

**COMMITTEE-OF-THE-WHOLE MEETING AGENDA
 MONDAY, JANUARY 14, 2019 AT 5:00 P.M.
 LEDE ROOM, LEDUC CIVIC CENTRE
 1 ALEXANDRA PARK, LEDUC, ALBERTA
 PAGE 1**



*Admin.
Est. of Time*

I. APPROVAL OF AGENDA

II. ADOPTION OF PREVIOUS NOTES

- a) Approval of Notes of the Committee-of-the-Whole Meeting held Monday, November 19, 2018
- b) Approval of Notes of the Committee-of-the-Whole Meeting held Monday, December 3, 2018

III. DELEGATIONS & PRESENTATIONS

IV. BUSINESS ARISING FROM PRESENTATIONS

V. IN-CAMERA ITEMS

M. Hay / H. Wilson

- a) Leduc/Nisku Economic Development Association Update – January 14, 2019
FOIP s. 16, 21, 24, 25

15 minutes

VI. RISE AND REPORT FROM IN-CAMERA ITEMS

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

J. Tustian,
Western Management
Consultants

- a) City of Leduc and Regional Initiatives
(FIRST ITEM OF BUSINESS)

35 minutes

M. Hay

- b) Strategic Planning Committee – 2019 Agenda Review

15 minutes

I. Sasyniuk /
J. Cannon /
C. Bole

- c) Multi-Year Budget Process Improvements and Determining 2020 Budget Priorities

45 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 19, 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 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. Hamilton that the Committee approve the agenda with the following amendment:

Remove Item:

VII. a) 2018 Committee-of-the-Whole Budget Deliberations

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

MOVED by Councillor L. Hansen that Committee-of-the-Whole move In-Camera at 5:04 pm to discuss:

- a) Leduc-Nisku Economic Development Association Update –
November 19, 2018

(FOIP s. 16, 21, 24 & 25)

Motion Carried Unanimously

MOVED by Councillor B. Beckett that the Committee-of-the-Whole move In-Public at 5:43 pm.

Motion Carried Unanimously



VI. RISE AND REPORT FROM IN-CAMERA ITEMS

**a) Leduc-Nisku Economic Development Association Update
– November 19, 2018**

(FOIP s. 16, 21, 24 & 25)

In Attendance: Committee Members
Members of the City of Leduc Executive Board
M. Hay, Director, Intergovernmental Affairs and Corporate Planning
H. Wilson, Manager, Economic Development
K. Woitt, Director, Planning & Development
M. Hormazabal, Deputy City Clerk

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

**a) 2018 Committee-of-the-Whole Budget Deliberations
(FIRST ITEM OF BUSINESS)**

Item removed from the agenda.

b) Council Communication

N. Booth, Manager, Communications and Marketing Services, made a PowerPoint presentation (Attached).
N. Booth provided an overview on the council trading cards and video.

**Responsible
Department**

Corporate Services

N. Booth, answered the Committee's questions.

Committee members directed Administration to reprint Councillor L. Tillack's card only, as well as the group cards.

c) Liquor Stores Follow-up

S. Losier, Manager, Current Planning, provided an overview of the number of access points for liquor sales to be consumed off-premises. S. Losier, presented comparisons of the 2017 liquor accessibility in Leduc compared to other Alberta municipalities.

S. Losier, answered the Committee's questions.

VIII. INFORMATION ITEMS

Councillor B. Beckett, explained that, in the card deck "Drugs Against Humanity", the removal of the McDonald's cards needs to be done right away.

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Councillor B. Hamilton, informed he will be attending his first Family & Community Support Services Board meeting tomorrow.

Councillor G. Finstad, spoke to Joe Ceci, Minister of Finance and President of the Treasury Board at an event this week, and thanked him for the 65 Avenue overpass progress.

IX. ADJOURNMENT

The meeting adjourned at 6:39 pm.

B. YOUNG
Mayor

M. HORMAZABAL
Deputy City Clerk

Council Communications

www.leduc.ca



Trading Cards

2017 - 2021 **MAYOR BOB YOUNG**

City of Leduc

MAYOR BOB YOUNG

- 2017 elected as mayor
- 2004 elected to serve on Leduc City Council
- 1962 became a Leduc resident
- 1980 – 2016 worked as a school teacher in the Leduc region



CONTACT INFORMATION

- Leduc.ca/Bob-Young
- 780-916-3547 780-980-7100
- Mayor@Leduc.ca
- Facebook.com/BobYoungLeduc
- Twitter.com/MayorBobY_Leduc

2017 - 2021 **LEDUC CITY COUNCIL**

City of Leduc

L to R: (Back) Coun. Terry Lazowski, Mayor Bob Young, and Coun. Lars Hansen. (Front) Coun. Bill Hamilton, Coun. Beverly Beckett, Coun. Laura Tillack, and Coun. Glen Finstad

LEDUC CITY COUNCIL



Our focus* is:

- 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

*City of Leduc, 2019 – 2022 Strategic Plan

CONTACT INFORMATION

- Mayor@Leduc.ca 780-980-7100 Leduc.ca/Council

Trading Cards



COUNCILLOR
LARS HANSEN

City department liaison:
Corporate Services

- 2017 elected to serve on Leduc City Council
- Born and raised in Leduc
- 2016 graduated with a Political Science Degree from the University of Alberta

CONTACT INFORMATION

- Leduc.ca/Lars-Hansen
- 780-937-4588 780-980-7100
- LHansen@Leduc.ca
- Facebook.com/ElectLarsHansen
- Twitter.com/LarsHansenLeduc

2017 - 2021 **COUNCILLOR**
LARS HANSEN



COUNCILLOR
GLEN FINSTAD

City department liaison:
Community and Protective Services

- 2010 elected to serve on Leduc City Council
- 1981 became a Leduc resident
- 15 years a local entrepreneur

CONTACT INFORMATION

- Leduc.ca/Glen-Finstad
- 780-493-1583 780-980-7100
- GFinstad@Leduc.ca
- Facebook.com/GlenFinstad
- Twitter.com/GlenFinstad

