

**CITY OF LEDUC
COMMITTEE-OF-THE-WHOLE MEETING AGENDA**



**Monday, June 17, 2019, 5:00 P.M.
Lede Room, Leduc Civic Centre
1 Alexandra Park, Leduc, Alberta**

- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. ADOPTION OF PREVIOUS NOTES**
- 4. DELEGATIONS & PRESENTATIONS**
 - 4.1 Indigenous Land Acknowledgement Day in Leduc**

(1 hour)
- 5. BUSINESS ARISING FROM PRESENTATIONS**
- 6. IN-CAMERA ITEMS**
 - 6.1 Understanding the Edmonton Metropolitan Region Board Growth Plan Policy Tiers**

FOIP s. 21, 24 & 25

(M. Hay - 20 minutes)
 - 6.2 Shared Investment for Shared Benefit Update for June 2019**

FOIP s. 21, 24 & 25

(M. Hay - 15 minutes)
 - 6.3 Intermunicipal Projects Update/Strategic Planning**

FOIP s. 21 & 25 (LAST ITEM ON AGENDA)

(Committee Members - 1 hour)
- 7. RISE AND REPORT FROM IN-CAMERA ITEMS**

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.1 FCSS Advisory Board

(SECOND ITEM OF BUSINESS)

(D. MacDougall, Board Chair - 20 minutes)

(Presentation Attached)

8.2 65th Avenue Funding Update for June 2019

(M. Hay - 10 minutes)

8.3 Engagement and Culture Development Update

(C. Tobin - 20 minutes)

(Presentation Attached)

9. GOVERNANCE

10. COUNCIL CALENDAR UPDATES

11. INFORMATION ITEMS

12. ADJOURNMENT



YOU'RE INVITED

Flag Raising Ceremony
of the Treaty 6 & Métis flags

**JUNE 17, 2019 AT 5 P.M.
(LEDUC CIVIC CENTRE)**

Join the City of Leduc as we work toward understanding and advancing reconciliation between Indigenous and non-Indigenous peoples with the inaugural raising of the Treaty 6 and Métis flags on June 17, 2019 at 5 p.m

CITY OF
Leduc



IN-CAMERA ITEMS

Understanding the Edmonton Metropolitan Region Board Growth Plan Policy Tiers

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

IN-CAMERA ITEMS

Shared Investment for Shared Benefit
Update for June 2019

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

FCSS Advisory Board Presentation

June 17, 2019

2018 Advisory Board Members

- Dawn Macdougall- Board Chair Term 1:2017-2019
- Alissa Boyle- Vice Chair/Drug Action Committee Term 1: 2018-2020
- Sharon Burghardt- Term 2: 2019-2021
- Matthew Oliver- Term 1: 2019-2021
- Lyndsay Sawchuck -* Vacancy Fill May 2019-Dec 2019
- Councillor Bill Hamilton
- Councillor Laura Tillack

Today's Objective

- To Update and Discuss

Sub Committees

- Drug Action Committee
- Citizen of Distinction



UPDATE

November 2018 Presentation

- Baseline 9-Connecting Base Line 9 to Strat Plan
- Advisory Board-Supporting Strat Plan
- Focus Groups

2019 Changes

Budget 9 (Meetings and on site visits)

- hands on view of the services and challenges
- regular connection and interaction

2019

- Santa's Helper Feb 2019 FCSS mtg
- Family Violence Prevention Feb 2019 FCSS mtg
- HUB April 2019 onsite and mtg
- Rise Up June 2019 onsite and mtg
- VSU Nov 2019 FCSS mtg

2020

- St. Vincent de Paul Feb 2020 onsite visit & mtg
- LCLA April 2020 onsite visit & mtg
- Leduc & District Food Bank June 2020 onsite visit & mtg
- Leduc LINX Connect Centre Nov 2020 onsite visit & mtg

2019 Changes

Board Elections

- December
- January

December 2018

- Board Chair
- Vice Chair

January 2019

- Citizens of Distinction
- Drug Action Committee

2019 Changes

Board Evaluations

Bylaw Update

Discuss

SRO-School Resource Officer

Additional SRO for 2019-2020 Budget

Position #1-(Muz), Jr High & Sr High

Position #2-K-6,

Inspector Kendall,

November 22, 2018

I am writing this letter from a place of gratitude. On behalf of the FCSS Advisory Board, I am writing to share our thoughts about Cst. Muz and the support the Leduc RCMP are providing to the youth of Leduc.

