

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

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*Admin.  
Est. of Time*

	<b>I. APPROVAL OF AGENDA</b>	
	<b>II. ADOPTION OF PREVIOUS NOTES</b>	
	a) Approval of Notes of the Committee-of-the-Whole Meeting held Monday, October 15, 2018	
	b) Approval of Notes of the Committee-of-the-Whole Meeting held Monday, October 22, 2018	
	<b>III. DELEGATIONS &amp; PRESENTATIONS</b>	
E. Schrader	a) Unified Community Resource Collaboration	15 minutes
	<b>IV. BUSINESS ARISING FROM PRESENTATIONS</b>	
	<b>V. IN-CAMERA ITEMS</b>	
S. Olson	a) Off-site Levy Consideration and Bylaw Update <i>FOIP s. 23</i>	30 minutes
M. Pieters / H. Wilson	b) Leduc-Nisku Economic Development Association <i>FOIP s. 16, 21, 24 &amp; 25</i>	15 minutes
Mayor B. Young / P. Benedetto	c) Intermunicipal Relations <i>FOIP s. 21 &amp; 24</i>	10 minutes
	<b>VI. RISE AND REPORT FROM IN-CAMERA ITEMS</b>	
	<b>VII. REPORTS FROM COMMITTEE &amp; ADMINISTRATION</b>	
D. Melvie / J. Cannon / D. Brock / J. Kamlah	a) Grants to Organizations	1 hour
J. Cannon	b) 2019 Budget Preview	2 hours
	<b>VIII. GOVERNANCE</b>	
	<b>IX. COUNCIL CALENDAR UPDATES</b>	
	<b>X. INFORMATION ITEMS</b>	
Councillor B. Hamilton	a) Remembrance Day Video	10 minutes
	<b>XI. ADJOURNMENT</b>	

# **APPROVAL OF AGENDA**

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

**COMMITTEE-OF-THE-WHOLE MEETING NOTES  
MONDAY, OCTOBER 15, 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 5:05 pm.

**I. APPROVAL OF AGENDA**

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

**VII. Reports from Committee & Administration**

f) Council Trading Cards

Motion Carried Unanimously

**II. ADOPTION OF PREVIOUS NOTES**

a) **Approval of the Notes of the Committee-of-the-Whole Meeting held on Tuesday, October 9, 2018**

**MOVED** by Councillor G. Finstad that the notes of the Committee-of-the-Whole meeting held on Tuesday, October 9, 2018, be approved as presented.

Motion Carried Unanimously

**III. DELEGATIONS & PRESENTATIONS**

a) **Leduc Arts Foundry – 7:10 pm Time Specific**

C. Popik, Chair, Leduc Arts Foundry (“Foundry”), and M. Woodland, Marshall Tittlemore Architects, made a PowerPoint presentation (Attached), which provided information on:

- outcomes of the feasibility study
- the design concept
- land and location options
- next steps

A promotional video was also shared with the Committee.

The Foundry asked Council to assign Administrative resources to work collaboratively with them in order to establish the following:

- a. Partnership Agreement
- b. Partnership Model
- c. Define land location

C. Popik and M. Woodland answered the Committee’s questions.

COMMITTEE-OF-THE-WHOLE MEETING NOTES  
MONDAY, OCTOBER 15, 2018  
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Mayor B. Young advised that City Administration will continue to work with, and support, the Foundry.

**IV. BUSINESS ARISING FROM PRESENTATIONS**

**V. IN-CAMERA ITEMS**

**MOVED** by Councillor B. Hamilton that Committee-of-the-Whole move In-Camera at 5:07 pm to discuss:

- a) **Airport Accord – Shared Investment for Shared Benefit - Update for October 9, 2018**

*FOIP s.21, 24 & 25*

- b) **Fire Underwriters Survey 2017**

*FOIP s. 24 & 25*

Motion Carried Unanimously

**MOVED** by Councillor L. Hansen that the Committee-of-the-Whole move In-Public at 6:18 pm.

Motion Carried Unanimously

**VI. RISE AND REPORT FROM IN-CAMERA ITEMS**

- a) **Airport Accord – Shared Investment for Shared Benefit - Update for October 9, 2018**

*FOIP s.21, 24 & 25*

In Attendance: Committee Members  
 Members of the City of Leduc Executive Board  
 M. Hay, Director, Intergovernmental Affairs and Corporate Planning  
 N. Booth, Manager, Communications and Marketing Services  
 S. Davis, City Clerk

M. Hay and P. Benedetto, City Manager, made a PowerPoint presentation (Attached).

M. Hay, P. Benedetto and Mayor B. Young answered the Committee's questions.

- b) **Fire Underwriters Survey 2017**

*FOIP s. 24 & 25*

In Attendance: Committee Members  
 Members of the City of Leduc Executive Board  
 Chief G. Clancy, Leduc Fire Services  
 Deputy Chief G. Kelly, Leduc Fire Services  
 B. Oliver, Fire Prevention Officer, Leduc Fire Services  
 N. Booth, Manager, Communications and Marketing  
 S. Davis, City Clerk



**COMMITTEE-OF-THE-WHOLE MEETING NOTES**  
**MONDAY, OCTOBER 15, 2018**  
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Chief G. Clancy, D. Melvie, General Manager, Community and Protective Services, and P. Benedetto, City Manager, made a PowerPoint presentation (Attached).

Chief G. Clancy, B. Oliver, D. Melvie and D/Chief D. C. Kelly answered the Committee's questions.

**V. IN-CAMERA ITEMS CON'T**

**MOVED** by Councillor B. Beckett that Committee-of-the-Whole move In-Camera at 6:27 pm to discuss:

- c) 2019 Budget Highlights (In-Camera)  
*FOIP s. 16, 24 & 25*

Motion Carried Unanimously

**MOVED** by Councillor L. Tillack that the Committee-of-the-Whole move In-Public at 6:58 pm.

Motion Carried Unanimously

The Committee recessed In Public at 6:58 pm.

The Committee reconvened In Public at 7:08 pm and heard the 7:10 pm time specific item.

**MOVED** by Councillor G. Finstad that Committee-of-the-Whole move In-Camera at 7:43 pm to continue discussion on:

- c) 2019 Budget Highlights (In-Camera)  
*FOIP s. 16, 24 & 25*

Motion Carried Unanimously

**MOVED** by Councillor B. Beckett that the Committee-of-the-Whole move In-Public at 8:03 pm.

Motion Carried Unanimously

**VI. RISE AND REPORT FROM IN-CAMERA ITEMS CON'T**

- c) **2019 Budget Highlights (In-Camera)**  
*FOIP s. 16, 24 & 25*

In Attendance: Committee Members  
Members of the City of Leduc Executive Board  
J. Cannon, Director, Finance  
C. Dragan-Sima, Manager, Financial Planning and Budgets  
N. Booth, Manager, Communications and Marketing Services  
M. McLaughlin, Communications Officer, Corporate  
S. Davis, City Clerk

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J. Cannon, C. Dragan-Sima, I. Sasyniuk, General Manager, Corporate Services, P. Benedetto, City Manager, and M. Pieters, General Manager, Infrastructure and Planning, made a PowerPoint presentation (Attached).

J. Cannon, I. Sasyniuk, D. Melvie, General Manager, Community and Protective Services, M. Pieters and P. Benedetto answered the Committee's questions.

## **VII. REPORTS FROM COMMITTEE & ADMINISTRATION**

### **a) 2019 Budget Highlights**

J. Cannon, Director, Finance, C. Dragan-Sima, Manager, Financial Planning and Budgets, I. Sasyniuk, General Manager, Corporate Services, and P. Benedetto, City Manager, made a PowerPoint presentation (Attached) outlining highlights of the 2019 – 2021 budget and the proposed multi-year strategy.

J. Cannon, I. Sasyniuk and P. Benedetto answered the Committee's questions.

### **b) Parade Float 2019**

N. Booth, Manager, Communications and Marketing Services, made a PowerPoint presentation (Attached) on the 2019 City of Leduc parade "float" options.

Committee members decided to keep the float. It was also decided to continue to enter the float into parades put on by other municipalities; however, the participation will be more targeted.

### **c) Show Us Your Leduc**

N. Booth, Manager, Communications and Marketing Services, advised that the name for the campaign has been changed to "Tell us Your Leduc Story". A promotional video in support of the campaign was shown.

N. Booth answered the Committee's questions.

Committee members supported the campaign and requested Administration proceed with the delivery.

### **d) City Services to Condominiums**

M. Pieters, General Manager, Infrastructure and Planning, made a presentation relative to concerns expressed by condominium owners that they were not getting adequate services for taxes paid. M. Pieters went over all the items raised at a meeting held on July 3, 2018, as contained in the report.

Committee members requested that Administration look into enhanced garbage and blue bag pickup at condominiums to be brought forward as a business case for discussion in the 2020 Budget Deliberations as well as the possibility of taking



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over maintenance of fire hydrants. Administration will also provide condominium associations with contact information for Fortis relative to changing out of lighting.

**e) Council Chats**

Councillor L. Hansen supports strong public engagement and acknowledged that there are different ways to carry it out. Councillor L. Hansen indicated the original intent of Council Chats was to carry out public engagement individually not collectively. The question is then where do we go now.

N. Booth, Manager, Communications and Marketing Services, shared some ideas of what next steps could be if the initiative continues. There were suggestions from Committee members to carry the initiative out three or four times a year at specific events, or locations, where people are known to congregate.

Councillor L. Hansen will work with Administration to set a date for the next event and send an invitation to other Committee members.

**f) Council Trading Cards**

Doctors Against Tragedy

Councillor B. Beckett showed a deck of cards that was created by Doctors Against Tragedy. It is intended to be a game in which the players learn about different tragedies happening in the world. The decks were distributed to bars in the Leduc area; however, some business in the area that are referred to in the cards were not approached for authorization.

The recommendation is to have the Drug Action Committee pull the cards referring to businesses that did not provide authorization and distribute the balance of the decks of cards.

Council Trading Cards

Mayor B. Young shared that there was an understanding that there was agreement among Committee members that Communication proceed with printing of the cards and apologized for the misunderstanding. Concerns were raised that residents may question the cost of the cards and the reasons for their production. Mayor B. Young and N. Booth, Manager, Communications and Marketing Services, advised that the Council Trading Cards are intended to be used to introduce residents to their members of Council and could also be used as individual business cards. Committee members suggested that the cards could be provided to students participating in mock council and for information at gatherings such as with the Alberta Urban Municipalities Association.

Administration was directed to return to a future Committee-of-the-Whole with suggestions on the purpose, and recommended distribution, of the Council Trading Cards.

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**VIII. GOVERNANCE**

**a) Discussion on Council Appointments**

S. Davis, City Clerk, advised that there was a suggestion put forward that some boards and committees may not require two Council appointments, nor do some require a Council appointment if a member of Administration appointed.

Administration was directed to bring forward a report well in advance of next year's organizational meeting for discussion at Committee-of-the-Whole.

**IX. Council Calendar Updates**

There were no items.

**X. Information Items**

There were no items.

**XI. ADJOURNMENT**

The meeting adjourned at 9:58 pm.

\_\_\_\_\_  
B. YOUNG  
Mayor

\_\_\_\_\_  
S. DAVIS  
City Clerk



## MEETING OBJECTIVES

- **Provide a high-level summary/update to our current state:**
  - Feasibility Study
  - Benchmarking
  - Concept Design & Programme inclusion
  - Preliminary Project Budget
- **Present next steps & ask**





## STUDY OUTCOMES

- concept plan reflect the space needs and functions of the user groups
- the objective is to provide a cost-effective design that addresses the need for flexible space for multiple user groups
- location of the new facility should be highly visible, supporting long term community growth and program expansion
- the building form and massing should be simple, yet expressive and support a logical organization of spaces around a central lobby - gallery area with access to studio spaces and other support areas
- Minimum land needed 3000 m<sub>2</sub> or 0.74 to 1 acre

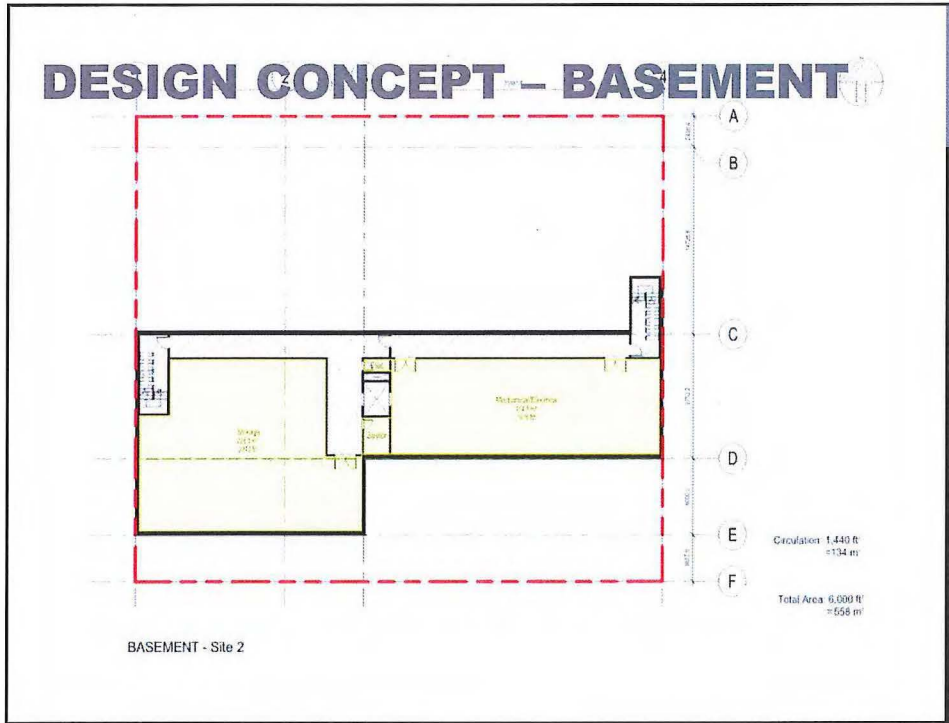


## DESIGN CONCEPT - MAIN FLOOR









## **PRELIMINARY PROJECT BUDGET**

REFERENCE PG. 28 OF FEASIBILITY STUDY

- is based on the development of new build
- with expanded Functional Programme areas that include a third floor area with future expansion space
- 43,720 ft<sup>2</sup> total area - incls 5,220 ft<sup>2</sup> of future growth space

**Capital Construction Cost = \$5.51 million**  
(Incls Design & Construction Contingency)

**Soft Cost = \$1.93 million**  
(Incls Land, Legal, Design/Engineering, F& E Fit Out)

**Minimum Recommended Capital Project Budget = \$ 7.44 million**

Note:

\* numbers are rounded to nearest ten thousand dollar value.