2017 - 2021 **COUNCILLOR**
GLEN FINSTAD

Distribution



Council Videos



Other Municipality Videos

<https://www.facebook.com/SarahHamiltonYEG/videos/562386790881732/>

<https://www.facebook.com/SarahHamiltonYEG/videos/612200949128106/>

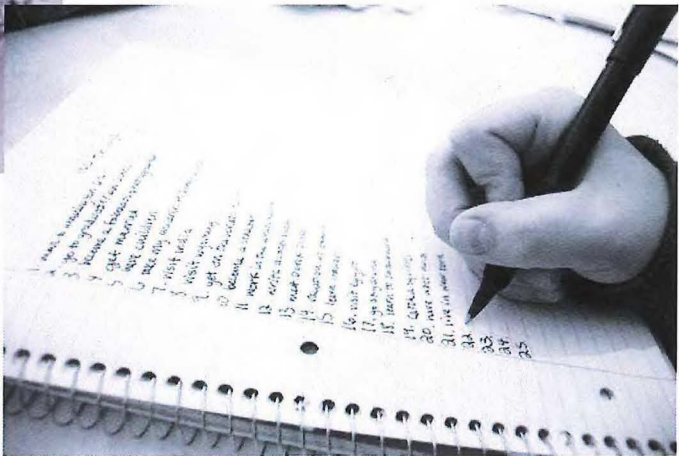
<https://www.facebook.com/wetaskiwin/videos/325761758187981/>

<https://www.facebook.com/wetaskiwin/videos/1805434479500644/>

Council Videos



Process



Questions?



COMMITTEE-OF-THE-WHOLE MEETING NOTES
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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 M. Hormazabal, Deputy City Clerk

Mayor B. Young called the meeting to order at 5:00 pm.

I. APPROVAL OF AGENDA

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

V. IN-CAMERA ITEMS

- b) Leduc Regional Housing Foundation
- c) Personnel Motion

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

- c) Budget 2019 Business Case Conversation

Motion Carried Unanimously

II. ADOPTION OF PREVIOUS NOTES

- a) **Approval of Notes of the Committee-of-the-Whole Meeting held Tuesday, November 13, 2018**

MOVED by Councillor G. Finstad that the notes of the Committee-of-the-Whole meeting held Tuesday, November 13, 2018, be approved as presented.

Motion Carried Unanimously

- b) **Approval of Notes of the Committee-of-the-Whole Budget Deliberations held Thursday, November 15, 2018, Friday, November 16, 2018 and Saturday, November 17, 2018**

MOVED by Councillor L. Hansen that the notes of the Committee-of-the-Whole Budget Deliberations held Thursday, November 15, 2018, Friday, November 16, 2018 and Saturday, November 17, 2018, be approved as presented.

Motion Carried Unanimously

III. DELEGATIONS & PRESENTATIONS

There were no delegations or presentations.

IV. BUSINESS ARISING FROM PRESENTATIONS



V. IN-CAMERA ITEMS

MOVED by Councillor L. Hansen that Committee-of-the-Whole move In-Camera at 5:04 pm to discuss:

- a) **Edmonton International Airport Accord Update for December 3, 2018**
FOIP s. 21, 24 & 25

Motion Carried Unanimously

MOVED by Councillor L. Tillack that the Committee-of-the-Whole move In-Public at 5:20 pm.

Motion Carried Unanimously

VI. RISE AND REPORT FROM IN-CAMERA ITEMS

- a) **Edmonton International Airport Accord Update for December 3, 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
 M. Hormazabal, Deputy City Clerk

M. Hay, Director, Intergovernmental Affairs and Corporate Planning, made a PowerPoint Presentation (Attached).

M. Hay and P. Benedetto, City Manager, answered the Committee's questions.

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

- a) **City of Leduc Animal Licencing and Control Bylaw Survey Results**

C. Chisholm, Manager, RCMP Administration and Enforcement Services, made a PowerPoint presentation (Attached) updating Committee members on the summation of the July 2018 public consultation pertaining to Leduc Animal Licencing and Control Bylaw No. 584-2004.

Responsible Dept.

CPS

C. Chisholm, identified the recommended changes that were initially presented at Committee-of-the-Whole on February 12, 2018 are supported by the findings of the public consultation in July 2018.

COMMITTEE-OF-THE-WHOLE MEETING NOTES
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MOVED by Councillor L. Hansen that Administration work with the Leduc Environmental Advisory Board (“LEAB”) to develop a framework for a pilot project on bees and hens to bring forward with recommendations to Committee.

Motion Carried Unanimously

C. Chisholm, answered the Committee’s question.

b) Traffic Bylaw No. 878-2014 – Unattached Trailer

C. Chisholm, Manager, RCMP & Administration and Enforcement Services, made a PowerPoint presentation (Attached) providing an overview of the Traffic Bylaw No. 878-2014, where in section 26 prohibits an unattached trailer to be parked on a highway in Leduc.

Responsible Dept.
CPS

Committee’s general consensus suggested to change the bylaw similar to Option 1. Committee requested Administration remove the wording “attended at all times” and add wording “dusk till dawn”. Administration to bring a draft forward to Committee-of-the-Whole in the new year.

C. Chisholm, answered the Committee’s questions.

c) Budget 2019 Business Case Conversation

Councillor L. Hansen would like to review the deferred Budget 2019 Business Case for the Climate Change & Waste Reduction Specialist.

M. Pieters, General Manager, Infrastructure and Planning, recommended the business case be reconsidered in next year’s budget.

V. IN-CAMERA ITEMS

MOVED by Councillor B. Beckett that Committee-of-the-Whole move In-Camera at 6:40 pm to discuss:

b) Leduc Regional Housing Foundation
FOIP s. 21 & 23

c) Personnel Motion
FOIP s. 23, 24 & 27

Motion Carried Unanimously

MOVED by Councillor L. Lazowski that the Committee-of-the-Whole move In-Public at 6:50 pm.

