

**COMMITTEE-OF-THE-WHOLE MEETING AGENDA
MONDAY, APRIL 23, 2018 AT 5:00 P.M.
LEDE ROOM, LEDUC CIVIC CENTRE
1 ALEXANDRA PARK, LEDUC, ALBERTA
PAGE 1**



*Admin.
Est. of Time*

I. APPROVAL OF AGENDA

II. ADOPTION OF PREVIOUS NOTES

- a) Approval of Notes of the Committee-of-the-Whole Meeting held Monday, April 16, 2018

III. DELEGATIONS & PRESENTATIONS

IV. BUSINESS ARISING FROM PRESENTATIONS

V. IN-CAMERA ITEMS

R. Yeung /
R. Lewchuck,
Blue Chip Wealth
Strategies Inc.

- a) Community Partnership Opportunity Update
FOIP s. 16 & 24
(SECOND ITEM OF BUSINESS)

45 minutes

D. Melvie

- b) RCMP Facility Update
FOIP s. 24 & 25

10 minutes

VI. RISE AND REPORT FROM IN-CAMERA ITEMS

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

D. Melvie /
R. Thomas,
Leduc County /
B. Huybens &
M. Langstone,
iStrategic Advisors

- a) Leduc Regional Fire Services
(FIRST ITEM OF BUSINESS)

30 minutes

M. Hay /
B. Murray,
B&A Planning Group /
J. Bellinger, Nichols
Applied Management

- b) 2019 – 2022 City of Leduc Strategic Planning –
Update for April 23, 2018
(THIRD ITEM OF BUSINESS)

15 minutes

VIII. INFORMATION ITEMS

IX. ADJOURNMENT

I.

APPROVAL OF AGENDA

This is your opportunity to make an addition, deletion or revision
to the Agenda

COMMITTEE-OF-THE-WHOLE MEETING NOTES
MONDAY, APRIL 16, 2018
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Present: Mayor B. Young, Councillors B. Beckett, G. Finstad, B. Hamilton, L. Hansen, T. Lazowski and L. Tillack

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

Mayor B. Young called the meeting to order at 5:03 pm.

I. APPROVAL OF AGENDA

MOVED by Councillor B. Beckett that the Committee approve the agenda as presented.

Motion Carried Unanimously

II. ADOPTION OF PREVIOUS NOTES

a) Approval of Notes of the Committee-of-the-Whole Meeting held Monday, April 9, 2018

MOVED by Councillor L. Tillack that the notes of the Committee-of-the-Whole meeting held Monday, April 9, 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

MOVED by Councillor G. Finstad that Committee-of-the-Whole move In-Camera at 6:07 pm to discuss:

a) Airport Accord Strategic Planning Session- April 16, 2018

FOIP s. 21, 24 & 25

Motion Carried Unanimously

MOVED by Councillor B. Beckett that Committee-of-the-Whole move In-Public at 7:15 pm.

Motion Carried Unanimously

VI. RISE AND REPORT FROM IN-CAMERA ITEMS

a) Airport Accord Strategic Planning Session- April 16, 2018

FOIP s. 21, 24 & 25

P. Benedetto, City Manager, I. Sasyniuk, General Manager, Corporate Services, and M. Pieters, General Manager, Infrastructure and Planning, made a presentation.

M. Pieters, P. Benedetto, Mayor B. Young, I. Sasyniuk, D. Melvie, General Manager, Community and Protective Services, answered Committee's questions.

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

a) Recreation Fees & Charges Strategy (First Item of Business)

D. Melvie, General Manager, Community and Protective Services, introduced B. Johnston and R. Schwartz, RC Strategies & PERC, and spoke about the discussion ahead.

B. Johnston introduced the basis for setting fees and charges, which are:

- Tradition
- Market forces
- Recovery rates
- Practical issues, and
- Needs and benefits

Committee members spoke about:

- Complaints received: some residents, who do not use recreation facilities, want to know why they have to pay taxes towards recreation facilities; concern about competition with local services; and how is the City prepared to assist residents to live a healthy lifestyle
- Needs vs. Demand
- Public Good – indirect benefit to all
- Benefit Continuum



- Quality of Life = major factor in attracting new residents

B. Johnston provided a handout entitled "Indicators of Public Benefit" and "Recommended Recovery Rates for Calculating Fees and Charges" (Attached) as an example of what another community used to assist in calculation of fees and charges.