\*\* budget excludes site parking development costs

\*\*\* If on site parking is required, allow for an additional \$200,000 in cost

## **LAND & LOCATION**

**\* the land locations assessed and identified in the Feasibility Study show us that further identification to find the best placement within the City requires additional exploration**

**Areas for consideration & exploration may include but are not limited to:**

- 1. 43A Avenue - 50St. (East of Extendicare, vacant lots, Campbell land, previously Prairie Professional Centre)**
- 2. 49 Street - 49 Avenue**
- 3. Land near LRC**
- 4. Northeast Industrial Area, near Lion's Park**
- 5. Telford Lake location**
- 6. Land north of the Grain Elevators**
- 7. Alexandra Arena**

## TOP 8 - NEXT STEPS

1. Confirm Partnership Agreement & Model
2. Confirm site location (land), and site development requirements
3. Confirm Capital Funding Model & Sources
4. Complete Schematic Design to refine design & cost budget
5. Finalize Business Case & Financial Model
6. Apply for grant funding and launch Capital Campaign
7. Complete detailed design
8. Set construction contracts and build schedule



## ASK OF COUNCIL

1. Assign internal city resources to work collaboratively with LAF in establishing the following:

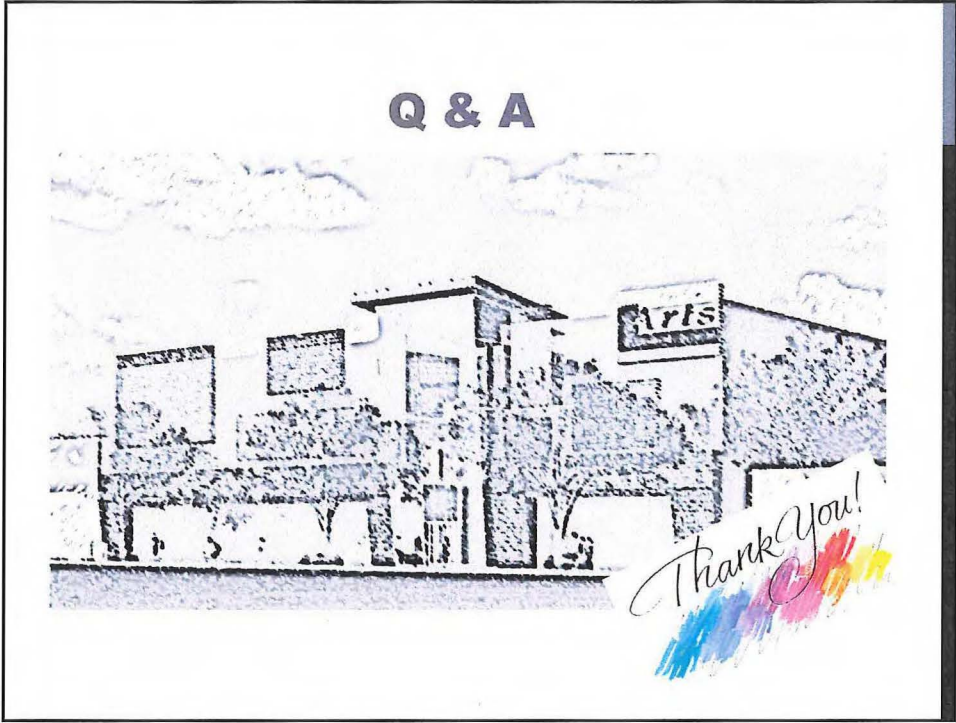
- a. Partnership Agreement
- b. Partnership Model
- c. Define land location

[Resource recommendations for consideration: Toscha Turner, Darrell Melvie and Bruce Knisley]





# Q & A



# **ADOPTION OF PREVIOUS NOTES**

Notes of the Committee-of-the-Whole Meeting  
– October 15, 2018

- \* VI.a. Airport Accord – Shared Investment for  
Shared Benefit – Update for October 9, 2018

Attachment Removed Pursuant to Sections 21, 24 & 25 of the  
FOIP Act.

- \* VI.b. Fire Underwriters Survey 2017

Attachment Removed Pursuant to Sections 24 & 25 of the FOIP  
Act.



OUR MISSION IS

People.  
Building.  
Community.

# Committee of the Whole 2019 Budget Highlights

2019 - 2021 Operating Budget  
2019 - 2028 Capital Plan

Presented By:  
Jennifer Cannon, Director, Finance  
Carmen Dragan-Sima, Manager, Financial Planning & Budgets



-  A City Where People Want to Live, Work, and Play
-  A City with a Plan for the Future
-  An Economically Prosperous City and Region
-  A Collaborative Community-Builder and Regional Partner

**CITY OF Leduc** 2019-2021 **BUDGET**

### 2019 Budget Highlights

	A City Where People Want to Live, Work, and Play	A City with a Plan for the Future	An Economically Prosperous City and Region	A Collaborative Community Builder and Regional Partner
Enhanced Transit	✓	✓	✓	✓
Offsite Levies	✓	✓	✓	✓
West End Campus Servicing	✓	✓	✓	✓
Long Term Facilities Master Plan	✓	✓	✓	✓
65 <sup>th</sup> Ave Interchange /Spine Road	✓	✓	✓	✓
EIA Accord	✓	✓	✓	✓

**CITY OF Leduc** 2019-2021 **BUDGET**

### Starting Point – April 30, 2018

	2018	2019	2020
Base Operational & Capital Requirement	1.58%	3.27%	3.37%
	+	+	+
RCMP	1.32%	1.32%	1.32%
	+	+	+
Enhanced Transit	\$700K one time funded	1.11%	1.11%
	=	=	=
Multi-Year Millrate	2.90%	5.70%	5.80%
Proposed Revised Strategy		4.00 to 4.50%	4.00 to 4.50%

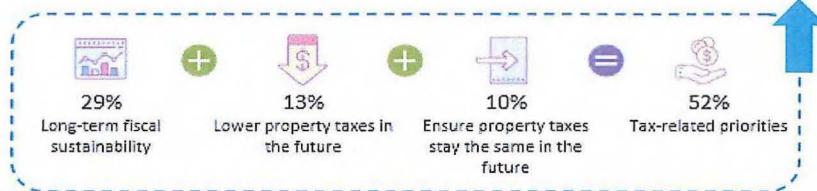
*Shift in Fiscal Philosophy*



# 2019-2021 BUDGET

## Budget Planning Survey – Top Priorities

2019



2018



2019



2018



2019 Budget Planning Survey  
General Population Survey Results



# 2019-2021 BUDGET

IN CAMERA

# **ADOPTION OF PREVIOUS NOTES**

Notes of the Committee-of-the-Whole Meeting  
– October 15, 2018

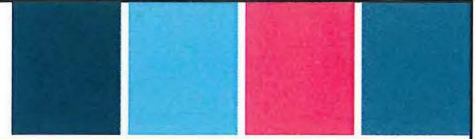
\* VI.c. 2019 Budget Highlights (In-Camera)

Attachment Removed Pursuant to Sections 16, 24 & 25 of the  
FOIP Act.





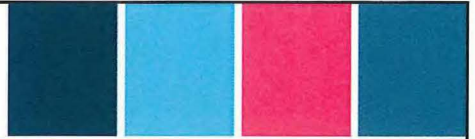
# 2019-2021 BUDGET



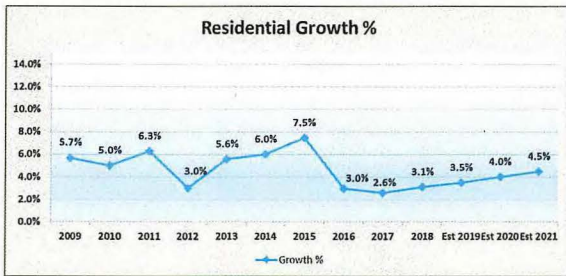
OUT OF CAMERA



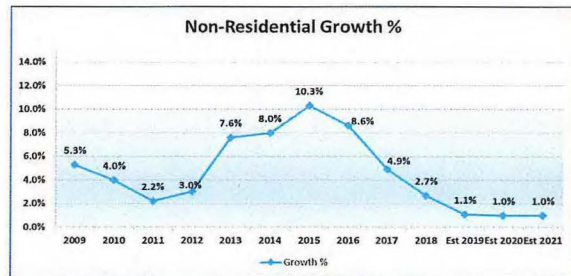
# 2019-2021 BUDGET



## Actual to Forecasted Growth



Starting to Recover



Stagnant



# 2019-2021 BUDGET

## Non-Residential Vacancy Rates

### Q2 2018 | NISKU-LEDUC INDUSTRIAL STATS

Figure 1: Availability Rate

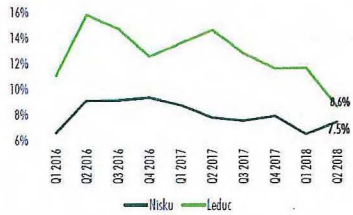


Figure 2: Absorption\*

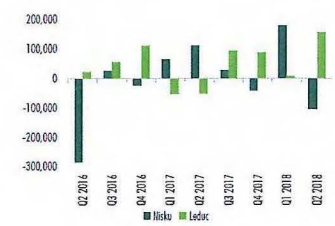


Figure 3: Q2 2018 Industrial Market Statistics

	Nisku	Leduc	Nisku-Leduc
Inventory	11,256,495	5,173,828	16,430,323
Available space	838,615	447,451	1,286,066
Availability rate	7.5%	8.6%	7.8%
Vacant space	422,442	283,287	705,729
Vacancy rate	3.8%	5.5%	4.3%

\* Absorption is availability based not vacancy based

Source: CBRE Research, Q2 2018



Note: "Our realtor advised that a vacancy rate of 3% would likely represent a tipping point towards seeing more new activity in the market" – As per Robert Manning



## A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER




## 2019-2021 BUDGET


### Enhanced Transit





**A CITY WITH A PLAN FOR THE FUTURE**  **2019-2021 BUDGET**

### Long-Term Facility Master Plan (LTFMP)



Updated every 5 years – last updated in 2018

Impact on the capital and operating budgets

Strategic fiscal planning required for operating costs (staff, utilities, maintenance)

These large projects will require a Multi-Year Millrate Strategy

*Facility Master Plan* has been re-adjusted as per Council's recommendations

Deferred **\$23.0M** Capital Projects

11 – 15 Years

**A CITY WITH A PLAN FOR THE FUTURE**  **2019-2021 BUDGET**

### Corporate Information & Technology Strategic Plan



Council's Strategic Plan:

*"Ensure that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life."*

Finance/HR systems

- ✓ Enterprise integration
- ✓ Project costing

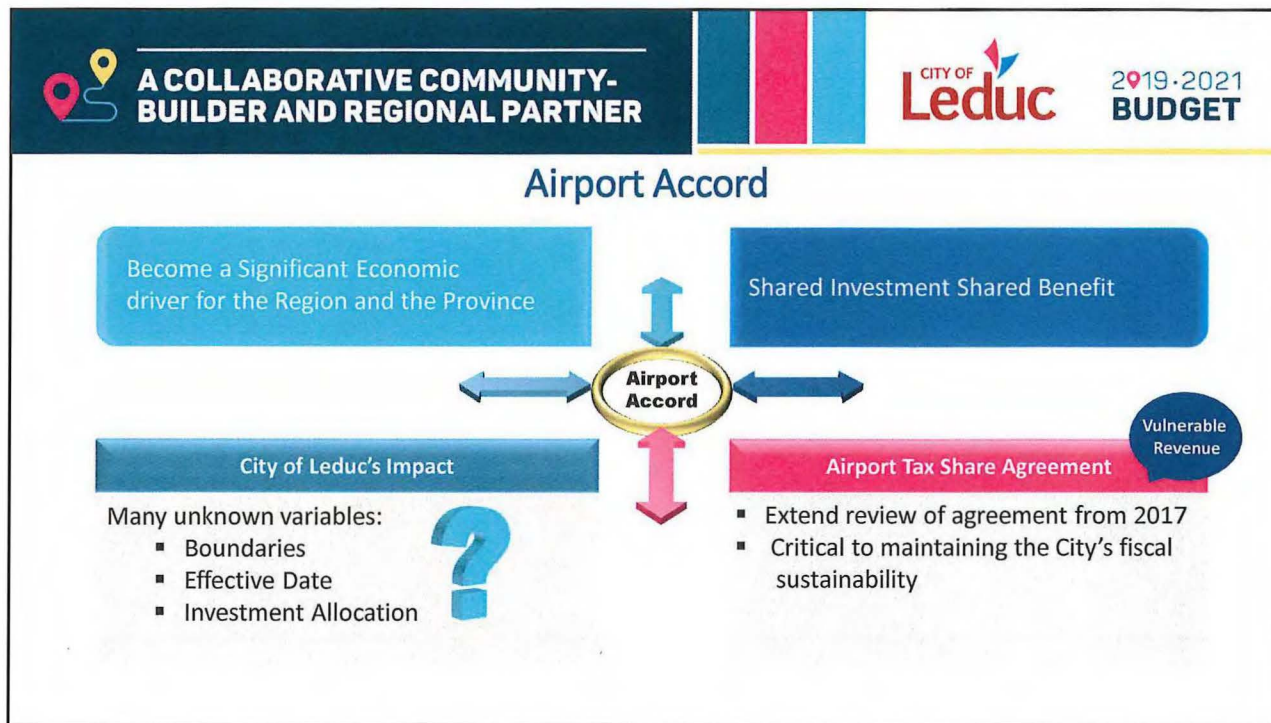
Citizen Reporting & Incident Management

Enterprise Data Integration

Public Works Asset & Work Management

Open Government and Open Data

**CIT Multi-Year Strategic Plan**



**CITY OF Leduc** **2019-2021 BUDGET**

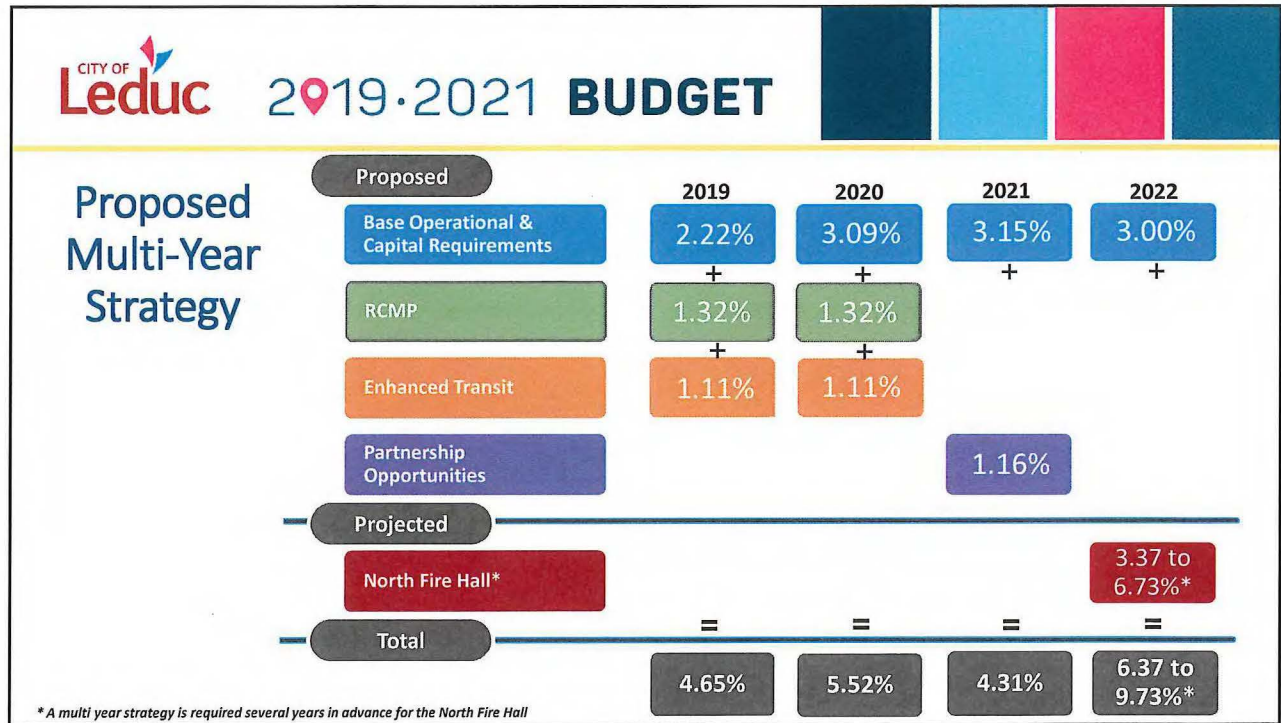
### Other Considerations in 2019 Operational Base

- 1 Hydrovac Disposal Guidelines**
  - costs for monitoring, assessing and developing a remediation plan
- 2 Tree Replacement Due to Pests & Disease**
  - Negative impacts to tree/shrubs due to climate change
- 3 Railway Crossing**
  - Requirement by Transport Canada to upgrade all railway crossings
  - \$2.0M required
  - Grant funding has been unsuccessful and currently is unfunded

Deadline 2021
- 4 Municipal Sustainability Initiative (MSI)**
  - Province has extended MSI funding to March 2019
  - Significantly funds road program and road maintenance
  - A reduction in MSI would unfavorably impact the City's 10 Year Capital Plan
- 5 Recreation Fees & Charges Review**
  - New strategy to be implemented in 2019
  - Rates and revenues included in 2019 budget based on current approach

**Results:** will require changes to the budgeting process





**CITY OF Leduc 2019-2021 BUDGET**

*Understanding how decisions we make today will have an impact on the future*

- 1 Continued Long-Term Focus
- 2 Alignment with Strategic Plan
- 3 Maintain Service Levels
- 4 Importance of Planning



# 2019-2021 BUDGET

## Shift in Fiscal Philosophy

Administration is committed to researching how other municipalities utilize year-end surplus funds.

Administration is cautious as surplus funds are one-time and would like to ensure appropriate due-diligence is taken.

As noted in the April 21, 2018 Council Report



### A CITY WITH A PLAN FOR THE FUTURE




### 2019-2021 BUDGET

Reviewed 18 municipalities


## Shift in Fiscal Philosophy – Review of best practices

In Thousands	2019	2020	2021	2022	2023
<b>Operating Budget - Scenario 1</b>	<b>101,015</b>	<b>108,820</b>	<b>115,992</b>	<b>122,951</b>	<b>130,328</b>
<b>Operating Reserves</b>					
General contingency reserve (Uncommitted)	981	1,167	776	208	161
Mill rate stabilization	1,094	1,094	1,094	1,094	1,094
Reserve for snow removal	1,291	1,291	1,291	1,291	1,291
<b>Total Fiscal Stability Operating Balance</b>	<b>3,366</b>	<b>3,563</b>	<b>3,161</b>	<b>2,593</b>	<b>2,546</b>
1 Month of Operating Budget - (Recommended)	8,418	9,068	9,666	10,246	10,861
1.5 Months of Operational Budget - (Alberta best practice)	12,627	13,602	14,499	15,369	16,291
2 Months of Operating Budget - (International GFOA best practice)	16,836	18,137	19,332	20,492	21,721

"Government Finance Officers Association (GFOA) recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures."








## Reserve Overview

In Thousands	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>City Reserves</b>										
<b>Operating Reserves</b>										
General contingency (Uncommitted)*	3,992	6,315	8,490	9,318	9,886	10,719	11,282	12,115	12,683	13,511
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 celebrations	186	209	222	235	248	261	274	287	300	313
Reserve for snow removal	1,291	1,291	1,291	1,291	1,291	1,291	1,291	1,291	1,291	1,291
Sports tourism reserve	70	90	110	130	150	170	190	210	230	250
Reserve for future expenditures - studies	228	432	610	530	657	411	689	1,040	1,369	1,738
Reserve for census and elections	92	117	42	67	92	117	51	76	101	126
Economic development reserve	50	50	50	50	50	50	50	50	50	50
<b>Total Operating Reserves</b>	<b>7,014</b>	<b>9,599</b>	<b>11,910</b>	<b>12,716</b>	<b>13,468</b>	<b>14,114</b>	<b>14,922</b>	<b>16,164</b>	<b>17,118</b>	<b>18,374</b>
<b>Capital Reserves</b>										
Information system reserve	-639	-1,741	-2,676	-2,920	-3,106	-3,279	-3,387	-3,449	-3,682	-3,901
Fixed communications reserve	163	268	413	536	697	838	1,018	1,170	1,354	1,496
Fire communication reserve	140	155	173	191	210	230	251	272	292	315
Protective services large equipment reserve	1,117	658	313	116	416	836	1,264	186	594	1,001
Road reserve	205	-1,781	-3,344	-3,711	-4,025	-4,731	-4,598	-4,375	-3,965	-3,728
P. S. Equipment replacement reserve	-690	-415	-525	-816	-439	-984	-236	279	1,281	2,640
Public services capital reserve	189	-242	-325	-310	-349	-214	-189	-59	61	125
Safe communities	375	391	415	399	416	424	406	402	400	361
Storm drainage	2,042	1,391	1,716	2,064	2,432	2,818	3,237	3,657	4,094	4,585
Water reserve	471	400	689	1,074	1,194	1,235	1,102	1,198	1,293	1,265
Sewer reserve	179	93	9	-63	-167	-477	-631	-727	-900	-1,223
Waste minimization reserve	436	556	560	674	761	903	968	1,112	1,206	1,366
Cash in lieu of municipal reserve	1,536	1,053	1,118	1,192	1,271	1,334	1,421	1,499	1,575	1,664
Property sale proceeds reserve	1,640	1,744	1,868	1,992	2,124	2,263	2,411	2,543	2,672	2,822
Recreation levy - due to city	429	187	479	70	71	363	674	999	1,345	1,717
Cemeteries reserve	142	87	129	-542	-516	-541	-515	-540	-515	-539
Reserve for art acquisition	15	15	16	16	16	16	16	15	15	15
Reserve for Lede room	6	7	7	8	8	9	9	10	10	11
Facilities reserve	-2,576	-2,744	-2,575	-2,843	-3,025	-2,702	-2,170	-2,142	-2,031	-1,667
Parks planning capital reserve	348	374	54	-154	-743	-1,124	-1,248	-1,044	-520	-5
Reserve for library equipment	703	747	801	854	911	970	1,034	1,090	1,145	1,210
HPN monument fees	43	56	70	84	100	117	134	152	169	189
Developer contribution	2,077	2,399	2,476	2,842	3,239	3,665	4,124	4,577	5,043	5,568
Downtown progress association reserve	112	119	128	136	146	155	165	174	183	193
Public transit	-521	-1,024	-1,044	-1,065	-1,086	-1,107	-1,129	-1,151	-1,174	-1,197
Infrastructure investment reserve	2,233	3,033	3,909	4,829	5,810	6,850	7,957	9,052	10,171	11,403
<b>Total Capital Reserves</b>	<b>10,175</b>	<b>5,784</b>	<b>4,853</b>	<b>4,652</b>	<b>6,367</b>	<b>7,866</b>	<b>12,089</b>	<b>14,899</b>	<b>20,119</b>	<b>25,689</b>
<b>Total City Reserves</b>	<b>17,189</b>	<b>15,383</b>	<b>16,762</b>	<b>17,368</b>	<b>19,835</b>	<b>21,979</b>	<b>27,010</b>	<b>31,063</b>	<b>37,238</b>	<b>44,062</b>


**Assumptions:**

- Fully optimized Grants
- No General Contingency was used
- Debenture Projects not included in the above totals
- Annual surplus is allocated every year into Reserves
- Projects are funded to align with reserve restrictions

\*Uncommitted Fund Balance is the General Fund after all the committed or assigned (Carryforwards) have been removed



**A CITY WITH A  
PLAN FOR THE FUTURE**



**2019-2021  
BUDGET**

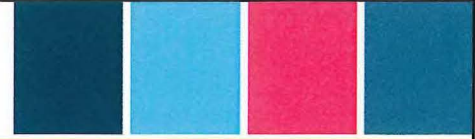
## Using Smart Debt Strategy for Unfunded projects

Capital Projects	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
076.160 Snow Storage Site (excludes land) *	-	-	400,000	3,700,000	-	-	-	-	-	-
077.587 Future Roadway	-	-	10,000,000	-	-	-	-	-	-	-
087.161 North Fire Hall - based on partnership - TBD *	-	-	-	TBD - \$11.0M		-	-	-	-	-
087.162 West Campus Public Works Satellite Shop *	-	-	-	-	-	-	-	152,000	1,117,000	-
087.164 West Campus Twin Arenas *	-	-	-	-	-	-	-	2,167,000	15,893,000	-
087.166 Twin field houses West Campus *	-	-	-	-	-	-	-	2,880,000	21,120,000	-
087.173 Partnership Opportunities	-	-	7,900,000	-	-	-	-	-	-	-
087.172 Community Hub (Alexandra Arena re-purpose) *	-	-	-	-	-	-	-	-	-	12,537,000
086.255 Civic Centre Building Renovations *	-	-	-	-	-	-	-	788,000	5,775,000	-
086.303 Energy Efficiency Projects	1,833,310	-	-	-	-	-	-	-	-	-
075.058 Southeast Boundary Road (Hwy 2A to Coady Blvd.) - #43	3,750,000	-	-	-	-	-	-	-	-	-
079.134 Downtown Redevelopment Plan *	-	-	-	400,000	-	3,000,000	1,500,000	1,500,000	-	-
<b>Total: Capital Projects Funded Using Smart Debt Strategy</b>	<b>5,583,310</b>	<b>-</b>	<b>18,300,000</b>	<b>4,100,000</b>	<b>-</b>	<b>3,000,000</b>	<b>1,500,000</b>	<b>7,487,000</b>	<b>43,905,000</b>	<b>12,537,000</b>

\* These projects have not been accounted for in the Reserves as the balances are insufficient



## 2019-2021 BUDGET



### Shift in Fiscal Philosophy – Recommendations



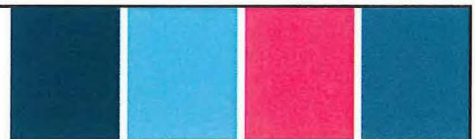
Administration does not recommend the use of surplus as a tax strategy due to their one-time and limited nature



Administration recommends focusing on sustainable growth to provide a permanent fiscally sustainability approach that utilizes ongoing funds