Motion Carried Unanimously

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VI. RISE AND REPORT FROM IN-CAMERA ITEMS

b) Leduc Regional Housing Foundation

FOIP s. 21 & 23

In Attendance: Committee Members
P. Benedetto, City Manager

Mayor B. Young, made a presentation and answered Committee's questions.

c) Personnel Motion

FOIP s. 23, 24 & 27

In Attendance: Committee Members
P. Benedetto, City Manager

Mayor B. Young, made a presentation and answered Committee's questions.

VIII. INFORMATION ITEMS

There were no information items.

IX. ADJOURNMENT

The meeting adjourned at 6:51 pm.

B. YOUNG
Mayor

M. HORMAZABAL
Deputy City Clerk

ADOPTION OF PREVIOUS NOTES

Notes of the Committee-of-the-Whole Meeting
– December 3, 2018

- * VI.a. Edmonton International Airport Accord Update
for December 3, 2019

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

Animal Licencing and Control Bylaw Survey Results

Committee of the Whole
December 3, 2018
Report 2018-CoW-069



Animal Licencing and Control Bylaw Survey Results

Survey held in July 2018 for 17 days
Ten Questions

Variety of communication methods used
social media, road signs, traditional media
advertising and public kiosks

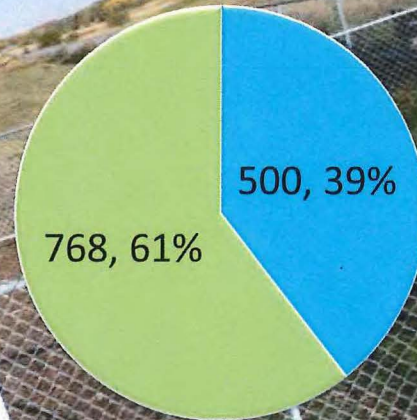
1268 responses

Animal Licencing and Control Bylaw Survey Results



Question 1: Have you ever visited either of the City of Leduc's off-leash dog park?

Yes No



1268 Responses

Animal Licencing and Control Bylaw Survey Results

Question 2: If yes, which dog park do you enjoy the most?

533 responses which permitted an open response rather than the LRC or Barclay Park site

The vast majority indicated the off-leash park near the LRC. Some were unaware of the Barclay off leash park



Animal Licencing and Control Bylaw Survey Results

Question 3: If you do not visit the off-leash park, why not?

837 various comments with 431 skipping the question

Main reasons for not visiting were:

- Concerned about behaviour of other dogs
- People not cleaning up after their dog
- No area for small dogs
- Did not have a dog



Animal Licencing and Control Bylaw Survey Results

Question 4: How could the City improve the off-leash parks?

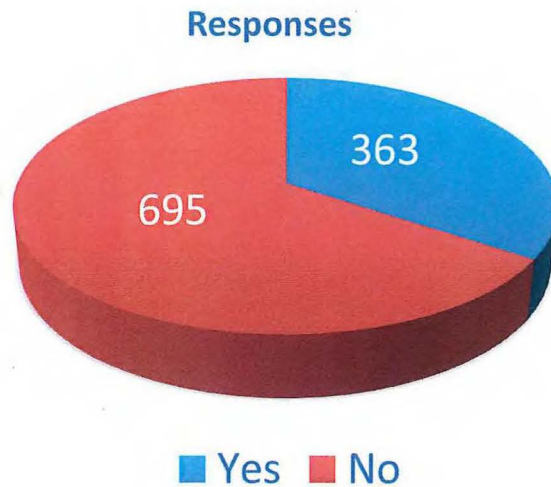
Suggestions included:

- Area for small dog
- More enforcement for owners cleaning up after their dog
- Dealing with aggressive dogs
- Better maintenance of grounds
- Having water source available
- Facility improvements such as benches or fencing



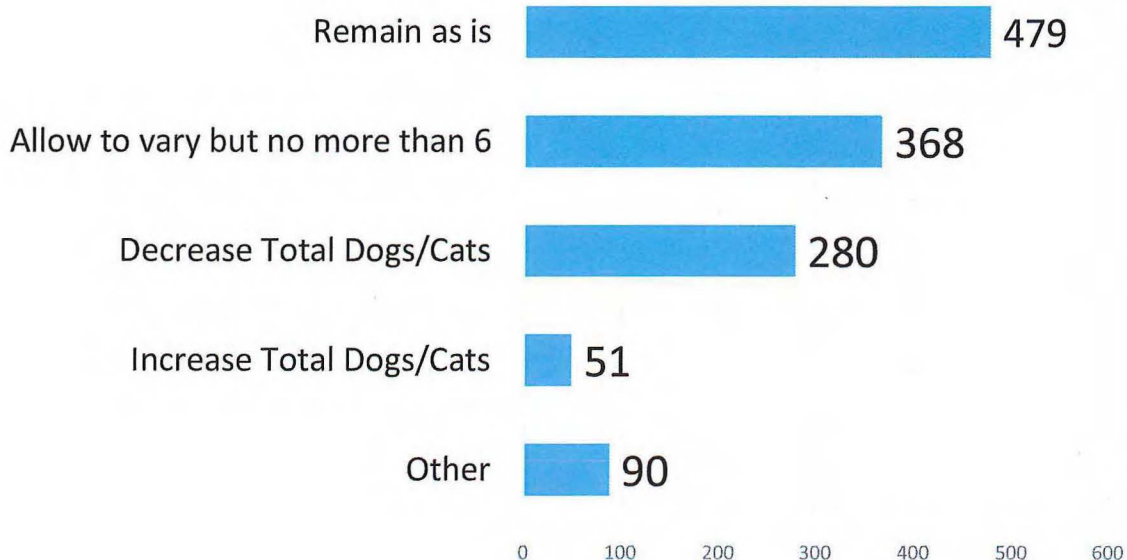
Animal Licencing and Control Bylaw Survey Results

Question 5: Should fines be raised for excessive barking?



Animal Licencing and Control Bylaw Survey Results

Question 6: What is the acceptable level of dogs and cats that each household should be permitted?