B. Johnston, I. Sasyniuk, General Manager, Corporate Services, D. Melvie and J. Kamlah, Director, Recreation & Community Development, answered the Committee's questions.

Committee members asked that B. Johnston provide some examples of creative ways other communities handled this matter.

B. Johnston set out next steps:

- Engage stakeholders
- Calculate unit costs and safety net options
- Agree on categories of users and uses by which to vary subsidy levels
- Populate the user/use matrix
- Draft a policy
- Engage stakeholders on draft
- Finalize policy and develop an implementation plan

VIII. GOVERNANCE

Mayor B. Young shared with Committee members that they have a responsibility, when posting to social media, to ensure they represent the City of Leduc in a positive manner. A copy of the Social Media Policy for Council was provided to them via email.

a) Buddy System

Mayor B. Young advised that new Councillors have been teamed with experienced Councillors for the purpose of mentoring. This strategy is working well.

b) Governance Enhancements

Mayor B. Young has stated that the agenda spreadsheet being provided to Committee members has worked well resulting in a reduction of items being added to an agenda at meetings.

c) Information Requirements

Mayor B. Young advised that any questions a Councillor may have should be directed through K. Bain, Executive Assistant to Council. The practice will be monitored for efficiencies.

P. Benedetto, City Manager, congratulated Committee members for their first six months in office. P. Benedetto acknowledged that it has been a very busy, productive six months and asked Committee members to advise if there are other topics that they would like Administration to investigate.

There was further discussion on the upcoming Bylaw relative to Cannabis use and the variations in Bylaws from municipality to municipality and province to province.

M. Pieters, General Manager, Infrastructure and Planning, Mayor B. Young, P. Benedetto, B. Loewen, City Solicitor, and D. Melvie, General Manager, Community and Protective Services, answered the Committee's questions.

d) Informal Public Outreach

Councillor L. Hansen opened a conversation around the fact residents recognize the difference in public engagement held by Administration and the engagement held by Council. Councillor L. Hansen asked Committee members what outreach they would like to see driven by Council. Suggestions were put forward and coffee parties were agreed to with meetings being offered at various times throughout the week, weekends included. Dates will be worked out through K. Bain and there will be an advertising component that will be worked out by Administration.

B. Loewen, City Solicitor, suggested that the coffee parties never have more than three Council members in attendance in order to adhere to legislation and the definition of a "Council meeting".

Councillor B. Beckett has been involved in Caring Companies, a ball hockey tournament, for a number of years. Councillor B. Beckett cannot participate this year due to commitments. The commitment is to be a part of the steering committee and to participate in the tournament, which takes place June 2, 2018. The tournament is in support of the United Way. In 2017, \$13,000 was raised.

Due to commitments, no member of Council or Administration will be able to be part of the steering Committee, however will participate in the tournament.

IX. COUNCIL CALENDAR UPDATES

There were no updates

X. INFORMATION ITEMS

There were no information items.

XI. ADJOURNMENT

The meeting adjourned at 7:52 pm.

B. Young
MAYOR

S. Davis
CITY CLERK

VII. a)

Indicators of Public Benefit

Growth of Individual	Growth of Community
Fitness and Well Being	Special Events
Preschool Recreation Opportunities	Support for Local Community Groups
Basic Skills for School Aged Children	Spectator Sport
Advanced Skills for School Aged Children	Exposure to the Arts
Social Opportunities for Teens	Social Functions
Basic Skills for Adults	Protecting Natural Resources
Advanced Skills for Adults	Beautify the Community
Recreation Opportunities for Seniors	Opportunities for Family Units
Interpreting the Environment	Mixing Generations and Subgroups
Reflection/Escape	Support for Volunteerism
Leisure Education	
Communication System	

Recommended Recovery Rates for Calculating Fees and Charges

		USES						Fundraising
		Drop In Admission	Programs	RENTALS				
				Regular Activity	Sport Tourism	Community Group Mtg.	Commercial Use	
INDIVIDUALS								
users	Preschool (0-2yrs)	0%	25%					
	Child (2-6)							
	Youth (6-18yrs)	25%	50%					
	Student							
	Adult (18-64yrs)	50%	75%					
	Senior (65+yrs)	25%	50%					
	Golden Age	0%						
	Family	100%*						
People with Special Needs								

		GROUPS					
		Drop In Admission	Programs	Regular Activity	Sport Tourism	Community Group Mtg.	Commercial Use
users	Youth Non-Profit			50%	50%	0%	50%
	Adult Non-Profit			75%	75%	0%	75%
	Private Group or individual			100%	100%	100%	
	Commercial			125%	125%	125%	125%
	Government/Institutional						
	School			50%	50%	50%	
			75%	75%	75%		

*the fee is a multiple of two adult fees

III.

