

COMMITTEE-OF-THE-WHOLE MEETING AGENDA  
TUESDAY, NOVEMBER 13, 2018 AT 5:00 P.M.  
LEDE ROOM, LEDUC CIVIC CENTRE  
1 ALEXANDRA PARK, LEDUC, ALBERTA  
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*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, November 5, 2018

**III. DELEGATIONS & PRESENTATIONS**

**IV. BUSINESS ARISING FROM PRESENTATIONS**

**V. IN-CAMERA ITEMS**

C. Labrecque / K. Woitt /  
D. Young, ISL Engineering  
& Land Services Ltd. /  
P. Shewchuck, Nichols  
Applied Management Inc.

- a) Long Term Growth Study  
*FOIP s. 21. 24 & 25*

*1 hour*

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

**VII. REPORTS FROM COMMITTEE & ADMINISTRATION**

M. Hay

- a) Strategic Plan Implementation Update

*15 minutes*

N. Booth

- b) Issue Management for Council

*30 minutes*

**VIII. INFORMATION ITEMS**

**IX. ADJOURNMENT**

# **APPROVAL OF AGENDA**

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

**COMMITTEE-OF-THE-WHOLE MEETING NOTES**  
**MONDAY, NOVEMBER 5, 2018**  
**PAGE 88**



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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 5:06 pm.

**I. APPROVAL OF AGENDA**

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

**VIII. Governance**

- a) Signing of Statement of Commitment to the Council Code of Conduct

**X. Information Items**

- b) Update on High School Mobile Addictions Councillor

Motion Carried Unanimously

**II. ADOPTION OF PREVIOUS NOTES**

- a) **Approval of the Notes of the Committee-of-the-Whole Meeting held on Monday, October 15, 2018**

**MOVED** by Councillor L. Hansen that the notes of the Committee-of-the-Whole meeting held on Monday, October 15, 2018, be approved as presented.

Motion Carried Unanimously

- b) **Approval of the Notes of the Committee-of-the-Whole Meeting held on Monday, October 22, 2018**

**MOVED** by Councillor G. Finstad that the notes of the Committee-of-the-Whole meeting held on Monday, October 22, 2018, be approved as presented.

Motion Carried Unanimously

**III. DELEGATIONS & PRESENTATIONS**

- a) **Unified Community Resource Collaboration ("UCRC")**

E. Schrader, UCRC, made a PowerPoint presentation (Attached) that outlined the:

- UCRC Project Scope
- 5 Phases of UCRC
- Service Problems
- Solutions/Next Steps

E. Schrader answered the Committee's questions.

**IV. BUSINESS ARISING FROM PRESENTATIONS**

**V. IN-CAMERA ITEMS**

**MOVED** by Councillor G. Finstad that Committee-of-the-Whole move In-Camera at 5:36 pm to discuss:

- a) Off-site Levy Consideration and Bylaw Update  
*FOIP s. 23*
- b) Leduc-Nisku Economic Development Association  
*FOIP s. 16, 21, 24 & 25*
- c) Intermunicipal Relations  
*FOIP s. 21 & 24*

Motion Carried Unanimously

**MOVED** by Councillor L. Hansen that the Committee-of-the-Whole move In-Public at 7:18 pm.

Motion Carried Unanimously

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

**a) Off-site Levy Consideration and Bylaw Update**  
*FOIP s. 23*

In Attendance: Committee Members  
 Members of the City of Leduc Executive Board  
 S. Olson, Director, Engineering  
 J. Cannon, Director, Finance  
 K. van Steenoven, Manager, Capital Projects and Development  
 S. Davis, City Clerk

J. Cannon, S. Olson, P. Benedetto, City Manager, and M. Pieters, General Manager, Infrastructure and Planning, made a PowerPoint presentation (Attached).

J. Cannon, S. Olson and M. Pieters answered the Committee's questions.

**b) Leduc-Nisku Economic Development Association**  
*FOIP s. 16, 21, 24 & 25*

In Attendance: Committee Members  
 Members of the City of Leduc Executive Board  
 H. Wilson, Manager, Economic Development  
 S. Davis, City Clerk

M. Pieters, General Manager, Infrastructure and Planning, and H. Wilson, made a presentation and provided the Committee members with two documents (Attached).

P. Benedetto, City Manager, B. Loewen, City Solicitor, M. Pieters and H. Wilson answered the Committee's questions.

**c) Intermunicipal Relations**

*FOIP s. 21 & 24*

In Attendance: Committee Members  
 Members of the City of Leduc Executive Board  
 S. Davis, City Clerk

Mayor B. Young and P. Benedetto, City Manager, made a presentation.

The Committee recessed at 7:18 pm.

The Committee reconvened at 7:25 pm.

**VII. REPORTS FROM COMMITTEE & ADMINISTRATION**

**a) Grants to Organizations**

J. Cannon, Director, Finance, and J. Kamlah, Director, Recreation & Community Development, made two PowerPoint presentations (Attached).

M. Pieters, General Manager, Infrastructure and Planning, J. Cannon, Councillor G. Finstad, J. Kamlah, D. Melvie, General Manager, Community and Protective Services, and P. Benedetto, City Manager, answered the Committee's questions.

**b) 2019 Budget Preview**

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), which included, but was not limited to:

- Key Drivers for 2019 and Beyond
- 2019 Operational Budget – maintaining services = quality of life
- 2019 Capital Plan
- Additional Considerations – Contributed Assets
- Financial Indicators
- A Capital Plan that Works
- Financial Analysis Reserves (Internal)
- Operating and Capital Reserves
- Review of Best Practices
- 2018 Considerations – Projected Year End
- Retaining High Quality of Life
- Proposed Multi-Year Strategy
- Key Take-A-Ways

**MOVED** by Councillor L. Hansen that Committee-of-the-Whole move In-Camera at 8:07 pm.

Motion Carried Unanimously

**MOVED** by Councillor B. Beckett that the Committee-of-the-Whole move In-Public at 8:40 pm.

Motion Carried Unanimously

**COMMITTEE-OF-THE-WHOLE MEETING NOTES**  
**MONDAY, NOVEMBER 5, 2018**  
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P. Benedetto, D. Melvie, General Manager, Community and Protective Services, J. Cannon and I. Sasyniuk made an in-camera presentation.

J. Cannon, I. Sasyniuk, D. Melvie and M. Pieters, General Manager, Infrastructure and Planning answered the Committee's questions in-camera.

J. Cannon, I. Sasyniuk, M. Pieters and D. Melvie continued the PowerPoint presentation (Attached).

J. Cannon, I. Sasyniuk, P. Benedetto, D. Melvie and M. Pieters answered the Committee's questions.

**VIII. GOVERNANCE**

**a) Signing of Statement of Commitment to the Council Code of Conduct ("Statement")**

Committee members each signed their Statement in the presence of P. Benedetto, City Manager.

**IX. Council Calendar Updates**

There were no items.

**X. Information Items**

**a) Remembrance Day Video**

Studio Post shared their Flanders Fields video, which was produced to celebrate the 100<sup>th</sup> anniversary of the WWI Armistice.

The video can be viewed at <https://www.armistice100yeg.ca/>.

**b) Update on High School Mobile Addictions Councillor**

Councillor B. Beckett advised the Committee that the contract for J. McLester, High School Mobile Addictions Councillor, has been extended to the end of June 2019.

**XI. ADJOURNMENT**

The meeting adjourned at 10:05 pm.

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B. YOUNG  
Mayor

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S. DAVIS  
City Clerk



Unified Community Resource Collaboration (UCRC)

Centre Hope

Leduc and Area

A Complex System of Support

## UCRC Project Scope



Develop a system to ensure residents have access to effective program services



Create a coordinated and systematic service delivery model for agencies in the Leduc Area



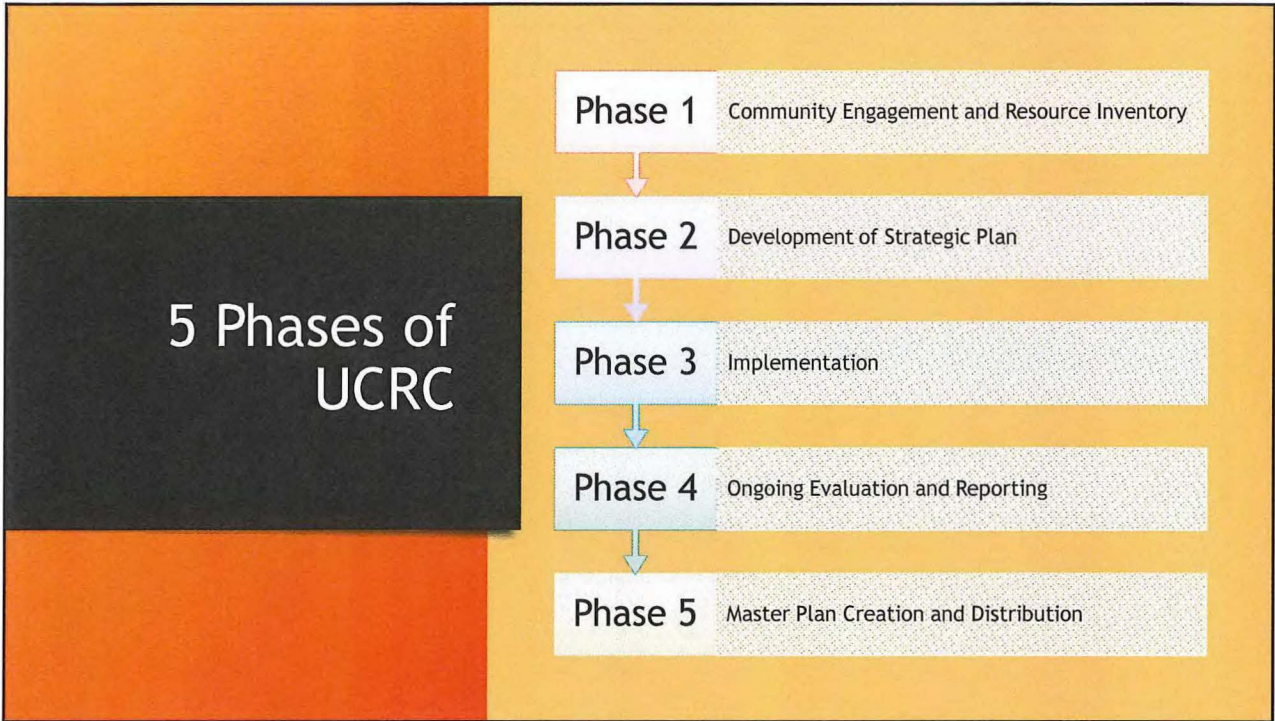
Discover the gaps in the current delivery model and engage the community to identify their needs



Assist in the creation of an evaluation-framework to monitor and measure outcomes



Improve social programs and their service delivery within the area with the resources available



**Support for UCRC**

**Political Affiliates:**

- Mayor Young - City of Leduc
- Minster Anderson - Minister of Municipal Affairs

**Centre Hope Team:**

- Eli Schrader - Project Lead
- Karen Zypchyn - Engagement
- Rachelle Sutherland - Research
- Lance Landiak - Data Analyst
- Mark Aneski - Evaluation
- Jesika Lefebvre - Project Support



## UCRC - Phase 1 Report/Findings



System Thinking



Environmental Scan



Current Service Problems



Solutions and Next Steps

## Data Sources



Community Consultation

Executive Staff (6 participants)  
Client Facing Staff (11 participants)  
Community Member interviews (11 interviews)



18 months of 211 calls to the Leduc county Area



Inform Alberta organization location (inputted by 211)



Social Return On Investments database (SROI)



Leduc 2018 Census



Community Questionnaire (26 responses)

# Lets take a trip!

- Where to go?
- What Airline?
- What do you need to book a ticket?
- What do you need to bring?
- How are you going to get there?
- Now Imagine...