Animal Licencing and Control Bylaw Survey Results

Q
U
E
S
T
I
O
N
7



29%



<1%



17%

None of the
Above

38%



4%

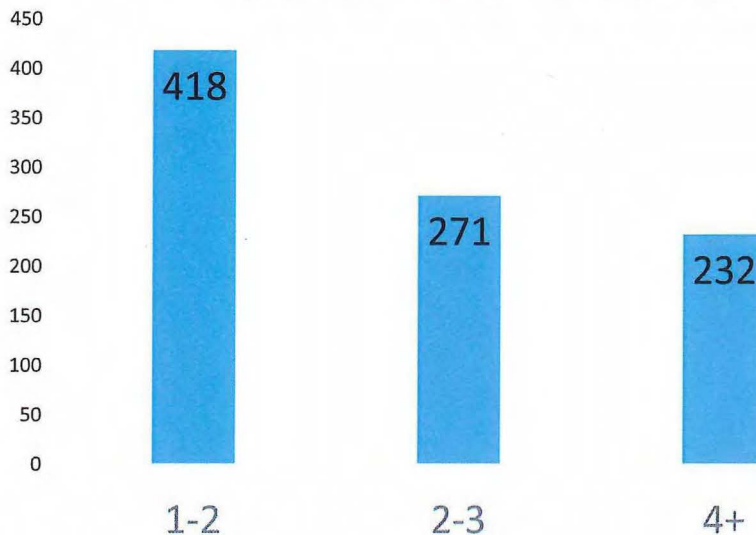
Other

12%

What currently prohibited animals would you recommend to the City to consider under the new bylaw?

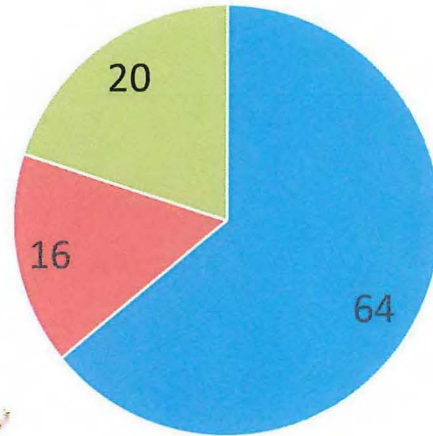
Animal Licencing and Control Bylaw Survey Results

Question 8: How many prohibited animals should be permitted if they had chosen one of the prohibited animals listened in question 7?



Animal Licencing and Control Bylaw Survey Results

Question 9: Would you support a bylaw provision to cover cat attacks?



In Percent %

■ Yes ■ No ■ Undecided



Animal Licencing and Control Bylaw Survey Results

Question 10: Do you have any comments on suggestions for improving the City of Leduc's Animal Licencing and Control Bylaw?



852 written responses

<https://www.leduc.ca/city-council/council-meetings-minutes>

Animal Licencing and Control Bylaw Survey Results

Next Steps ..

1. Consult with Leduc Environmental Advisory Board (LEAB)
2. Present to amended bylaw to Council with proposed changes

Animal Licencing and Control Bylaw Survey Results

Proposed Changes

- Improve clarity on number of permitted dogs/cats at residences and business licences
- Addition of lesser offence to address minor incidents currently classified as dog attack
- Add provision for cat attacks and cat defecation

Traffic Bylaw - Unattached Trailers

Committee of the Whole
December 3, 2018
Report 2018-CoW-082



Unattached Trailers



- Request by public to allow unattached construction trailers received by City in September.
- Reviewed by TAC with no concerns identified.
- Request by Committee to review have Administration review Traffic Bylaw.

Unattached Trailers

- Traffic Bylaw 878-2014 Section 26 cites “*a trailer shall not be parked on a highway unless the trailer is attached to a vehicle by which it may be drawn*”.
- The offence is a \$45 fine. Section 26 does not provide for any leeway.

Unattached Trailers

Concerns

- Road safety - Visibility at night
- Uncontrolled movement of unattached trailer should collision occur
- No liability insurance for unattached trailer
- Few municipalities permit unattached trailers

Unattached Trailers

Option 1 (based on Red Deer Bylaw)

- Permit while unloading/loading goods to/from premise
- Allow utility or other trailer being temporarily used for construction, demolition or landscaping to be unattached providing it does not obstruct other users and is visible and attended at all times.

Unattached Trailers

Variations to Option 1

- 2. Add dusk to dawn provision to address night visibility
- 3. Remove "attended" at all times

Unattached Trailers

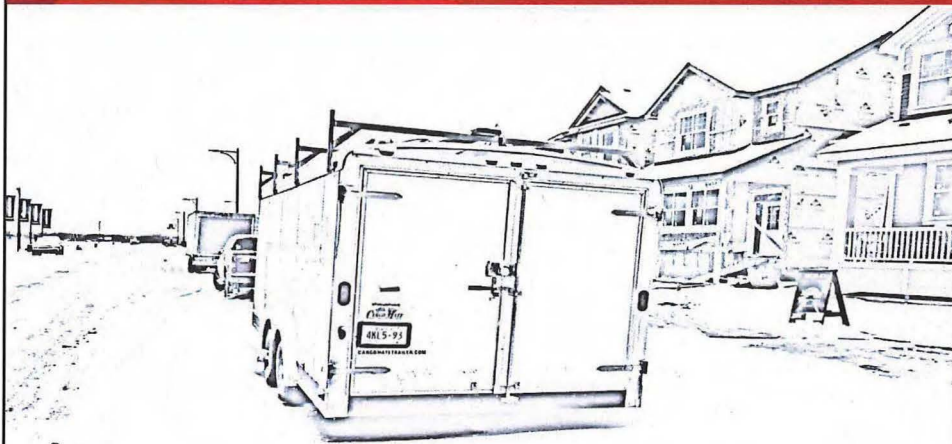
Option 4

- Status Quo

Option not listed in CoW Report

- Permit any trailer to be unattached for fixed time period.

