

**COMMITTEE-OF-THE-WHOLE MEETING AGENDA
MONDAY, MARCH 19, 2018 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, March 12, 2018

III. DELEGATIONS & PRESENTATIONS

IV. BUSINESS ARISING FROM PRESENTATIONS

V. IN-CAMERA ITEMS

M. Pieters /
J. Cannon

- a) Edmonton International Airport Accord Transit Services and Funding
FOIP s. 21, 24 & 25

30 minutes

M. Pieters

- b) High School Site in Crystal Creek
FOIP s. 16, 21, 24 & 25

20 minutes

VI. RISE AND REPORT FROM IN-CAMERA ITEMS

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

R. Baxter, Principal-In-Charge /
C. Kjinserdahl, Project Lead /
A. Lumby, Urban Designer,
HOK, Inc.

- a) Facilities Master Plan
(FIRST ITEM OF BUSINESS)

45 minutes

J. Cannon

- b) 2018 Tax Review
(SECOND ITEM OF BUSINESS)

15 minutes

K. Wenzel /
M. Pieters

- c) Leduc Transit Commitment for Smart Fare

10 minutes

M. Hay

- d) 2017 City of Leduc Annual Report

10 minutes

I. Sasyniuk /
J. Cannon

- e) Service Level Review Initiatives

20 minutes

COMMITTEE-OF-THE-WHOLE MEETING AGENDA
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PAGE 2



C. Chisholm /
D. Melvie f) Cannabis Update – Public Use *30 minutes*

S. Losier g) Cannabis Report – Land Use *45 minutes*

VIII. GOVERNANCE

IX. COUNCIL CALENDAR UPDATES

X. INFORMATION ITEMS

Councillor
T. Lazowski a) Oilfield Site *10 minutes*

XI. ADJOURNMENT

I.

APPROVAL OF AGENDA

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

COMMITTEE-OF-THE-WHOLE MEETING NOTES
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Present: Mayor B. Young, Councillors G. Finstad, B. Hamilton, L. Hansen, T. Lazowski and L. Tillack

Absent: Councillor B. Beckett

Also Present: P. Benedetto, City Manager and M. Hormazabal, Deputy City Clerk

Mayor B. Young called the meeting to order at 5:02 pm.

I. APPROVAL OF AGENDA

MOVED by Councillor G. Finstad that the Committee approve the agenda with the following additions:

VIII. INFORMATION ITEMS

- a) Cannabis Next Steps
- b) Oilfield Sites

Motion Carried Unanimously

II. ADOPTION OF PREVIOUS NOTES

- a) Approval of Notes for the Committee-of-the-Whole Meeting held Tuesday, February 20, 2018

MOVED by Councillor B. Hamilton that the notes of the Committee-of-the-Whole Meeting held Tuesday, February 20, 2018, be approved as presented.

Motion Carried Unanimously

- b) Approval of Notes for the Committee-of-the-Whole Meeting held Monday, February 26, 2018

MOVED by Councillor L. Hansen that the notes of the Committee-of-the-Whole Meeting held Monday, February 26, 2018, be approved as presented.

Motion Carried Unanimously

III. DELEGATIONS & PRESENTATIONS

- a) Leduc Regional Housing Foundation ("Foundation") Overview

N. Laing, Executive Director, Leduc Regional Housing Foundation, made a PowerPoint presentation (Attached) regarding the Foundation's buildings, services and needs.

N. Laing encouraged Council to attend the meeting on May 16, 2018, at the Nisku Recreation Centre, to have a conversation with six neighbouring municipalities and

COMMITTEE-OF-THE-WHOLE MEETING NOTES
MONDAY, MARCH 12, 2018
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find out how the Foundation is meeting the housing needs of the people in this region.

N. Laing answered Committee's questions.

IV. BUSINESS ARISING FROM PRESENTATIONS

V. IN-CAMERA ITEMS

MOVED by Councillor L. Tillack that the Committee-of-the-Whole move In-Camera at 5:35 pm to discuss:

- a) Mayor's Special Award
FOIP s. 24 & 29

Motion Carried Unanimously

MOVED by Councillor B. Hamilton that the Committee-of-the-Whole move In-Public at 5:39 pm.

Motion Carried Unanimously

VI. RISE AND REPORT FROM IN-CAMERA ITEMS

- a) Mayor's Special Award
FOIP s. 24 & 29

D. Melvie, General Manager, Community and Protective Services, provided an overview of the Mayor's Special Award.

D. Melvie answered the Committee's questions.

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

- a) Telford Lake Trail Update

R. Yeung, Manager, Community Development and K. van Steenoven, Manager, Capital Projects & Development, and B. Obrodovic, Consultant with Associated Engineering, made a PowerPoint presentation (attached) and provided the Committee an update on the Telford Lake Trail.

The Committee supports the redesign of 53 Avenue to upgrade the existing sidewalk to a 3.0m monowalk, and requested that Administration send a letter to affected residents of the upcoming sidewalk enhancement.

R. Yeung and K. van Steenoven, answered the Committee's questions.

COMMITTEE-OF-THE-WHOLE MEETING NOTES
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b) Condominium Mill Rate Review

J. Cannon, Director, Finance, and G. Damo, Manager, Revenue Services, made a PowerPoint presentation (Attached) on the Condominium mill rate, with the recommendation that the condominium mill rate stay status quo. The Committee requested Administration advise how many condominium associations are in Leduc, and that each receive a communication piece with reasons as to why the condominium mill rate will remain status quo.

VIII. INFORMATION ITEMS

a) Cannabis Next Steps

P. Benedetto, City Manager, provided an overview on cannabis next steps in our community.

b) Oilfield Sites

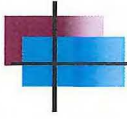
Councillor T. Lazowski requested that this item be tabled to the March 19, 2018, Committee-of-the-Whole meeting.

IX. ADJOURNMENT

The meeting adjourned at 6:58 pm.

B. Young
MAYOR

M. Hormazabal
DEPUTY CITY CLERK

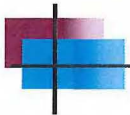


Leduc Regional Housing Foundation

**City of Leduc
Municipal Council**

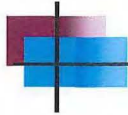
Nancy M. Laing, Executive Director

March 12, 2018



Our Mission

*Provide high quality,
affordable housing & services to
seniors, individuals and families of
modest means.*

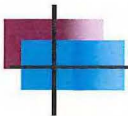


Human Resources

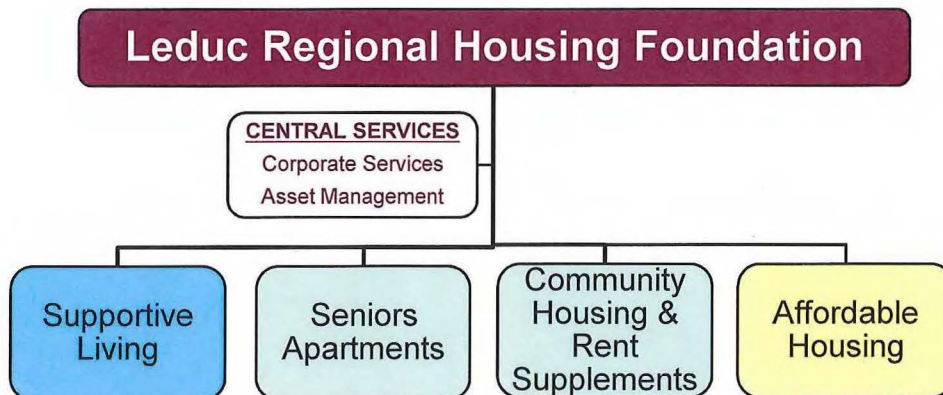


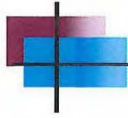
♦ Professionalism ♦ Team Work ♦ Compassion ♦ Innovation ♦ Accountability

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Program Streams



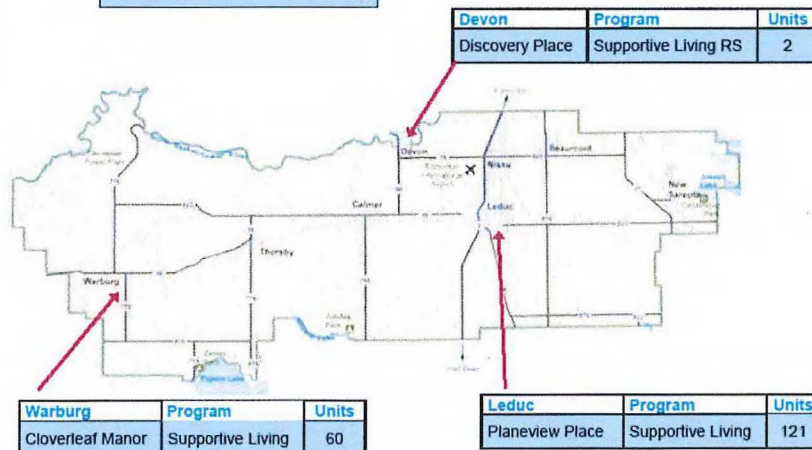


Programs & Services

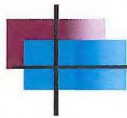
Supportive Living	<ul style="list-style-type: none"> 65+ age, low income (< ~ \$29,000), functionally independent Accommodation with hospitality services Rent = 30% of Household Income + Service Package = \$1,194 per month
Supportive Living Supplement	<ul style="list-style-type: none"> 65+ age, low income (< ~ \$29,000), functionally independent Accommodation provided in Non-profit or Private buildings Devon, Beaumont (previously)
Seniors Apartments	<ul style="list-style-type: none"> 65+ age, modest income (<\$37,500), independent living 1-bedroom rental accommodation Rent = 30% of Household Income
Community Housing	<ul style="list-style-type: none"> Linsford Townhouses - families Core Need Income Threshold (CNIT) Bedrooms: 2 < \$44,000, 3 < \$49,500, 4 < \$54,000 Rent = 30% of Household Income
Rent Supplement	<ul style="list-style-type: none"> Seniors, Non-Seniors, Singles, Families Core Need Income Threshold (CNIT) Units: B <\$31,000 1 <\$37,500 2 < \$44,000, 3 < \$49,500, 4+ < \$54,000 Private Landlord: Rent = 30% of income; Direct to Tenant: Max Subsidy = \$450
Affordable Housing	<ul style="list-style-type: none"> Seniors, Non-Seniors, Singles, Families Core Need Income Threshold (CNIT) + 20% Rent is a Flat rate, minimum of 10% below market (LRHF <15-20%)