# System Thinking

Not one Player - Multiple Elements

- Discovers Root Cause
- Preventative Strategies

Dr. Alina Turner:

- Close knit community agencies
- Able to innovate and adjust in real-time

Yukon Anti - Poverty Coalition:

- Current foundation for collaboration
- Smaller jurisdiction

## Environmental Scan

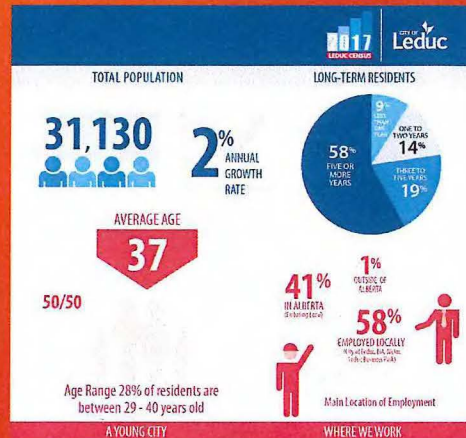
### Leduc

- Unemployed - 964
- Permanently Unable to Work - 318
- No Response - 3,825

### Alberta Rural Development Network

- 20% of the rural population can be living in poverty

36% of Edmonton's homeless population came from Rural Alberta (Homeward Trust)



## Environmental Scan

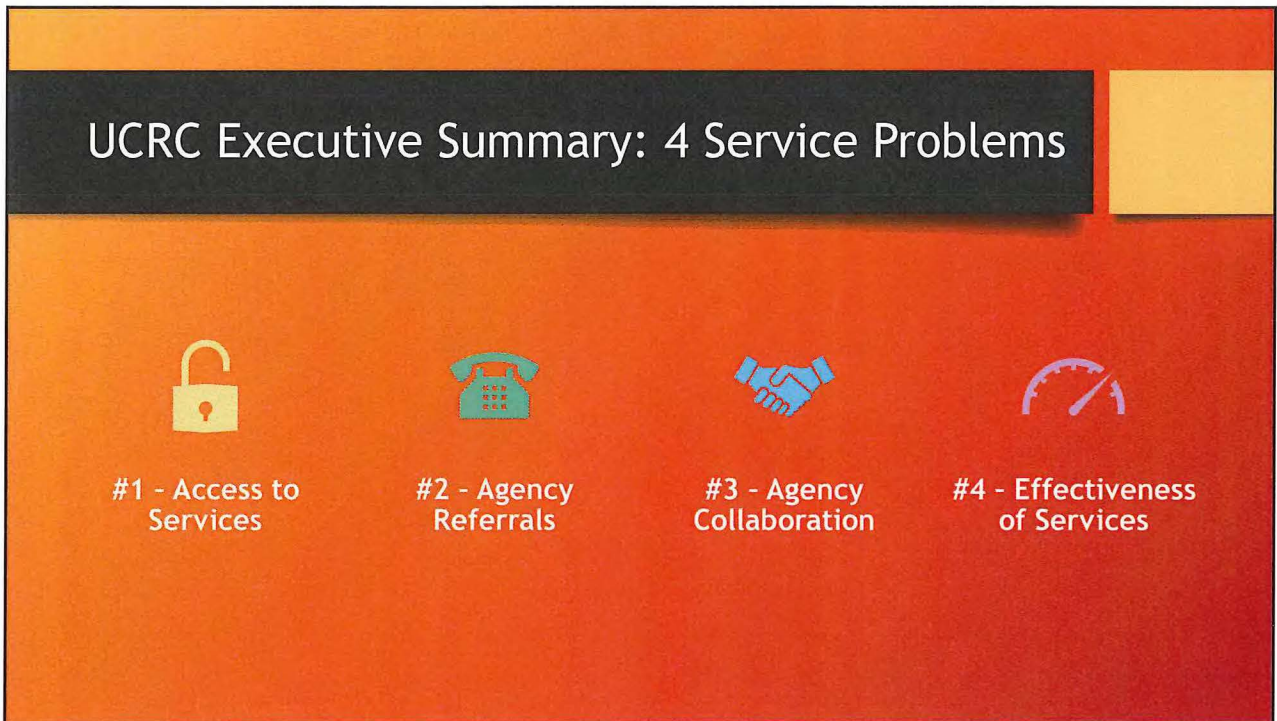
Dr. Alina Turner

### 1. Increase in Population growth

- 2006 Leduc's population has nearly doubled in size 16,967 to 32,448 (Leduc 2018 Census)
- Mayor Young "believes it will double again in the next 10 years."

### 2. Increase in GDP

- GDP for Area - \$7 Billion
- Over next 30 years an additional \$11.3 Billion (EDA)



## Service Problem #1 - Access to Services

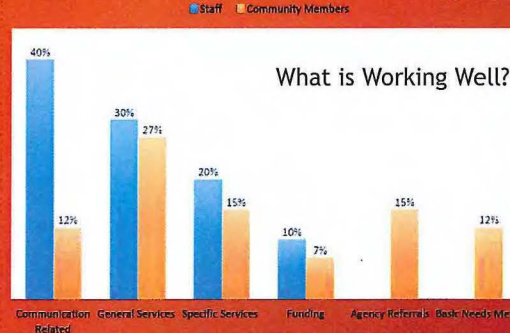
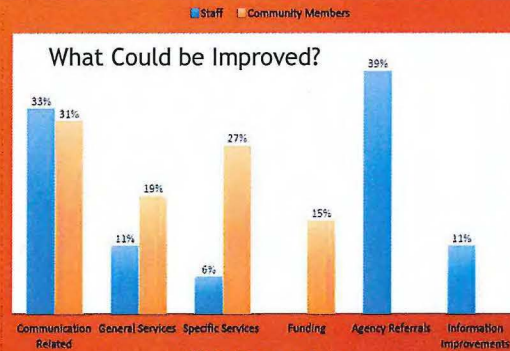
Leduc and area residents are being directed to Edmonton to enhance their quality of life with social services that could be provided in Leduc.

Call Issue Type	Call Issue	Times in Call
Income Support and Employment	Financial Needs	112
Organizational/Community/International Services	Provincial	60
Mental Health and Substance Abuse Services	Mental Health	56
Basic Needs	Shelter/housing	49
Health Care	Physical Health	48
Organizational/Community/International Services	Information/Public Services	46
Criminal Justice and Legal Services	Legal Issues	43
OTHER	Information on 211/FVIL/BHL	42
Mental Health and Substance Abuse Services	Emotional Health	34
Mental Health and Substance Abuse Services	Specialized Counselling	33

<https://ucrc.thinkcatalyst.ca/ucrc-data/>

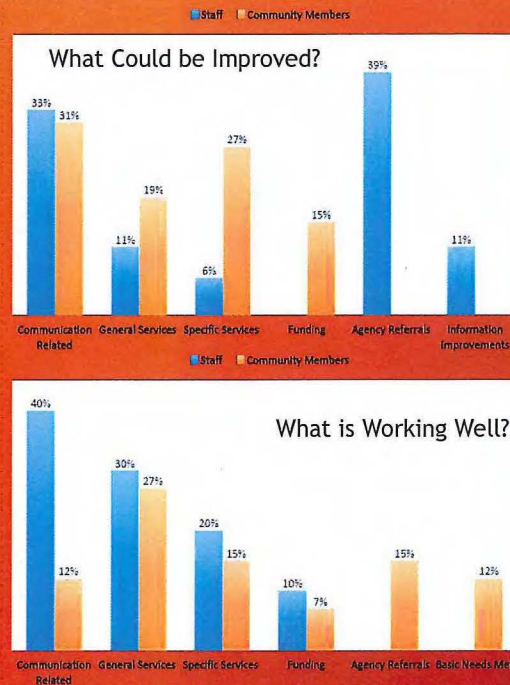
## Service Problem #2 - Agency Referrals

Uncoordinated and inconsistent agency referral process that inadequately captures the comprehensive services available in Leduc resulting in ineffective service delivery and client frustration.



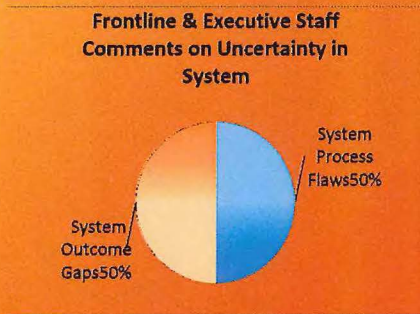
## Service Problem #3 - Agency Collaboration

Lack of adequate collaboration among agencies resulting in them working in silos when advocating for tailored services to improve the social outcomes of residents.



## Service Problem #4 - Effectiveness of Services

Lack of information to determine if higher quality programs and services are being offered in sustainable ways to achieve better social outcomes for residents.



## Service Problem #4 - Effectiveness of Services

### What do we know?

- 916 referrals from 1,072 call issues were directed to 392 organizations
- Strategic Plan 2014 - 2017
  - Fiscal Sustainability
- Annual Report - 2017
  - \$539,000 Community Wellness Grants
  - \$2.7 Million in Community Development/Social Programming

<https://ucrc.thinkcatalyst.ca/ucrc-data/>

## Solutions/Next Steps

1. Determine capacity of social services in Leduc and area based on need  
(Homeless Count and Agency Capacity)



### 2. Establish a Coalition to:

- Increases knowledge of services
- Coordinated/consistent/seamless referral process
- Exchange of sensitive client
- Increase client satisfaction through tailored services
- Increase opportunities of collaboration = greater impact
- Generate information and assess quality, sustainability and efficiency of resources
- Develop evaluation and reporting framework
- Ethical/privacy/legally compliant

# Conclusions and Questions



Need for consistent point of access and follow up



Understand capacity and cost of current infrastructure



Create an empowering experience



Improvement to individual well being through collaboration



# **ADOPTION OF PREVIOUS NOTES**

Notes of the Committee-of-the-Whole Meeting  
– November 5, 2018

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

Attachment Removed Pursuant to Sections 23 of the FOIP Act.

\* VI.b. Leduc-Nisku Economic Development  
Association

Attachment Removed Pursuant to Sections 16, 21, 24 & 25 of  
the FOIP Act.

OUR MISSION IS

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People.  
Building.  
Community.