## 2019-2021 BUDGET



### Questions



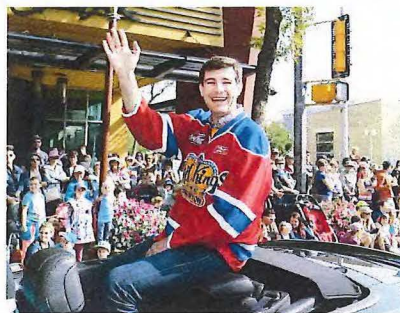
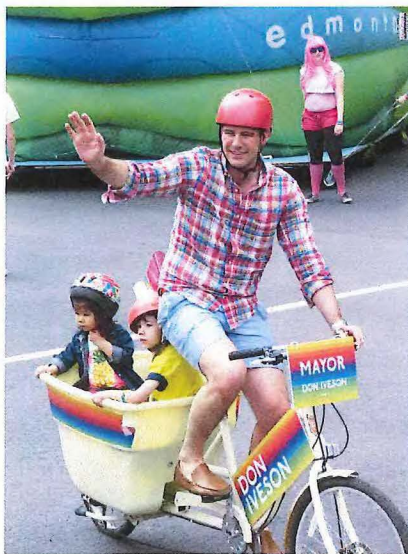


# Parade Float Proposal 2019

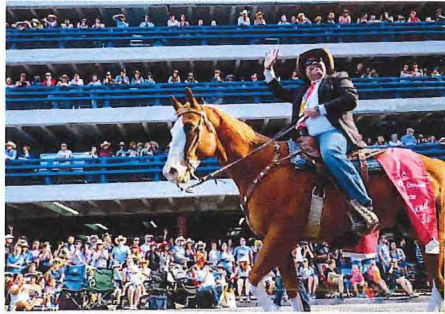
[www.leduc.ca](http://www.leduc.ca)



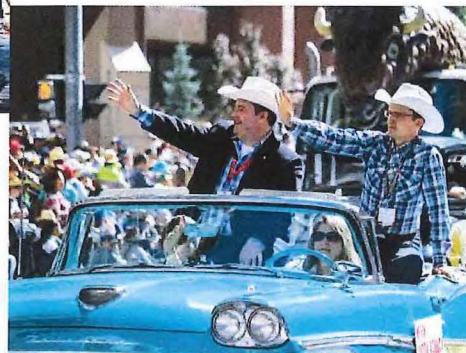
## Mayor Iveson



## Mayor Nenshi



## Provincial Politicians





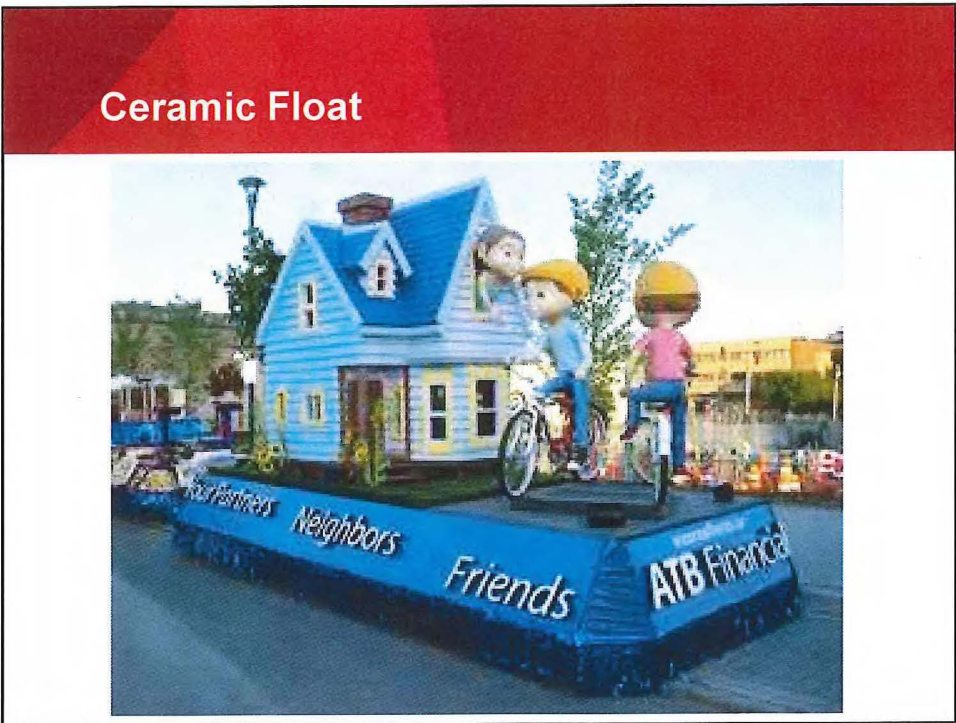
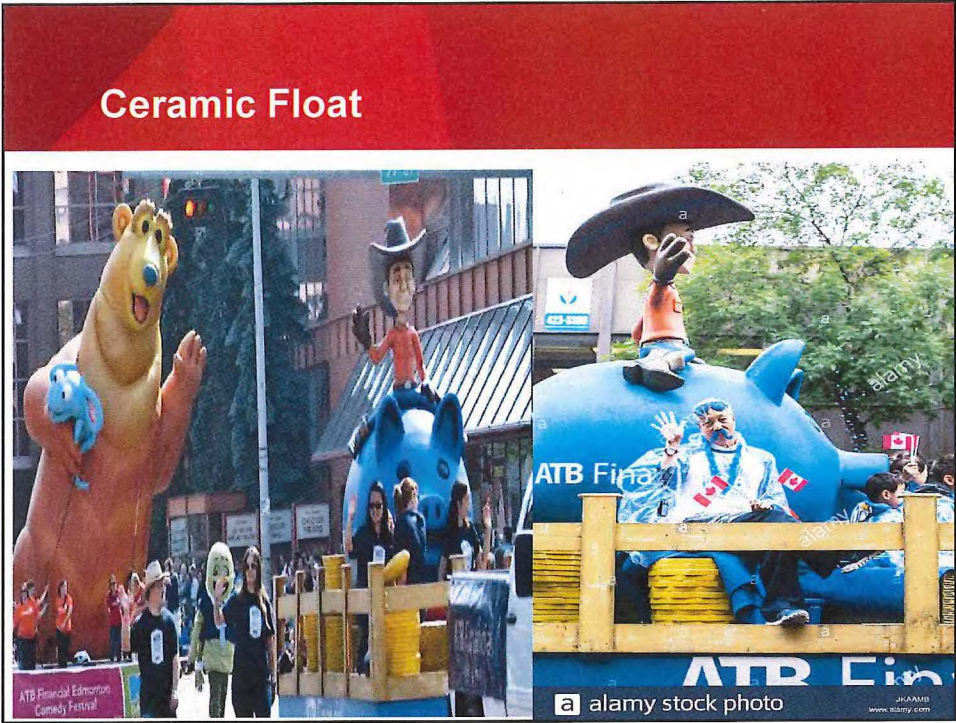
## Provincial Politicians



## Other Municipality Councils







## Ceramic Floats



## Ceramic Floats





COMMITTEE-OF-THE-WHOLE MEETING NOTES  
MONDAY, OCTOBER 22, 2018  
PAGE 86



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 M. Hormazabal, Deputy 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 with the following addition:

**VIII. INFORMATION ITEM**

- a) Letter of Support for Mobile Addictions Counsellor

Motion Carried Unanimously

**II. ADOPTION OF PREVIOUS NOTES**

There were no previous notes for adoption.

**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) Greenhouse Gas Plan: What We Heard and Potential Actions**

S. Olson, Director, Engineering, K. Chomlak, Environmental Sustainability Coordinator, and Dr. R. Boyd, Senior Economist, All One Sky Foundation, made a PowerPoint presentation (Attached), on the City of Leduc Greenhouse Gas Local Action Plan and next steps to follow.

**Responsible Dept.**

Infrastructure & Planning

Committee provided input on the scenario targets which Administration will incorporate into draft scenarios to be presented at the January 23, 2019, open house.

Committee directed Administration to provide a report identifying the total costs of proposed projects and any associated savings.



**COMMITTEE-OF-THE-WHOLE MEETING NOTES**  
**MONDAY, OCTOBER 22, 2018**  
**PAGE 87**



Additionally, Administration will develop a communication plan to inform residents on “*what it means to the homeowner*”.

S. Olson, K. Chomlak and Dr. R. Boyd answered the Committee’s questions.

**b) Council Check In**

M. Hay, Director, Intergovernmental Affairs and Corporate Planning, checked in with Committee members after one year in office. This was an opportunity to generate feedback on Administration’s progress on initiatives and to bring forward any areas where review or further information would be valuable.

Committee members requested that Administration provide more information on the Council Boards and Committees they were appointed to near the beginning of their term.

**Responsible Dept.**

Intergovernmental Affairs & Corporate Planning

**c) Code of Conduct – Document Signing Discussion**

P. Benedetto, City Manager, asked Committee members about their preferred logistics when signing the Code of Conduct Statement of Commitment (“Statement”).

Committee directed Administration to bring forward the Statement for execution at the November 5, 2018, Committee-of-the-Whole meeting.

**Responsible Dept.**

City Clerks

**VIII. INFORMATION ITEMS**

**a) Letter of Support for Mobile Addictions Counsellor**

Councillor B. Beckett, on behalf of the Leduc Community Drug Action Committee, requested a letter of support from Council be sent to the Minister of Health and the Minister of Municipal Affairs asking why the Mobile Addictions Counsellor position has been pulled from our community.

Administration was directed to draft a letter for signature.

**Responsible Dept.**

Community and Protective Services

**IX. ADJOURNMENT**

The meeting adjourned at 6:40 pm.

\_\_\_\_\_  
 B. YOUNG  
 Mayor

\_\_\_\_\_  
 M. HORMAZABAL  
 Deputy City Clerk

# Greenhouse Gas (GHG) Reduction Plan

## GHG Draft Actions and Targets

Shawn Olson, Director, Engineering, City of Leduc

Kerra Chomlak, Environmental Sustainability Coordinator, Leduc

Dr. Richard Boyd, Senior Fellow, All One Sky Foundation

Oct. 22, 2018

[www.leduc.ca](http://www.leduc.ca)



## Outline

- Basis for GHG plan
- Engagement Process
- Targets & Actions

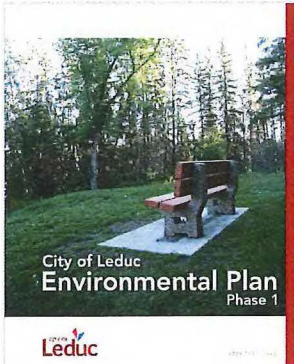
Let's talk...

OUR  
CLIMATE  
SOLUTIONS



## Why a GHG Plan?

**PARTNERS FOR CLIMATE PROTECTION**




**Milestone 1**  
Create a Baseline Emissions Inventory and Forecast

**Milestone 2**  
Set Emissions Reduction Targets

**Milestone 3**  
Develop a Local Action Plan


**Milestone 4**  
Implement the Local Action Plan

**Milestone 5**  
Monitor Progress and Report Results



## GHG Sources

*Transportation*




*Urban Planning*




*Energy Supply*



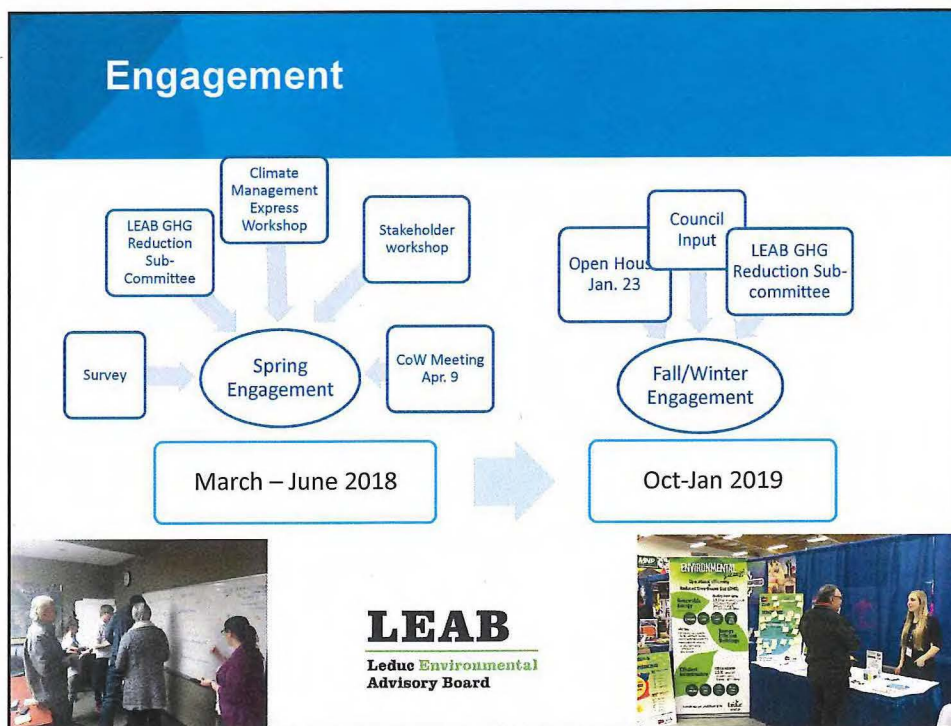
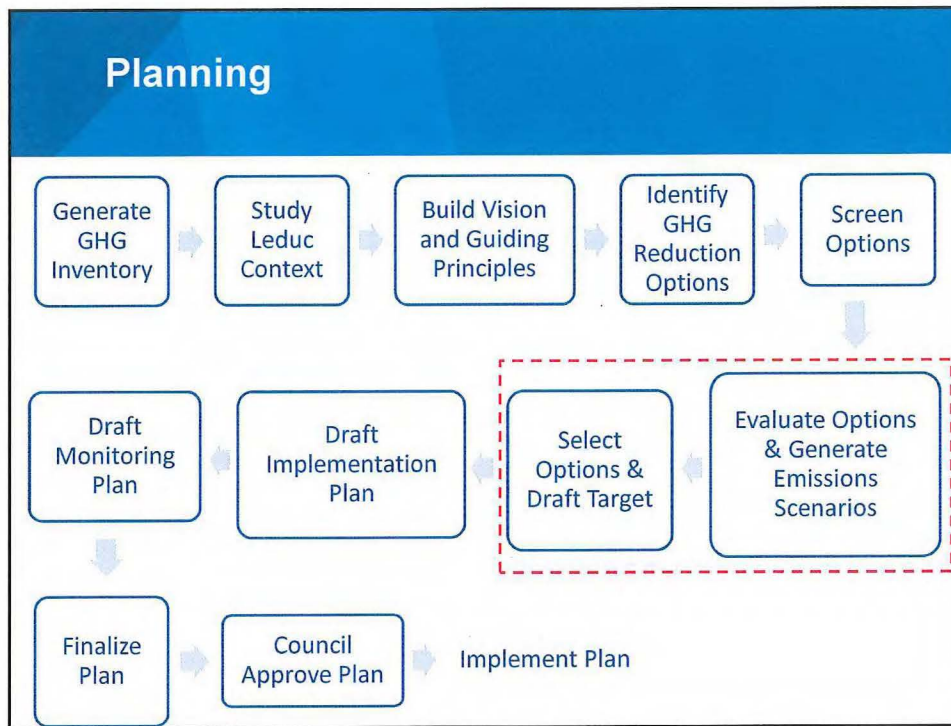
*Buildings & Infrastructure*