**DELEGATIONS
&
PRESENTATIONS**

IV.

**BUSINESS ARISING
FROM
PRESENTATIONS**

IN-CAMERA ITEMS

Community Partnership Opportunity Update

(Removed Pursuant to Sections 16 & 24
of the FOIP Act)

Presented by:

R. Yeung

R. Lewchuck, Blue Chip Wealth Strategies Inc.

IN-CAMERA ITEMS

RCMP Facility Update

(Removed Pursuant to Sections 24 & 25
of the FOIP Act)

Presented by:

D. Melvie

VI.

RISE AND REPORT FROM IN-CAMERA ITEMS

MEETING DATE: April 23, 2018
SUBMITTED BY: D. Melvie, General Manager, Community & Protective Services
PREPARED BY: Same
REPORT TITLE: Leduc Regional Fire Services

REPORT SUMMARY

The Leduc Regional Fire Services (LRFS) Executive Leadership Steering Committee is providing an overview of a series of implementation assumptions that are being considered in the development of a detailed financial analysis for the Final Implementation Plan (FIP).

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

At the March 13 and 14, 2017, respective meetings of the City and County Committees of the Whole, the Councils were provided an in-camera update on the LRFS initiative based on completion of Phase 2 of the project including the direction of the draft Conceptual Implementation Plan (CIP).

At the April 12, 2017, City of Leduc/Leduc County Joint Council meeting, the Conceptual Implementation Plan for Leduc Regional Fire Services (LRFS) was accepted and approved. Councils directed respective Administrations to present next phase activities for LRFS for both Councils consideration.

At the July 10 and 11, 2017, respective meetings of the City and County Committees of the Whole, the Councils were provided a recommendation on proceeding with some specific sub-projects toward Phase 3 and a future Final Implementation Plan (FIP). These recommendations were accepted and approved.

At the November 6, 2017, City of Leduc, Committee of the Whole, the newly elected City Council was provided an update on past, current and upcoming activities of the Leduc Regional Fire Services (LRFS) initiative. Administration highlighted a series of key next steps that were to include:

- Acquire the resource support for the detailed financial analysis
- Complete awareness presentations to each new Council
- Prepare the Final Implementation Plan
- Present the Final Implementation Plan to respective Councils

KEY ISSUES:

The first major deliverable from the LRFS Initiative was the Conceptual Implementation Plan (CIP) accepted and approved by the City and County on April 12, 2017. The CIP recommends a single Unified, Integrated, Composite service for the "whole of the Leduc Region" (all of the City and County). Since approval of the CIP one of the identified sub-projects that has been undertaken has been a detailed financial analysis. As part of this sub-project, the Working Paper: Implementation Assumptions (attached) was presented at the April 6, 2018

LRFS Executive Leadership Steering Committee. The working paper identifies a series of assumptions for the implementation of the LRFS initiative and form the current basis for the Final Implementation Plan (FIP) and the Financial Analysis Project, which is an input to the FIP. The assumptions are presented into groupings related to a Leduc County base case, City of Leduc base case and an LRFS amalgamated case.

ATTACHMENT:

Working Paper: Implementation Assumptions (April 5, 2018)

RECOMMENDATION

Accept Report as Information.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / D. Melvie, General Manager, Community & Protective Services

LEDUC REGIONAL FIRE SERVICES (LRFS)

Working Paper: Implementation Assumptions

April 9, 2018 (Revised)

Purpose

This working paper identifies assumptions for the implementation of the Leduc Regional Fire Services (LRFS). These assumptions are the current basis for the LRFS Final Implementation Plan (FIP); and the Financial Analysis Project, which is an input to the FIP.