Supportive Living

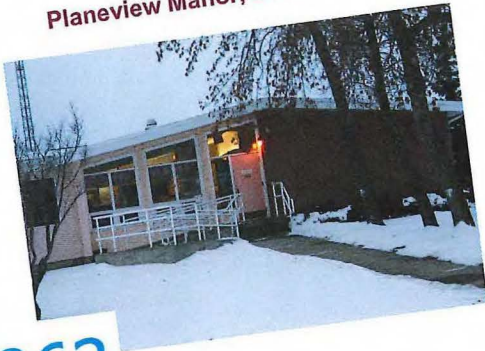


Leduc Region



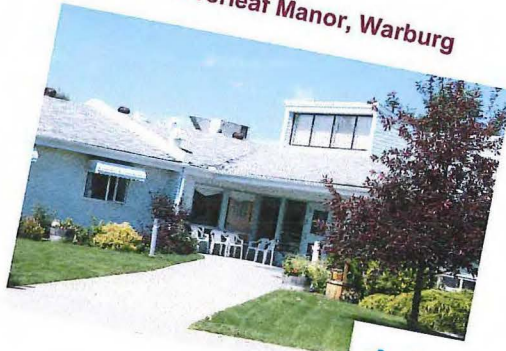
Supportive Living

Planeview Manor, Leduc



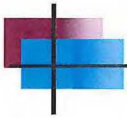
1963

Cloverleaf Manor, Warburg



1976

7



Who We Serve



<\$21,000 / ~\$19,000
>\$29,000 X

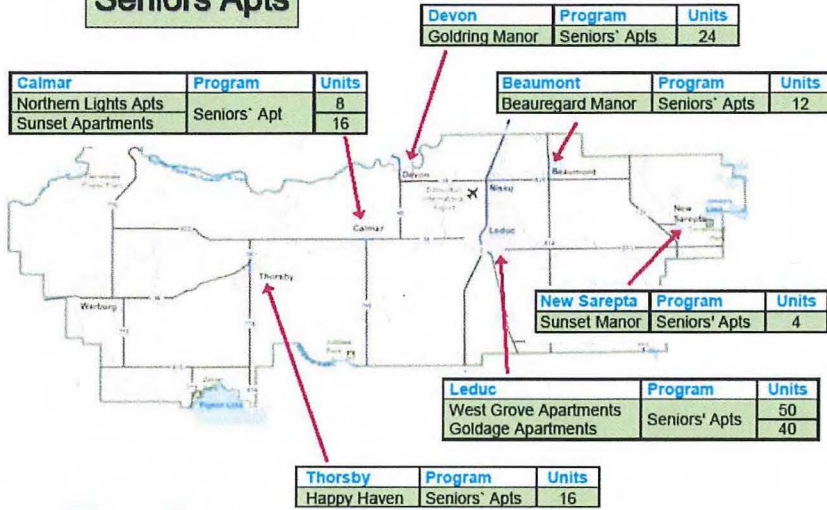


tenant support

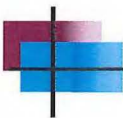
- ✓ FCSS
- ✓ AHS – Home Care



Seniors Apts



Leduc Region



Seniors Apartments

West Grove Apts, Leduc



1983

Goldage Apartments, Leduc



1998
(1978)

Who We Serve



\$21,000

MONTHLY RENT = \$522

MARKET RENT = \$1,000

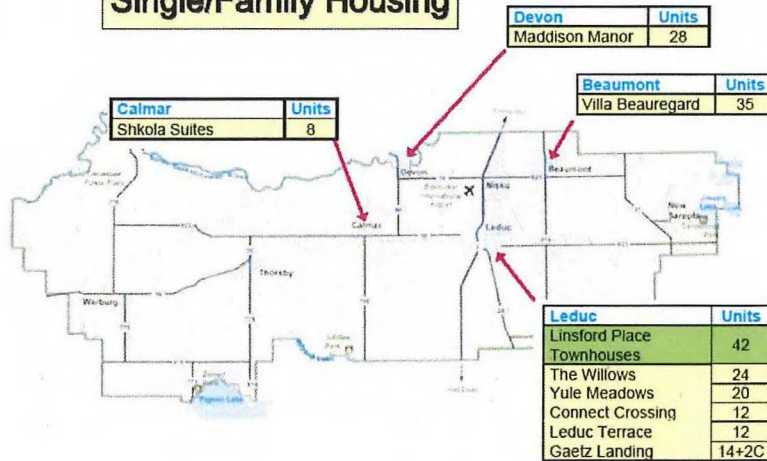


tenant support

- ✓ FCSS (7)
- ✓ GoA – Home Care

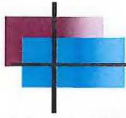


Single/Family Housing



Leduc Region

Leduc Region	Program	Units
All	Rent Supplements	213



Singles/Family Housing

Linsford Townhouses



1996
(1963)

Yule Meadows Manor



2008
(1978)



Connect Crossing

2011
Leduc Terrace

The Willows



2007

Gaetz Landing



2015



Who We Serve



Single
Partnered
Young / Old
Children



\$8,400 / year

MONTHLY RENT = \$120+

MARKET RENT = \$1,000



tenant support

- ✓ FCSS (7)
- ✓ Food Bank
- ✓ AHS – Mental Health



Program Eligibility

	Supportive Living + 2 SLRS	Seniors' Apts	Community Housing	Direct to Tenant Rent Supp	Private Landlord Rent Supp	Affordable Housing
Citizenship	X	X		X		X
Core Housing Need (CNIT)	-	X		X		+ 20-50%
Residency	Primary Relative	Previous 12 mths or 10 yrs of life				←
Age	65+	65+	< 65			All
Functional Independence	X	X	-	-	-	-
Suitability	X	X	X	-	-	X
Assets		Pt. Score	< \$25,000			<\$50,000

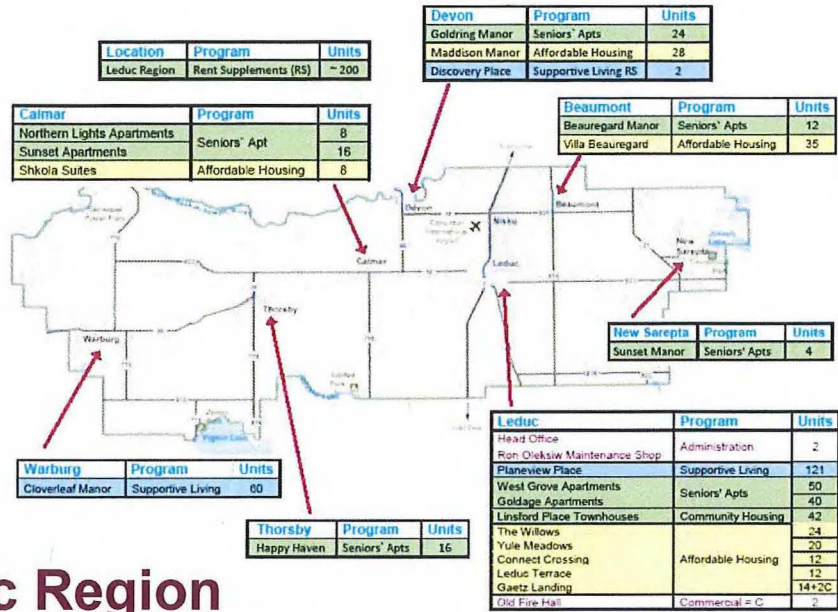
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Portfolio

Program Streams	1		2	3		4
	Supportive Living	Supportive Living Supplement	Seniors Apartments	Community Housing	Rent Supplement	Affordable Housing
Leduc County			4		8	
City of Leduc	121		90	42	144	82
Town of Beaumont		-	12		24	35
Town of Devon		2	24		24	28
Town of Calmar			24		6	8
Town of Thorsby			16		5	
Village of Warburg	60				1	
Other - Breton					1	
TOTAL UNITS = 546	181	2	170	42	213	153

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Leduc Region

Housing Spectrum

LRHF Non-Market Housing		Habitat For Humanity	Market Affordable	Market Housing
	Subsidized Housing			
	Affordable Housing			
Homeless Shelters	Supportive Living			
	Alberta Government Community Housing Rent = 30% of Income	Affordable Home Ownership	Home Ownership	Home Ownership
	Private Landlord Rent Supplement Rent = 30% of Income	Affordable Housing Rent - 10/20% ↓ Market		
	Direct to Tenant Rent Supplement Maximum \$450/Month		Rental	Rental

Program Funding

Revenue Source	Supportive Living	Seniors Apartments	Community Housing	Affordable Housing
Tenant Rent	\$ 3,100,000	\$ 1,043,500	\$ 145,000	\$ 1,410,000
Other Revenue	\$ 70,000	\$ 136,500	\$ 5,000	\$ 75,000
GoA Funding	\$ 700,000	\$ (25,000)	\$ 1,400,000	\$ -
Municipal Requisition	\$ 350,000	\$ -	\$ -	\$ -
Program Total	\$ 4,220,000	\$ 1,155,000	\$ 1,550,000	\$ 1,485,000

\$8,410,000

Equalized Assessment	% of Total	2018 Requisition
6,092,490,540	33%	\$115,563
18,452,148,267	100%	\$ 350,000

Capital Assets & Development

Assets Owned 13 (Operated 22)

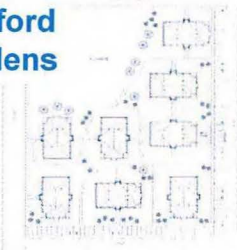
Supportive Living	Seniors Apartments	Community Housing	Affordable Housing	Commercial
1 (2)	1 (8)	0 (1)	8 (8)	3 (3)
\$7,470,000	\$1,160,000	-	\$31,616,000	\$1,831,000
\$42,077,000				

- Capital Grants **\$25,000,000+**
- Leduc Region's AH Development Resource

Future Development



Linsford Gardens



Planeview Place



**Affordable Housing
Gaetz Landing
Phase 2**



Shareholders & Community Partners

■ Municipalities

- FCSS, Planning

■ Edmonton Metropolitan Region Board

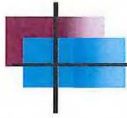
■ AB Government

- Seniors & Housing
- Community & Social Services
- Health Services - Home Care, Mental Health

■ Community Service Agencies

- Including Leduc & District Food Bank, LINX, LCLA



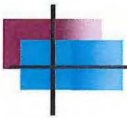


Our Vision . . .



