

COMMITTEE-OF-THE-WHOLE MEETING NOTES
MONDAY, JANUARY 14, 2019
PAGE 1



Present: Mayor B. Young, Councillors B. Beckett, G. Finstad, B. Hamilton, L. Hansen, T. Lazowski and L. Tillack

Also Present: M. Pieters, A/City Manager and S. Davis, City Clerk

Mayor B. Young called the meeting to order at 5:04 pm.

I. APPROVAL OF AGENDA

MOVED by Councillor L. Hansen that the Committee approve the agenda with the following additions:

V. IN-CAMERA ITEMS

- b) Youth Engagement
FOIP s. 23 & 24

VIII. INFORMATION ITEMS

- a) Parking

Motion Carried Unanimously

II. ADOPTION OF PREVIOUS NOTES

- a) **Approval of the Notes of the Committee-of-the-Whole Meeting held on Monday, November 19, 2018**

MOVED by Councillor B. Beckett that the notes of the Committee-of-the-Whole meeting held on Monday, November 19, 2018, be approved as amended.

Motion Carried Unanimously

- b) **Approval of the Notes of the Committee-of-the-Whole Meeting held on Monday, December 3, 2018**

MOVED by Councillor T. Lazowski that the notes of the Committee-of-the-Whole meeting held on Monday, December 3, 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 5:27 pm to discuss:

**COMMITTEE-OF-THE-WHOLE MEETING NOTES
MONDAY, JANUARY 14, 2019
PAGE 2**



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

b) Youth Engagement
FOIP s. 23 & 24

Motion Carried Unanimously

MOVED by Councillor L. Tillack that the Committee-of-the-Whole move In-Public at 6:09 pm.

Motion Carried Unanimously

VI. RISE AND REPORT FROM IN-CAMERA ITEMS

a) **Leduc/Nisku Economic Development Association Update – January 14, 2019**

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
S. Davis, City Clerk

M. Hay, Director, Intergovernmental Affairs and Corporate Planning, and H. Wilson, Manager, Economic Development, made a presentation.

M. Hay, H. Wilson, Councillor T. Lazowski and B. Loewen, City Solicitor, answered the Committee’s questions.

b) **Youth Engagement**

FOIP s. 23 & 24

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

Councillor L. Hansen made a presentation.

D. Melvie, General Manager, Community and Protective Services, B. Loewen, City Solicitor and Councillor L. Hansen answered the Committee’s questions.

MOVED by Councillor B. Beckett that Administration will return to Committee-of-the-Whole with options relative to a Youth Council.

Motion Carried Unanimously

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

a) City of Leduc and Regional Initiatives

M. Hay, Director, Intergovernmental Affairs and Corporate Planning, introduced J. Tustian, Western Management Consultants.

J. Tustian made a PowerPoint presentation (Attached) that provided a project review of the Alternate Municipal Structure from its inception in 2013 to 2019.

J. Tustian answered the Committee's questions.

b) Strategic Planning Committee – 2019 Agenda Review

M. Hay, Director, Intergovernmental Affairs and Corporate Planning and C. Bole, Corporate Performance Advisor, made a presentation.

Committee members provided feedback on the Strategic Planning Committee agenda.

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

J. Cannon, Director, Finance, and C. Bole, Corporate Performance Advisor, led the Committee through a workshop aimed at budget process improvements.

Requests from Committee members included:

- A Contract Services Review
- Sequencing the 10 year Capital Plan
- Department Service Reviews focusing on year over year financial comparisons, drivers of work and efficiency measures applied and/or pressure points
- Short, concise reports/Less duplication of information
- Comprehensive projections

D. Melvie, General Manager, Community and Protective Services, J. Cannon, C. Bole, M. Hay, Director, Intergovernmental Affairs and Corporate Planning, and B. Loewen, City Solicitor, answered the Committee's questions.

VIII. INFORMATION ITEMS

a) Parking

Councillor L. Hansen stated that concerns have been raised about the 2-hour parking restriction, and no overnight parking restriction, on roadways around the Royal Canadian Legion, Leduc Branch No. 108.

R. Sereda, Director, Public Services, and D. Melvie, General Manager, Community and Protective Services, answered the Committee's questions.

COMMITTEE-OF-THE-WHOLE MEETING NOTES
MONDAY, JANUARY 14, 2019
PAGE 4



MOVED by Councillor L. Hansen that the parking concerns on the roadways around the Royal Canadian Legion, Leduc Branch No. 108 location be referred to the Traffic Advisory Committee (“TAC”) and the TAC outcomes be reported back to the Committee-of-the-Whole.