# Grants to Organizations

## Parks, Recreation & Culture Advisory Board

Presented By: Jay Cole, PRC Chair  
Jackie Kamlah, City of Leduc


2019-2021 **BUDGET**



**A CITY WHERE PEOPLE  
WANT TO LIVE, WORK & PLAY**



**2019-2021  
BUDGET**

## Parks Recreation & Culture Advisory Board

previously approved grants

<b>Alberta Legacy Development Society (Grain Elevator)</b>				
	2019	\$18,000	2020	\$18,000
<b>Alberta Dairy Congress &amp; Trade Show Society</b>				
	2019	\$20,000	2020	\$20,000
<b>Black Gold Rodeo &amp; Exhibition Society</b>				
	2019	\$25,000	2020	\$25,000



**A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER**



**2019-2021 BUDGET**

## Parks Recreation & Culture Advisory Board

previously approved grants

<b>Leduc #1 Energy Discovery Centre</b>			
	2019	\$20,475	
<b>Leduc &amp; District Historical Society</b>			
	2019	\$37,008	2020 \$37,008
<b>Leduc 4H Beef Club</b>			
	2019	\$1,100	2020 \$1,100



**A CITY WHERE PEOPLE WANT TO LIVE, WORK & PLAY**



**2019-2021 BUDGET**

## Parks Recreation & Culture Advisory Board

previously approved grants

<b>Leduc Art Club</b>			
	2019	\$5,000	2020 \$5,000
<b>Leduc Drama Society</b>			
	2019	\$14,500	2020 \$14,500
<b>Leduc Happy Homesteaders</b>			
	2019	\$6,500	2020 \$6,400



**A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER**



**CITY OF Leduc**

**2019-2021 BUDGET**

## Parks Recreation & Culture Advisory Board

previously approved grants

**Leduc Music Festival Association**


2019	\$5,500	2020	\$6,000
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**Leduc Riggers Jr. B Hockey Club**


2019	\$7,500		
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**Royal Canadian Legion Branch 108**

2019	\$10,000	2020	\$10,000
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**A CITY WHERE PEOPLE WANT TO LIVE, WORK & PLAY**



**CITY OF Leduc**

**2019-2021 BUDGET**

## Parks Recreation & Culture Advisory Board

2019 Application & Recommendation

**East Elementary School Parents Association**

Funding Request: Capital

<u>Grant Request</u>		<u>Board Recommendation</u>
\$20,000	2019	\$20,000



**A COLLABORATIVE COMMUNITY-  
BUILDER AND REGIONAL PARTNER**



**2019-2021  
BUDGET**

## **Parks Recreation & Culture Advisory Board**

**2019 GTO Recommendations**

Total funds **requested** by groups:

2019 \$20,000

Total funds **recommended** by board:

2019 \$20,000

## Ongoing Community Support

### Budget

Organizations	2018	2019	2020	2021
<b>Finance Section: Additional Community Support in Operational Base</b>				
Black Gold Citizens on Patrol (under contract)	10,000	10,000	10,000	10,000
Leduc Golf & Country Club (under contract)	11,000	11,000	11,000	11,000
Leduc Boys & Girls Club (under contract)	100,000	100,000	100,000	100,000
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>

**Notes:**

\* 2019 End of 3 year funding - 2020 and 2021 estimated amounts

\*\* 2020 End of 3 year funding - 2021 estimated amount

## Grants to Organizations

### Budget

Organizations	2018	2019	2020	2021
<b>Ad Hoc Committee</b>				
Downtown Business Association - operational	40,000	40,000	50,000	50,000
One Time Funding	-40,000	-40,000 *		
<b>Parks, Recreation and Culture Board</b>				
AB Legacy Dev. Society - Grain Elevator	18,000	18,000	18,000	18,000 *
Alberta Dairy Congress & Trade Show Society	20,000	20,000	20,000	20,000 *
Black Gold Rodeo & Exhibition Assoc.	50,000	25,000	25,000	25,000 *
Leduc #1 Energy Discovery Centre(Canadian Petro Interpretive Ctr Leduc #1)	19,500	20,475	20,475 *	20,475 *
Leduc & District Historical Society	37,508	37,008	37,008	37,008 *
Leduc & District Minor Football	24,643			
One Time Funding (Equipment)	-24,643			
Leduc 4-H Beef Club	1,100	1,100	1,100	1,100 **
Leduc Art Club	5,000	5,000	5,000	5,000 **
Leduc Drama Society	14,500	14,500	14,500	14,500 **
Leduc Happy Homesteaders*	6,200	6,500	6,400	6,400 **
Leduc Kanata Gymnastics*	35,000			
One Time Funding (Equipment)	-35,000			
Leduc Music Festival Assoc.	5,000	5,500	6,000	6,000 **
Leduc Riggers Jr. B Hockey Club	7,500	7,500	7,500 *	7,500 **
Royal Canadian Legion Br. 108	10,000	10,000	10,000	10,000 **
East Elementary School Parents Association		20,000		
One Time Funding (Basketball Court)		-20,000		
<b>Family and Community Support Services</b>				
Jack & Jill Preschool	18,000	18,000	18,000	18,000 **
<b>Total: Less One-Time</b>	<b>311,951</b>	<b>248,583</b>	<b>238,983</b>	<b>238,983</b>
One Time Capital Grant Requests	-99,643	-60,000		
<b>Total Funding Required</b>	<b>212,308</b>	<b>188,583</b>	<b>238,983</b>	<b>238,983</b>
<b>Total Funding Approved in Budget</b>	<b>212,308</b>	<b>212,308</b>	<b>212,308</b>	<b>212,308</b>

**Notes:**

\* indicates new application required - 2020 & 2021 are estimated amounts

\* indicates new application required - 2021 is estimated amount

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# Committee of the Whole 2019 Budget Preview

November 5<sup>th</sup>, 2018

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



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

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



-  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





# 2019-2021 BUDGET

## Key Drivers for 2019 and Beyond

### 2019

- Accord Regional Transit
- RCMP
- Inflation (CPI)
- Stagnant Non-Residential Growth
- Continued Residential Growth / Contributed Assets

### 2020 Beyond

- Accord Regional Transit
- RCMP
- Inflation (CPI)
- Stagnant Non-Residential Growth
- Continued Residential Growth / Contributed Assets
- Partnership Opportunities
- Facilities Master Plan
- North Fire Hall



# 2019-2021 BUDGET

## 2019 Operational Budget \$101 M

The City of Leduc's

# #1 Goal

Providing Services = Quality of Life

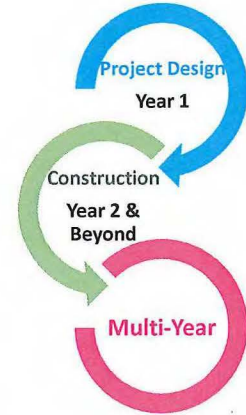
Operating Budget Summary - City Consolidated

	2018	2017	2016	2015	2014	2013
<b>Revenue</b>						
Government Grants	2,287,489	1,201,790	868,100	1,175,882	1,817,259	1,817,259
Donations/Transfers	4,110,758	4,872,283	7,188,521	8,172,754	8,833,818	8,797,479
Intergovernmental Revenue	5,515,076	2,224,475	0	2,230,221	1,984,961	2,294,918
Fees & Fines	1,024,425	1,025,425	84,750	1,012,500	1,019,827	1,030,569
Net Sales - Revenue	415,224	412,040	34,207,701	44,802,206	44,177,261	61,386,452
Other Revenue	1,551,100	1,855,000	1,728,816	1,845,492	2,284,897	2,277,918
Non-Revenue	27,944,001	27,914,244	1,406,952	2,142,197	2,144,737	2,796,227
Grant Revenue	8,828,108	8,142,222	8,142,222	8,179,465	8,220,283	8,100,264
Utility Revenue/Rebate	28,277,442	21,344,478	18,418,824	21,333,848	24,232,277	27,310,147
<b>Total Revenue</b>	<b>\$9,887,863</b>	<b>\$43,853,232</b>	<b>\$37,527,124</b>	<b>\$43,524,145</b>	<b>\$45,823,914</b>	<b>\$52,524,217</b>
<b>Expenditures</b>						
Employee Benefits	4,402,432	4,345,622	4,248,404	7,410,842	7,811,540	8,408,622
Travel & Other	31,229,871	32,104,408	28,889,867	34,032,204	34,889,746	28,332,517
<b>Total Staff Costs</b>	<b>35,632,303</b>	<b>36,450,030</b>	<b>33,138,271</b>	<b>41,443,046</b>	<b>42,701,286</b>	<b>36,741,139</b>
Bank Deposit Interest	249,978	245,331	174,154	247,812	227,722	229,822
Contract Services	15,824,420	15,251,741	3,108,258	14,201,622	13,882,817	16,302,737
Capital Assets Exp	4,938,916	8,816,848	8,892,258	8,212,882	8,212,882	10,107,855
General Services	871,727	854,000	815,224	1,154,481	711,428	811,979
Services Organization	2,177,254	1,622,396	1,827,497	2,241,421	2,102,129	2,102,658
Information Systems	2,219,728	2,424,495	0	2,108,222	2,184,911	2,184,911
Interest on Long-Term Debt	2,112,822	2,424,491	1,918,102	2,202,888	2,478,917	2,539,612
Materials & Supplies	4,719,204	4,762,261	3,403,816	4,016,622	3,377,391	4,912,114
Other Expenses	17,827	181,141	1,847	139,821	142,278	124,422
Public Works Expenses	8,126,846	1,824,247	18,714	1,695,661	1,613,217	1,522,612
Transportation & Communications	11,653	112,822	128,811	104,483	118,225	103,247
Training & Development	8,862,222	1,042,217	788,614	1,110,811	1,122,714	1,112,229
Utilities - Expenses	2,414,308	3,161,801	2,584,224	3,141,482	3,474,628	3,410,265
<b>Total Expenditures</b>	<b>89,493,127</b>	<b>70,163,762</b>	<b>58,949,779</b>	<b>47,038,779</b>	<b>47,028,247</b>	<b>62,174,122</b>
<b>Total Expenditures</b>	<b>89,493,127</b>	<b>70,163,762</b>	<b>58,949,779</b>	<b>47,038,779</b>	<b>47,028,247</b>	<b>62,174,122</b>
<b>Surplus/Deficit</b>	<b>955,736</b>	<b>73,492,470</b>	<b>38,588,345</b>	<b>36,485,366</b>	<b>38,795,667</b>	<b>39,350,095</b>
<b>Non-Operational Activities</b>						
Real Interfund Transfers	0	0	0	0	0	0
Debt Payments	(2,291,812)	(5,146,231)	(2,228,118)	(3,102,871)	(4,212,842)	(4,212,842)
Transfer to Reserve	104,118,000	17,218,204	0	194,212,000	(21,012,000)	(21,012,000)
Transfer to Other Funds	8,892,214	2,221,140	0	4,712,862	1,124,818	1,124,818
<b>Total Non-Operational</b>	<b>110,718,392</b>	<b>14,293,273</b>	<b>(2,228,118)</b>	<b>191,119,129</b>	<b>(23,100,024)</b>	<b>(23,100,024)</b>
<b>Net Change in Cash</b>	<b>21,181,061</b>	<b>17,421,981</b>	<b>35,410,567</b>	<b>144,146,616</b>	<b>168,675,643</b>	<b>176,249,073</b>