First, we really appreciate the information Cst. Muz shares with us in his monthly reports. He constantly let us know where he has been and who he is engaging with. This detailed communication really helps our board grasp both the issues and challenges that exist in the community, and what strategies and actions he is taking to address the challenges.

Second, the feedback we get from the community regarding who Cst. Muz is, how he engages with the youth, and how involved and connected he is to our youth, is so encouraging. We believe the relationships that he is developing really are making a difference in the lives of Leduc's youth!

Lastly, we value the attention and commitment the Leduc RCMP are giving to the youth in Leduc. We know that Cst. Muz would not be afforded the opportunity to impact our youth without the support of the RCMP, your predecessor Inspector Kunetzki, and your own continued commitment, so for that we say thank you!

We would like to encourage future dialogue between Leduc RCMP and the City of Leduc in the hopes of getting an additional SRO. We see the need in our community to have another dedicated individual to support Cst. Muz with new youth initiatives, population growth, the variety of youth issues, and in anticipation of a new West side high school, we believe an additional SRO would be of immense value! As the community of Leduc faces growth and a variety of social issues, the FCSS Advisory Board is extremely grateful to have both Cst. Muz as our SRO, and yourself as our Detachment Inspector. We see your dedication to our community and our youth!

Thank you for your time and service!

Dawn Macdougall FCSS Advisory Board Chair

Youth

Youth Council

Influencers

“Top 1%” vs 99%

Partnerships with “expert” youth Agencies and professionals

Questions



MEETING DATE: June 17, 2019

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

PREPARED BY: B. Kelly, Regional and Intergovernmental Advisor

REPORT TITLE: 65th Avenue Funding Update for June 2019

EXECUTIVE SUMMARY

To update Council on status of funding efforts for the 65 Avenue Interchange project.

BACKGROUND

March 2019

- City of Leduc and Leduc County—with support from Edmonton International Airport (EIA)—submitted an expression of interest (EOI) for the Alberta Global Trade Corridor (65 Avenue Interchange and Nisku Spine Road) to the Continuous Call of the National Trade Corridor Fund (NTCF) program
- Council received a verbal update on the status of NTCF application and Mayor Young's advocacy efforts while in Ottawa, March 18-21

April 2019

- Received notice from Transport Canada that our NTCF EOI for the Alberta Global Trade Corridor was deemed insufficient in the areas of improved trade flows and fluidity of Canadian goods exported to international markets (overseas); improvements or increases needed to be backed by quantifiable data.
- City and County worked with EIA staff to collectively make various outreach to businesses, and stakeholders to garner additional information to support a resubmission of our joint expression of interest to the National Trade Corridor Fund.
 - As part of this outreach, we made contact with many Alberta Global Trade Corridor supporters including MXD Developments, Purolator, EIA, FFAF Cargo, Sustaintec, Fed Ex, BBE Expediting, Melcor, Rosenau, Sawridge, Leduc Chamber of Commerce and other contacts generated (as time permitted).
 - This outreach provided some additional information allowing us to strengthen our application particularly "fluidity backed by data" perspective.
- Provincial election saw a United Conservative Party (UCP) for majority government in Alberta
- 2019 Provincial budget to be tabled in fall; could impact the \$33 Million provincial funding announcement (from the previous government) for the construction of the 65 Avenue Interchange, as this was part of the NDP's 2019 budget

May 2019

- Resubmitted our joint Expression of Interest for the Alberta Global Trade Corridor
- Partnered with EIA to commission an economic analysis of the both EIA's project and our Alberta Global Trade Corridor project; anticipate information will help inform NTCF application and future funding opportunities.