Motion Carried Unanimously

IX. ADJOURNMENT

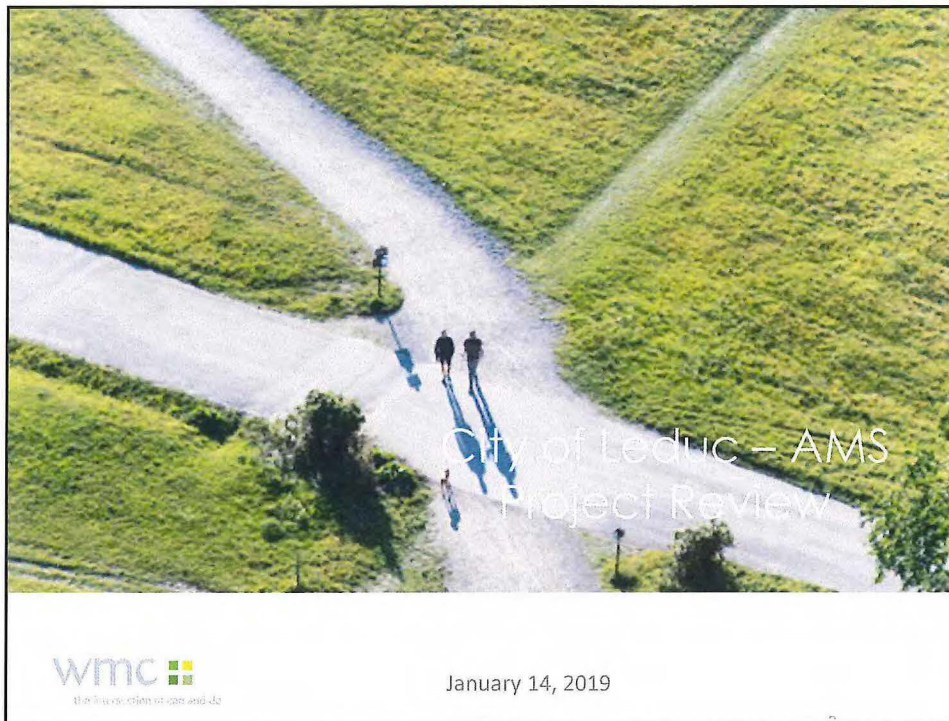
The meeting adjourned at 6:58 pm.

“Original Signed”

B. YOUNG
Mayor

“Original Signed”

S. DAVIS
City Clerk



Objective

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

WHY YOU LAUNCHED THIS PROJECT



3

2013

- The City of Leduc and Leduc County had an impressive record of working closely together
- Provincially directed regional structures were in their infancy
 - E.g. CRB
 - The role that individual municipalities would play was unclear
- Economic growth was strong, and demands on the Leduc region were high



And so.....

.....the Alternative Municipal Structure Project was born



Consultant Team

- WMC as project lead, citizen engagement and organizational design (Joyce Tustian, Kent Stewart)
- Applications Management as finance and risk experts (Darryl Howery)
- Focus Communications for internal and external communications (Sue Heuman)
- Engineering firm for facility and infrastructure assessment



WHAT YOU HOPED TO ACHIEVE



What you said

1.

What would improve if the County and the City had a more cohesive relationship?

- A stronger dynamic region
- Increased "border security;" regional presence
- More opportunities (ex. Ec. Dev., mitigating risks)
- Information sharing/expertise/knowledge transfer



What you said

2.

What services might be jointly provided?

- Business Park → Aerotropolis
- Fire Services
- Utilities (wastewater, water)
- Emergency Services/Disaster Plans
- Weed control
- Community Peace Officers (? Different needs: education vs. enforcement bylaws)
- Waste pickup (rural, industrial)



What you said

3.

What do you think would be the benefits of more integrated governance?

- More efficient MT/Council
- Represent a bigger group
- Cost sharing → Streamline
- Reduces redundancy
- Eliminates competition (e.g., For people, for businesses, for grants)
- Encourages cooperation
- Look at big picture
- Addresses needs of whole region



What you said

4.

What are the barriers to working more closely together?

- Historical issues
- Trust – are we open? Are we sincere?
- Fear over loss of control (staff and Council)
- Urban/rural perspectives
- Fear of win/loss
- Ratepayer understanding/communication



Perceived Benefits

- A strong, unified voice
- Better and more cost efficient services
- Simplification and streamlining of processes
- Enhanced ability to seize opportunities
- Ability to shape the future of the Leduc Region



Key Outcomes

1. Influence

- Fourth largest municipality in region
- Stronger voice and greater influence

2. Opportunity

- Population and employment
- Optimization of growth
- Critical mass because of unified governance



3. Efficiency

- Leverage economies of scale
- Broader range of services



Project Design

There were three parts to the AMS project

1. Research into impact of closer collaboration and/or actual amalgamation of the two municipalities
2. An extensive public engagement process including a Citizens Panel
3. Organization design for any proposed new structure(s)



Project Design cont'd

- Only the first part was completed
- The research provided valuable insight which is still relevant



INFRASTRUCTURE AND FINANCE REVIEW



Projected Impacts

- **Operating Efficiencies**
 - City: \$1.3 million annually or 1.7% of the 2015 operating expenses
 - County: \$1.0 million annually or 1.6% of 2015 operating expenses
- **Savings on Capital Expenditures**
 - Range of 5% to 50% for selected projects
- **Municipal Tax Rate Savings (Benefit)**
 - City: Average annual reduction of 3.7%
 - County: Average annual reduction of 2.3%
- **Financial Savings (Benefit)**
 - City: Average annual savings of \$2.3 million
 - County: Average annual savings of \$1.6 million

Financial Benefits of Combined Municipality

- Reduced Municipal tax rates for both municipalities (or equivalent increase in services)
- Direct financial benefit through annual savings
- Assumptions about cost savings and financial benefits are conservative
- Improved fiscal capacity and financial sustainability
- One time restructuring costs will reduce the benefits in the short term.

2019

- The City of Leduc and Leduc County continue to be leaders in collaboration in the Edmonton Metropolitan Region
- The Edmonton Regional Metropolitan Board is well established supported by an approved Land Use Plan, Agricultural Land Strategy and Transportation Strategy
- The economy generally remains strong, but the energy sector is struggling



Of continuing importance are:

- The financial analysis and potential for efficiencies
- Collaborative practices
- Regional leadership



Questions?



Vancouver | Edmonton | Calgary | Toronto