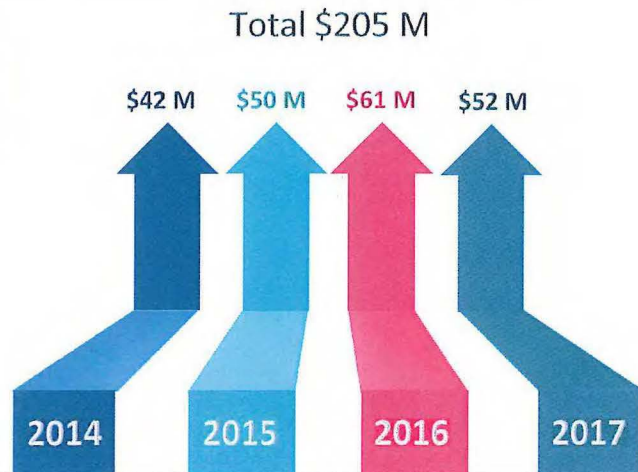
# 2019-2021 BUDGET



# 2019-2021 BUDGET

## Additional Considerations – Contributed Assets

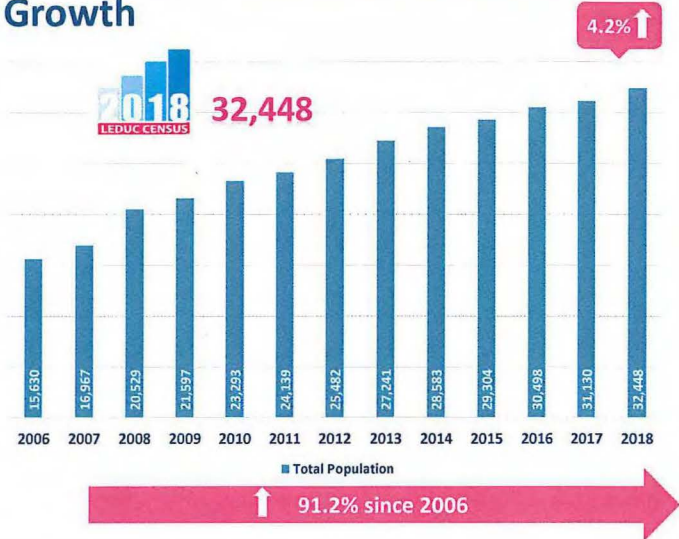
2019 Capital Plan \$32 M





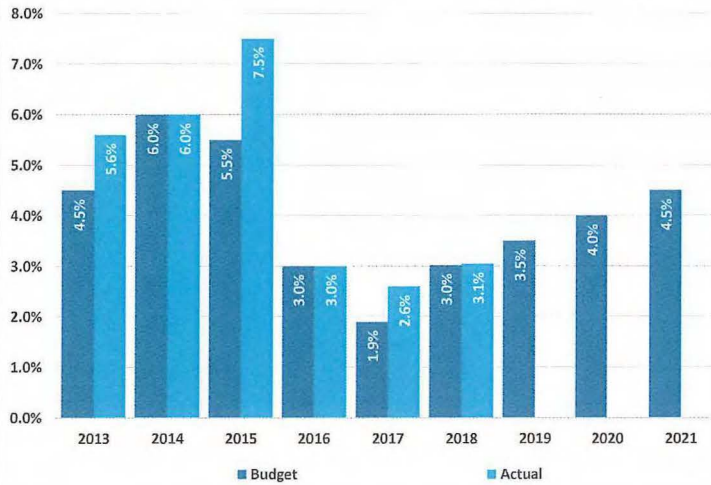
# 2019-2021 BUDGET

## Financial Indicator – Population Growth



# 2019-2021 BUDGET

## Residential Growth – Actual and Projected



	2019	2020	2021
Previous Projection	3.5%	4.0%	2021
Current Projection	3.5%	4.0%	4.5%

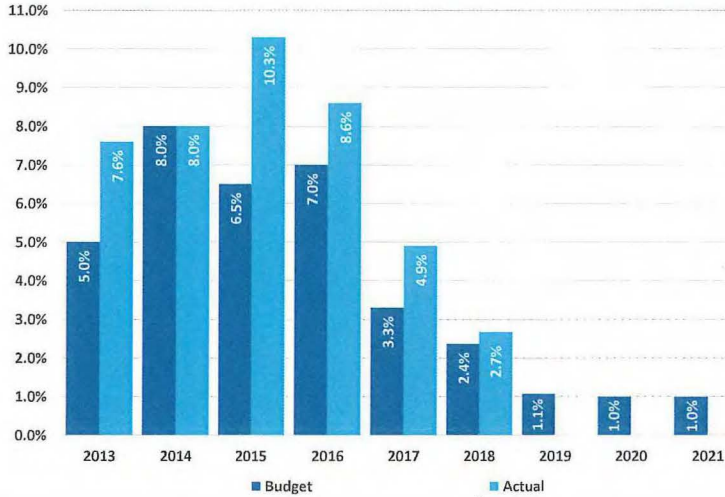


Signs of Recovery



# 2019-2021 BUDGET

## Non-Residential Growth – Actual and Projected



2019-2020  
-\$800K

Stagnant



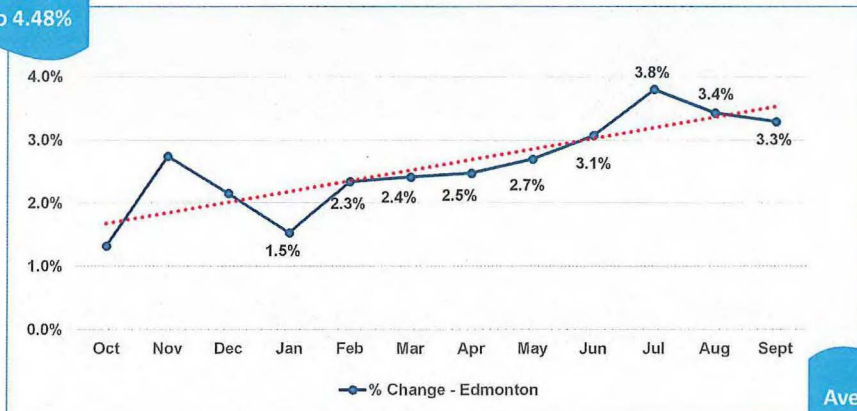
	2019	2020	2021
Previous Projection	3.0%	3.5%	
Current Projection	1.1%	1.0%	1.0%



# 2019-2021 BUDGET

## Inflation (CPI)

MPI - Edmonton  
1.95% to 4.48%



Average 2.6%

# **ADOPTION OF PREVIOUS NOTES**

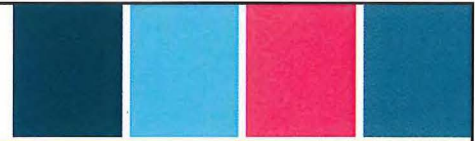
Notes of the Committee-of-the-Whole Meeting  
– November 5, 2018

\* VII.b. 2019 Budget Preview (In-Camera)

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



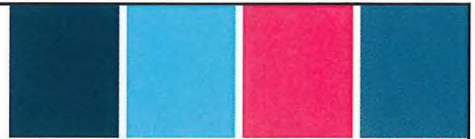
# 2019-2021 BUDGET



OUT OF CAMERA



# 2019-2021 BUDGET



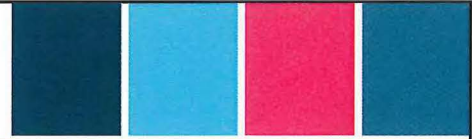
## 2019 Enhanced Service Levels – Recommended



Council Receives 0.5% to put towards enhanced service levels or towards a reduction in taxes



# 2019-2021 BUDGET



## 2019 Enhanced Service Levels – Deferral Recommendation

### Climate Change/Waste Reduction Specialist

#### Operations

2019: \$86K, 0.19 %

#### Capital

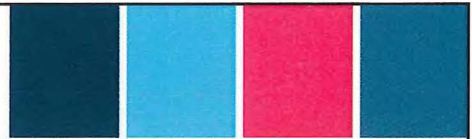
2019: \$37K

2020: \$70K

2021: \$70K



# 2019-2021 BUDGET



## Fees Bylaw Changes - Utilities

### Utilities

#### Water

\$2.30 to \$2.47/cubic meter

#### Wastewater

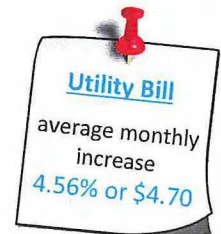
\$1.56 to \$1.66/cubic meter

#### Wastewater Flat Rate

\$7.75 to \$8.40

#### Lost or Damaged Cart

Increase from \$55.00 to \$60.00





# 2019-2021 BUDGET

## Fees Bylaw Changes - Permits

- Permits**
- Permit Fees  
Increase of 4 - 5% overall
- Fast Track Permits  
Increase from \$500 to \$525
- Subdivision Applications  
Increase of 5% overall
- Compliance - Residential  
Increase from \$80 to \$90/letter



# 2019-2021 BUDGET

## Charge Schedule Changes

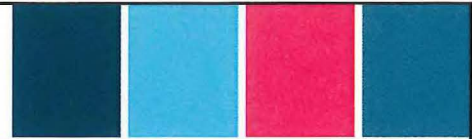
- |   |                        |  |                    |  |                   |   |                |
|---|------------------------|--|--------------------|--|-------------------|---|----------------|
| <ul style="list-style-type: none"> <li>Single Visit<br/>Increase of 3%</li> <li>Flex Pass<br/>Increase of 7%</li> <li>Build Your Own<br/>Monthly &amp; Yearly<br/>Increase of 2%</li> </ul> | <b>LRC Memberships</b> | <ul style="list-style-type: none"> <li>Room Rentals<br/>Increase of 2%</li> <li>Field Houses<br/>Increase of 2%</li> <li>Ice Rentals<br/>Increase of 2%</li> </ul> | <b>LRC Rentals</b> | <ul style="list-style-type: none"> <li>Ball Diamonds<br/>Increase of 5%</li> <li>Beach Volleyball Crts<br/>Increase of 5%</li> <li>Event Support<br/>Equipment<br/>\$10</li> </ul> | <b>Recreation</b> | <ul style="list-style-type: none"> <li>Tax Certificates<br/>Increase from \$25 to \$30</li> <li>Lien Registration<br/>Increase from \$40 to \$100</li> <li>Tax Notification &amp;<br/>Recovery<br/>Increase from \$75 to \$100</li> </ul> | <b>Finance</b> |
|---|------------------------|--|--------------------|--|-------------------|---|----------------|



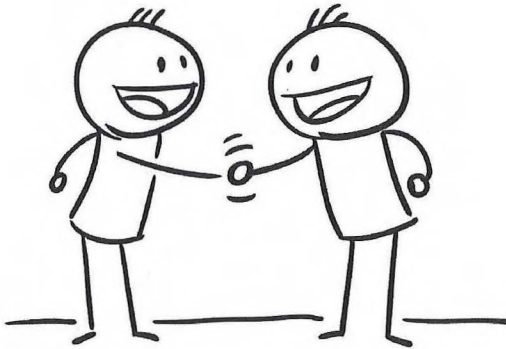




# 2019-2021 BUDGET



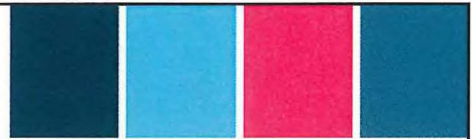
## Partnership Opportunities



**2021**  
Operational Budget  
**\$555K**  
Capital Budget  
**\$7.9M**



# 2019-2021 BUDGET



## A Capital Plan that Works

- 1** Capital can have an operating impact (debentures, staffing and overhead)
- 2** Large projects require a multi-year strategy years in advance
- 3** The 10 Year Capital Plan has many competing projects
- 4** How do we manage Growth vs Maintenance?
- 5** A Shift in Fiscal Philosophy will place pressure on the Capital Plan



# 2019-2021 BUDGET

## Timing of High School



### Scenario 1 West End Campus Servicing in 2025-2026

- Business as usual

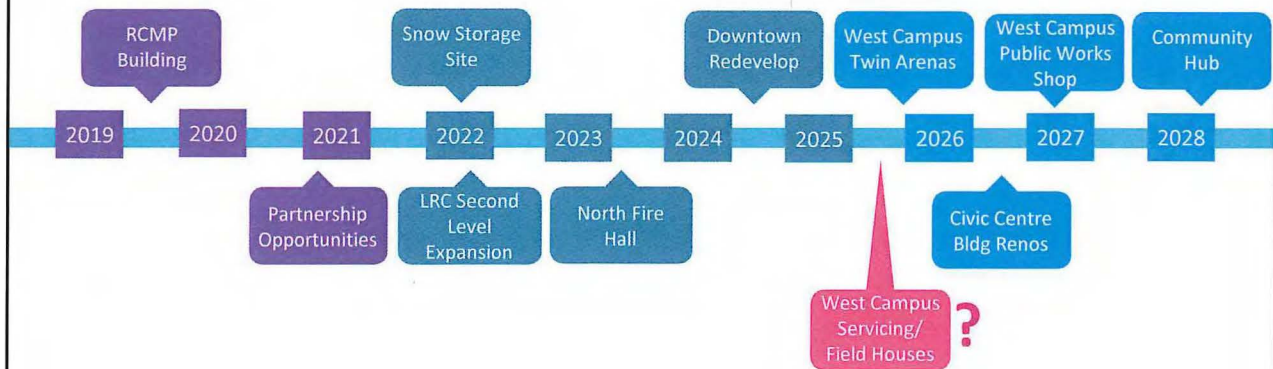
### Scenario 2 West End Campus Servicing in 2019-2020

