

**COMMITTEE-OF-THE-WHOLE MEETING NOTES
MONDAY, SEPTEMBER 24, 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: M. Pieters, Acting City Manager and M. Hormazabal, Deputy City Clerk

Mayor B. Young called the meeting to order at 5:01 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 the Notes of the Committee-of-the-Whole Meeting held on Monday, September 17, 2018

MOVED by Councillor L. Hansen that the notes of the Committee-of-the-Whole meeting held on Monday, September 17, 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 L. Hansen that Committee-of-the-Whole move In-Camera at 6:27 pm to discuss:

- a) Potential High School Sites
FOIP s. 16, 24 & 25
- b) Joint Committee Briefing
FOIP s. 21 & 24

Motion Carried Unanimously

MOVED by Councillor L. Tillack that the Committee-of-the-Whole move In-Public at 6:51 pm.

Motion Carried Unanimously

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VI. RISE AND REPORT FROM IN-CAMERA ITEMS

a) Potential High School Sites

FOIP s.16, 24 & 25

In Attendance: Committee Members
 Members of the City of Leduc Executive Board
 S. Olson, Director, Engineering

M. Pieters, Acting City Manager, provided an overview on potential high school sites.

M. Pieters answered the Committee's questions.

b) Joint Committee Briefing

FOIP s. 21 & 24

In Attendance: Committee Members
 Members of the City of Leduc Executive Board

M. Pieters, Acting City Manager, briefed Committee on the upcoming Joint Committee meeting.

M. Pieters, answered the Committee's questions.

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

a) Cannabis Rules Awareness Public Information Campaign Update

N. Booth, Manager, Communications and Marketing Services, identifying the positive and negative stats generated after the cannabis rules awareness public information campaign launch.

Responsible Dept.
CS

The Committee is in support of educating the public without the "Buddy" cartoon character. The Committee requested to have the cartoon character removed from all advertisements.

N. Booth, answered the Committee's questions.

b) Leduc Golf and Country Club

R. Lewchuk, Consultant, Blue Chip Wealth Strategies Inc., made a presentation (Attached) on the assessment and market comparators of the Leduc Golf and Country Club and the capital region.

Responsible Dept.
CPS

This report was provided to Committee as information. R. Lewchuk and J. Kamlah answered the Committees questions.

c) St. Michael Catholic Church – Request for an AVPA Amendment

K. Mercer, Development Officer, and S. Losier, Manager, Current Planning, explained that St. Michael's Catholic Church would like to expand on their existing church in the near future.

Responsible Dept.
IP

The site is located within the SE 35-49-25-W4 is subject to the regulations contained in the Edmonton International Airport Vicinity Protection Area ('AVPA') Regulation and Noise Exposure Forecast ('NEF') contour system. As a result, there would be a proposed amendment to the AVPA, to allow for the expansion of the existing Place of Worship located on several parcels.

Report Due:
Administration to research options and to meet with St. Michaels to discuss potential phase.

Administration will meet with representatives from St. Michael's Catholic Church to determine if a phased expansion would be suitable and other options.

d) Land Use Study & Proposed Redistricting from General Commercial to Business Light Industrial – Eight Properties in the Area of 46A Street/61 Avenue & 47 Street

K. Mercer, Development Officer, and S. Losier, Manager, Current Planning, provided details on the land use district strategy study, proposing redistricting eight parcels of land located within Pt. NW 35-49-25 W4 from GC – General Commercial to IBL - Business Light Industrial.

Responsible Dept.
IP

As per the legal requirements for this proposed redistricting, consideration by Committee is required and forms part of the future Public Hearing.

Report Due:
At a future Council meeting this fall.

K. Mercer and S. Losier, answered Committee's questions.

e) Downtown Snow Removal

C. Chisholm, Manager, RCMP Administration and Enforcement Services, made a presentation (Attached) and informed Committee of the September 3, 2018, letter from the Leduc Downtown Business Association ('LDBA'). The letter provides a motion made by the LDBA on June 8, 2018, that City of Leduc amend its current snow removal bylaw for Leduc's Downtown Core such that the time limited for snow removal from sidewalks is reduced from 48 hours to 24 hours.

Responsible Dept.
CPS

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General discussion took place and the Committee does not support an amendment to the bylaw. The Committee would like Administration to investigate other options and bring back to Committee for consideration.

f) Modifying Petition Requirements

S. Davis, City Clerk, explained that the recent *Municipal Government Act* ('MGA') amendments under s.226.1(1) allows Council to pass a bylaw changing certain legally binding petition requirements under s.219 to 226 and s. 233(2).

At this time, Administration does not recommend Council proceed with most of the amendments allowed under s. 226.1(1) of the MGA.

VIII. INFORMATION ITEMS

There were no items.

IX. RECESS (7PM)

The Committee did not recess.