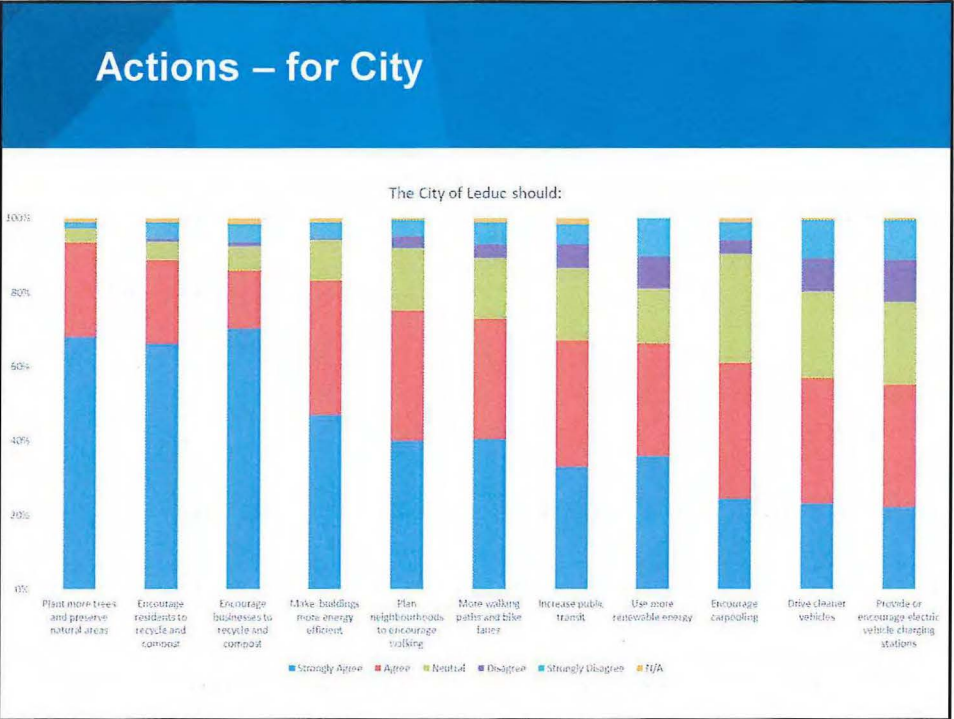
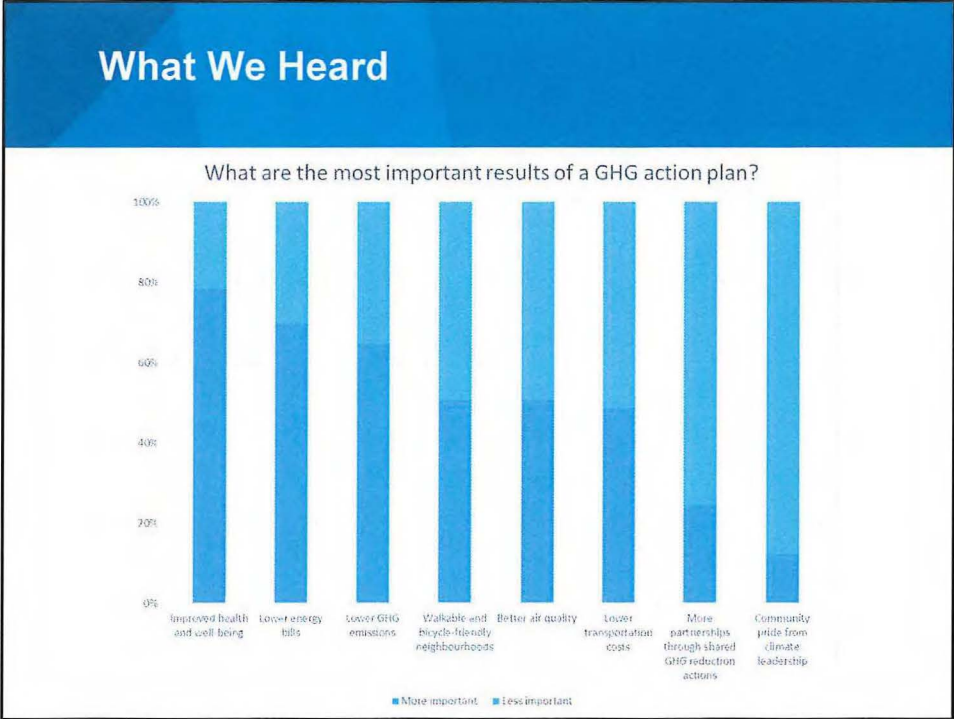


*Waste*

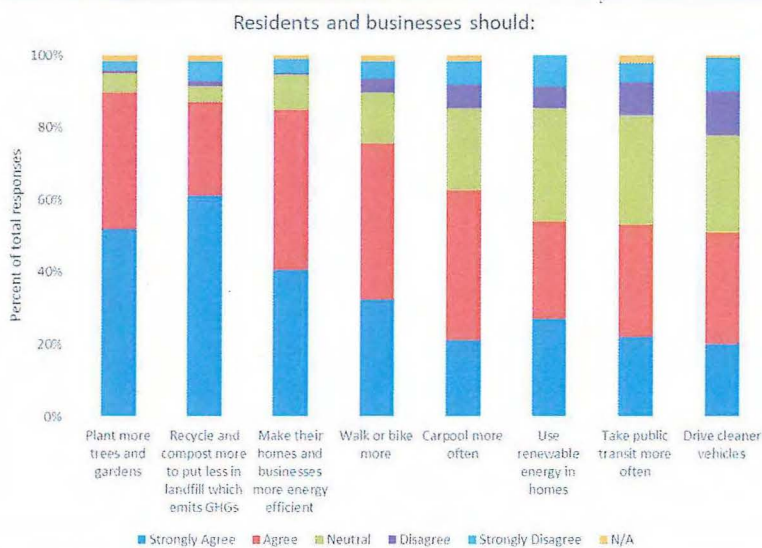








## Actions – for Community

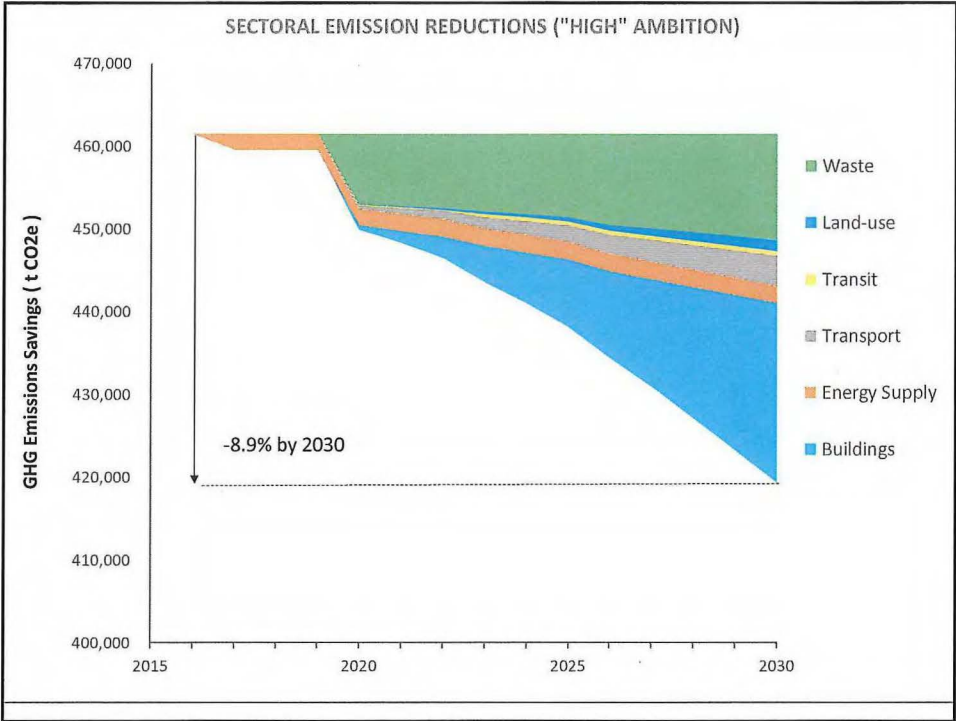


## Targets

Scenario	Stabilize by 2030?	Reduction* by 2030	Reduction per capita (t CO <sub>2</sub> e)
Low	No	-3.4%	4.25
Medium	No	-4.5%	4.37
High	Yes	-8.9%	4.85
High+	Yes	-9.0%	4.86

\* From Business as Usual (BAU)





### Low Scenario – 3.4%

Action	Start	Capital	Operating	GHG Reductions (t CO <sub>2</sub> e)
LED Streetlights	2017	no additional costs		21,900
Solar on LRC, Ops	2017	no additional costs		26,600
Energy Retrofits to City Buildings	2019	requested in 2019 budget		25,500
Infill/High Density Policy	2020	within existing resources		36,200
Mixed Use Development Policy	2020	within existing resources		11,500
Biocover for Landfill	2019	LDRWMA		216,300
Garbage Baling	2019	LDRWMA (potential increase in environmental fee)		91,700
Tree Planting	ongoing	in operational budget		1,595

## Medium Scenario – 4.5%

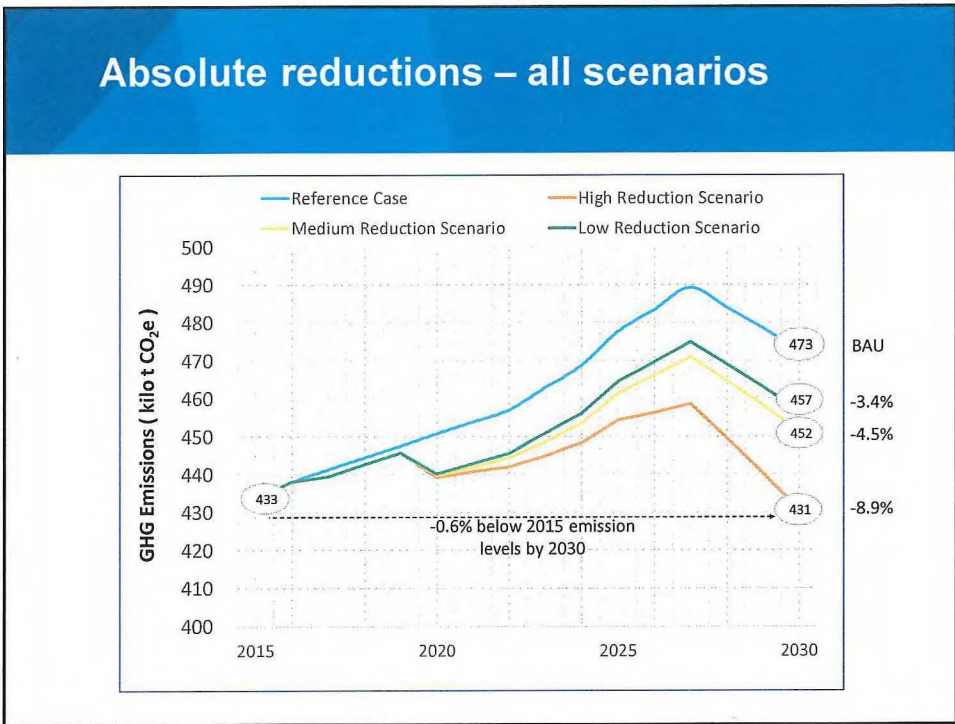
Action	Start	Capital or One-Time	Operating	GHG Reductions (t CO <sub>2</sub> e)
Efficiency Education for Staff *	2023	-	\$5K	2,800
Promote Efficiency Programs	2020	in 2019 business case		13,700
Buy Best in Class New Fleet	2020	within existing resources		400
Promote Active Transport, Enhanced Transit, U-Pass *	2020	\$50K		22,080
Electric Vehicle Charging Stations Policy for New Developments	2023	within existing resources		250
Enhance Commuter Transit *	2026	\$600K	\$200K	6,600
Promote Secondary Suites *	2023	-	\$10K (2023-25)	3,800
Differential Tipping Fees	2020	LDRWMA (potential increase in environmental fee)		500