- Reduced road program by \$5.0M over two years
- Reduction of back lane paving program in 2019 from \$1.0M to \$500K with normal funding to resume in 2020
- Deferred St. Paul's Church Parking Lot (\$275K) from 2019 to 2020
- Deferred Lede Park Multi-way project (\$300K) from 2020 to 2021
- Deferred Civic Centre Utility upgrades project (\$1.7M)
- Deferred Civic Centre Concrete (\$800K)



# 2019-2021 BUDGET

## Sequencing of Large Capital Projects



Note: Moved \$23 M from the LTFMP past 2028



# 2019-2021 BUDGET

## Road Program Considerations



### The 2019 Capital plan saw the addition of \$1M in Back lanes

- This expenditure was added annually from 2019-2028
- There was no corresponding increase to the transfer to reserve for the road program
- This places further pressure on the road reserve



### Reliant on MSI Funding

- Received \$7.2M in 2018
- Funding 76% of the 2019 engineering capital program
- Continuance of this program is vital for the City of Leduc



FYI  
Blackgold Drive



# 2019


## Financial Analysis Reserves (Internal)

As shown on October 15<sup>th</sup>

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	196	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	-3,726
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	988	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	-538
Reserve for art acquisition	15	15	16	16	16	16	16	15	15	15
Reserve for Ledc 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	-1,055	-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>4,653</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>25,889</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>

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

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



## RESERVES IN BUDGET BINDER

**The current practice of reallocating general contingency to fund Capital projects**

In Thousands	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Operating Reserves</b>										
<b>General contingency reserve (Uncommitted)</b>	981	1,167	776	208	161	-211	-54	-211	79	99
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	196	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	78	82	460	260	387	146	424	775	614	983
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>3,853</b>	<b>4,101</b>	<b>4,046</b>	<b>3,335</b>	<b>3,473</b>	<b>2,918</b>	<b>3,321</b>	<b>3,573</b>	<b>3,760</b>	<b>4,206</b>
<b>Capital Reserves</b>										
Information system reserve	236	83	-21	97	113	90	144	241	243	201
Fixed communications reserve	22	49	88	120	113	142	184	215	198	196
Fire communication reserve	140	154	170	186	202	219	238	257	276	298
Protective services large equipment reserve	1,117	740	394	198	500	919	1,341	1,765	2,255	2,756
Road reserve	1,105	73	40	574	891	635	1,697	-18	999	1,709
P. S. Equipment replacement reserve	40	33	57	-220	231	-107	659	-286	696	2,022
Public services capital reserve	189	186	295	457	575	746	916	1,098	1,276	1,407
Safe communities	375	388	408	387	398	400	375	369	366	325
Storm drainage	1,642	953	1,238	1,541	1,854	2,177	228	-17	235	508
Water reserve	171	140	409	771	861	868	701	774	848	795
Sewer reserve	179	141	111	204	166	253	176	263	175	261
Waste minimization reserve	436	552	552	659	736	866	918	1,058	1,151	1,308
Cash in lieu of municipal reserve	1,386	633	412	185	194	185	194	205	215	227
Property sale proceeds reserve	1,640	1,731	1,839	1,940	2,044	2,150	2,265	2,384	2,508	2,649
Recreation levy - due to city	429	183	474	59	59	349	655	977	1,324	1,694
Cemeteries reserve	142	86	127	40	78	68	108	100	141	135
Reserve for art acquisition	15	15	15	15	15	15	14	14	14	14
Reserve for Lede room	6	7	7	7	8	8	9	9	9	10
Facilities reserve	184	109	340	142	274	716	1,340	1,923	2,316	2,884
Parks planning capital reserve	498	779	731	910	623	539	717	1,033	1,682	2,352
Reserve for library equipment	703	742	788	832	876	922	971	1,022	1,075	1,135
HPN monument fees	43	56	69	83	97	112	128	145	163	182
Developer contribution	2,077	2,383	2,437	2,773	3,130	3,507	14	41	278	534
Downtown progress association reserve	112	119	126	133	140	147	155	163	172	182
Public transit	49	2	2	3	3	3	4	4	4	5
Infrastructure investment reserve	2,233	3,016	3,864	4,737	5,652	6,604	7,615	8,678	9,787	10,988
<b>Total Capital Reserves</b>	<b>15,170</b>	<b>13,352</b>	<b>14,972</b>	<b>16,832</b>	<b>19,835</b>	<b>22,536</b>	<b>21,765</b>	<b>22,418</b>	<b>28,406</b>	<b>34,796</b>
<b>Total City Reserves</b>	<b>19,022</b>	<b>17,454</b>	<b>19,019</b>	<b>20,168</b>	<b>23,308</b>	<b>25,454</b>	<b>25,086</b>	<b>25,991</b>	<b>32,166</b>	<b>38,992</b>

\*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**

## Review of best practices



### BEST PRACTICES

"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."

2019 Estimated City of Leduc Operating Balance (uncommitted)	\$3.3M
1 Month Operating Budget (Recommended)	\$8.4M
1.5 Months Operating Budget (Cities of Alberta)	\$12.6M
2 Months Operating Budget (International GFOA Best Practice)	\$16.8M



# 2019-2021 BUDGET

## 2018 Considerations – Projected Year End



# 2019-2021 BUDGET

## Surplus – Historical Year End Results

- Future Projects**
- Lions Park Trails
  - Road Program
  - LRC Cell Phone Coverage Upgrade
  - Outdoor Rinks
  - LRC Pool Renovations
  - Protective Services Building
  - Transit – capital requirements
  - HR & Finance Integrated System
  - LRC Capital Renewal
  - Playground Equipment
  - Community Reporting
  - Lede Park Multiway

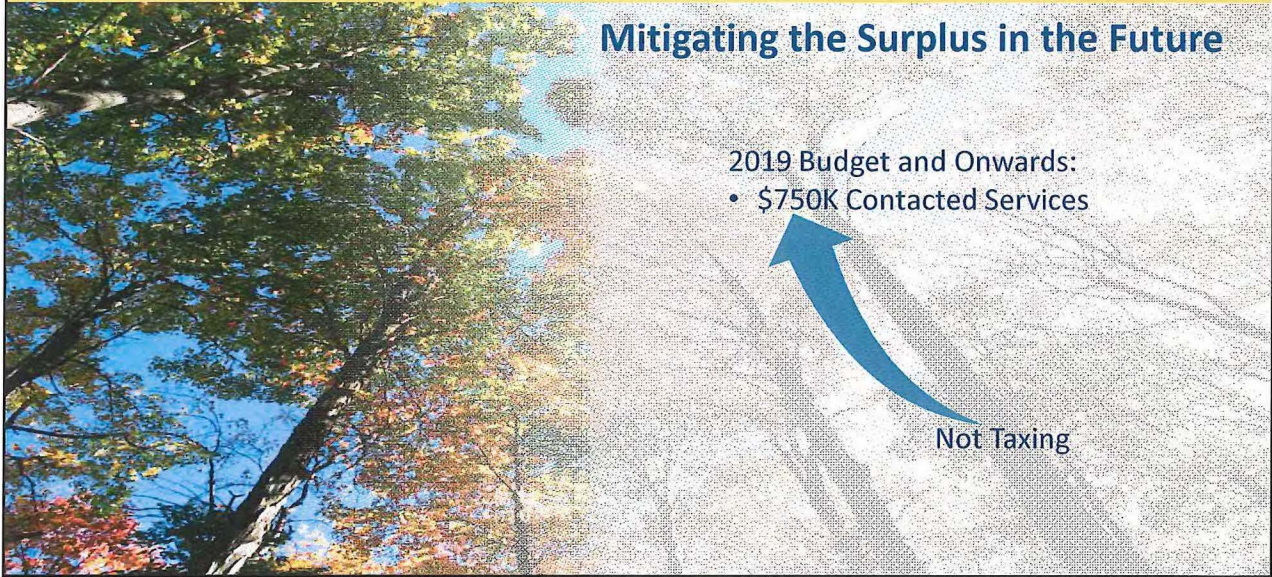
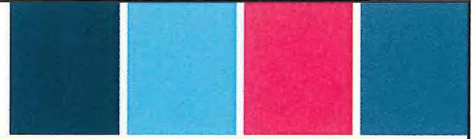
Year	Surplus	Operating Budget	% of Operating Budget
2013	1.2M	70.8M	1.7%
2014	1.7M	76.8M	2.2%
2015	1.6M	91.2M	1.8%
2016	1.6M	91.2M	1.8%
2017	1.9M	90.2M	2.1%

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

- Surplus Funded Past Projects**
- Telford Lake Multiway
  - Multiway Development
  - Spray Park
  - Civic Centre Concrete Replacement
  - Eco Station & RV Dump
  - Library Expansion
  - Aerropolis
  - Cultural Village Amphitheatre
  - Operations Building Solar
  - Lede Park Road
  - Alex Pool Building Capital Renewal
  - Snow Storage Site

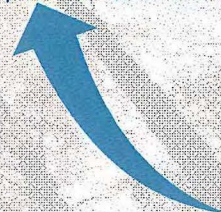


# 2019-2021 BUDGET



## Mitigating the Surplus in the Future

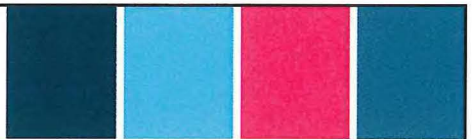
2019 Budget and Onwards:  
• \$750K Contacted Services