Unattached Trailers



End of Presentation

**DELEGATIONS
&
PRESENTATIONS**

BUSINESS ARISING
FROM
PRESENTATIONS

IN-CAMERA ITEMS

Leduc/Nisku Economic Development
Association Update -
January 14, 2019

(Removed Pursuant to Sections 16, 21, 24 & 25 of the
FOIP Act) Others Who

Presented by:

M. Hay
H. Wilson

RISE AND REPORT FROM IN-CAMERA ITEMS

MEETING DATE: January 14, 2019

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

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

REPORT TITLE: City of Leduc and Regional Initiatives

REPORT SUMMARY

The City of Leduc has a long history of effective collaboration with neighbouring municipalities to work on common issues, leverage opportunities and create good outcomes for citizens. At this point in time, and with a number of large initiatives playing out throughout 2018, it is felt that an overview and discussion of the city's collaborative efforts would help frame 2019 and the years beyond. In particular, some of the foundational work that underpinned the Alternate Municipal Structure (AMS) project is worthy of review. This is not intended to restart this project but rather assist council in having a fulsome understanding of why and how a project of that nature could be studied in the first place and to help create context for other regional initiatives that have taken shape like the EMRB, Edmonton Global and the Inter-jurisdiction Accord.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

In response to the 2019-2022 City of Leduc Strategic Plan, approved by council motion on May 14, 2018, the AMS project is scheduled for further contemplation in year four of the plan.

At a Committee-of-the-Whole meeting on November 6, 2017, an overview of the AMS project was provided including the high-level findings of the study.

At a Council meeting of April 12, 2017, the following motion was approved: That the Alternate Municipal Structure Project mid-term report be accepted as information, and that administrations undertake the following actions:

- Communicate the results to municipal staff and the public
- Reconvene joint councils in the first quarter of 2018 to determine next steps

Committee of the Whole considered various administrative matters in camera on April 11 and September 12, 2016.

At the Council meeting of July 11, 2016, the following motion was approved: That Leduc City Council approve in the 2016 capital budget, a \$200,000 expenditure for the Alternate Municipal Structure (AMS) Project, with \$150,000 being funded by grant revenue received from Alberta Community Partnership (ACP), \$25,000 to funded by Leduc County, and \$25,000 being funded by the City of Leduc from general contingency reserve.

At the Council meeting of March 1, 2016, the following motion was approved: That Leduc County Council and City of Leduc Council endorse the Alternative Municipal Structure Project Charter for the study to provide sufficient information to bring both Councils to a decision point regarding the viability of creating an alternate municipal structure.

At the Council meeting of February 22, 2016, the following motion was approved: That the City of Leduc Council supports the following projects and authorizes submission of the application to the Alberta Community Partnership Program as the managing partner:

- Leduc Regional Fire Delivery

- Further exploration of regional governance

KEY ISSUES:

Working together with others—agencies, boards, commissions, community groups, neighbouring municipalities, regional municipalities, provincial associations and other levels of government—is becoming standard operating procedure to ensure quality outcomes for citizens. Collaboration, mandated or voluntary, is a new normal. The City of Leduc has been a long-time proponent of the benefits that can be derived by working together and has, likewise, come to understand the challenges that it can present. Alternative service delivery, integrated governance, shared investment for shared benefit, the emergence of city-regions and the growth of airport-centred economic development all share a common theme—working with others to gain more than you could alone.

In 2018, a number of such initiatives evolved to varying levels of success. Large regional initiatives like Edmonton Global are in their infancy. Other initiatives, like a regional transit commission, is in the third or fourth iteration trying to improve where previous attempts have proved unsuccessful. The EMRB is the third iteration building on the success of its predecessors. Locally, we continue to provide quality services through the waste authority and water commission. We work tirelessly with our community groups. We also saw a less than successful attempt at a regional fire service.

With this as a backdrop, it is important to revisit why collaborate is beneficial and how, as a trend line, it works. It helps to reflect on how important and yet challenging it is to pursue local benefit and balance regional benefit. The presentation and discussion by Joyce Tustian of WMC will explore this.

ATTACHMENTS:

- Agenda for the discussion
- Executive summary excerpt from *Alternate Municipal Structure Project – Financial + Infrastructure Analysis (April 2017)*. The full report is available on www.leduc.ca or can be provided by administration.

RECOMMENDATION

For information only

Approval Information

Others Who Have Reviewed the Report

P. Benedetto, City Manager

Agenda

City of Leduc – AMS Project Review

January 14, 2019

5:00 p.m.

Objectives of the Session

- To provide information to help the Leduc City Council understand the Alternate Municipal Structure project

Agenda

Session Overview

- What this presentation is/what it isn't

Alternate Municipal Structure project

- Why it was launched
- What was the process
- What were the key findings

What material might be useful today

- Financial analysis
- Collaboration opportunities
- Regional leadership

Questions and Discussion

EXECUTIVE SUMMARY

What We've Done

For a number of years, Leduc County and the City of Leduc have worked hard to develop a healthy and mutually beneficial relationship. Their current list of common projects has more than 95 initiatives ranging from common service, to delivery, to consistent planning practices.

In 2015, the two municipalities embarked on a process to determine whether their strongly collaborative relationship should be developed into a governance model that more accurately reflected their daily practices. After a considerable period of studying governance models, including the benefits and risks of each, the municipalities decided to do a detailed study of the financial, infrastructure and implementation implications of a specialized municipality model.

There is compelling rationale to suggest that both Leduc County and the City of Leduc could benefit from adopting a more integrated governance model that would provide improved service and greater influence on regional issues. The two councils listed the following as achievable outcomes.

- 1. A strong, unified voice**
- 2. Better and more cost-efficient services**
- 3. Simplification and streamlining of processes**
- 4. Enhanced ability to seize opportunities**
- 5. Ability to shape the future of Leduc sub-region**

A detailed study on an alternative municipal structure was launched to explore the benefits and risk in more depth.

Where We Are Now

The first stage of this detailed review was a financial and infrastructure assessment of both municipalities. Conclusions from this assessment are listed below.