Every senior, individual and family of modest means, that resides within the Leduc Region, lives in comfortable, safe and affordable housing.

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Administration Office

5118 - 50 Avenue, Leduc, AB T9E 6V4

Ph: 780-986-2814 Fax: 780-986-4881

Email: nmlaing@leducregionalhousing.ca

Website: www.leducregionalhousing.ca

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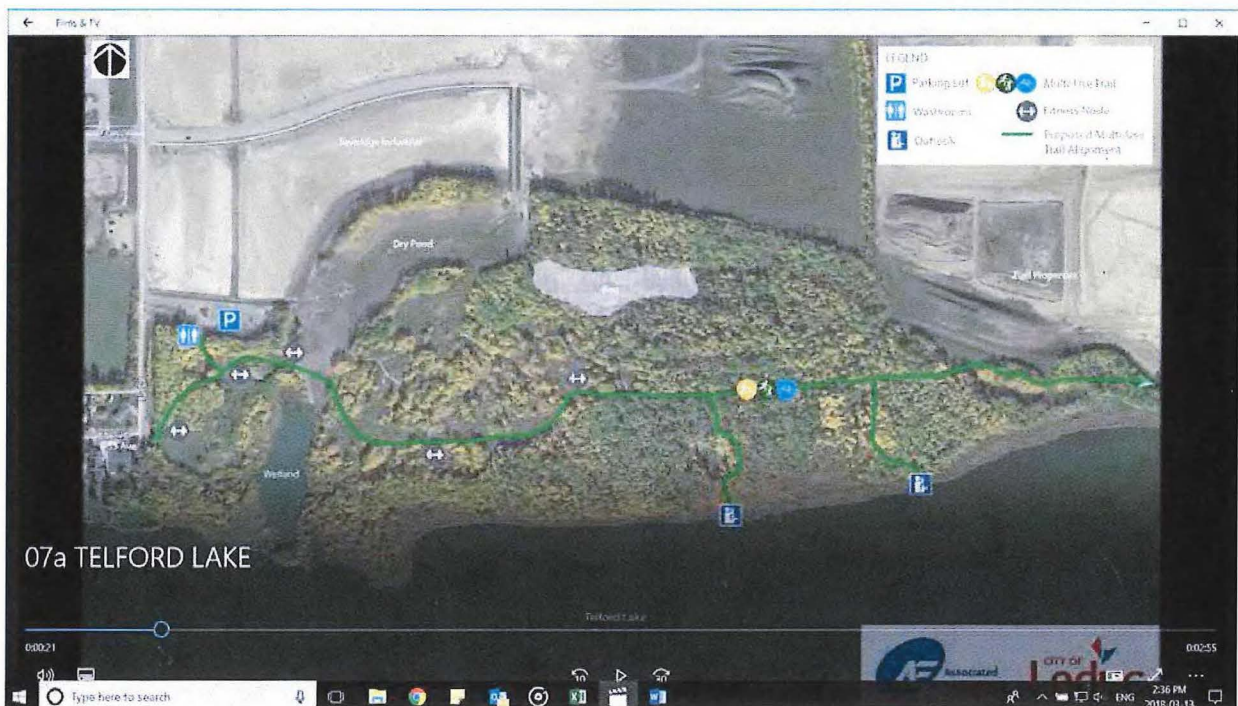


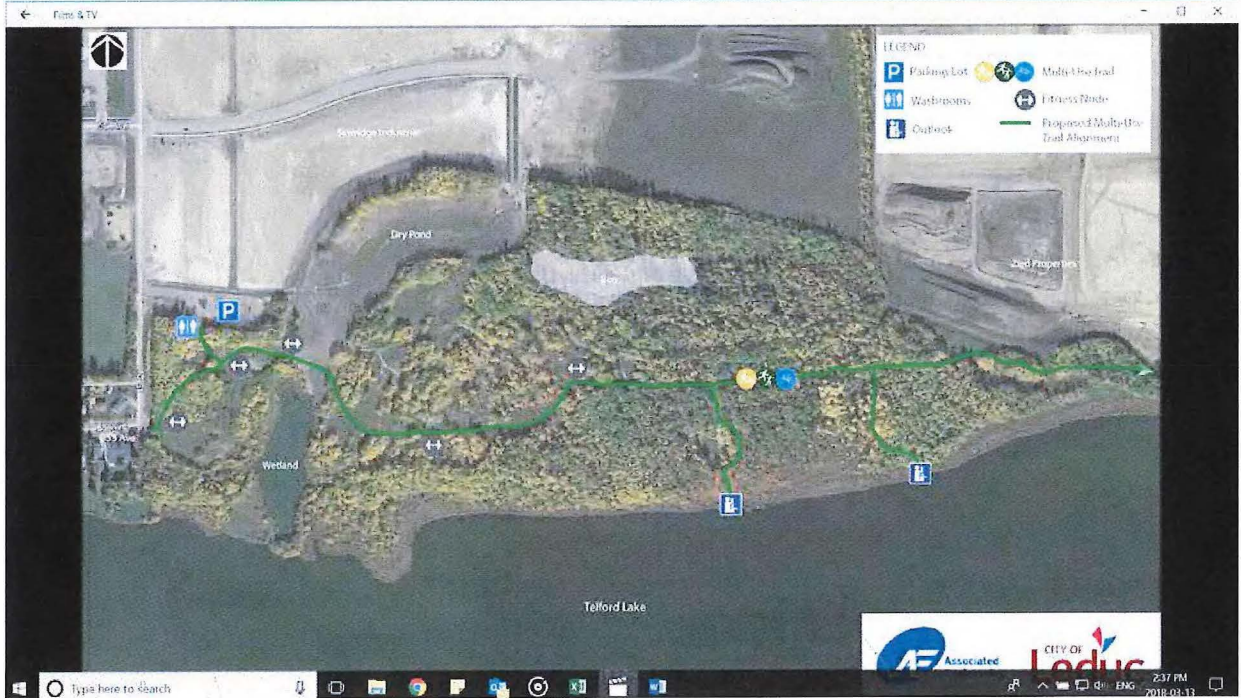
Fono & TV

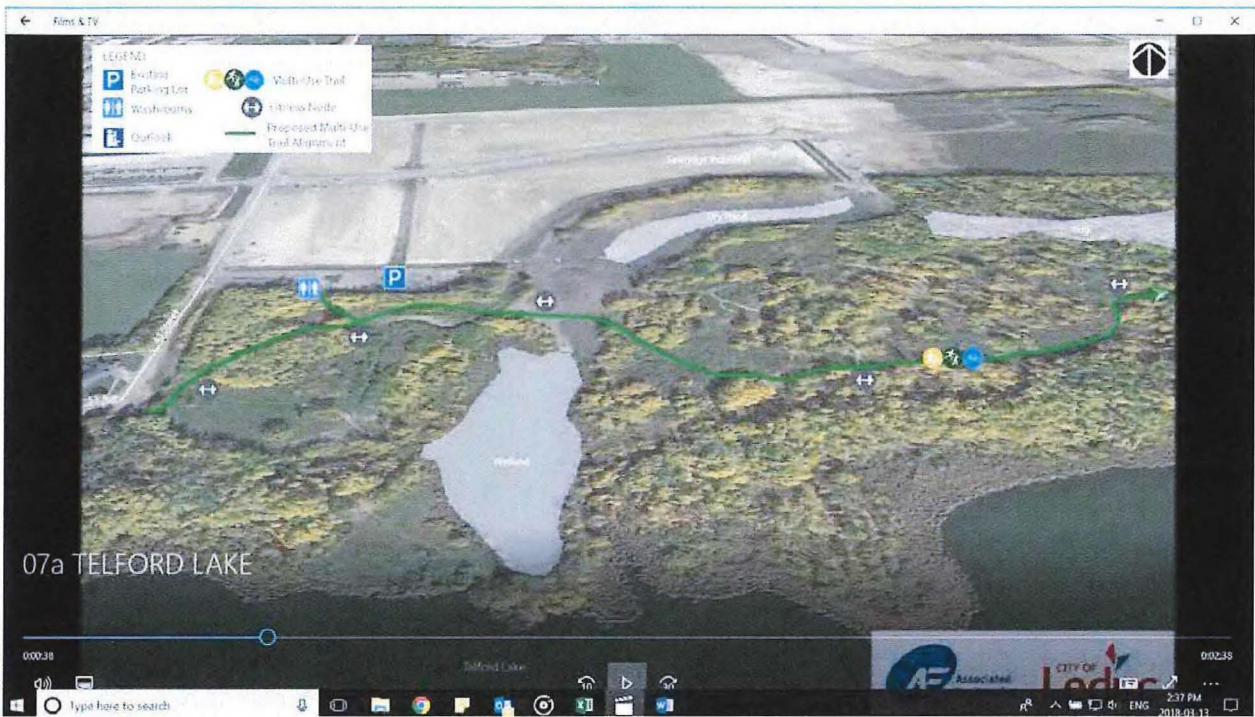
Telford Lake Trail Concept Plan by Associated Engineering