June 2019

- Received notice from Transport Canada that our resubmission application did not meet the essential criteria of improved trade flows and fluidity.
- City of Leduc staff debriefed with Transport Canada and learned that getting the level of specificity in data needed for successful applications may be a significant challenge for municipalities.
- Mayor Young made more outreach while in Ottawa to understand the status of our application and its deficiencies
- Mayor Young and City administration met with Edmonton International Airport on June 11 to explore any further avenues to obtain the data required for the Alberta Global Trade Corridor application.

Notable information on NTCF grant:

- This round of funding is directly tied to the federal Finance Minister Bill Morneau's Fall Economic Statement where he announced Canada's Export Diversification Strategy with a goal of boosting Canada's overseas exports by 50 per cent by the year 2025; this means that any NTCF projects must be able to deliver measurable success towards this goal.
- Thus far, the information available to support our project has not been able to meet the measurability required to report back against the Export Diversification Strategy goal.
- As the total project ask is less than \$50 million, it does not need treasury board approval; this means an announcement is still possible prior to an election.
- Only two projects have been announced in the continuous call for funding thus far; both projects are for the Port of Halifax (approx. \$50 million).
- At the beginning of the Continuous Call for NTCF (announced in Jan 2019), there was approx. \$750 million available; approval of the two Port of Halifax projects leaves about \$700 million still in the fund. However, there are many projects that have passed the expression of interest (EOI) and have been invited to submit a comprehensive project proposal (CPP)—meaning funding announcement could be pending.

NEXT STEPS

- Leverage the upcoming Western Economic Diversification announcement on June 15 to further advocate to MP Boissonault and Minister Sohi
- Meet with provincial officials to stress the importance of securing the funding through the 2019 provincial budget
- Continue pursuing possible avenues that might get us the information needed for the NTCF application prior to federal election
- Debrief with project partners and explore options for next steps and funding strategies/opportunities

MEETING DATE: June 17, 2019

SUBMITTED BY: Irene Sasyniuk, General Manager, Corporate Services

PREPARED BY: Chris Tobin, Director, Human Resources

REPORT TITLE: Engagement and Culture Development Update

REPORT SUMMARY

This report will provide an overview of the staff engagement and culture development initiative.

BACKGROUND

Monitoring employee engagement is important for some key reasons, counted amongst which are: to gain a better understanding of what is and what is not working in the organization from an employee perspective; to identify the numerous drivers of engagement; to prioritize opportunities for engagement and to establish a baseline against which to measure progress over time.

In 2014, the City conducted its first full Employee Engagement Survey, in which 237 employees participated. Between February 25 and March 15, 2019, another full Employee Engagement survey was conducted, and a significant increase in participation was realized with 371, or 73% of employees participating. The sharp increase in participation is likely attributed to the lack of demographic information collected, and the enhanced "anonymity" protocols and assurances.

A value differentiator in this latter exercise was the creation of a clear cultural indicator baseline, founded on targeted questions related to the current culture of the City of Leduc organization. The strengths observed through analysis of the results are Quality & Customer Focus; Work Environment & Conditions; Performance Management; Training; Making a Difference for Citizens, and Excellent Co-workers. Areas seen to be in need of further clarity and strengthening were observed to be Communications; Organizational Effectiveness; Leadership Development; Favouritism; Governance Role Clarification; and developing a strong and sustainable Culture.

Culture initiatives currently under way include engaging the Extended Leadership Team; Creating space and time to discuss organizational culture; hold facilitated weekly leadership meetings; rotate Executive Team meeting through the four principal buildings of the organization and adjust the agenda to incorporate a half-hour slot to walk around the buildings to interact with staff, and provide greater clarity with respect to our mission and the values that inform our behaviours.

Key values identified:

- ❖ **Teamwork** - We collaborate and support one another to achieve common goals.
- ❖ **Service** – We are dedicated to improving our organization and our community.
- ❖ **Respect** – We make every effort to understand each other, be accountable for our actions, and build mutual trust.

The recently formed cross-departmental Culture Committee is already at work identifying behavioural statements and creating a cultural commitment document for the entire leadership team. Current work is geared towards the identification of cultural statements and related behaviours. These tasks are being performed in order to train the organization in how best to live those values seen to be key to a safe, supportive and healthy culture: Teamwork; Service; Respect.