X. RECONVENE

The Committee did not need to reconvene, due to adjourning the meeting on time.

XI. ADJOURNMENT

The meeting adjourned at 6:51 pm.

"Original Signed"

B. YOUNG
Mayor

"Original Signed"

M. Hormazabal
Deputy City Clerk

Community Partnership Opportunity Update

Committee-of-the-Whole, September 24, 2018
Ray Lewchuk, Consultant, Blue Chip Wealth Strategies Inc.

REPORT NUMBER: #2018-CR-090



Background

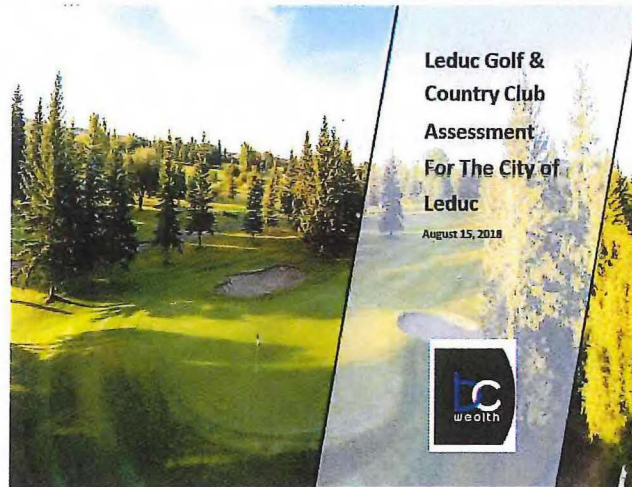


• Blue Chip Wealth was hired to complete a general assessment of golf within Leduc

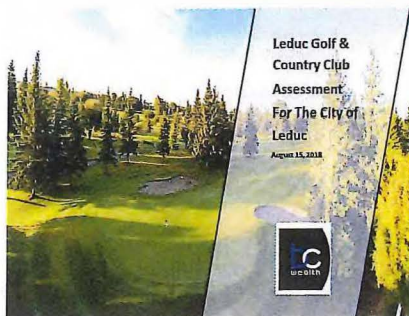
• Assessment includes the mutual benefits between the City and the Club, trends and operating models for municipal courses across Alberta.

• Future partnerships would need to be agreed upon by both the City and the Club.

Assessment

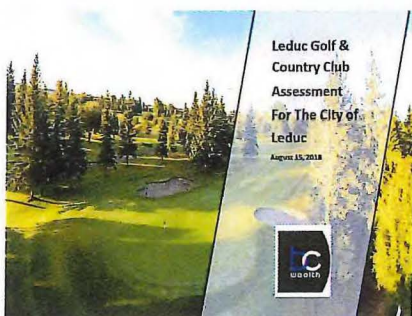


Content:



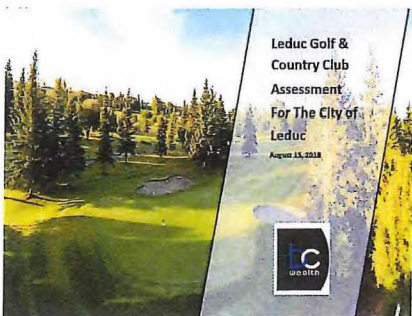
- Overview
- Mutual benefits
- Golf Course Ownership
 - Community Golf Courses
- Competition
- Industry Turnover and Trends
- Financial
 - Capital Assets
- Recommendations

Overview:



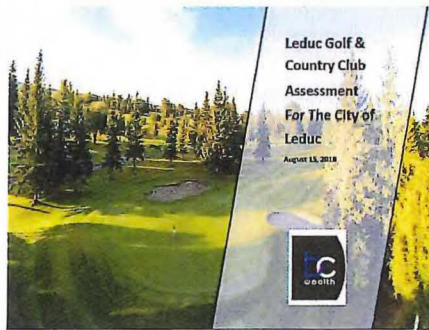
- Engaged to conduct an assessment and provide information on trends and operation models for municipal golf.
- Club history:
 - Par 71, 18 hole championship course
 - Governed by a board of 11 directors
 - 246 shareholders
 - Employs 40 employees during peak season
 - Steady decrease in membership over the past four years
 - Old country club style course

Golf Course Ownership Types:



- Private ownership
- Member ownership
- Municipal ownership
 1. Municipality has active role in managing, capital upgrades and operations
 2. Municipality has a not-for profit operate the golf course and completes all capital upgrades
 3. Municipality leases to a private golf course operator

Competition:



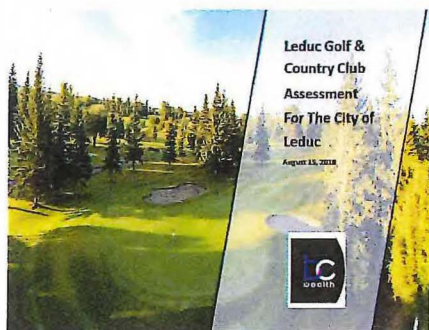
- 3 main competitors (Red Tail, Montgomery Glen (MG), Devon)
- Red Tail would be considered superior level but also has a higher price point.
- Devon and MG pose competitive pressure in both membership and green fee play

Competition:

Area Pricing

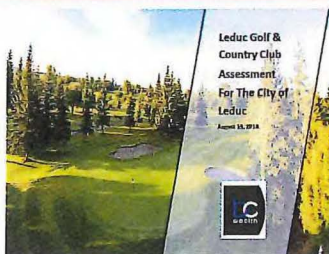
Golf Course	Distance	Type	Annual Membership	Restricted Membership	Weekend Green Fee	Weekday Green Fee
Leduc Golf & Country Club	0 km	Semi-Private	\$2,520.00	\$1,942.50	\$65.00	\$54.00
Red Tail Landing	11 km	Public	\$3,517.50	\$2,467.50	\$92.00	\$87.00
Montgomery Glen	35 km	Public	\$1,470.00	\$1,050.00	\$61.00	\$51.00
Devon	25 km	Semi-Private	\$2,000.00	\$1,640.00	\$54.50	\$43.50
Colonial, Beaumont	23 km	Public	\$3,800.00	\$2,950.00	\$79.00	68.00
Eagle Rock, Leduc County	29 km	Public	\$2,152.00	\$1,680.00	\$58.00	\$45.00
Camrose Golf Club	70.5 km	Municipal	\$1,260.00	\$840.00	\$48.00	\$42.00
Millwoods, Edmonton	34 km	Municipal	n/a	n/a	\$64.00	\$52.00
River Ridge, Edmonton	29 km	Public	\$2,050.00	\$1,470.00	\$71.00	\$57.00
Riverside, Edmonton	37 km	Municipal	n/a	n/a	\$58.00	\$47.00
Broadmoor, Sherwood Park	43 km	Municipal	\$2,855.00	\$2,190.00	\$60.00	\$49.00
Stony Plain	57 km	Municipal	\$2,551.50	\$1,930.00	\$66.00	\$53.00
Links at Spruce Grove	55 km	Public	\$2,700.00	n/a	\$65.00	\$53.00

Industry Turnover:



- Minimal turnover of ownership in the Edmonton area.
- Wetaskiwin/Sundre were in a similar position as Leduc and eventually sold the golf course.
- Whitemud, Pioneer and Golden West were all turned into land development
- Recent Courses taken over by municipality:
 - Cold Lake (2013)
 - Camrose (1998)

Trends:



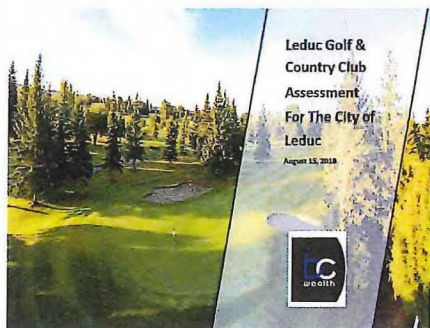
- Average rounds has decreased
- Revenue increased slightly due to non-golf revenues.
- Weather a non-factor in 2017
- Leduc has above average number of rounds

	National	BC	Alberta	Prairies	Ontario	Quebec	Atlantic	National # of Rounds
Revenue YTD	1.21%	3.06%	1.70%	10.57%	-1.83%	-6.18%	0.50%	
Rounds YTD	-4.02%	-6.03%	-7.18%	-0.29%	-3.52%	-6.98%	-3.59%	24,831
3 yr. avg. Rounds YTD	-3.01%	-5.23%	-5.58%	-0.98%	-2.06%	2.62%	0.44%	25,602

Financial – Leduc Golf & Country Club:

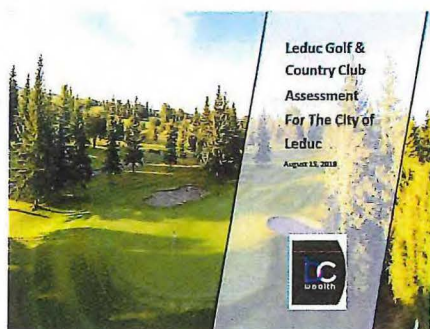
- Losses in previous years have contributed to debt and delayed capital improvements.
- Green fees saw a 5% increase in 2017, returning to historical numbers. Membership fees have steadily decreased over the past 4 years and now represent about 42.6% of golf revenue. In 2014 membership fees represented over 50% of golf revenue.
- 2018 interim results show an increase in revenues by 12.1%. Green Fee revenue is up 10.2%, Membership revenue down 4.4% and Cart Revenue up by 39%.
- 2018 Profitability returned, but still not sufficient to fully support capital projects.