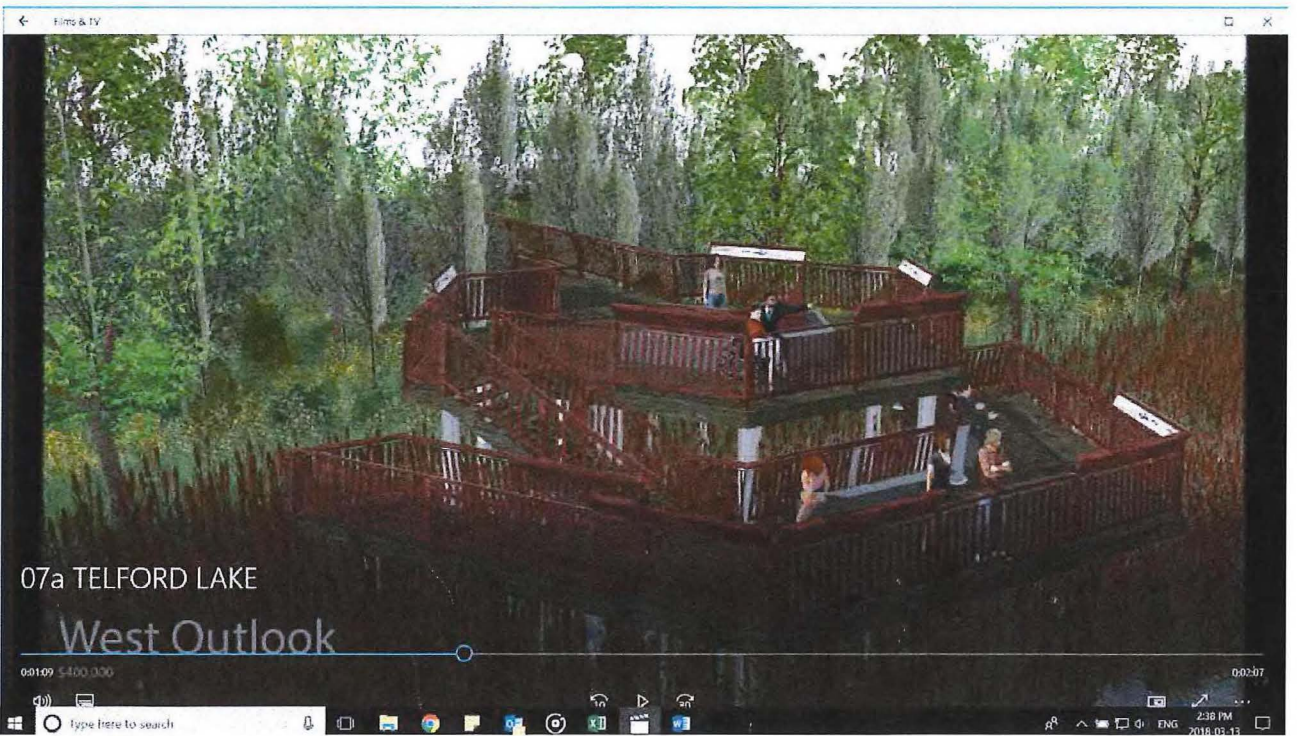
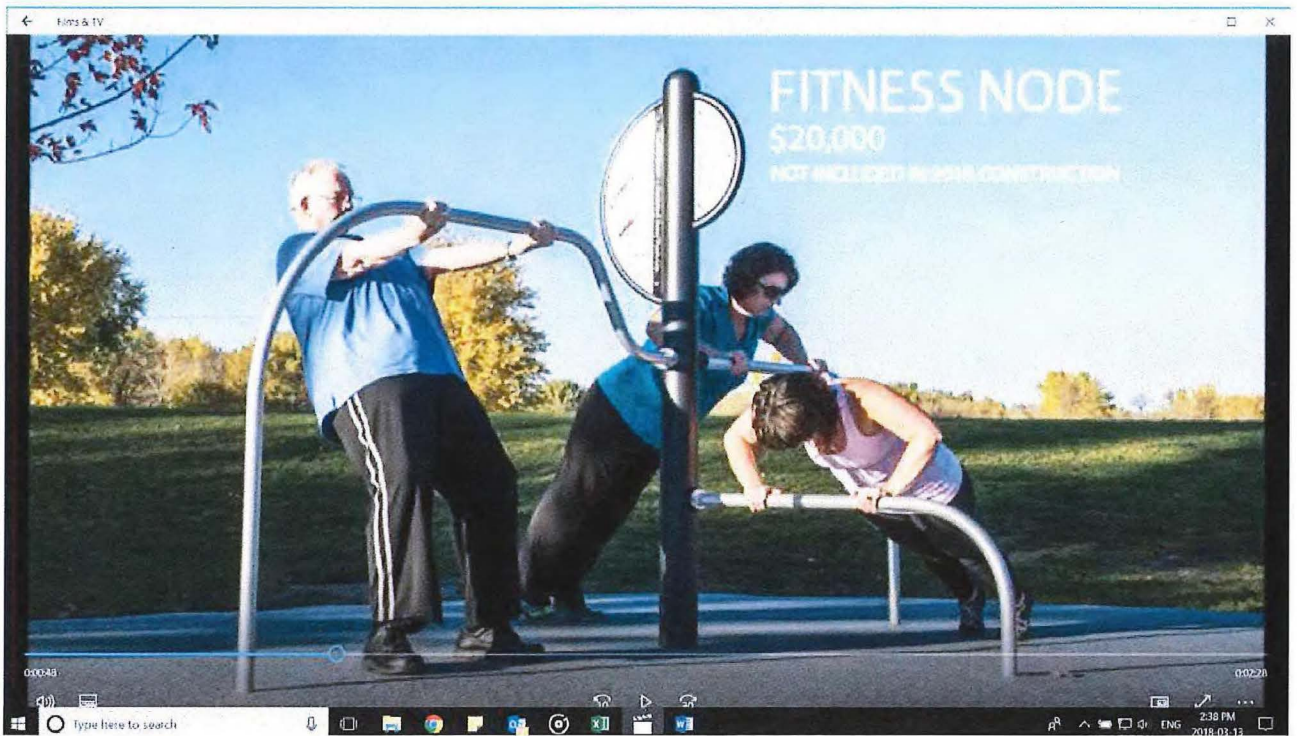
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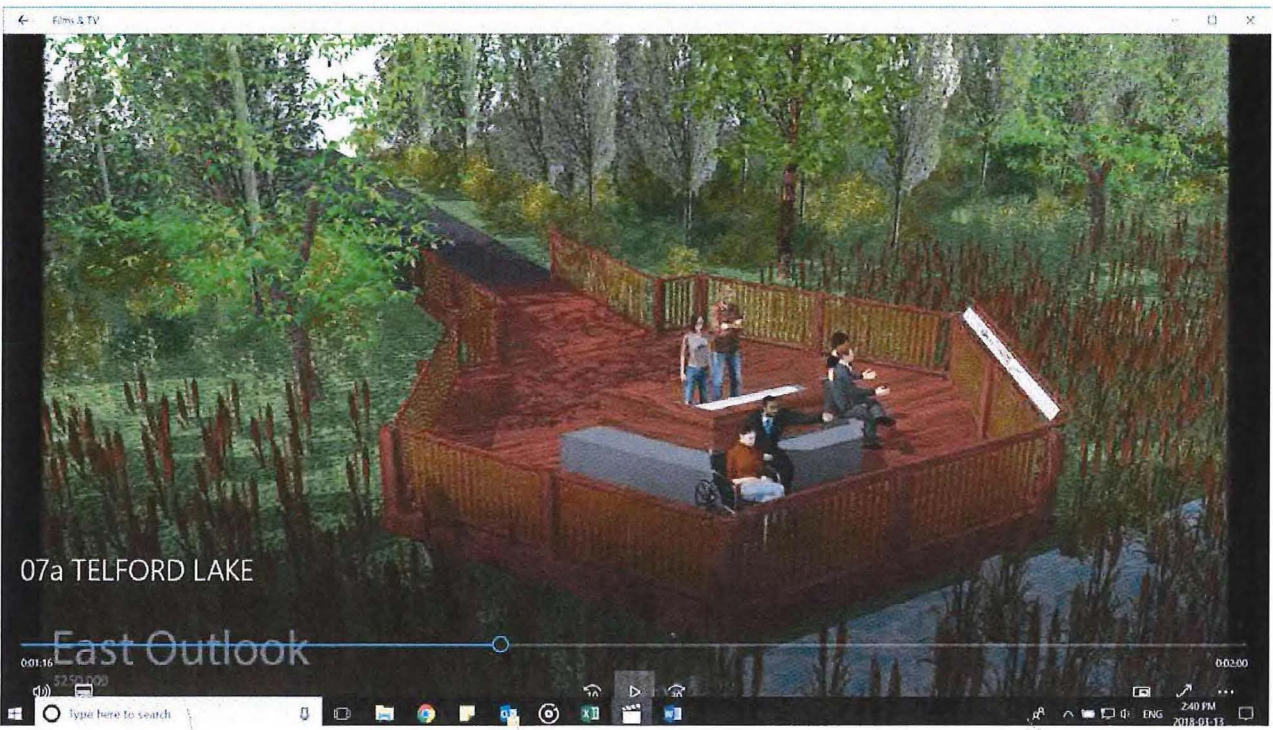
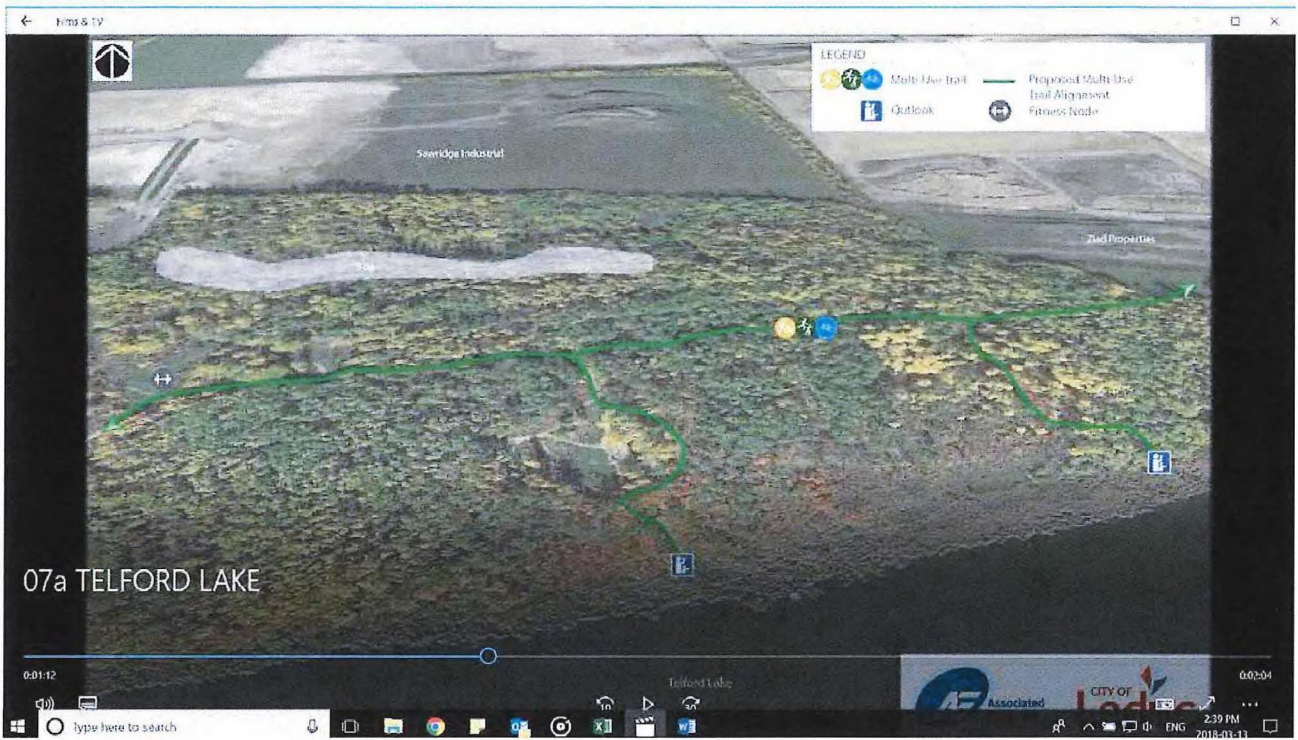
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2018-03-11