Many of these assumptions were detailed within the Conceptual Implementation Plan (CIP) which was accepted and approved by the City of Leduc (City) and Leduc County (County) Councils in April 2018.

Background

This Working Paper is a living document. It has been prepared based on numerous discussions with the members of the LRFS Leadership Steering Committee (LSC) Executive, Project Team Members and KPMG. This document was formally reviewed in March by the City/County Finance Team members and the Fire Chiefs. A subsequent version was reviewed with Council Representatives to LRFS on April 6, 2018 for discussion purposes (noting items in red were specifically presented).

This version represents numerous clarifications and improvements since the initial draft in 2017 and subsequent to April 6, 2018.

Context

Each of the City and County are intending or planning for investments and improvements to fire services within their respective jurisdictions. These planned investments, while not approved by Councils, reflect a base case scenario by each of the City and County in a response to current challenges and opportunities. These and other investments can then be extrapolated for LRFS as future potential assumptions. The assumptions establish a basis for financial analysis, and subject to Council approval, may be incorporated into the FIP. These

The financial analysis is preparing the following themes:

- County Fire Services Base Case
- City Fire Services Base Case
- LRFS Fire Services Amalgamated Case

The assumptions are finalized and approved, rather contributions to potential or probable scenario's for conducting financial analysis.

County Fire Services Base Case

1. Services and Service Levels

a. Continue using current service targets

- i. For rural urban stations there is no specific response time window. Depending on time of day and firefighter availability first response may include only two POC on a pumper within a fire district. However, additional response within the fire district and or from other fire districts is used to support first responses. Optimal firefighter configuration on first response is four (4) firefighters.

- ii. For the Nisku fire district, a response time target of 10 minutes 90% of the time is desired. Optimal firefighter configuration on first response is four (4) firefighters.

2. Stations

- a. Operate all existing stations; however,
The County may by 2020, assume direct responsibility for Non-Airside services at the EIA. The existing service agreement with EIA would be terminated which currently has an ~\$2.9M cost. The County may then implement a station at the 7-11 near the Airport Terminal and use a four (4) full-time firefighter staffing configuration for this fire station. The staffing configuration is estimated at \$1.5M (16 FTEs) annually plus POC back-fill of \$500K Total \$2.0M. The County would use an EIA build to lease facility with some initial setup costs of ~\$700K capital and on-going monthly lease costs (~1-2M per year). Existing apparatus would be relocated. This station would require supervision at ~\$15K annually. The Nisku station would remain as a POC station.
- b. **The County may by 2024, build a North Nisku fire station with a four (4) fulltime firefighter staffing configuration.** The Nisku station would remain as a POC station. The North Nisku station would be County build to own including land and construction of the station with O&M similar to the current Nisku station and as projected. The staffing configuration is estimated at \$1.5M (16 FTEs) annually plus POC back-fill of \$500K Total \$2.0M. This station would require supervision at ~\$15K annually.
- c. Thorsby, Calmar and New Sarepta would continue functioning as POC or call in stations

3. Staffing

- a. The total Paid on Call (POC) complement for the County is estimated at 125 firefighters.
- b. The current targets for POCs for the fire districts are Nisku 40, Calmar 34, Thorsby 26, New Sarepta 26 for a total of 126. The current number of POCs is 94 with a recruitment class of 18 beginning in March 2018.
- c. The County may by 2019, add a 0.5 FTE Fire Prevention Officer at ~\$60K annually; and then five years later add 1.0 FTE at \$120K annually.

City Fire Services Base Case

4. Services and Service Levels

- a. Continue using current service targets of a response time of 10 minutes 90% of the time
- b. The City would continue its provision of Ambulance Services for Alberta Health through the composite model of all firefighters having Paramedic credentials.

5. Stations

- a. Operate all existing stations; however,
- b. **The City may by 2020, build a North End City fire station with a three (3) fulltime firefighter staffing configuration with appropriate supervision through shifts by DCO.** The staffing costs are estimated at \$1.5M plus POC backfill of \$611K annually. The O&M will be similar to Stations #1 and #2. The purchase of land and construction of the facility will be as projected.

6. Staffing

- a. The City may by 2019, add a 1.5 FTE Fire Prevention Officer at ~\$180K annually; and then five years later add 1.0 FTE at \$120K annually.
- b. The City will continue to recruit POCs as needed to support a composite model.