1. There are financial benefits to considering a specially-designed municipal structure.
2. Both municipalities will be sustainable in the future whether they are separate or amalgamated.
3. The financial review demonstrates potential benefits from consolidation. These include:
 - Improved efficiency, cost savings and service level improvements through shared costs;
 - Risk reduction because of greater diversification of tax base and expenditures spread over a bigger population base;

- Easier coordination of control over land use with resulting reductions in development costs;
- Unified economic development efforts creating a stronger market presence;
- Increased opportunities to coordinate purchases and influence with vendors because of larger base and ability to combine projects;
- Ability to provide more focused and specialized services because of more efficient use of staff; e.g., purchasing, bylaw enforcement, training, etc.; and
- Reduction of administration time currently dedicated to managing many joint service agreements.

What the City and County Councils are asked to do

- 1. Receive the results of the finance and infrastructure review as information and recommend its consideration to the post-election Councils.**
- 2. Approve communicating the finance and infrastructure findings to the citizens of the two municipalities**
- 3. Approve a work plan outlining steps for the new Councils (post 2017 elections) to continue consideration of Alternative Municipal Structure project.**

COMMITTEE-OF-THE-WHOLE INFORMATION ITEM



MEETING DATE: January 14, 2019

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

PREPARED BY: Cristal Bole, Corporate Performance Advisor

REPORT TITLE: Strategic Planning Committee – 2019 Agenda Review

REPORT SUMMARY

The Strategic Planning Committee will be conducting their annual review of the 2019-2022 City of Leduc Strategic Plan on February 21, 2019. This report conveys the draft agenda for the meeting.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION: At the May 14, 2018 meeting, City of Leduc Council adopted the 2019-2022 City of Leduc Strategic Plan that was the culmination of robust citizen, stakeholder and staff engagement. In January 2015, Council passed Bylaw 882-2015 that created and established a mandate for the Strategic Planning Committee. In accordance with the bylaw, the plan is reviewed annually.

KEY ISSUES:

The strategic planning process is particularly important given the opportunities and challenges that the City of Leduc will experience over the next decade. Leduc has become an attractive mid-sized city, playing a key role in the Edmonton Metro Region. It is important to ensure that our priorities and resources are aligned to achieve both local and regional interest.

To assist, the City of Leduc continues to refine its strategic and business planning processes. A vital step is the annual review of the goals, outcomes and key performance indicators that comprise the City of Leduc 2019-2022 Strategic Plan. In particular, it is important to understand council's priorities as it relates to the implementation plan.

The 2019 review will follow the same basic framework as in prior years. A draft agenda is attached for consideration with the following five objectives:

- Review progress toward plan goals and outcomes
- Understand community realities and discuss emerging issues
- Review current goals and outcomes in context of emerging issues
- Provide direction on goal and outcome priorities

Your feedback on the agenda is welcome and administration will endeavour to ensure the day's proceedings achieve the outcome of providing high-level direction to the organization within the time allotted.

ATTACHMENTS:

- City of Leduc Strategic Planning Committee Bylaw No. 882-2015
- Draft Agenda.

RECOMMENDATION

For information only.

Approval Information

Others Who Have Reviewed the Report

P. Benedetto, City Manager

Date of Consolidation: October 23, 2017

Consolidation of Bylaw No. 882-2015

CITY OF LEDUC

STRATEGIC PLANNING COMMITTEE BYLAW

Adoption January 12, 2015

As Amended By:

Bylaw No. 959-2017 adopted September 11, 2017

This Consolidation is not an Official Bylaw. It is prepared by the City Clerk's Office for assistance only.
Copies of the Official Bylaw(s) may be purchased from the City Clerk's Office.
This Consolidated Bylaw was authorized pursuant to Bylaw No. 389-97.

Bylaw No. 882-2015
STRATEGIC PLANNING COMMITTEE BYLAW

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**A BYLAW OF THE CITY OF LEDUC IN THE PROVINCE OF ALBERTA, TO ESTABLISH THE
STRATEGIC PLANNING COMMITTEE BYLAW**

Whereas, pursuant to section 145 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, Council may by bylaw establish Council committees and prescribe rules for their conduct and procedure;

And Whereas, pursuant to sections 196 through 198 of the *Municipal Government Act*, Council committee meetings must be conducted in public unless the matters under discussion is within one of the exceptions to disclosure under the *Freedom of Information and Protection of Privacy Act*, R.S.A. 2000, c. F-25, or a member of the public is expelled for improper conduct;

And Whereas, pursuant to section 208 of the *Municipal Government Act*, the chief administrative officer must ensure that the enumerated administrative functions under that section are performed, including recording minutes, identifying members present at meetings, providing minutes for adoption at the next meeting, safekeeping Council and Council committee records, and informing Council and Council committees in writing of their legal responsibilities under the *Municipal Government Act*;

And Whereas, section 95 of the *Freedom of Information and Protection of Privacy Act* requires every public body to, by the means by which it makes decisions, appoint a FOIP Head and establish a fee schedule for answering information requests, but the fee schedule may not exceed the maximum fees set in the *Freedom of Information and Protection of Privacy Regulation*, AR 31/2012, as amended;

Leduc City Council enacts:

PART I - PURPOSE, DEFINITIONS AND INTERPRETATION

PURPOSE

1. The purpose of this bylaw is to establish a Council committee named the Strategic Planning Committee, and to prescribe a mandate, terms of reference, composition and procedural rules for that Committee.

DEFINITIONS

2. In this bylaw, unless the context otherwise requires:
 - a. **"City Manager"** means the chief administrative officer of the municipal corporation of the City of Leduc;

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- b. **"Committee"** means the Strategic Planning Committee, established by this bylaw;
- c. **"Council"** means the municipal council of the municipal corporation of the City of Leduc;
- d. **"Election"** means an election held for all the members of an elected authority to fill vacancies caused by the passage of time, as required by the *Local Authorities Election Act*, R.S.A. 2000, c. L-21, as amended ;
- e. **"Mayor"** means the chief elected official of the municipal corporation of the City of Leduc.