\*costs not contained in existing budgets

## High Scenario – 8.9%

Action	Start	Capital	Operating	GHG Reductions (t CO <sub>2</sub> e)
Standards for City Buildings	2026		TBD	9,600
Public Electric Vehicle Charging Stations *	2026	\$150K	-	690
Electric Commuter Bus *	2026		TBD	350
PACE (Res. and Comm. Buildings)	2021		TBD	474,950
ICI/MF Waste Reduction Educat.	2020	in 2019 business case		1,015
ICI/MF Organics Diversion	2026		TBD	8,975
Pay-as-You-Throw *	2026	\$300K	-	5,205
Organics Processing Facility	2026	LDRWMA (potential increase to environmental fee)		51,725
New Solar Existing City Bldgs *	2023	\$750K	-	7,445

\*costs not contained in existing budgets




- ### Next Steps
- Wednesday, January 23 – Open House at LRC
  - February – Draft Plan posted, consult stakeholders
  - April – Seek Council Approval



**Comments? Questions?**

- Targets
- Actions
- Other Input

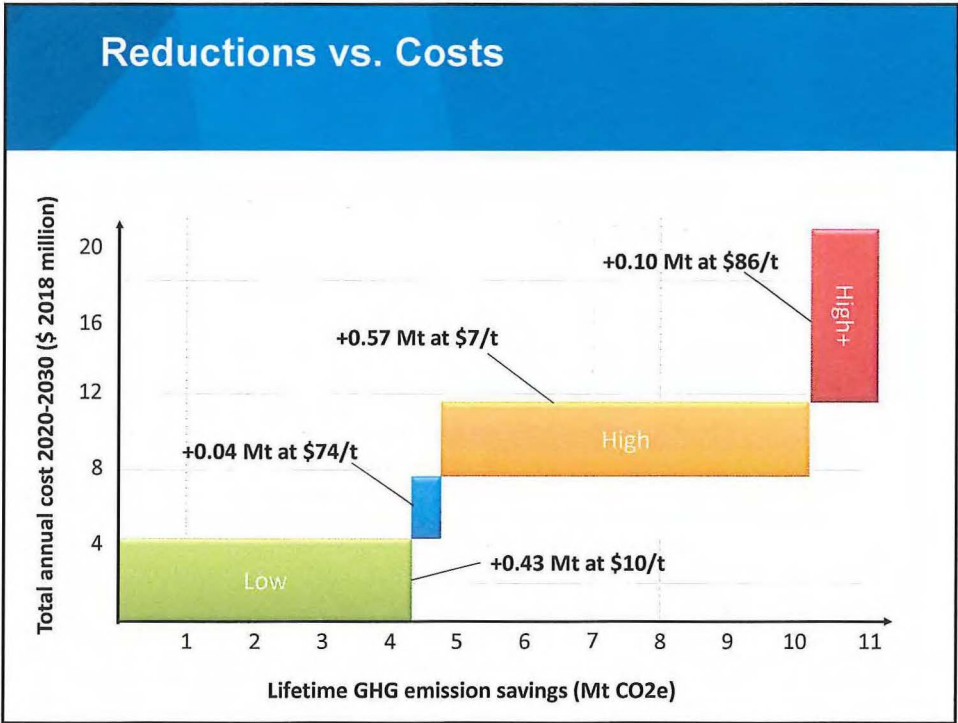


**Optional Slides**

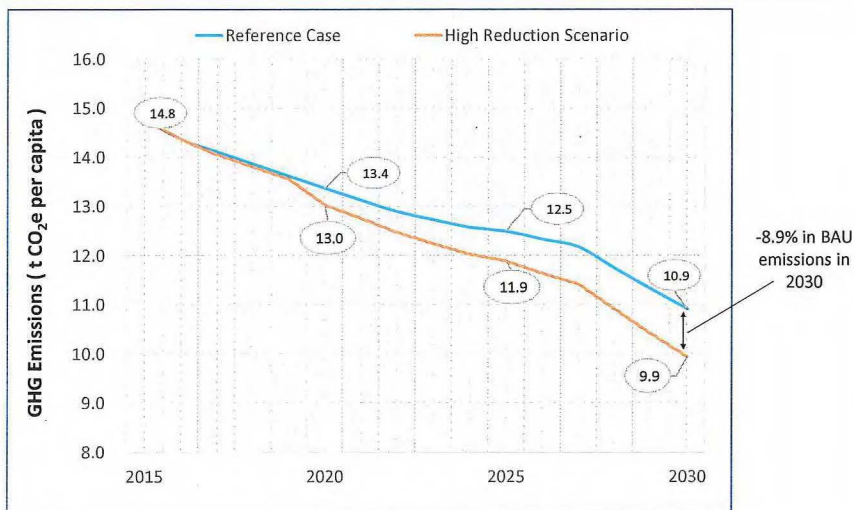


### GHG reduction actions by scenario

Low (-3.4%)	Medium (-4.5%)	High (-8.9%)
LED streetlights	EE education for staff	Building standard for City
City – existing solar PV	Promote existing EE programs	Early retirement of fleet
ESCO (retrofits to buildings)	Buy best in class new fleet	Public EV charging stations
Infill – high density develop.	Promote active transport	Electric commuter bus
Mixed use development	EV charging stations new dev.	Organics processing facility
Biocover for landfill	Enhance transit	PACE (res. and comm. buildings)
Garbage baling	Market UPass	Educ comm. organics separate
	Enhanced transit marketing	Mandate comm. org. separate
	Promote secondary suites	Pay-as-you-throw
	Differential tippage fees	New PV for existing City bldgs.

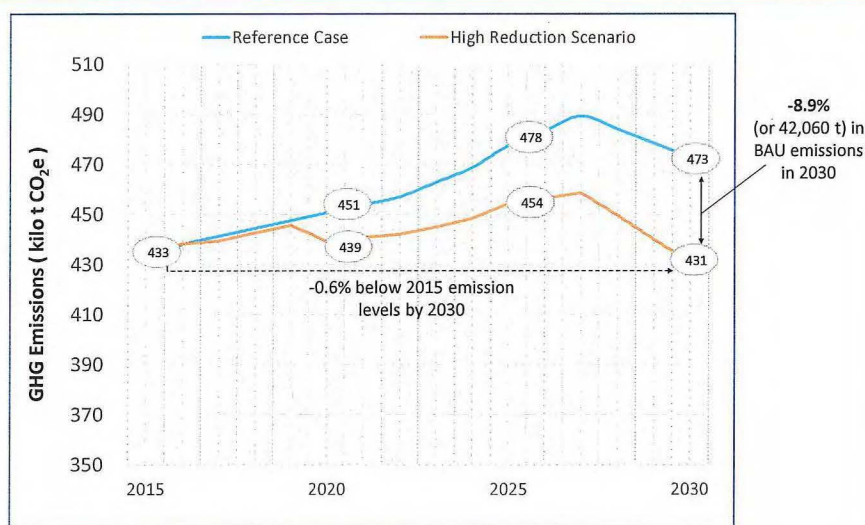


## Reductions per capita – high scenario



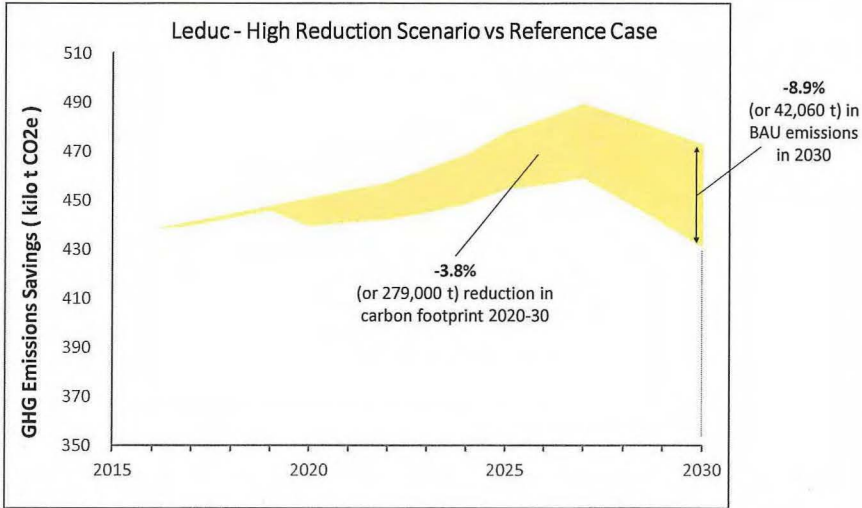
Example of target: GHG emission below 10 t per person by 2030

## Absolute reductions – high scenario

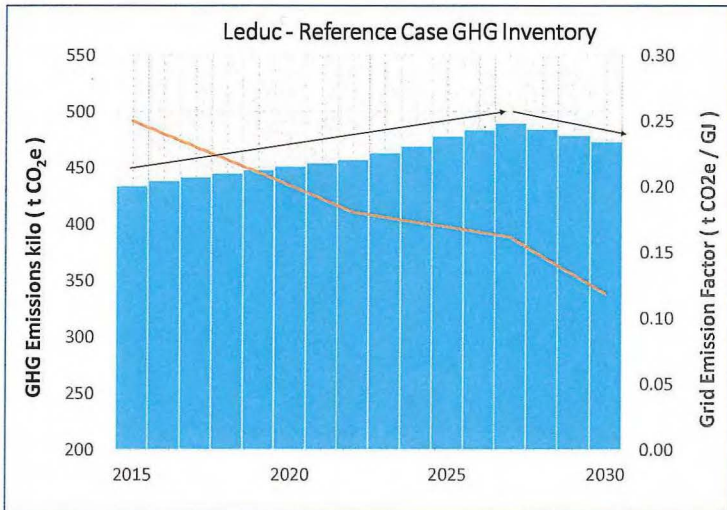


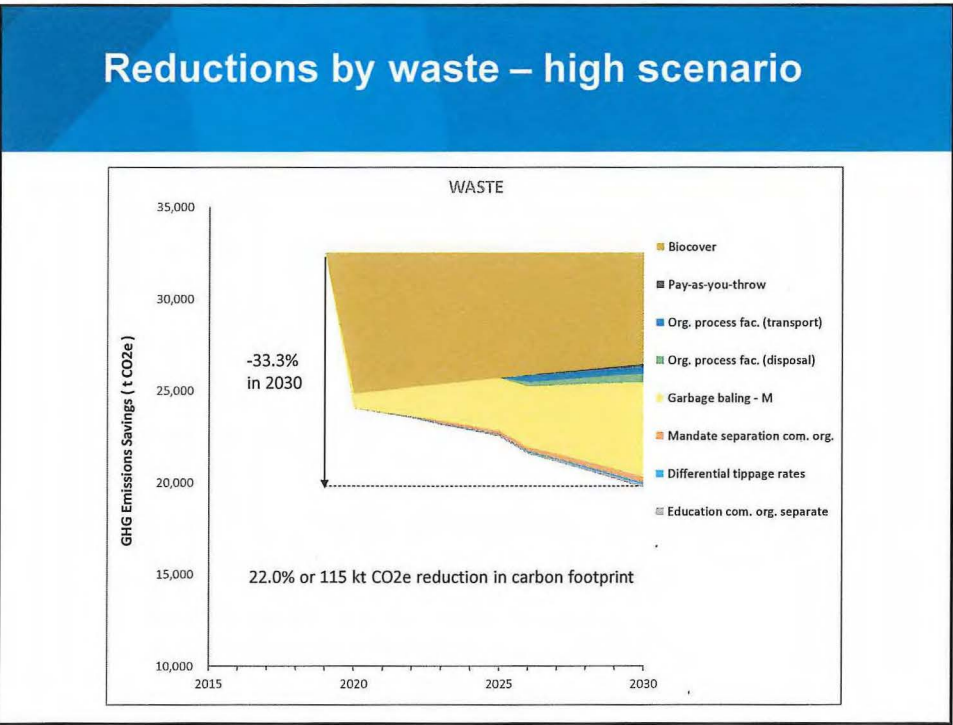
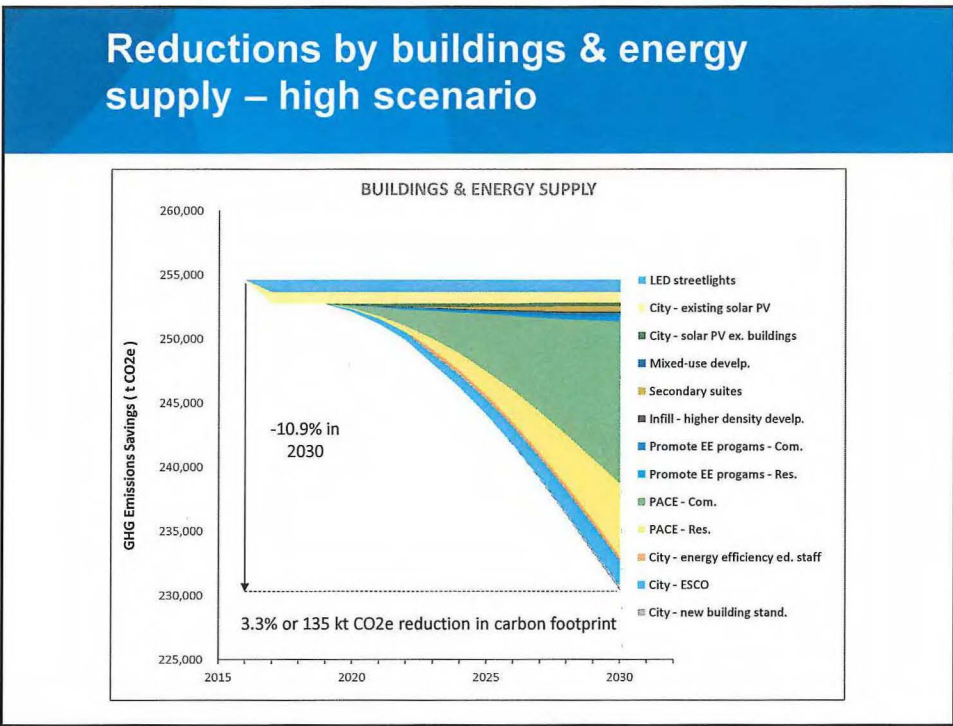