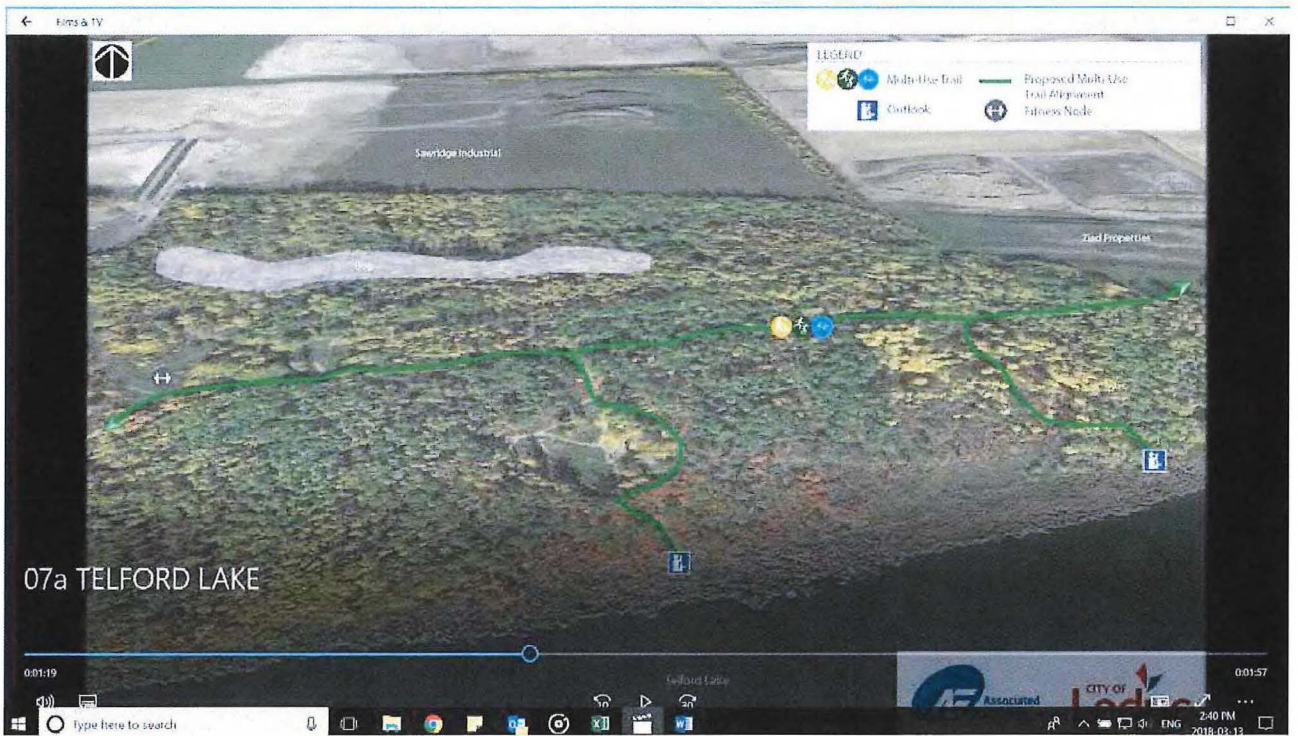


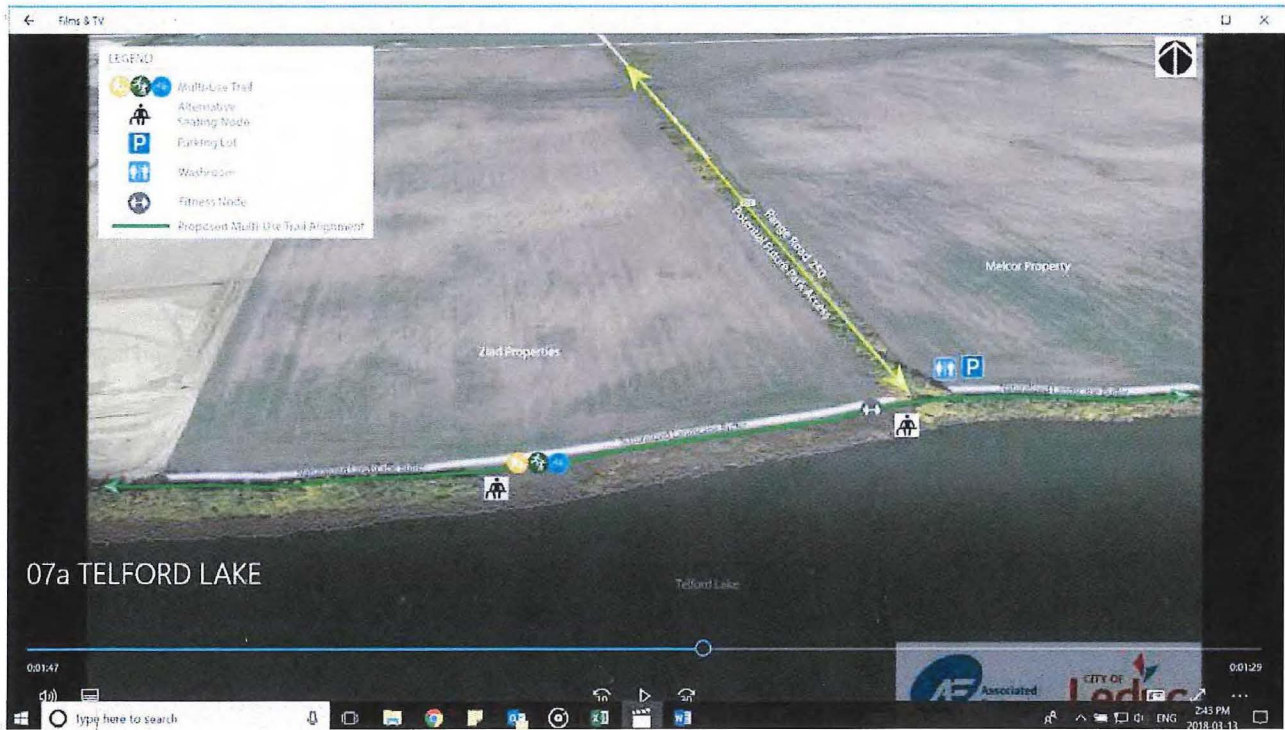
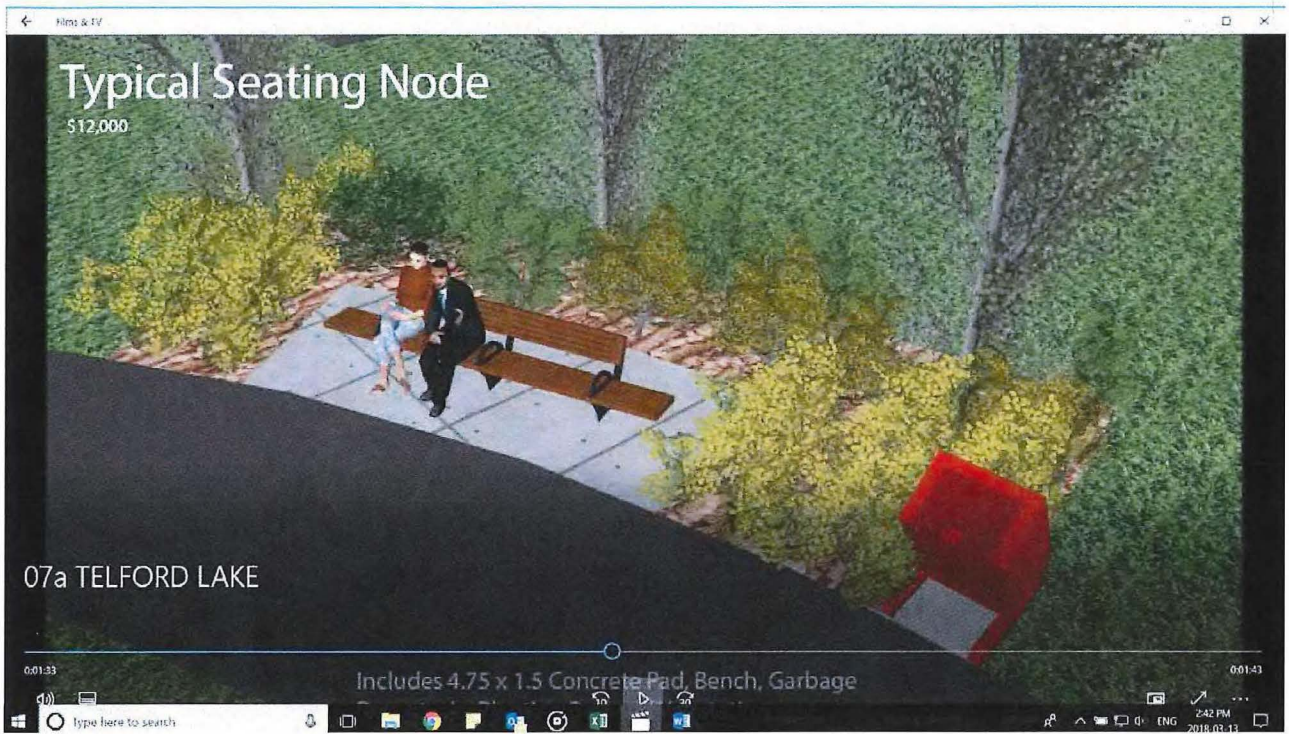