RULES FOR INTERPRETATION

- 3. The marginal notes and headings in this bylaw are for reference purposes only.

PART II – ESTABLISHMENT

ESTABLISHMENT

- 4. The Strategic Planning Committee is hereby established as a Committee of Council.

MANDATE

- 5. The mandate of the Committee is to set a strategic plan for each session of Council and to review that plan annually between Elections.

TERMS OF REFERENCE

- 6. The Committee will fulfill its mandate by:
 - (a) recommending a four-year strategic plan to Council following each Election; **Amended-Bylaw No. 959-2017, Adopted September 11, 2017.**
 - (b) annually reviewing the strategic plan and recommending to Council any modifications or additions that the Committee deems appropriate; and
 - (c) gathering and reviewing reports and other evidence to assist in the creation or review of the strategic plan.

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PART III – MEMBERS

MEMBERS

7. The Committee will be comprised of all members of Council.

CHAIR

8. (1) The Committee will be chaired by the Mayor.
(2) In the absence of the Mayor, the Deputy Mayor will chair the Committee.

PART IV - PROCEEDURE

MEETINGS

9. (1) The Committee will meet at minimum once per year, on or before March 31. *Amended – Bylaw No. 959-2017, Adopted September 11, 2017.*

QUORUM

10. Quorum is established by the attendance of 5 out of 7 of the members of Council at a properly called meeting of the Committee.

PROCEDURES

11. The Committee will follow the procedures set out in the *Council Procedures Bylaw, No. 493-2001*, as amended.

RESOLUTIONS

12. Committee decisions will be made by show of hands, with passage of resolutions being established by a majority vote of those present at the meeting.

MINUTES AND RECORDS

13. The Committee must prepare and keep safe minutes and records relating to its decisions or reports.

FOIP

14. The Committee will pass resolutions appointing a head and adopting a fee schedule for information requests as required by the *Freedom of Information and Protection of Privacy Act, R.S.A. 2000, c. F-25*, as amended.

REPORTING

15. The Committee will report to Council following each meeting of the Committee.

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EFFECTIVE DATE

16. This bylaw comes into force on March 1, 2015.

READ A FIRST TIME IN COUNCIL THIS 12TH DAY OF JANUARY, AD 2015.

READ A SECOND TIME IN COUNCIL THIS 12TH DAY OF JANUARY, AD 2015.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS 12TH DAY OF JANUARY, AD 2015.

'original signed'

Robert Young
DEPUTY MAYOR

'original signed'

Sandra Davis
CITY CLERK

JAN 12, 2015

Date Signed

City of Leduc Strategic Planning Committee

2019-22 Strategic Plan Review

February 21, 2019 | 8:30 am – 4:30 pm

Lede Rooms, Civic Centre

Objectives of the Session:

- Review progress toward plan goals and outcomes
- Understand community realities and discuss emerging issues
- Review current goals and outcomes in context of emerging issues
- Provide direction on goal and outcome priorities

Agenda

8:00 – 8:30 a.m. – Breakfast

8:30 a.m. – Introduction

- Welcome from Mayor Bob
- Agenda Review
- Objectives Review

8:45 a.m. – Process Review

- Planning and reporting process and context
- Corporate planning, budget and decision-making process alignment
- Benefits of alignment and risks of misalignment in sequencing of initiatives

9:15 a.m. – Environmental Scan

- Economic outlook refresher
- Environmental scan and trends presentation

9:30 a.m. – Goal 1 Review – A City Where People Want to Live, Work and Play

- Review of outcome, strategies with a focus on 2020 strategic actions
- Emerging issues and opportunities to address through 2020 planning and budgeting
- Sequencing 2019 and 2020 strategic actions
- Understanding and reporting on Council's Projects

10:15 am – BREAK

10:30 a.m. – Goal 1 Review Continued...

11:00 a.m. – Goal 2 Review – A City with a Plan for the Future

- Review of outcome, strategies with a focus on 2020 strategic actions
- Emerging issues and opportunities to address through 2020 planning and budgeting
- Sequencing 2019 and 2020 strategic actions
- Understanding and reporting on Council's Projects

12:15 p.m. – LUNCH

1:00 p.m. – Goal 3 Review – An Economically Prosperous City and Region

- Review of outcome, strategies with a focus on 2020 strategic actions
- Emerging issues and opportunities to address through 2020 planning and budgeting
- Sequencing 2019 and 2020 strategic actions
- Understanding and reporting on Council's Projects

2:00 p.m. – Goal 4 Review – A Collaborative Community-Builder and Regional Partner

- Review of outcome, strategies with a focus on 2020 strategic actions
- Emerging issues and opportunities to address through 2020 planning and budgeting
- Sequencing 2019 and 2020 strategic actions
- Understanding and reporting on Council's Projects

3:00 p.m. – BREAK

3:15 p.m. – Governance Discussion

- Meeting management – use of meetings, Council in-camera
- Boards and Committees – department liaisons, deputy mayor, alternates, clarity of board duties and roles (whom do I serve on a board or committee), committee reports in Council

4:20 p.m. – Next Steps and Closing Remarks

4:30 p.m. - ADJOURNMENT

Recommended Attendees:

Mayor Bob Young
Councillor Laura Tillack
Councillor Lars Hansen
Councillor Beverly Beckett
Councillor Bill Hamilton
Councillor Glen Finstad
Councillor Terry Lazowski
Paul Benedetto
Brian Loewen
Michael Pieters
Darrell Melvie
Irene Sasyniuk
Michelle Hay – Corporate Planning Process Owner
Cristal Bole - Facilitator
Lynness Sjogren – Documentation, link to operational planning
Jennifer Cannon – Link to budgeting process
Sandra Davis – Governance Review

DRAFT

MEETING DATE: Monday, January 14, 2019

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

PREPARED BY: Jennifer Cannon, Director, Finance, Cristal Bole, Corporate Performance Advisor