Not Taxing



# 2019-2021 BUDGET



## Retaining High Quality of Life

\$4.50 to \$7.50  
per month



\$55 - \$90  
2019 Annual Tax Increase

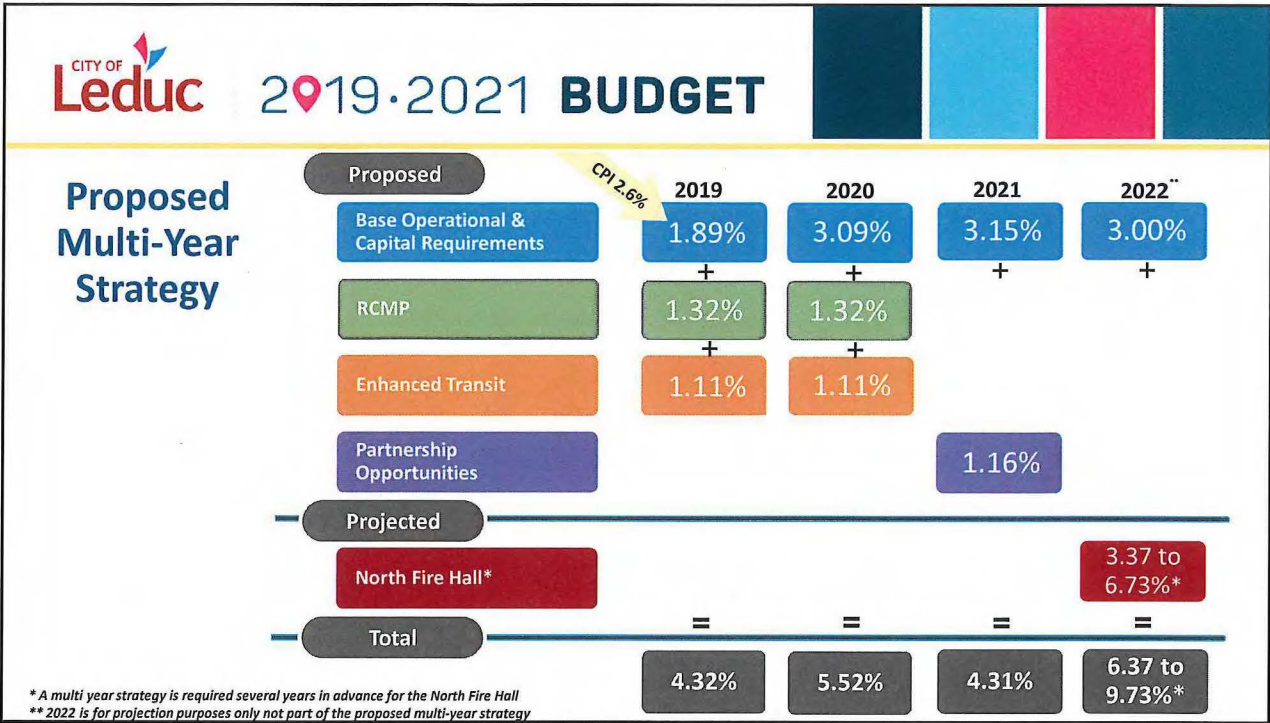
What our citizens  
receive:

Maintain high service levels

New RCMP Facility +  
one member

Enhanced Regional Transit

\*Increases based on current assessment.  
\*\*Average home assessed at \$300,000 and \$500,000



**CITY OF Leduc 2019-2021 BUDGET**

**Key Take Away Messages**

- Balancing today's needs with an understanding of future requirements
- Operational base requirement less than inflation

**Factors driving the 2019 budget:**

- Accord Regional Transit
- RCMP
- Inflation (CPI)
- Stagnant Non-Residential Growth
- Continued Residential Growth / Contributed Assets

**DELEGATIONS  
&  
PRESENTATIONS**



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

# **IN-CAMERA ITEMS**

## Long Term Growth Study

(Removed Pursuant to Sections 21, 24 & 25  
of the FOIP Act)

Presented by:

C. Labrecque

K. Woitt

D. Young, ISL

P. Shewchuck, Nichols Applied Management

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

**MEETING DATE:** November 19, 2018

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

**PREPARED BY:** Cristal Bole, Corporate Performance Adviser

**REPORT TITLE:** Strategic Plan Implementation Update

## REPORT SUMMARY

To provide Council with an update on requested amendments to the 2019-2022 Strategic Action Plan.

## BACKGROUND

### PREVIOUS COUNCIL/COMMITTEE ACTION:

Council reviewed the 2019-2022 Strategic Action Plan on August 20, 2018 at the Committee-of-the-Whole meeting. Twelve (12) actions were flagged by Council for Executive to consider changes in sequencing and/or scope.

### KEY ISSUES:

A new addition to the corporate planning system, the 2019-2022 Strategic Action Plan identifies the focused approach to how Executive is going to deliver on Council's goals over the next four years. The 2019-2022 Strategic Action Plan is organized by goal, outcome and strategy. It identifies the name of actions, followed by type of action (new or existing) and the year(s) the action would be budgeted and implemented. The twelve (12) flagged actions are highlighted in yellow. Executive discussed these items in detail and have refined the plan accordingly.

The next review of the 2019-2022 Strategic Action Plan will take place during the strategic planning committee meeting in February 2019. This critically important review will reaffirm that the action plan is appropriately defined to provide guidance for administration and properly sequenced throughout Council's term. Time will be set aside to evaluate the progress to date, identify emerging issues and trends and address any course corrections.

Further, a status update is attached outlining specific inquiries that surfaced on the campaign trails. Please note that these concerns have been reviewed by administration and many of them are complete. Those that require ongoing for further work will come back through council or committee reports specific to that issue.

### ATTACHMENTS:

- 2019-2022 Strategic Action Plan (FINAL 2018)
- Council Election Campaign Action Items

## RECOMMENDATION

This report is for information only.

### Others Who Have Reviewed this Report

P. Benedetto, City Manager / B. Loewen, City Solicitor / I. Sasyniuk, General Manager, Corporate Services / D. Melvie, General Manager, Community & Protective Services / M. Pieters, General Manager, Infrastructure & Planning

# 2019-2022 STRATEGIC ACTION PLAN

*The strategic action plan is a new addition to our corporate planning framework. It contains proposed actions developed by Executive that will be undertaken in the organization from 2019-2022 that will contribute to the achievement of both Council and administrative outcomes in the strategic and corporate business plans. The proposed actions will also align to budget 2019.*

*The following actions were identified through discussions with Council (orientation, strategic planning), review of the 2018 operational plans (recurring/multi-year initiatives and projects) and discussions with subject matter experts and Executive.*

*While this information was captured at a point in time, administration will undertake semi-annual reviews of these actions to adjust to changes in our internal and external environment. The 2019 actions are embedded in the appropriate business unit operational plan and budget, and will form the basis for reporting progress to Council and Executive next year (pending budget approval).*

## Legend

Purple Font	City Manager's Office Responsibility
Blue Font	Community and Protective Services Responsibility
Orange Font	Corporate Services Responsibility
Green Font	Infrastructure and Planning Responsibility
Black Font	Responsible department yet to be determined or spans multiple departments
(N) New	Is not currently funded in operating or capital
(E) Existing	Is currently funded in operating or capital
x	Identifies the year work will take place*

\* Investigation/planning and implementation of initiatives should take place in different, but consecutive years, where possible.

## GOAL 1 - A CITY WHERE PEOPLE WANT TO LIVE, WORK AND PLAY

### OUTCOME

The City of Leduc is recognized as a great place to live as it is a safe, healthy, active, creative and caring community. It has a solid reputation for active citizen engagement and inclusivity, as well as respect for diversity. Its infrastructure efficiently and effectively meets the needs of a growing community and community organizations. Residents have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

<b>STRATEGY 1 – Enhance citizen engagement, with a focus on youth, in shaping and building our community.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Implement enhancements to Meeting Management (i.e. document search, meeting recording/live feeds, etc.)	E	x			
Enhance the Mock Council Initiative for Students	E	x			
Investigate best practices and new opportunities for youth engagement and report recommendations to Council (i.e. youth council) – asking youth what they want in 2018, report recommendations in 2019.	E & N	x			
Investigate and implement seed/grant funding for a grassroots initiative that could be administered by a City Board or Committee	N		x	x	
Improve utilization of Engage Leduc	E	x			
Investigate and implement a public engagement framework (processes, resources) leveraging the Engage Leduc platform	N	x	x		
Investigate and implement customer service/citizen reporting tool – one city-wide tool for tracking inquiries, complaints, feedback and action taken	N		x	x	
Investigate and implement open data strategy and program	N		x	x	

<b>STRATEGY 2 – Deliver high quality municipal programs and services that improve quality of life.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Administrative evaluation of an enhanced service review system, framework, process, software.	N			x	x
Continue implementing crime prevention programming in partnership with RCMP with a focus on youth and the property crime unit	E	x	x	x	x
Review roles and responsibilities with social service agencies to ensure ongoing collaboration	N	x			

Implement new FCSS communications strategy	E	x			
Continue implementing the Leduc Emergency Management Agency (LEMA)	E	x	x	x	x
Leverage the false alarm bylaw to reduce the number of false alarms in coordination with the RCMP	E	x			
Continue implementation of the Business Concierge Service – staff to assist clients with accessing planning and development services	E	x	x	x	x
Continue to investigate and implement new technology that supports a safer community (light up cross walks, speed signs, elongated crossing detection, solar lights at bus stops)	E	x	x	x	x
Investigate and implement urban agriculture initiatives (i.e. west side and South Fork community gardens)	N	x	x		

<b>STRATEGY 3 – Improve accessibility and inclusivity for civic facilities and programs.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Implement Fees and charges strategy	E	x			
Implement new youth wellness initiative and access opportunities – 2018 engagement, business case, 2019 implementation	N	x			
Investigate new senior wellness initiative and access opportunities	N	x	x		
Implement changes to program space allocation practices and policies – scheduling city fields, programs, room use	E	x			
Investigate the opportunities for programming/facility/communications enhancements that support diversity and inclusiveness – what could this look like for the organization	N			x	

<b>STRATEGY 4 – Strengthen neighbourhood connections.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Investigate archive framework as part of records management including resourcing	N		x		
Continue building awareness of the block party program with neighbourhoods – Administration to investigate streamlining the road closure process (too cumbersome)	E	x	x	x	x
Investigate community network/league models	N		x		
Investigate programs that support/encourage getting to know your neighbours	N	x			

Continue implementing the Good Neighbours Program	E	x	x	x	x
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STRATEGY 5 – Increase focus on arts and culture within Leduc.					
Actions	New/Existing	2019	2020	2021	2022
Evaluate and enhance cultural programming	N		x	x	
Complete Arts Foundry Assessment in conjunction with the long-term facility master plan (feasibility/program needs) – determine city support	N	x			
Investigate and draft an Arts, Culture and Heritage Master Plan	N		x		
Implement the LRC 10 <sup>th</sup> Anniversary Celebrations	N	x			
Continue with integration of the Maclab Theatre operations	E	x			
Continue implementing the Arts in Motion (Bus Pass) Initiative	E	x	x	x	x

STRATEGY 6 – Reduce harms associated with substance abuse.					
Actions	New/Existing	2019	2020	2021	2022
Implement new opioid and drug prevention programming	E	x			
Evaluate social impacts of cannabis legalization (all products)	N		x	x	

STRATEGY 7 – Support a vibrant and connected volunteer sector.					
Actions	New/Existing	2019	2020	2021	2022
Continue to celebrate volunteerism in the community	E	x	x	x	x
Investigate tracking volunteerism statistics	N	x			
Continue to offer municipal grant programs to community organizations	E	x	x	x	x
Investigate enhancements to the PRC Forum (focus beyond sports and recreation, increase information sharing, etc.)	E		x		x



## GOAL 2 - A CITY WITH A PLAN FOR THE FUTURE

### OUTCOME

The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. It ensures that sustainability is integrated into its economic development, community development and environmental protection initiatives. It consistently delivers excellent municipal programs, services and infrastructure without compromising its long-term financial sustainability. Residents and business owners and operators are satisfied with the value they receive for their tax dollars and the quality of its municipal infrastructure.