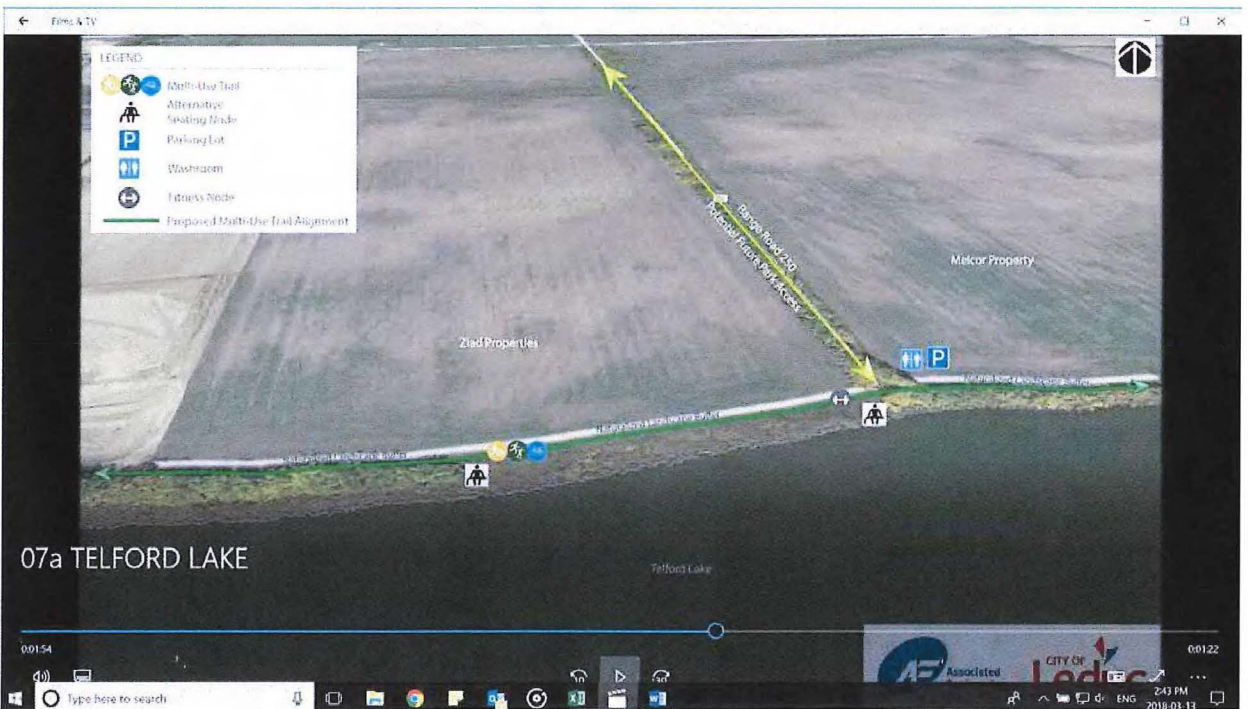


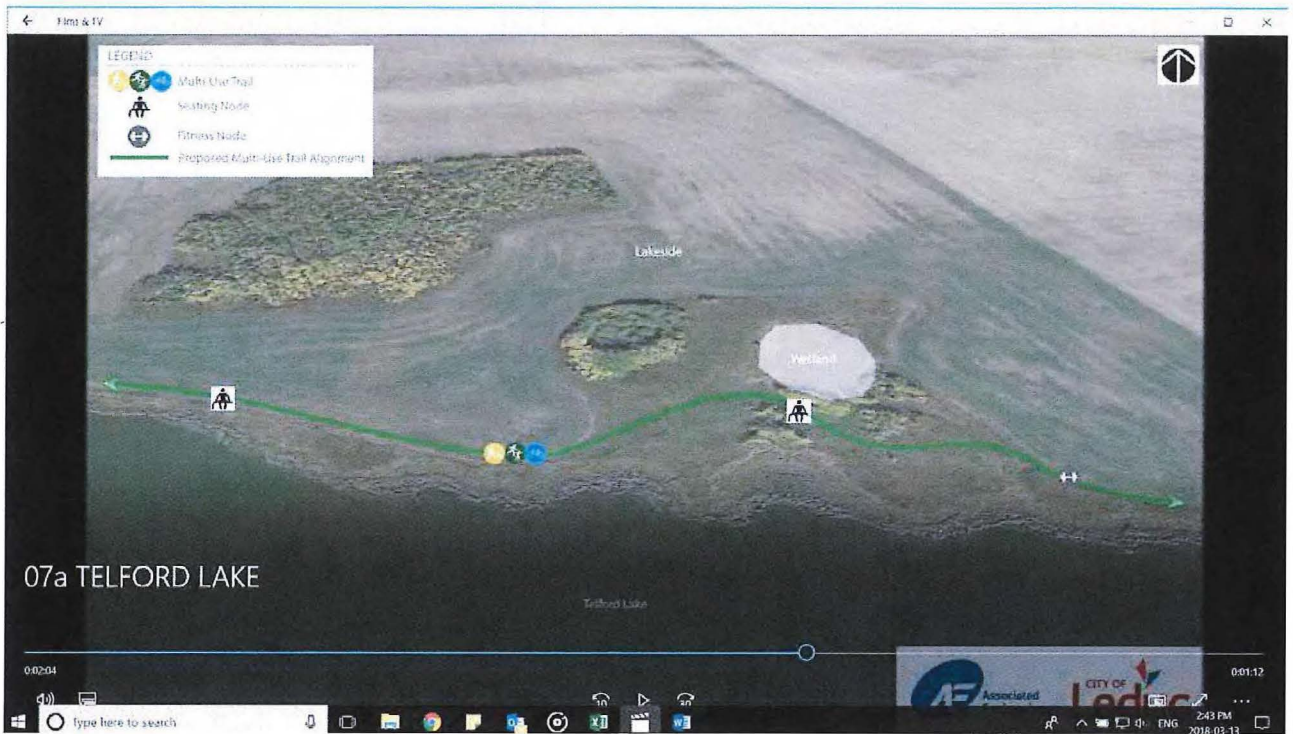


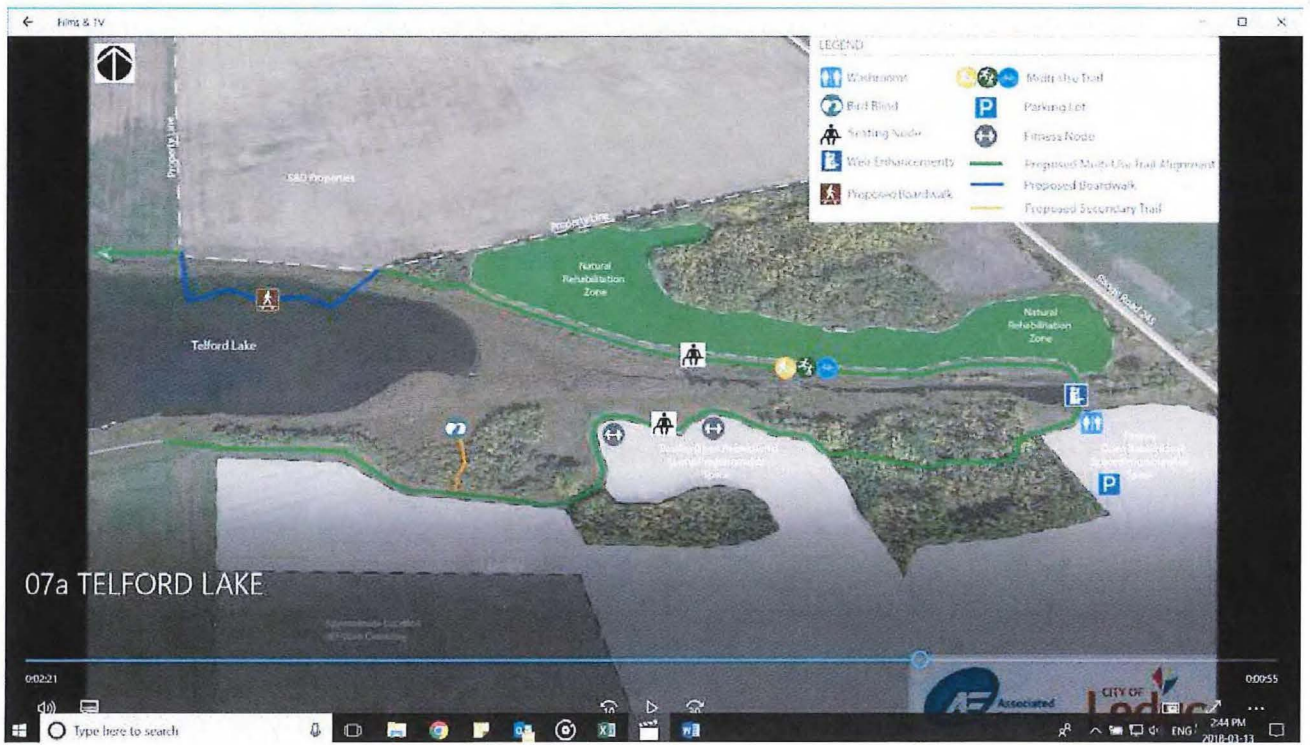