LRFS Fire Services Amalgamated Case

7. Context and Vision

- a. The LRFS Initiative was established based on a joint collaborative commitment and direction from a Joint City/County Council meeting to the Administrations.
- b. LRFS is NOT a merger nor a takeover by either the City nor the County.
- c. LRFS will be a single unified, integrated and composite fire service.

8. Governance and Organizational Structure

- a. LRFS will be a new legal entity with an estimated \$20K in incorporation costs including legal.
 - b. **The City and County will be the two shareholders of the new LRFS legal entity.**
 - c. **LRFS will be governed by a Board of Directors comprised of a five-member Board of independent professionals appointed by the City and County.**
 - d. The Board of Directors will have an appropriate and reasonable honorarium estimated at \$30K annually (~\$10K to Chair and per meeting honorarium for remaining members).
 - e. A new Regional Chief Executive Officer will be identified.
 - f. The current mix of FTEs for Chief Officers will not be reduced immediately. The current total number of 9 FTEs reflecting Chief Officers would be used to accommodate the staffing requirements for the LRFS Executive and Chief Officer positions; an additional \$100K annually in salaries and benefits is expected for first 3-5 years until all staffing including corporate services is rationalized; formal one-time recruitment expenses are estimated at \$50K.
9. Corporate Services
- a. **City and County would retain, operate and manage most corporate services for a pre-determined period as agreed/negotiated with the LRFS entity.**
 - b. The City and County will continue to provide, for a reasonable period, the majority of Corporate Services and supports based on a rationalized model (e.g., one entity provides IT support to all of LRFS, the other entity provides human resource support to all of LRFS).
 - c. Some Corporate Services support will be allocated to or transitioned to LRFS immediately upon or just prior to start-up (e.g., legal, accounting). LRFS should ensure the following in-house corporate services are available immediately upon start-up – Legal, Accounting, Administrative Support. Other services such as human resources, payroll, benefits, fleet management, etc. may be provided to LRFS.
 - d. The mix of current administrative support to an LRFS Board, the CEO and an Executive team will likely need to increase from current allocations by the City and County.
 - e. LRFS Board, Executive and Administration functions would utilize a single headquarters supporting Board, Executives, Chief Officers, Administration Support, Initial Core or Critical Corporate Functions, Meeting Rooms, etc.; this would require lease or other use of such space from the County and/or City; this may allow some space in the Nisku station to accommodate full-time requirements.
10. Implementation
- a. **Will be staged over a multi-year period to ensure the approved funding for LRFS can be effectively and efficiently implemented through operating and capital budget processes** and that the new LRFS entity is provided the time and resources to develop the required competencies and capacity; the staging will consider over time the timing of incorporation, Board and Senior Executive recruitment, assignment of corporate support services, and go-live of operations.
 - b. **LRFS will have distinct branding and a website.** The one-time branding change-over includes badges (i.e., on Day 1 of Operations) estimated at ~220 firefighters (~64 FT and ~156 POC at \$200 each; apparatus decals estimated at 8 major items of City, 7 minor for City, 33 major of County, 17 minor of County) estimated at \$1,000 each minor and \$2,000 each major; plus office incidentals.
 - c. Existing service agreements including mutual aid and fire services will be assumed by LRFS, subject to parties' (e.g., Alberta Health, Calmar, Thorsby, Warburg, Millet, and Edmonton International Airports (EIA) agreements); the County will at an appropriate point provide notice of termination of the service agreement for the provision of fire services to the County by the EIA; such service needs will be assumed by LRFS.
11. Services and Service Levels
- a. **LRFS will deliver fire and emergency management services to the whole of the Leduc Region (meaning current City and County jurisdictions).**
 - b. LRFS will provide fire suppression, fire rescue, emergency medical services, fire prevention and investigations, training and education, and where contracted ambulance services.

- c. Service delivery will remain based on pragmatically achievable and differentiated response targets based on community resources appropriate for rural and urban environments.
- d. Service levels in rural areas will continue to be based on a paid-on call staffing configuration with up to four firefighters for a first response engine.
- e. Service levels in the City and County's urban areas will be based on a full-time staffing configuration with three firefighters for a first response engine; on go live of field operations for ambulance by LRFS, the current service level of two fulltime units based in the City of Leduc will remain in effect.
- f. For fulltime fire stations in the central urban areas would use a 6.5-minute travel time is appropriate for travel time within a 10-minute response time window 90% of the time; this includes an ~2-minute dispatch time and a ~1.5-minute turnout time on average. Rural urban areas would continue to strive for realistic response times based on non-full-time staffing.