<b>STRATEGY 1 – 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.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Draft new 2023-2026 Strategic Plan	N				X
Update and implement revised Parks Open Space and Trails Master Plan	E		X		
Update Multiway Master Plan	E	X			
Update the Long-term Fiscal Sustainability Plan	E		X		
Develop new fiscal policy regarding utilization of surplus	N	X			
Assess impact of IT Strategic Plan implementation on customer service	E		X		
Investigate and implement increased accountability and transparency for rate payers through a financial system upgrade and an open data strategy (i.e. new financial system (frameworks, software, processes, resources) for open data, accounting, budgeting, payroll, etc.))	N	X	X	X	X
Update and implement the revised IDP	E	X	X		
Update and implement the revised MDP	E	X	X		
Update and implement the revised Environmental Plan (includes weather and climate readiness)	E		X	X	
Update and implement the revised Water Master Plan	E	X	X		
Update the Transportation Master Plan	E			X	X
Update the Sanitary Master Plan	E	X			
Assess impacts of MGA amendments on off-site levies and determine future application	E	X	X	X	X
Review and update land-use bylaw including downtown zoning	N		X	X	
Investigate and draft a Storm Water Master Plan	E		X	X	
Update Long-term Facility Master Plan	E				X

Investigate and draft a Smart City Strategy – organizational initiative	N			x	
Update attainable housing strategy	N				x
Evaluate land-use, business license and community standards impacts of cannabis legalization (all products)	N		x	x	

<b>STRATEGY 2 – Balance municipal development with the preservation of our natural environment.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Continue to investigate energy management initiatives including viable renewable energy	E	x	x	x	x
Implementation waste reduction initiatives for multi-family and ICF initiative, pending Council approval	N	x	x		
Preserve natural ER/MR eco-systems according the ESA study (10 areas identified)	N	x	x	x	x
Preserve the wildlife corridor between Telford Lake and Saunders Lake	N			x	x

<b>STRATEGY 3 – Optimize the use of existing municipal infrastructure.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Develop long term leasing and sponsorship strategy	N	x			
Continue phased implementation of the Asset Management Strategy	E	x	x	x	x
Update Infrastructure Condition Assessments (CCTV)	E	x		x	
Conduct Smart Traffic Feasibility Study	E	x			
Update PQI (pavement quality index) Assessment on roadways – road program currently funded through MSI	E	x	x		x
Evaluate lands adjoining the City of Leduc for future development potential (50 Year Growth Study)	E	x			

<b>STRATEGY 4 – Promote densification as a means of accommodating growth, promoting community vibrancy and reducing municipal cost structures.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Investigate opportunities to support densification including infill	N	x	x		
Research and prepare an application seeking an AVPA exemption for the potential high school site at LRC and an increase of residential units in downtown.	E	x	x		

## GOAL 3 – AN ECONOMICALLY PROSPEROUS CITY

### OUTCOME

The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain top commercial and industrial businesses, known as Alberta Aerotropolis. The local and regional economies are diversified and provide a wide range of employment opportunities. The City of Leduc is a regional employment centre with a thriving small business sector.

<b>STRATEGY 1 – Maximize Leduc’s geographic location to increase economic prosperity.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Continue to implement marketing and communications strategy (i.e. tell our story, etc.)	E	x	x	x	x
Implement Aerotropolis ASPs (65 <sup>th</sup> Avenue ASP, Telford Lake ASP)	E	x			
Design and secure funding (advocacy and lobbying) 65 <sup>th</sup> Avenue	E	x	x	x	x
Investigate potential connectivity - to develop lands - in 65Av ASP area (potential connectivity to airport); Work with airport to explore connectivity between Leduc Common and airport; TMP	E	x			
Investigate opportunities that support local business and producers (farm to table events)	N	x			

<b>STRATEGY 2 – Encourage economic growth and diversification in Aerotropolis primary clusters.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Continue to implement the Sports Tourism Master Plan	E	x	x	x	x
Implement an ‘open for business’ framework to attract and retain business (streamline regulatory and permitting services)	N	x			
Investigate promoting the multiplier effect of purchasing local in partnership with the Chamber	N	x			
Assess the feasibility and community readiness of building a conference centre as part of updating the Long-term Facility Master Plan	N				x
Investigate tourism opportunities and leverage events for the community in partnership with stakeholders (i.e. LNEDA, community organizations, etc.)	N		x		

<b>STRATEGY 3 – Review and strengthen Leduc’s role, approach and delivery of local and regional economic development.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Optimize and define the roles of the City of Leduc and LNEDEA to align with Edmonton Global	E	x	x		
Support regional economic development initiatives by influencing strategic direction (e.g. Edmonton Global)	E	x	x	x	x

## **GOAL 4 – A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER**

### **OUTCOME**

The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board and Edmonton Global. It is cited as a leader in regional and inter-municipal collaboration. The city and Leduc County collaborate to identify and implement initiatives to improve services, share costs and drive economic outcomes.

<b>STRATEGY 1 – Increase community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Advocate the provincial government to maintain infrastructure, services and programs (i.e. hospital, downtown agency building, court house, advocating for a share of provincial revenues, schools)	N	x	x	x	x
Work with the province to address equitable delivery of ambulance service	E	x			
Review and implement joint-use agreements (programming) with schools	N/E	x	x		
Continue to implement shared services with the RCMP and Province– identify additional provincial services that could be in the enhanced Leduc facility	E			x	
Continue to implement integrated crime reduction unit (ICRU) initiatives with the RCMP – monitoring prolific offenders	E	x	x	x	x
Facilitate discussion with community non-profit associations to determine opportunities for partnership and for shared space	N	x			
Support Linsford Park affordable housing project with Leduc Foundation	E	x	x		

Develop servicing/evaluation for future school site in Crystal Creek	N	x			
Implement the school site rationalization strategy	E	x			
Partner with telecom companies to bring Broadband to Leduc	E			x	x
Lead and manage regional commissions and authorities	E	x	x	x	x
Evaluate Phase 3 of the Downtown Master Plan (building upgrades, infrastructure, partnerships with Chamber, DBA and businesses)	N				x
Drive regional benefits through the EIA Cooperation Accord <ul style="list-style-type: none"> <li>• Land-use framework</li> <li>• Servicing and transportation framework</li> <li>• Economic development framework</li> <li>• Shared cost/shared benefit framework</li> </ul>	E/N	x	x	x	x

<b>STRATEGY 2 – Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Investigate advancing the AMS initiative through public engagement and organizational design	N				x
Continue to support joint meetings with Leduc County and Town of Beaumont	E	x	x	x	x
Refine implementation plan for LRFS based upon agreed priority initiatives with Leduc County and objectives in the City's Fire Master Plan	N	x	x	x	x
Continue to participate in the EMRB Growth management through servicing, infrastructure, transportation and agriculture land, land-use and transit	E	x	x	x	x
Continue implementing County cost sharing agreements <ul style="list-style-type: none"> <li>• recreation, culture and library cost share</li> <li>• airport tax sharing</li> <li>• boundary roads and facilities</li> <li>• joint ownership of equipment</li> <li>• transit and enhancements</li> </ul>	E	x	x	x	x
Investigate new shared service opportunities with Leduc County (e.g. FCSS, etc.)	N			x	

*This final goal was added to the 2019-2022 Corporate Business Plan by the Executive team as a means to improve organizational efficiency and effectiveness. Those actions that directly support governance and Council outcomes are included below as information.*

## **GOAL 5 – AN ORGANIZATION STRIVING FOR EXCELLENCE**

**OUTCOME 1** - The City of Leduc is an effective, healthy and safe workplace with talented and engaged employees that respect, support and enjoy one another. Leadership and the management of our human resources is enabled through workforce planning, performance management and capacity building programs. Organizational design and culture supports the delivery of programs and services, now and into the future.

*Executive developed various internally-focused strategies and actions to be carried out to support the achievement of this outcome.*

**OUTCOME 2** - The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

*Executive developed various internally-focused strategies and actions to be carried out to support the achievement of this outcome.*

**OUTCOME 3** - The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

<b>STRATEGY 1 – Optimize the governance structure.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Review Council structure and investigate opportunities that support the needs of the community – sequencing will be discussed with Council at 2019 Strategic Planning Committee	N			X	
Review the civic board and committee structure and investigate opportunities that support the needs of the community - sequencing will be discussed with Council at 2019 Strategic Planning Committee	N			X	

<b>STRATEGY 2 - Support good governance.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Review and conduct 2021 municipal election	N		X	X	
Conduct new Council orientation	N			X	

Continue to implement meeting management improvements and efficiencies	E	x			
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**OUTCOME 4** - The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

<b>Strategy 1 – Build organizational capacity to support regional initiatives.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Implement a plan to build organizational capacity and resource regional initiatives - investigate in 2018, implement in 2019	N	x			
Identify the impacts of regional initiatives and the key drivers of work and align resources	N	x			
Assess impacts on extended leadership group regarding regionalism and the drive toward continuous improvement and internal collaboration	N	x			

## Council's Election Campaign Action Items

### Operational Considerations & Issues – to be actioned by Executive

(Minor impact to service level; Service issues/complaints; Seeking information; Research required; Existing project/initiative)

City Manager's Office		COMPLETED
Re-define Council EA duties and responsibilities		
Implementation of new MGA amendments	Underway	Ongoing
Council Training Requests: - Social media - Issues/conflict - Public speaking - Budgeting and understanding financial statements	Council Training Requests: - Social media: CoW Oct 9th - Issues/conflict: CoW Oct 15th - Public speaking: Cow Oct 15th - Budgeting and understanding financial statements: Ongoing through budget, quarterly & year-end presentations/discussions	Completed
Council administration: - Policy on conference attendance and hotel stays - Process/standards for responding to invites	Round table process utilized to determine conference attendance for election term Request for lodging developed and being used.	Completed
Meeting management system		
Corporate Services		COMPLETED
Condo taxes – look at Spruce Grove and Ft. Saskatchewan models	Met with Condo Assoc Reps July 3/18 Compiling database of Condo Assoc Reps Media/Social Media Campaign launched July 31/18 to ask for condo reps. Further research underway regarding services/issues identified at July 3/18 meeting – follow up report for CoW this fall by I & P	Completed
Investigate LNEDA charging fees for services	Larger issue.	Ongoing
Assessment Issues – dramatic increase in property assessments, availability of assessors to the meet/speak with public	All individual cases have been addressed through Assessment Contractor. Increased focus on these areas for the 2019 assessment process.	Completed
Wayfinding – adding neighbourhoods and Telford House to signage	*Mike P looking into this	Wayfinding initiative deferred due to budget constraints
Implementation of new MGA amendments	All dept's working on this as applicable	Ongoing
CPS		COMPLETED



## Council's Election Campaign Action Items

### Operational Considerations & Issues – to be actioned by Executive

(Minor impact to service level; Service issues/complaints; Seeking information; Research required; Existing project/initiative)

<p>Increase Reservoir Use – look at adding a summer pier, opportunities for skating on reservoir</p>	<p>As with storm water management facilities, there are concerns with ice thickness and safety, particularly given a child falling through the ice a few years back.</p> <p>Administration will look at options for a dock / pier for the 2020 budget process.</p>	<p>2020 budget process</p>
<p>Bylaw enforcement Issues: Noisy vehicles, 4901 48 Ave.</p> <p>Vehicle on street and messy yard</p>	<p>LES has followed up at this location. Have had some follow up with the Edmonton Office of Traffic Safety and have expressed interest in their technology for dealing with noisy vehicles.</p> <p>This technology is evolving and is under testing at this time. The City also requested that the RCMP conduct a noisy vehicle campaign in May 2018. Excessive noise from vehicles is a Provincial offence.</p> <p>Most occurrences are complaint based which consumes a significant portion of CPO time. There is follow up on all complaints. LES also engages in proactive enforcement subject to workload demands. Media campaigns occur regularly to gain support of the public.</p>	<p>Completed</p> <p>Completed</p>
<p>Weeds and construction debris near Mary Marsh Park</p>	<p>LES opened up a file and will be taking appropriate action to ensure community standards are being met.</p>	<p>Completed</p>
<p>Weed control on developer's lands</p>	<p>As noted previously, LES is mainly complaint driven. Proactive enforcement takes place when able depending on current file load.</p>	<p>Ongoing</p>
<p>RV parking on streets</p>	<p>Focused enforcement of RV parking on streets takes place annually in October – related communication within the community will take place then.</p> <p>Enforcement of parking on street greater than 72 hours by any vehicle occurs throughout the year and is primarily complaint driven. Self-generated parking enforcement occurs when evidence supports a lack of movement of a vehicle.</p>	<p>Ongoing</p>
<p>Leduc LINX – increases access to the LRC</p>	<p>LINX currently has a subsidized access to the LRC, and additional funding has been included in the 2019</p>	<p>2019 budget consideration</p>