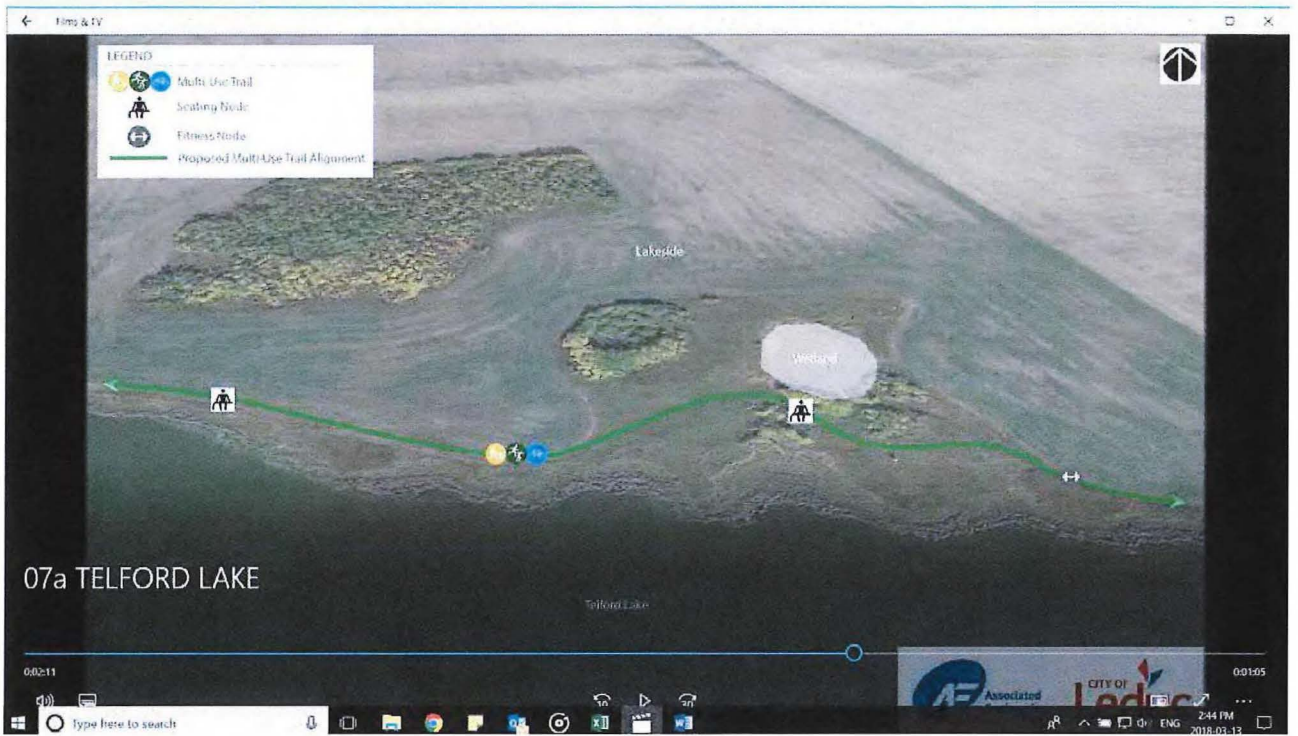


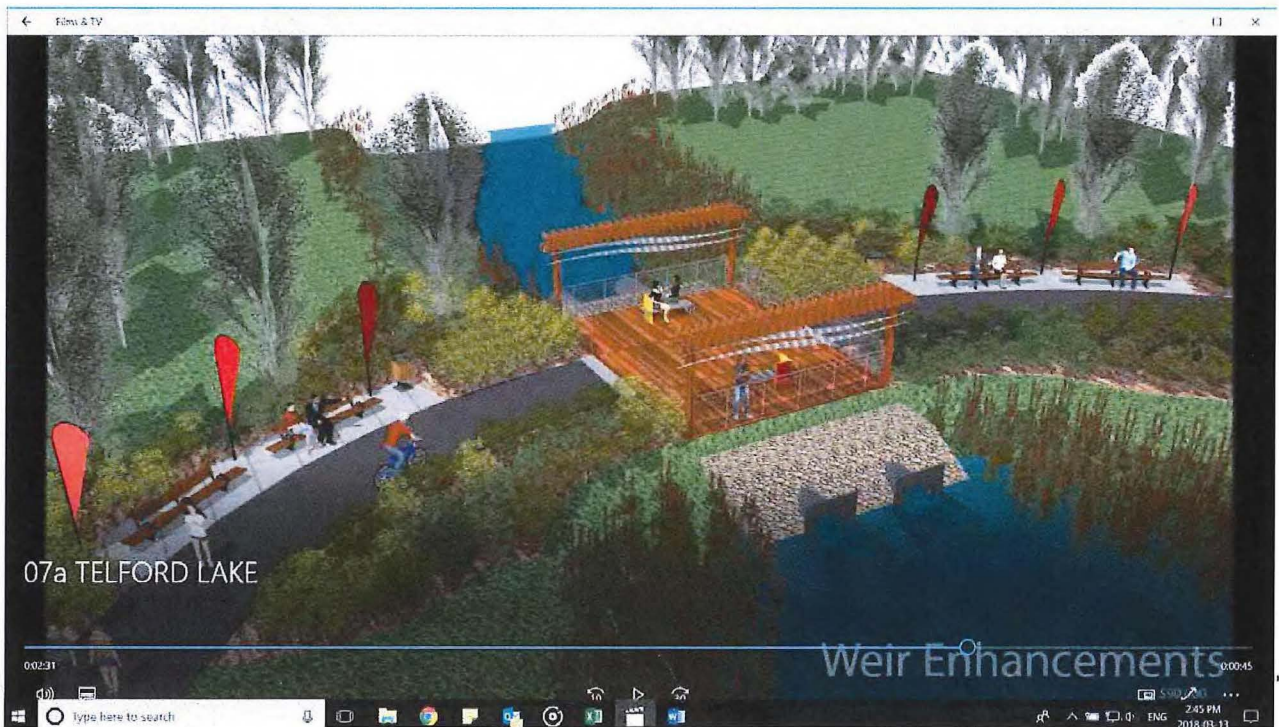
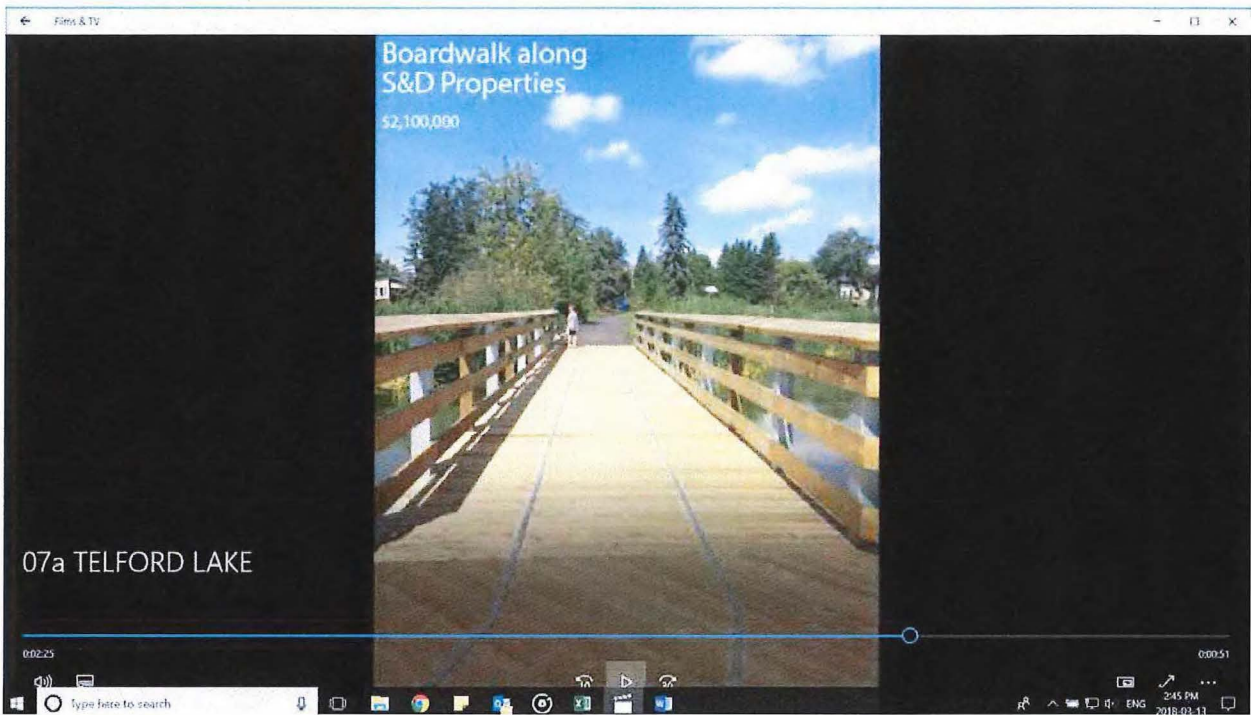