12. Stations

- a. **By 2020, Day 1 of Go-Live of LRFS Operations, there will be four (EIA, City #1, City #2, Nisku) fire stations with a three (3) fulltime firefighter staffing configurations for first response engines in the central urban areas.** The EIA fire station (Non-Airside) would be relocated to the 7-11 outside the EIA Fence. LRFS would not expend ~\$2.65M to the airport agreement supported by \$250K from the City. Each station staffing costs will be \$1.5M (12 FT staff) plus \$500K (POC backfill) along with O&M including temporary or lease use of EIA station. LRFS would realize some savings from the current POC salaries, benefits, uniforms and training at Nisku. Training and composite credentials costs will be incurred. The Nisku fire station would not be used for front line response (as per Co-Program Sponsors) – the determination of the actual need for one or both of these stations would be subject to growth and service needs.
- b. **Rural Urban response would continue through three fire stations (Thorsby, Calmar, New Sarepta) using paid on call staff.** The South County and Warburg Areas would be serviced through service agreements (e.g., Millet, LRFS).
- c. **By 2022, a new Joint City/County fire station would be funded and built with a three (3) fulltime firefighter staffing configuration;** with the addition of 24-hour supervision (e.g., DCO)
- d. **By 2024, a new North Nisku fire station would have a three (3) fulltime firefighter staffing configuration.**

13. Staffing

- a. The total number of projected POCs (220) would be rationalized to ensure adequate numbers to meet the needs of paid on call stations, back-fill replacement for fulltime and other needs; the addition of two fulltime stations under LRFS would result in more fulltime and assumes some of these FT positions would be filled by POCs. POCs would be transitioned not terminated in this model.
- b. Additional FTEs for Fire Prevention Officers would be added as per base cases.
- c. The mix of firefighters including FTEs (fulltime and paid on call) will be subject to the CIP and FIP (essentially the operational related assumptions).
- d. LRFS will recruit, as required, for the appropriate staffing to meet such service delivery and deployment needs based on acceptable skills, experiences, standards and requirements for LRFS.

14. Financial

- a. Existing rental agreements would continue to apply under LRFS.
- b. The baseline for the five and ten year operating and capital budgets of the City and County will be based on approved and/or reasonable unapproved operating and capital budgets supporting future growth and other needs (e.g., enhanced fire prevention, vehicle replacements/maintenance, new equipment).
- c. **The amalgamated five and ten year operating and capital budget of LRFS will be based on the baselines above for the City and County and any proposed organizational and operational changes as identified within the CIP.**

- d. One-time implementation or transition costs (e.g., stand-up LRFS, crests, decals) will be incorporated into an amalgamated budget for LRFS.
- e. New on-going implementation costs (e.g., single dispatch and fire reporting solution, impact of a collective bargaining agreement) will be incorporated into an amalgamated budget for LRFS.

15. Change Management and Transition

- a. **The City and County will require amended By-Laws to establish and empower LRFS for the provision of fire services, emergency management services, safety codes services and other required services.**
- b. City and County Council procedures and practices will change – the individual Councils (and their Committees) will no longer be dealing with Fire Services matters (except for inputs to their municipal plans and budgets. The Councils will be involved in “joint” oversight of LRFS through new shareholder meetings and practices.
- c. City and County Senior Administration will no longer have accountability for Fire Services. Various changes will be required to existing City and County position descriptions and evaluation/accountability measures. Various administrative processes such as planning and budgeting will need to be adjusted to address the new legal entity’s status.
- d. City and County Corporate Services (for some as yet undefined time) will need to adjust their service provision approach in order to deliver services to the LRFS as a legal entity separate from the municipal Administrations.