## Council's Election Campaign Action Items

### Operational Considerations & Issues – to be actioned by Executive

(Minor impact to service level; Service issues/complaints; Seeking information; Research required; Existing project/initiative)

	budget to allow for an enhanced employment partnership initiative.	
Lack of RCMP response to Leduc Lions Park – illegal use, noise complaints	LES and the RCMP have added Lions Park as an area prioritized for patrol.	Completed
Free access to the LRC for youth and seniors	<p>A Youth Wellness business case has been developed for consideration through the 2019 budget process outlining a free youth membership option for the summer of 2019; and a full year free youth membership for 2020 and onward.</p> <p>Consideration of enhanced access for seniors is within the scope of work for the current Recreation Fees and Charges review. There will also be a business case submitted through the 2019 budget process.</p>	TBD – Budget Consideration
Investigate Norquest continuing education opportunities with the high school (search and rescue, hospitality)	Subsequent to a significant amount of discussion and related memorandum of understanding, Norquest College has indicated they have no current plans to extend programs to Leduc.	Completed
Traffic Issues: Aggressive drivers on Alton Drive	Data from the speed boards show that the 85 <sup>th</sup> percentile is 6 km/hr (for both speed boards) below the posted speed limit. The area is an approved zone for ATE and the MITU conducts enforcement along that road. As of the week of August 20 <sup>th</sup> , speed tables are being installed on Alton to reduce speeds.	Completed
Issues with photo radar	Given challenges with the City's ability to provide oversight of deployment to identified zones, a new in house ATE program has been implemented effective July 2018. The program focusses on key collision locations, vulnerable users and complaints. This strategic deployment is intended to instill additional public confidence through more openness on how the program works.	Ongoing
Increased congestion	Engineering conducts transportation master plans every five years to analyze traffic flow and prioritize projects to manager traffic congestion. TAC supported traffic calming methods currently being deployed on Alton and also improved signage in that area. This was aimed at reducing traffic congestion on Alton and moving traffic flow back to arterial.	Ongoing

## Council's Election Campaign Action Items

### Operational Considerations & Issues – to be actioned by Executive

(Minor impact to service level; Service issues/complaints; Seeking information; Research required; Existing project/initiative)

<p>Vehicle/motorcycle noise</p> <p>Speeding in residential areas</p>	<p>A targeted enforcement initiative was implemented in May 2018.</p> <p>Both the Municipal Integrated Traffic Unit and ATE officers integrate residential arterial roadways in their deployment plan.</p>	<p>Ongoing</p>
<p>Crime</p> <p>Property crimes (theft, vandalism)</p>	<p>Based on approval through the 2019 budget process a new crime analyst has been hired and is now coordinating analysis of property crime location and other measures with K Division and watch commanders to better allocate resources</p> <p>Leduc Members are also now participating with a broader capital region Crime Reduction Unit targeting property crime allowing access to broader resources across jurisdictions. The Detachment has also created a local Crime Reduction team to focus on property crime. Total property crimes in Leduc in the first six months of 2018 are down 25% over the first six months of 2017. There has been a 50% decrease in theft of vehicles in that time frame.</p>	<p>Ongoing</p>
<p>Drug use and trafficking</p>	<p>An additional drug Member has been allocated to Leduc's drug unit. Charges for Drug trafficking and production remain the same as the previous year but the extra resource provides an ability to better investigate hard to deal with targets. While the charges remain the same, there has been an increase in the number of search warrants with the extra capacity.</p>	<p>Ongoing</p>
<p>Education and prevention</p>	<p>Fentanyl workshops have been held in the community to address the epidemic. The City and Drug Action Committee is working on an Opioid strategy.</p>	
<p>Expanded daytime outdoor pool hours</p>	<p>Pool hours have been extended to open 2 weeks earlier (i.e. May long weekend) in 2018. Additional daytime hours beyond the 2018 addition would need to be considered in a future year budget.</p>	<p>Completed</p>
<p>Windrose multiway plan and engagement</p>	<p>Windrose multiway is scheduled within the capital plan for 2019 consultation / design and 2020 construction.</p>	<p>Ongoing</p>

## Council's Election Campaign Action Items

### Operational Considerations & Issues – to be actioned by Executive

(Minor impact to service level; Service issues/complaints; Seeking information; Research required; Existing project/initiative)

	Design and construction are dependent on current discussion with the Leduc Golf Club regarding access.	
Marketing/advertising FCSS services and how to access them	A new communication staff member has been assigned to the FCSS business unit and a draft communication plan is in the process of being developed.	Ongoing
Implementation of new MGA amendments	Negotiation of a new Joint Use Agreement with BGRS / STAR Catholic, as outlined within the new MGA, will take place in 2019 / 2020	Ongoing
Use of City vehicles during non-work hours	Individuals on call that need to respond to after-hours emergencies take the vehicles home in the event they get called out. Other individuals are under an employment agreement. Administration currently reviewing this approach.	Under review
<b>I &amp; P</b>		<b>COMPLETED</b>
52 Ave. & 51 St. – poor sidewalk conditions, increased traffic (used as a short-cut)	<p>*The sidewalks will be addressed along with the roadway reconstruction in the 2019 Capital Projects. In terms of vehicular traffic shortcutting from 50<sup>th</sup> street to 50<sup>th</sup> avenue, the following will be undertaken. Data will be collected to quantify the volume of traffic utilizing the local road and the ability of the local roads to handle the traffic volumes to determine if mitigation strategies are warranted. Once the problem is better understood it will be brought to the Traffic Advisory Committee for follow-up, if necessary.</p> <p style="color: red;">Update: The potential announcement of a high school site has forced the re-examination of the capital engineering program. The project above is being deferred. Engineering and Public Works are discussing what might be able to be completed within Public Work's limited budget for sidewalk repairs. Some "temporary" repairs will be done now to mitigate tripping hazard. Further work to be done in spring</p>	Completed
Robinson – enhanced crosswalk required near bus stop	*To be brought forward to the September 13, 2018 TAC meeting for discussion and consideration. Approved, will be installed Oct. 3.	Completed
56 Ave. & 51 St. – replace 'dead end' sign	*Completed	Completed
Deer Valley Neighbourhood Sign	*To be brought forward to a CoW meeting this fall.	Ongoing

## Council's Election Campaign Action Items

### Operational Considerations & Issues – to be actioned by Executive

(Minor impact to service level; Service issues/complaints; Seeking information; Research required; Existing project/initiative)

<p>Willow Park Mobile Home Park – road conditions, street light replacement</p>	<p>*This is a private development which the City does not manage. Private developments (homeowner associations), similar to condo buildings (condominium associations), are responsible for their own roadways, water, sewer, waste collection, etc. as they do not pay environmental fees and build infrastructure to standards that may not be compatible with the City of Leduc.</p>	<p>Completed</p>
<p>Additional parking at Telford House</p>	<p>*This issue was previously discussed with the Telford house organization and at this point in time they have elected to examine other improvement opportunities. There is no location west of 46<sup>th</sup> street that could accommodate additional parking unless the lot to the north of the Telford house were to be purchased. The only additional parking that is possible in the area is in line with the attached map which was previously discussed with the Telford House organization (<i>Attachment 2</i>). The concept would have been to park on the newly created parking west of 46<sup>th</sup> street and cross at the crosswalk to access Telford House. Unfortunately, the Telford House membership does not feel like the distance is walkable for some of their members. Additionally, this is mostly an issue during major events where the hall is rented out, which provides the center with an additional source of revenue. Potential options to work with the parking that is available include:</p> <ul style="list-style-type: none"> <li>• Signs could be installed to appeal to the public to park at one of the other parking lots for access to the Telford Lake multiway at the completion of the North Telford and multiway program.</li> <li>• The Telford House could hire parking attendants for major events. Requiring attendants to manage overflow parking is similar to what is needed at the LRC during major events.</li> <li>• In a worst case scenario, they could have their attendant's park others vehicles on the west side of downtown and have the attendants walk back (similar to major hotel valet parking in big cities).</li> <li>• Telford House could limit attendees/capacity for their major functions to what is available for parking rather than maxing out the building capacity.</li> </ul>	<p>Completed</p>

## Council's Election Campaign Action Items

### Operational Considerations & Issues – to be actioned by Executive

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	The Telford house organization has been made aware of these options and last the Telford House spoke with administration (Community Development), they indicated that they will focus on their basement development rather than Parking issues.	
Add a transit stop in Willow Park	*Transit stops on 50 <sup>th</sup> Ave are within the normal walking distance of 400 m of Willow Park which is the standard used to space transit stops. City of Edmonton is currently using the same standard but they will be raising theirs to 800 m. as part of their system overhaul.	Completed
Possibility of back lane garbage p/u in South Telford	*This area has been assessed with the hauler, giving consideration to road conditions, lane widths and power line locations and heights, and it was determined that front collection is more conducive to automated trucks. In terms of Power lines, they are low enough that waste collection vehicles cannot access the area.	Completed
Use of City vehicles during non-work hours	*Individuals on call that need to respond to after-hours emergencies take the vehicles home in the event they get called out. Planning staff employed at the Civic Center take their work vehicles home after hours as vehicles left in the Civic Center parking lot overnight are at risk of vandalism. These individuals report their personal mileage as a taxable benefit for income tax purposes.	Completed
Re-inforce of waste recycling and sorting rules with residents	*Engineering has submitted a Business Case for an additional staff member for consideration. This staff member would attend City events to educate and promote waste reduction and sorting.	TBD: Budget Consideration
Implementation of new MGA amendments	Offsite Levies – under review *Numerous Planning items – all are on schedule to be completed by the dates provided by the province.	Ongoing

\* This information was provided via email from Mike Pieters to all Council members on July 30, 2018.

**MEETING DATE:** October 15, 2018

**SUBMITTED BY:** Nikki Booth, Manager Communications and Marketing

**PREPARED BY:** Nikki Booth, Manager Communications and Marketing

**REPORT TITLE:** Issues Management Presentation

## REPORT SUMMARY

Communications and Marketing Services will be providing a presentation on Issues Management that will provide Council members with tips and tricks on how they can approach challenging situations that could arise when speaking with residents, stakeholders, media and/or others in the community and region. The presentation will highlight how to ensure that residents feel like their concerns and opinions are heard and acknowledged even if Council is proceeding in a different direction, how to reduce the risk of arguments or heated debates, and what resources are available to share with residents so they can get more information on projects and initiatives. The presentation will also provide an opportunity to answer any questions from Council.

## BACKGROUND

### KEY ISSUES:

Elected officials are often the first point of contact for residents, stakeholders and others in the community or region when they want to talk about programs, services, and challenges/issues. These conversations can occur in-person, over the phone, via email or social media channels. At times there is a risk of heated debate that could result in miscommunication or an escalation of emotions that can cause a serious breakdown in discussion and understanding. It is imperative that Council is prepared to deal with these types of situations, answer these inquiries and retain public trust.

### ATTACHMENTS:

A PowerPoint presentation with information and tips will be provided at the meeting.

## RECOMMENDATION

This presentation is for information only.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / I. Sasyniuk, General Manager, Corporate Services

# **INFORMATION ITEMS**



# **ADJOURNMENT**