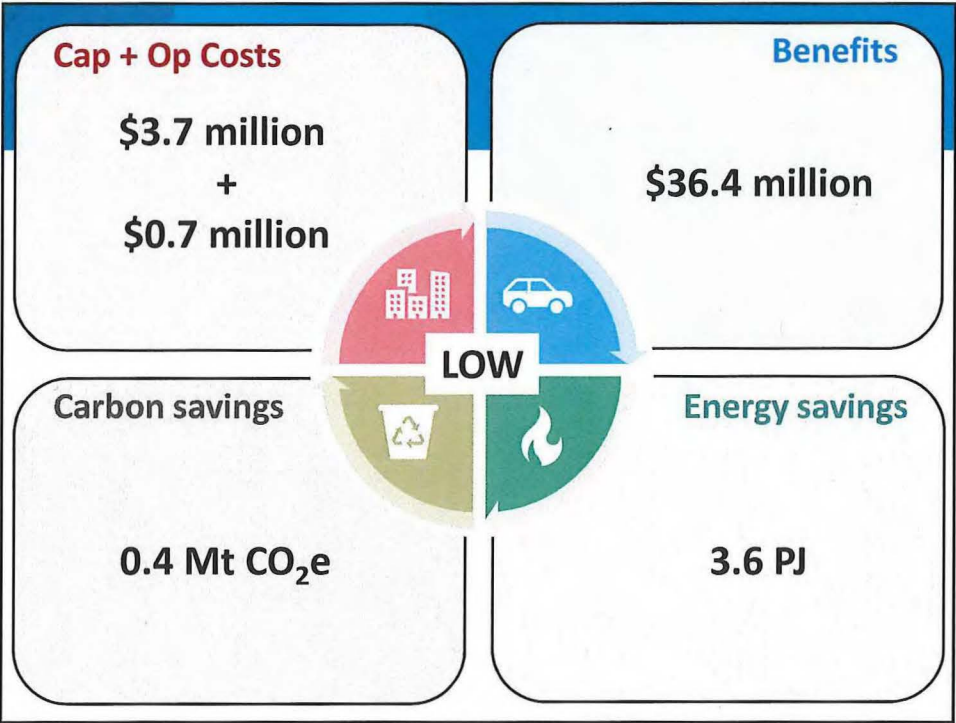
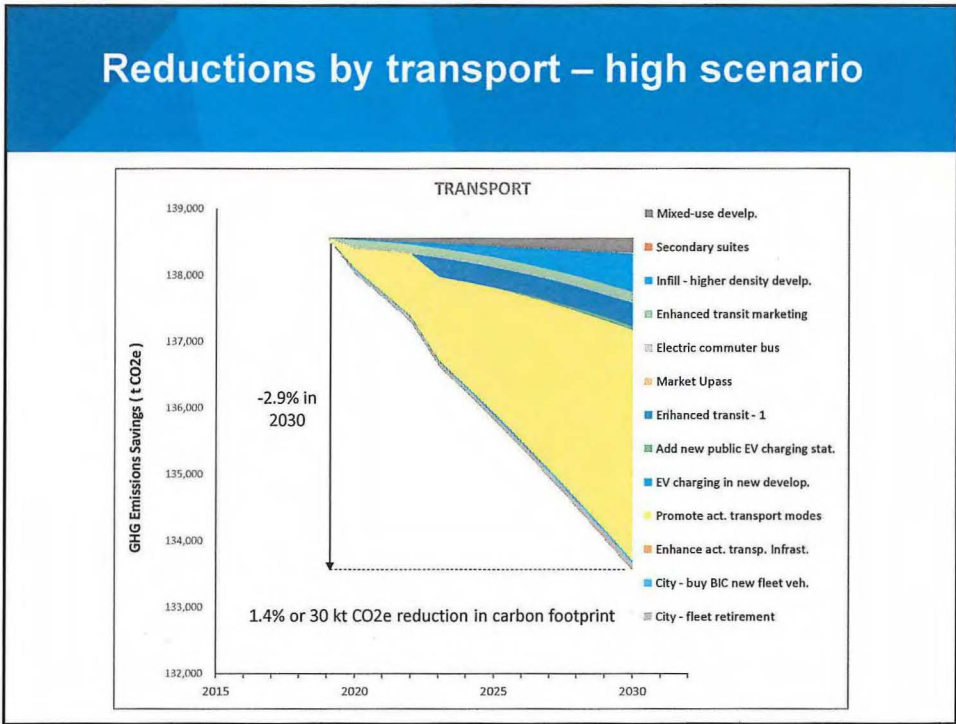
## Absolute reductions – high scenario



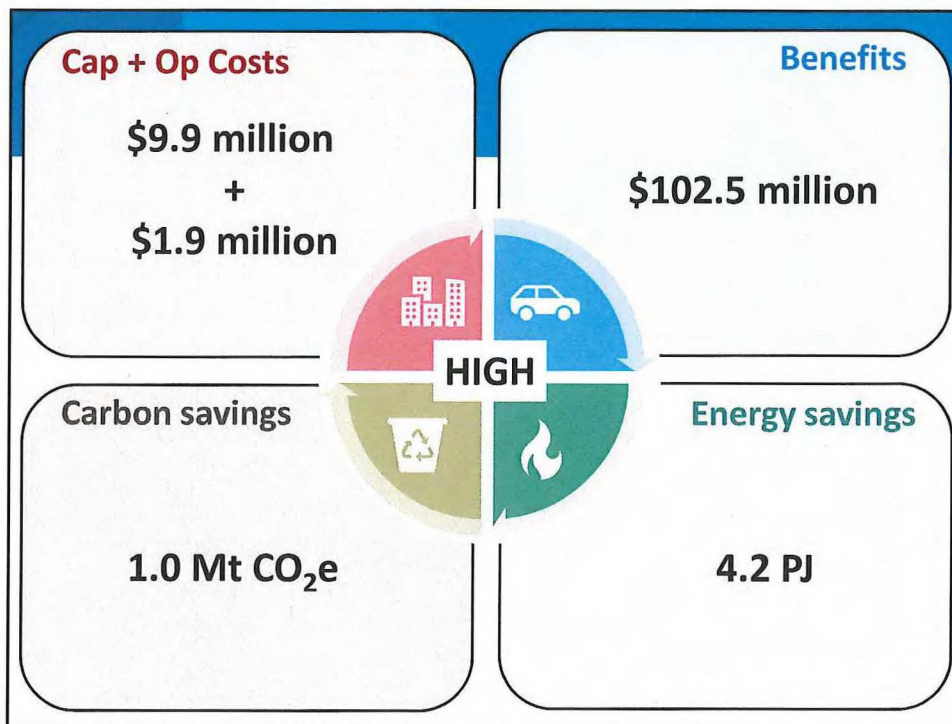
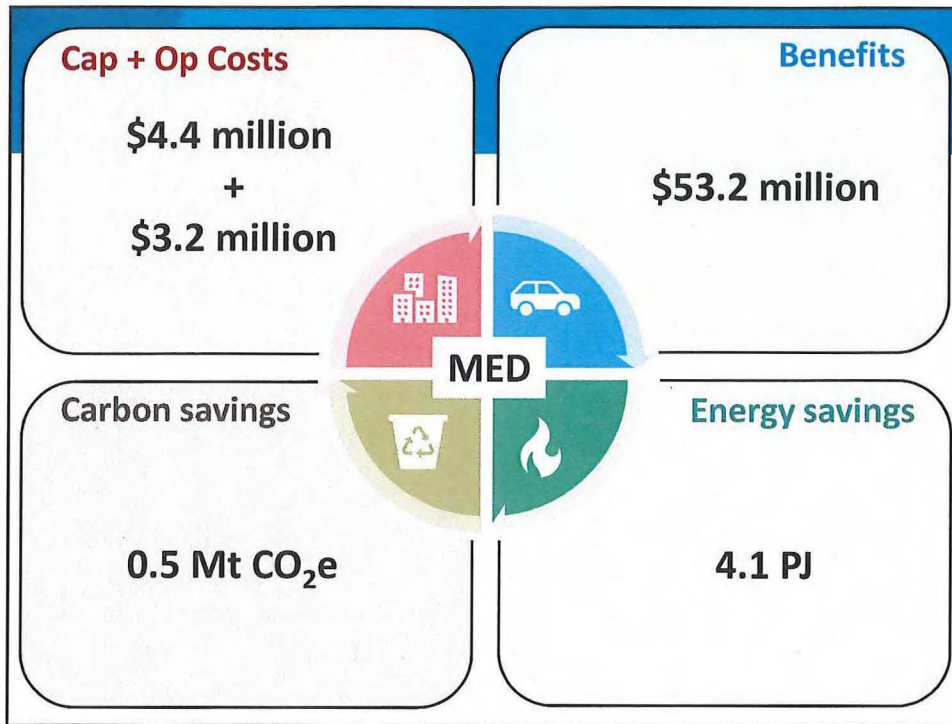
## Influence of grid electricity emission factor on Reference Case

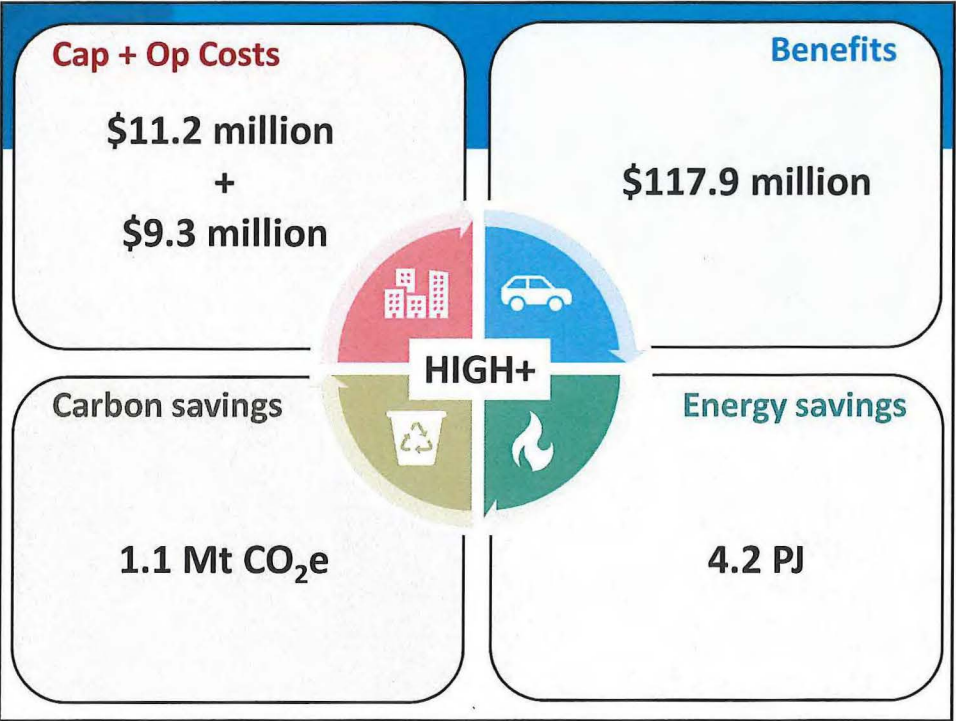
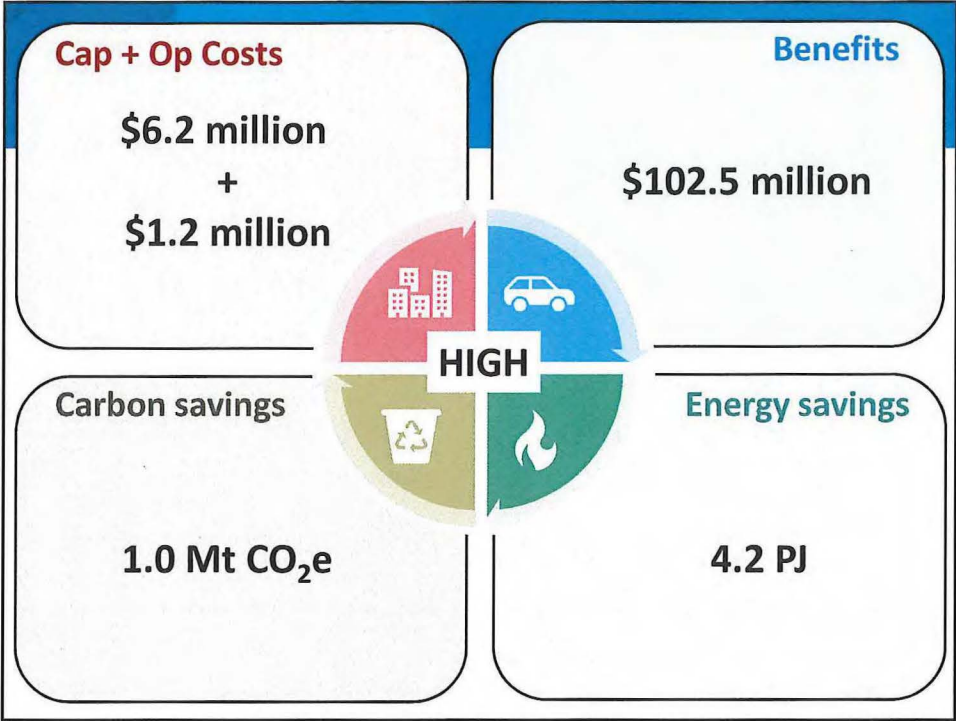