16. Labour

- a. **A collective bargaining agreement and new certificate (between the LRFS entity as the employer and the LRFS firefighters) will, subject to the Alberta Labour Code and the Alberta Labour Relations Board, be developed and will apply to non-management LRFS staffing.** There will be no terminations of the current City’s or County’s firefighters as a result of the successor employer change, unless so determined by the employee. Ideally, where supported by legislation and regulations, and any Labour Board decisions and other negotiations, employees will retain relative seniority, benefits/pensions. Need to address seniority of the County POC and potential impact of existing unionized staff.
- b. Current County POCs would ideally be incorporated into terms and conditions based on years of service, seniority and the applicable union wage rates.

17. Misc.

- a. LRFS will prepare a single strategic plan supported by a single business plan
- b. LRFS will prepare a single Fire Master Plan and Standards of Cover Position
- c. LRFS will prepare a single FUS which is expected to significantly reduce residential and commercial insurance rates
- d. LRFS will consolidate all dispatch, and fire reporting through a single provider; estimated to cost an additional \$1.20 per dispatch call for 700 calls (from County) per year
- e. LRFS will utilize a single radio, communications protocol and system to ensure interoperability of all response units
- f. LRFS will consolidate all fleet services through a single provider
- g. LRFS will consolidate all payroll and benefits support
- h. LRFS will consolidate all accounting support and systems

MEETING DATE: April 23, 2018

SUBMITTED BY: Michelle Hay, Director of Intergovernmental Affairs and Corporate Planning

PREPARED BY: Michelle Hay, Director of Intergovernmental Affairs and Corporate Planning

REPORT TITLE: 2019-2022 City of Leduc Strategic Plan – Update for April 23, 2018

REPORT SUMMARY

Three working sessions of the Strategic Planning Committee resulted in a draft 2019-2022 City of Leduc Strategic Plan that formed the basis of further public consultation in early April. In the intervening time, and as committed, administration has worked to develop measures that would help indicate whether progress toward the outcomes was being achieved. This report outlines the measures identified and that will be included in the final strategic plan coming to the May 14, 2018 council meeting.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION: The Strategic Planning Committee met on three occasions—January 9, February 21 and 22, 2018—to work on the development of the 2019-2022 City of Leduc Strategic Plan.

KEY ISSUES:

Where We Are

The City of Leduc's strategic planning process is nearing completion. A robust program of public engagement helped inform the planning process and the Strategic Planning Committee has dedicated a number of work sessions to incorporate and distill what we heard in a four-year strategic plan for the future.



Continuous Improvement: Key Performance Indicators (KPIs)

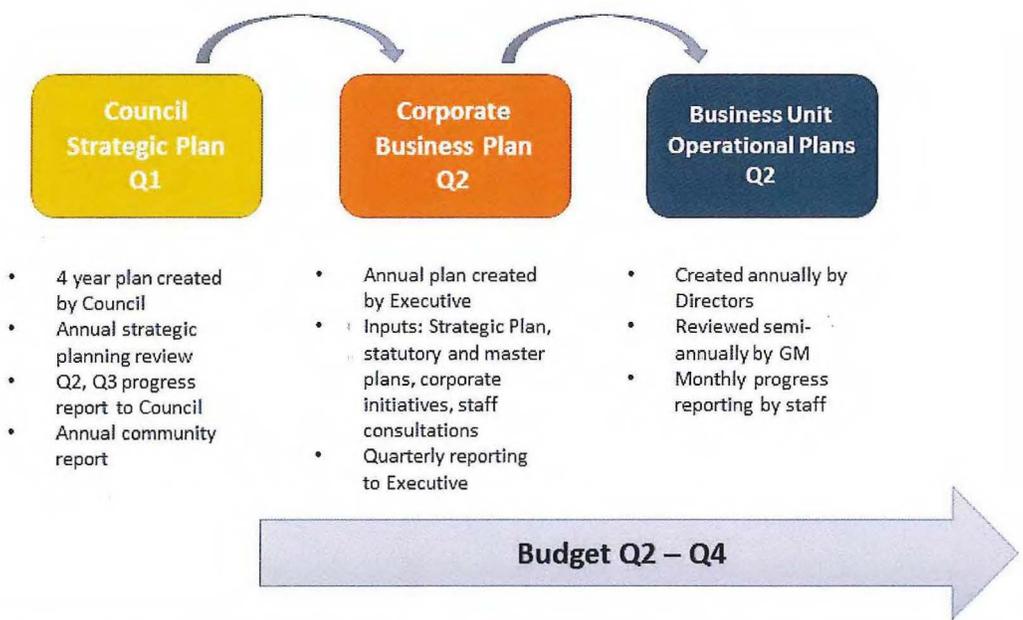
As you will recall, the plan focuses on four main areas. The City of Leduc remains committed to continuously improving our ability to plan for the future and make meaningful decision to achieve these goals. To that end, the attached document identifies three key performance indicators for each focus area that will be helpful in determining our progress. Further, each set of measures for a particular focus area considers a measure that would be meaningful through three different lenses—community, council and the corporation. By including these measures in the strategic plan, the City takes further steps in improving our accountability and transparency—moving us farther on the spectrum of corporate performance measurement—and eventually to corporate performance management. Administration was pragmatic in understanding what information is readily available, what could be procured relatively easily and what data needs to have a mechanism designed to capture the information. At the time of writing, four measures are undergoing further administrative review and are anticipated to be ready by the time this report is considered at committee. This highlights that including these KPIs in the strategic plan is merely the beginning. Time and work will be required to evolve these measures and the frequency of administration’s ability to update them should also be noted.