REPORT TITLE: Multi-Year Budget Process Improvements and Determining 2020 Budget Priorities

REPORT SUMMARY

Following the December 10th Committee-of-the-Whole 2020 Budget Process Improvement Workshop, this report provides a summary of Council's input and suggested next steps to implement Council's desired improvements in the strategic planning and budgeting process.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

December 10, 2018 Committee of the Whole 2020 Budget Process Improvement Workshop

KEY ISSUES:

On December 10th, Council and administration engaged in a discussion to establish why we need changes to budget, the process and timelines involved and the desired outcomes. During the discussions four themes and several key messages were identified:

Themes:

- MORE Council ownership
- BETTER understanding of the budget
- BETTER communication between Council and Administration
- MORE touch-points to exchange ideas

Key Messages:

- Council would like to understand departmental service levels
- Council supports a deeper service level review on one or two services per year
- Balance current needs with future needs; focusing on more than one fiscal period
- Council would like to see continuous touch-points with administration prior to budget and operational planning deadlines
 - Council would like to hear administration's budget ideas in Q1 and offer their feedback
 - Council needs a more comprehensive understanding of the requirement for tax revenue increases, i.e. if the increase is a certain percentage, what is included and what measurement is utilized to determine the appropriate amount
 - Council is looking to reduce the time allotted for budget deliberations in November
- Council would like to understand what areas of the budget can and cannot be adjusted and why (difference between fixed and variable costs)
- Council would like high-level alignment (not too detailed) with the Strategic Plan

- Council would like to see a smaller budget binder with easier-to-understand information tailored to the public
- Council likes the use of existing budget tools to further understand the economic and financial environments (i.e. economic forecasts, pressures reports)
- Council supports more engagement, utilizing a variety of engagement tools, with stakeholders and the public to gauge support for business cases and service level changes, i.e. more utilization of social media and website
- Council would like to see the use of storytelling in building budget presentations (i.e. if we do this, it get's us this, which contributes to this – focus on materiality of the content and blend in community values (the why))

Service Levels and Reviews

Municipal government service provision has transformed significantly over the past few decades due to numerous factors including growth and provincial/federal downloading. As a result, Councils must provide a greater range of services while satisfying the needs, wants and expectations of rate payers. Coupled with increased financial pressures, Councils are challenged with balancing long-term financial sustainability with the expectations of their communities (i.e. quality of life).

The City of Leduc identified all significant service provisions and created service descriptions that are included in the annual budget binder which can be found under each of the four core service areas (City Manager & Council, Corporate Services, Community & Protective Services, and Infrastructure & Planning). To review this again, the 2019 approved budget binder can be found following the provided link:

<https://www.leduc.ca/sites/default/files/2019%20Approved%20Budget.pdf>

At a high level, these descriptions provide Council and the public information about our services, applicable standards and strategic alignment. These approved descriptions are used by Administration to determine the related costs to develop the operational budgets.

These descriptions would require the following information in order to be distinguished as service levels:

- Identify mandatory versus discretionary services
- Identify cost or resource allocations
- Identify service delivery mechanisms
- Identify risk tolerances
- Identify relevant stakeholder engagement requirements/recommendations

Creating an accurate service level inventory is complex, time-consuming work that many municipalities are currently undertaking to varying degrees. While the development of a formalized service review program is contemplated in 2021/2022 (an inventory is step one in the program), administration continues to implement annual improvements to our service descriptions through operational planning. As we look to a new and improved corporate financial system, currently planned for implementation for fiscal 2021 this work will also be foundational to supporting the implementation and improved reporting we are aiming to achieve, in collaboration with City Council.

In recent Council-administration discussions, several service and program reviews were identified as opportunities to not only increase understanding of the various services, but also look for potential improvements to efficiency and effectiveness. Formal reviews take significant resourcing both in terms of people, time and money and can be conducted using external contractors, internal resources or a combination of the two. Because of gaps in our information about service levels (noted above), reviews are a significant endeavor depending upon the depth.

Identification of Potential Business Cases - (2019 Q1 Committee of the Whole)

- New and/or enhanced service level initiatives that require a tax increase
- Potential service level reductions
- Balancing user fees and tax subsidy

Scoping of Partnership Opportunities (Examples: Golf Course and Arts Foundry)

- Ongoing responsibilities for operating costs
- Sharing of capital expenditures
- General or matching contributions for operating or capital
- Ongoing funding of any debenture payments issued for capital improvements
- Timing and alignment with multi-year financing strategies

Capital Budget and Reserve Reviews – (2019 Q1 to Q3 Committee of the Whole)

- Capital Road Program Review
- Off-site Levy Review
- Facility Master Plan Review
- Surplus and Reserve Review

Service Descriptors and Reviews – (Ongoing Throughout 2019)

- Contract/Consultant Services
- Fees and Charges Strategy for Recreational User Fees
- Budget and Corporate Planning Process Review

Determination/Discussion of Next Steps and Priorities:

Once again, this will be a facilitated discussion based on the following deliverables for January 14th. Council's feedback is required by end of Q1 to provide Administration with the lead time required to address Council's priority actions items and meet Finance's timeline for departmental submissions of June 30th.

- Is there another area aside from the contract/consultant services that Council would like to have reviewed in 2019?
- Identify the key information about services that Council would like to review
- Identify possible timelines for reviewing the service descriptions of each department
- Identify the sequencing of reviews and resourcing requirements and impacts

Building on the good discussion of December 10th, Administration requires clarity from Council to understand what success looks like for the 2020 budget process and beyond, recognizing this is a multi-year program.

RECOMMENDATION

That Council and Administration discuss the above to collaboratively determine next steps and corresponding timelines for the phasing of improvements to the strategic planning and budgeting processes, beginning with the 2020 Budget.

Approval Information

*(Remove any signature blocks that are not required for this report.)
(Approval Information must not appear alone on a separate page.)*

Others Who Have Reviewed the 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 / J. Cannon, Director, Finance

INFORMATION ITEMS

ADJOURNMENT