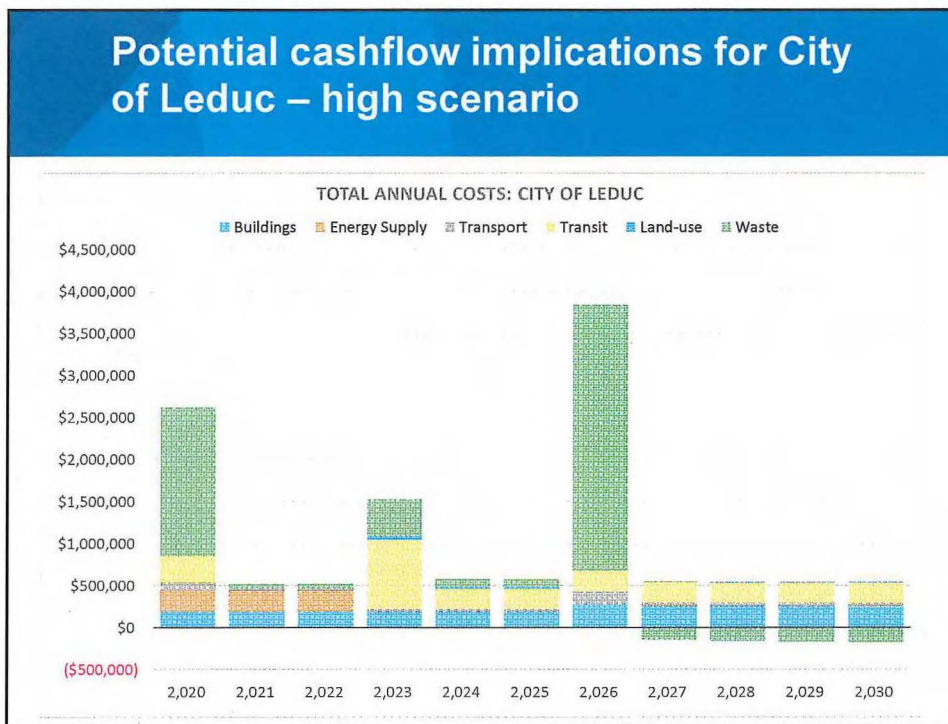




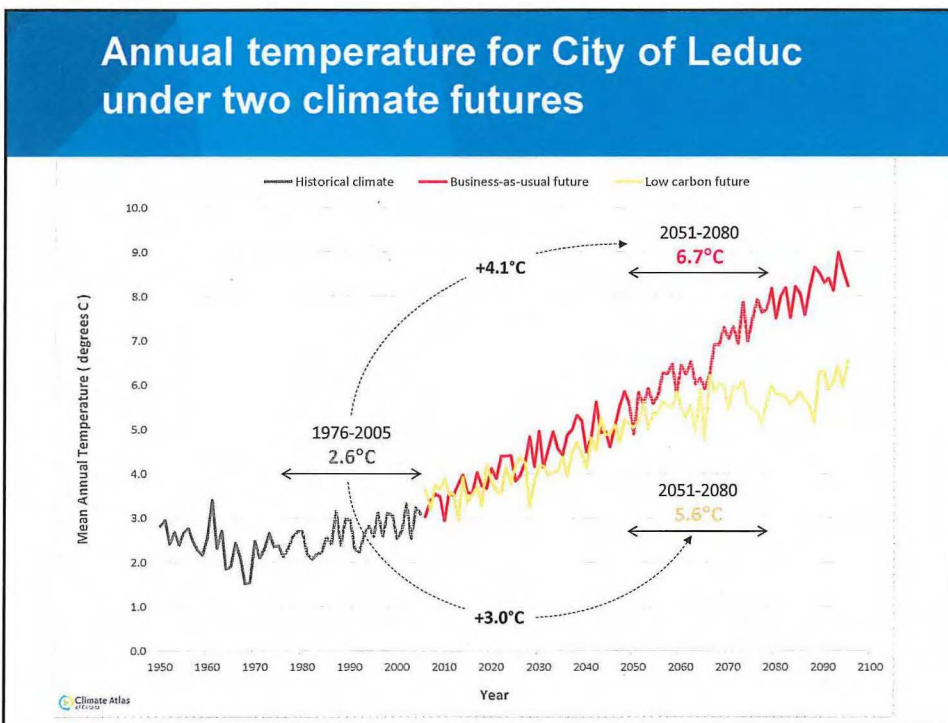




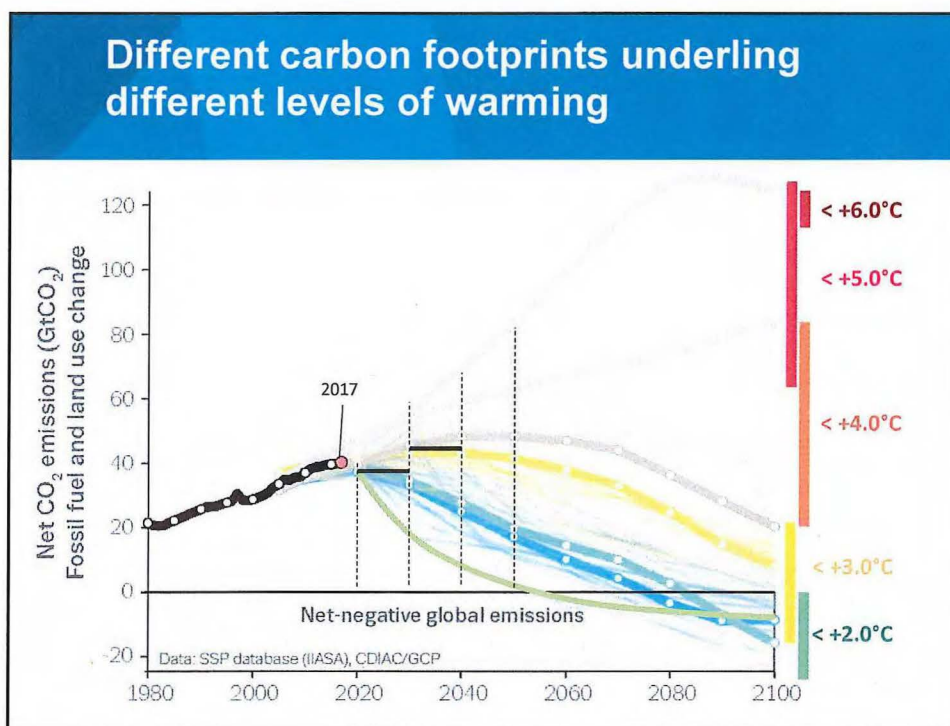
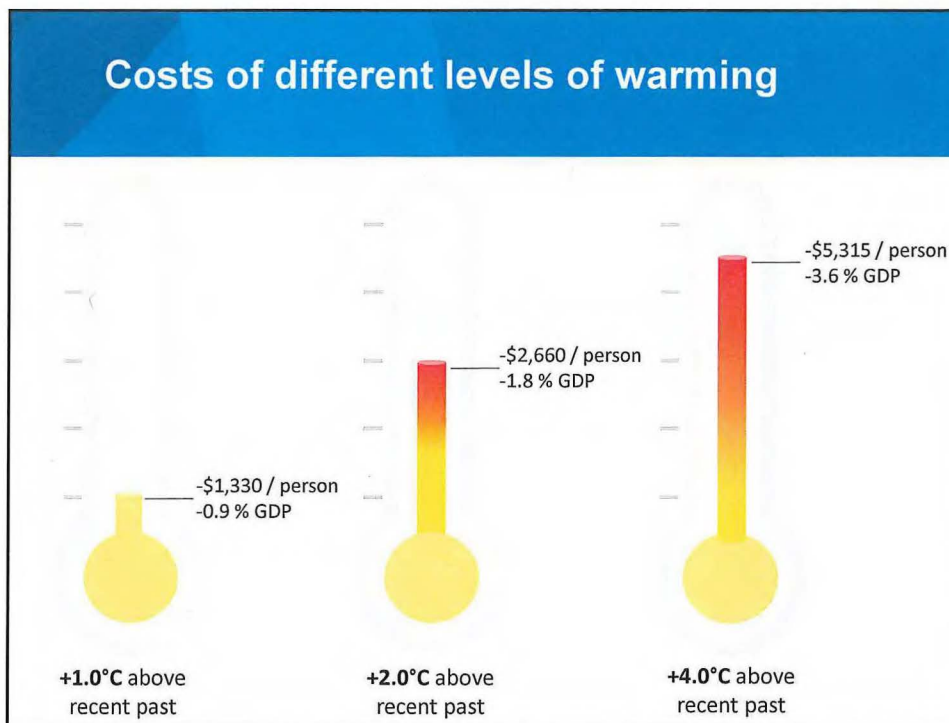
## Potential cashflow implications for City of Leduc – high scenario



## Annual temperature for City of Leduc under two climate futures








## Managing climate change starts in cities

Urban areas are responsible for up to **70%** of anthropogenic GHG emissions



The image shows a light blue globe with a grid of latitude and longitude lines. Superimposed on the globe are numerous vertical lines of varying heights and colors, primarily in shades of red, orange, and yellow. These lines represent urban areas and their associated greenhouse gas (GHG) emissions. The lines are most densely packed and tallest in the Eastern United States, Europe, and East Asia, indicating high concentrations of urban emissions in these regions. The lines are shorter and sparser in other parts of the world, such as Africa, South America, and Australia.

# **DELEGATIONS & PRESENTATIONS**

Unified Community Resource Collaboration

Presented by:

E. Schrader



**BUSINESS ARISING**  
**FROM**  
**PRESENTATIONS**

# **IN-CAMERA ITEMS**

## **\*V.a. Off-site Levy Consideration and Bylaw Update**

Removed Pursuant to Section 23 of the FOIP Act

## **\*V.b. Leduc-Nisku Economic Development Association**

Exception to Disclosure – Sections 16, 21, 24 & 25 of the FOIP Act

## **\*V.c. Intermunicipal Relations**

Exception to Disclosure – Sections 21 & 24 of the FOIP Act

# **RISE AND REPORT FROM IN-CAMERA ITEMS**



**MEETING DATE:** November 5, 2018

**SUBMITTED BY:** Donna Brock, Director Community and Social Development

**PREPARED BY:** Donna Brock, Director Community and Social Development

**REPORT TITLE:** Grants to Organizations – Ongoing Community Organization Support

## REPORT SUMMARY

This report is to update Committee on the funding allocation that will be presented through the budget process for new Ongoing Community Organization Support process.

## BACKGROUND

### PREVIOUS COUNCIL/COMMITTEE ACTION:

August 20, 2018 Committee-of-the-Whole:

D. Brock, Acting/General Manager, Community and Protective Services, provided the Committee with a summary of historical financial data on selected groups and their projected funding request for 2019 Grants to Organizations funding.

September 10, 2018 Council:

**MOVED** by Councilor L. Tillack that the following groups be removed from the Grants to Organizations and be placed within the ongoing operational budget:

- Leduc and District Food Bank Association
- Leduc Victim Services
- Rise Up Society Alberta
- Leduc Community Living Association
- Leduc LINX Connect Centre
- Leduc Santa's Helpers
- Leduc Hub Association
- Society of St. Vincent de Paul
- Leduc and District Family Violence Prevention Team

Motion Carried Unanimously

### KEY ISSUES:

Council has determined that several community committees/agencies, currently funded through Grants to Organizations, would be placed into the base budget as ongoing funding thereby removing the requirement for these committees/agencies to apply for funding through the Grants to Organization process. Those committees/agencies were deemed as providing an ongoing service for residents of the City of Leduc and that sustainable funding was necessary. The following chart outlines the ongoing community support funding requests and allocations that have been entered into the base budget for 2019:



## Ongoing Community Support

Organizations	Budget			
	2018	2019	2020	2021
<b>Finance Section: Additional Community Support in Operational Base</b>				
Leduc & District Food Bank	60,000	60,000	60,000	60,000
Leduc & District Emergency Shelter Association (HUB)	25,000	25,000	25,000	25,000
Leduc & District Victim Services	50,000	60,000	62,500	65,000
Leduc Community Living Association	25,000	25,000	25,000 *	25,000 *
St. Vincent de Paul	5,000	5,000	5,000	5,000 **
Santa's Helpers Society	5,000	5,000	5,000	5,000
Leduc LINX	65,000	65,000	65,000 *	65,000 *
Family Violence Prevention Team	10,500	11,200	11,800	11,800 **
Rise Up Society Alberta	35,000	40,093	40,835	42,552
<b>Total Community Support and/or Grants in Operational Base</b>	<b>401,500</b>	<b>417,293</b>	<b>421,135</b>	<b>425,352</b>
<b>Notes:</b>				
* 2019 End of 3 year funding - 2020 and 2021 estimated amounts				
** 2020 End of 3 year funding - 2021 estimated amount				

The Municipal Grants Policy and Procedures will be amended in early 2019. Committees/agencies have been advised of the reporting requirements they will now have as recipients of Ongoing Community Organization Support, and Community and Social Development will continue to work with those committees/agencies as they move to the new format.

## RECOMMENDATION

This report for information only.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / I. Sasyniuk, General Manager, Corporate Services / D. Melvie, General Manager, Community & Protective Services / J. Cannon, Director, Finance

# **REPORTS FROM COMMITTEE & ADMINISTRATION**

2019 Budget Preview

Presented by:

J. Cannon

VIII.a.

# **GOVERNANCE**



IX.

# **COUNCIL CALENDAR UPDATES**

# **INFORMATION ITEMS**

## **Remembrance Day Video**

Presented by:

Councillor B. Hamilton

XI.

# **ADJOURNMENT**