Engaged employees are motivated to show up to work every day and do everything within their power to help their companies succeed. Businesses function best when employees are both satisfied and engaged, so it's important to benchmark and consistently measure both satisfaction and engagement amongst employees in order to best reach business goals. With this in mind, the purpose of the survey was to gain a better understanding of what is and what is not working in the organization from an employee perspective; to identify key drivers of engagement; prioritize opportunities for improvement, and establish a baseline for measuring progress over time.

The comparative results over 2014 indicate a trend of continuous improvement and they consistently exceed comparative norms in the public sector environment. In addition, the most recent survey included an organizational culture index to establish a baseline against which progress may be measured over time.

Others Who Have Reviewed this Report

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

2019 Employee Engagement & Organizational Culture

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INTRODUCTION

Employee Engagement

Why does Employee Engagement Matter:

Engaged employees are:

- Motivated to show up to work every day and do everything within their power to help their companies succeed
- Organizations function best when employees are both satisfied and engaged
- Benchmark and consistently measure both satisfaction and engagement amongst employees in order to best reach business goals.

BACKGROUND

Employee Engagement Survey

Purpose:

- Gain a better understanding of what is and what is not working in the organization from an employee perspective
- Identify key drivers of engagement
- Prioritize opportunities for improvement
- Establish a baseline for measuring progress over time

Actions:

- 1st survey was conducted in March 2014; full survey again in March 2019
- City of Leduc results consistently exceed comparative norms
- Results indicate a trend of continuous improvement
- In 2019 included an organizational culture index to establish a baseline for measuring progress over time

RESULTS

Results

Employee Engagement Index

Measure:	2014	2019
Q48: Overall, I am satisfied with my job.	73	74
Q49: My work gives me a feeling of personal accomplishment.	75	72
Q50: Overall, I feel valued as a City of Leduc employee.	62	64
Q51: I am willing to go beyond the requirements of my job to help the organization succeed.	89	89
Q52: I would recommend the City of Leduc as a good place to work.	63	69
Q53: At this time I have no serious plans to leave the City of Leduc.	67	72
Q54: I am proud to work for the City of Leduc.	72	75
Q55: Overall, I am satisfied with the City of Leduc as a place to work.	66	72
Index	71	73

Organizational Culture Index (OCI)

Division	OCI Score
Community & Protective Services	51.6
Corporate Services	40.9
Infrastructure & Planning	45.1
Other	38.2
Overall City of Leduc	44.9

OBSERVATIONS

Employee Engagement – Observations

<p>Strengths</p> <ul style="list-style-type: none"> • Quality & Customer Focus • Work Environment & Conditions • Performance Management • Training • Making a difference for citizens • Excellent co-workers 	<p>Improvement Opportunities</p> <ul style="list-style-type: none"> • Organizational Effectiveness • Communications • Extended Leadership Team • Perceptions of favouritism • Culture
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Next Steps:

- HR & Executive to identify priorities and opportunities for enhancing employee engagement

INITIATIVES

Culture Initiatives Underway

1. Engage the Extended Leadership Team
 - a. Enhanced focused training opportunities for front line managers
 - b. Rotating Executive Team meetings with scheduled time to walk around and engage with staff
 - c. Created a cross-departmental Culture Committee
2. Created space and time to discuss organizational culture
3. Established weekly leadership meetings
4. Clarified values & defining observable behaviours

VALUES

Refining our Values


Provide clarity ~ Mission & Values

- **Teamwork** - We collaborate and support one another to achieve common goals.
- **Service** – We are dedicated to improving our organization and our community.
- **Respect** – We make every effort to understand each other, be accountable for our actions, and build mutual trust.

Culture Committee

- Identifying behavioural statements and creating a cultural commitment document for the entire leadership team.
- Next Extended Leadership meeting scheduled for June 18.

In-Camera Item



IN-CAMERA

Employee Engagement In-Camera Item

FOIP s. 17 & 24