Next Steps

Approval of the 2019-2022 City of Leduc Strategic Plan is slated for May 14, 2018. It will include all the work completed to date including these key performance indicators. This provides Council the opportunity to make their public commitment to the plan in its totality—vision, mission, values, focus areas, strategies and measures. This enables the rest of the City’s corporate planning framework so we can begin the work of addressing and resourcing Council’s priorities through operational plans and budget. Further, this sets the organization up to report progress made and challenges encountered through regular updates to Council.

Corporate Planning Framework



ATTACHMENTS:

- 2019-2022 City of Leduc Strategic Plan key performance indicators (in progress)

RECOMMENDATION

Item for information only.

Others Who Have Reviewed this Report

P. Benedetto, City Manager

City of Leduc 2019-2022 Strategic Plan: Key Performance Indicators

Approach:

In consultation with the Corporate Planning Team, key performance indicators (KPIs) have been drafted for review by City Council and Executive Team.

The purpose of including KPIs in the 2019-2022 Strategic Plan is to help inform citizens, Council and Administration on the level of progress the City is making in achieving the identified outcomes. The identification of KPIs represents a step forward on the City's continuous improvement path.

While most indicators selected are based on available data and ease of collection, others will require further investigation and refinement. It is anticipated that while some results will be included with the next Council check-in, others may need to be further developed and included in subsequent check-ins.

Purpose of KPIs:

The KPIs not only help to identify where the City is making progress, they also help to tell a story about what City Council is focused on and why it matters.

KPIs tell you whether or not the City is achieving its outcomes over the medium to long-term (4+ years). They inform decision makers on progress and may provide some level of evidence to suggest if a change in strategy is required.

Preliminary Key Performance Indicators:

	Community Indicator	Council Indicator	Corporate Indicator
A City Where People Want to Live, Work and Play	Citizen Satisfaction on Quality of Life <small>Collected bi-annually through Citizen Satisfaction Survey</small>	Citizen Satisfaction on City Engagement <small>Need to develop a new question for the Citizen Satisfaction Survey – Discuss with communications</small>	Citizen Satisfaction on City Programs and Services <small>Collected bi-annually through Citizen Satisfaction Survey</small>
A City with a Plan for the Future	Citizen Satisfaction on Value for Municipal Tax Dollars <small>Collected bi-annually through Citizen Satisfaction Survey</small>	KPI Pending	KPI Pending
An Economically Prosperous City and Region	Employment Trend <small>Focus on regional data from StatsCan. Could also look at average earnings of City Residents – Discuss with planning and development</small>	Business Licenses (retention and growth) <small>Currently tracked through planning and development</small>	Residential / Non-Residential Tax Split <small>Currently tracked by Finance - consider splitting commercial and industrial when explaining the non-residential percentage – Discuss with finance</small>
A Collaborative Community-Builder and Regional Partner	KPI Pending	Community Stakeholder Satisfaction with the City <small>New survey directed to stakeholders (needs defining)</small>	KPI Pending

Legend:

- Green Shading - Already have a mechanism for collection
- Yellow Shading - Information is available - may require some resourcing
- Red Shading - Information is not currently available - will have to develop a mechanism for collection

VIII.

INFORMATION ITEMS

IX.

ADJOURNMENT