Financial – Leduc Golf & Country Club:



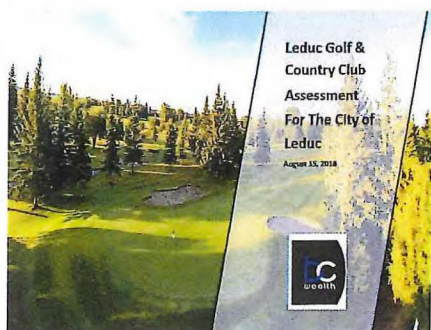
- GM and head pro position were amalgamated in 2017
- Club tournaments had a substantial increase
- New software was implemented in 2017
- Budget cuts to course maintenance (salaries and chemicals/fertilizers)
 - Level of course maintenance has direct affect on quality of course.
- Pro shop operations are within industry norm

Financial – Leduc Golf & Country Club:



- Food and beverage services are contracted out
- Accumulated losses have resulted in the use of cash and increasing overdraft facilities.
- Total debt is minimal compared to other courses.
- The Club will be unsustainable if it continues as is. (estimated 5 years)
- Maintenance is running at bare levels and in need of new equipment

Financial – Capital Assets:



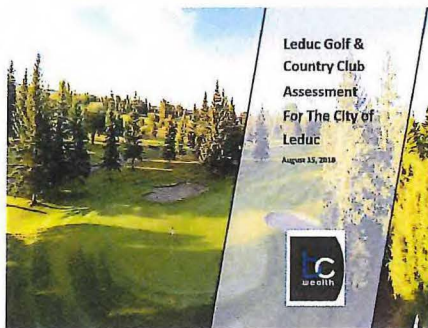
- Current clubhouse holds a maximum of 120 people for functions.
- Requires at least \$1.1 Million to bring to code
 - No accessibility upgrades and unknowns that were not completed in assessment.
- Irrigation system needs replacement (\$1.5 Million), excluding pumps
- New clubhouse could require additional land and additional parking.

Clubhouse Estimates:



- Current clubhouse holds a maximum of 120 people for functions.
 - Renovation to meet current codes - \$1.1 Million
 - Clubhouse construction on existing site - \$2.5 Million
- Upgrade clubhouse to hold a maximum of 200 - 300 people for functions.
 - Industry standard - \$3.5 Million
 - Additional multi-use expansion - \$3.0 Million
- Demolition of existing facilities - \$40,000
 - Not including asbestos removal if required
- Estimates do not include expansion of parking lot, site servicing or moving of holes if required.

Future Considerations:



- Future considerations need to take into account the following:
 - Long Term Fiscal Sustainability Plan
 - Municipal Development Plan
 - Transportation Master Plan
 - Parts Open Space and Trails Master Plan
 - Water and sanitation assessment
 - Water Master Plan
 - Long Term Facility Master Plan
 - Recreation and Culture Needs Assessment

Conclusion



- The existing golf course is a vital part of the community.
- The existing ownership structure cannot be sustained over the long term.
- Partnership by the City provides the best solution to ensure that the existing use of the property remains.
- Ability to leverage the property for the benefit of other user groups is available with City partnership.



Request by DBA

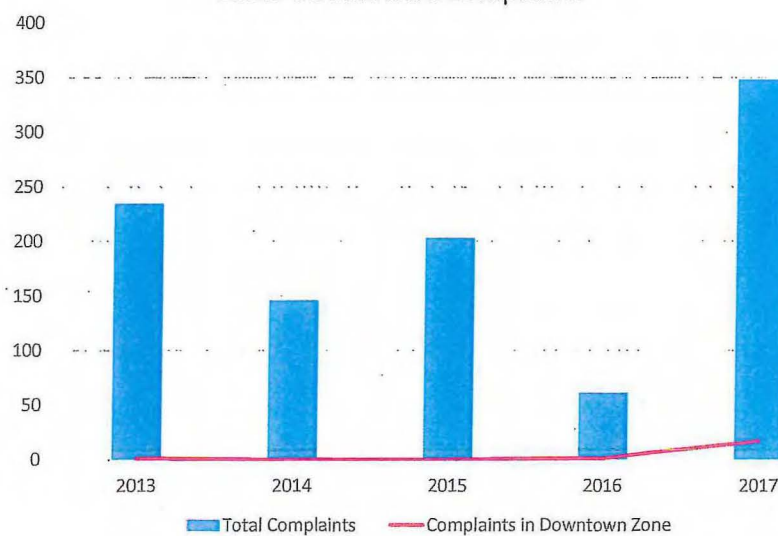
Sidewalk Snow Clearing Requirements in Downtown Area

www.leduc.ca



Request by DBA – Snow Clearing on Sidewalks

Snow on Sidewalk Complaints



Request by DBA – Snow Clearing on Sidewalks

End of Presentation