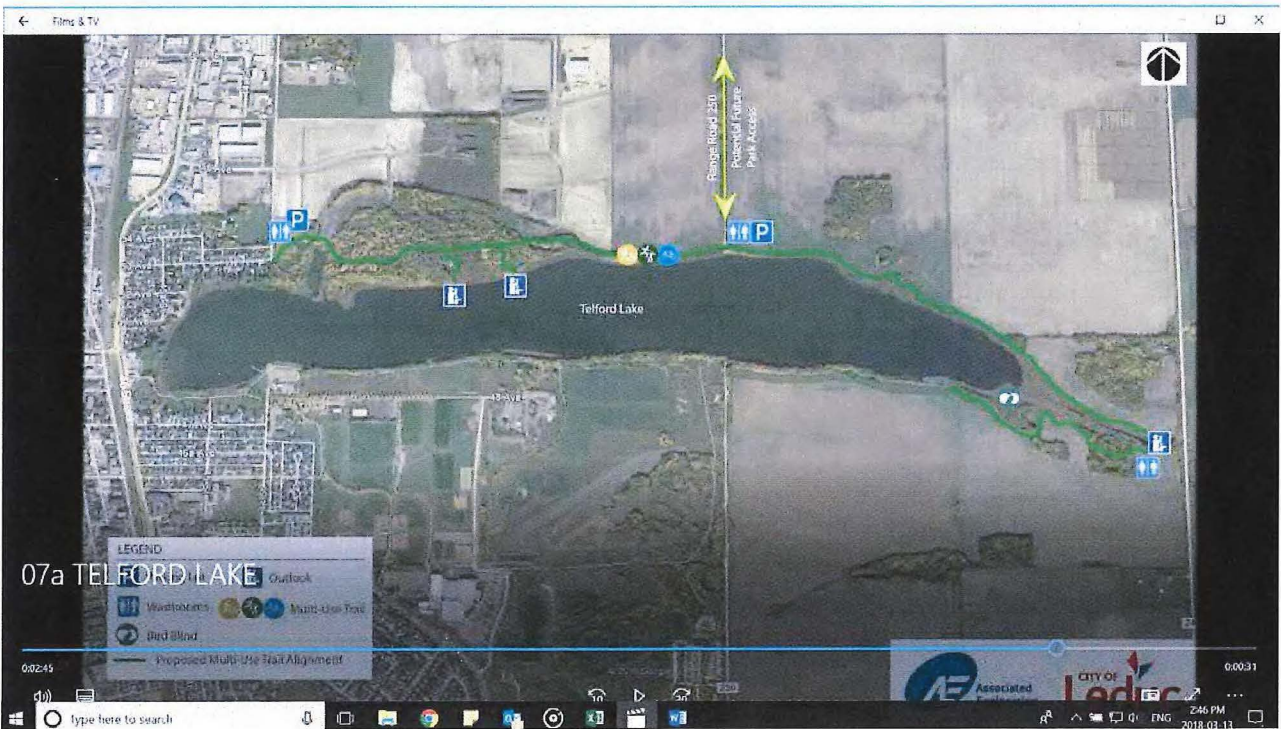
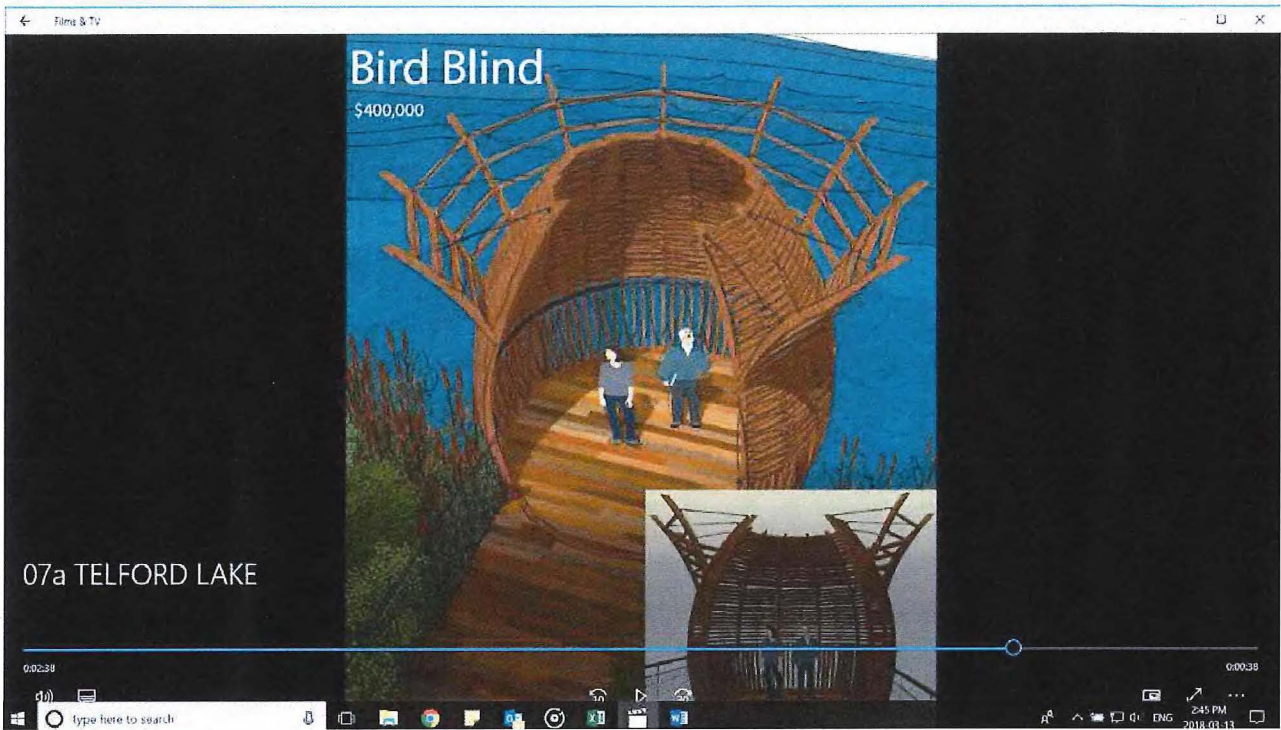


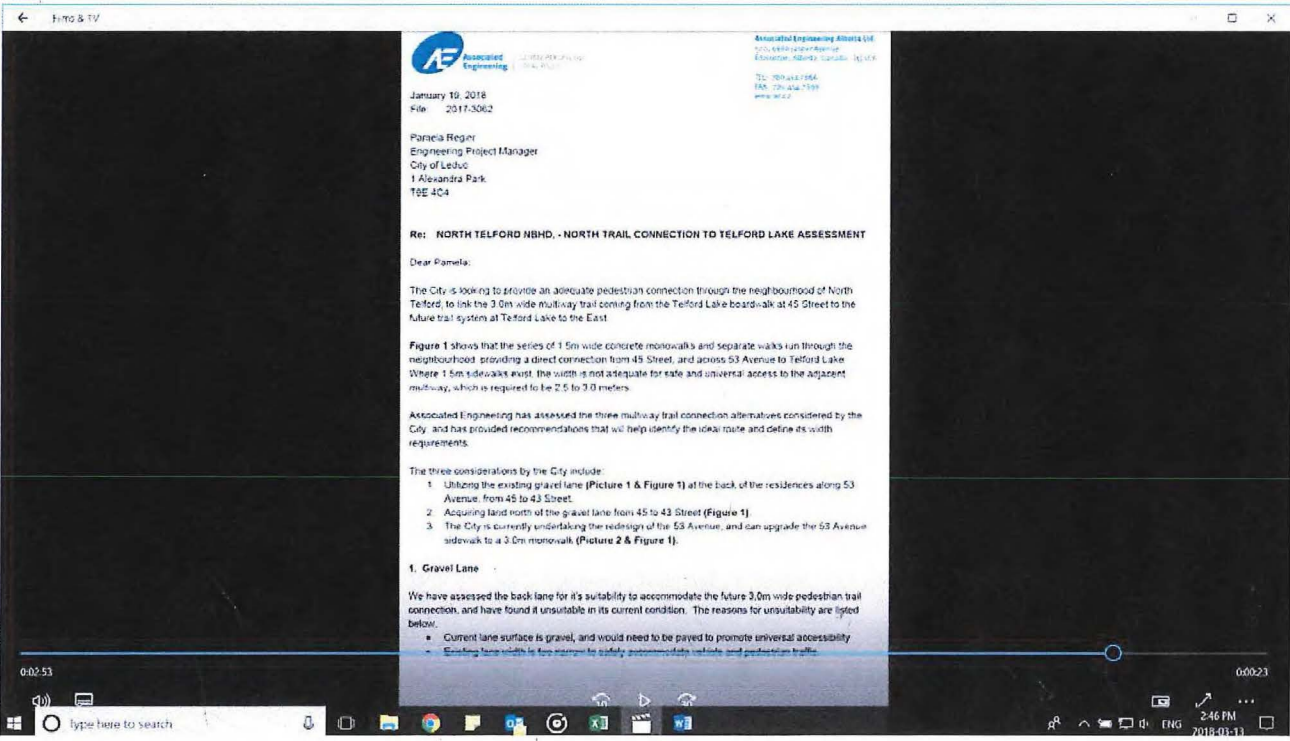
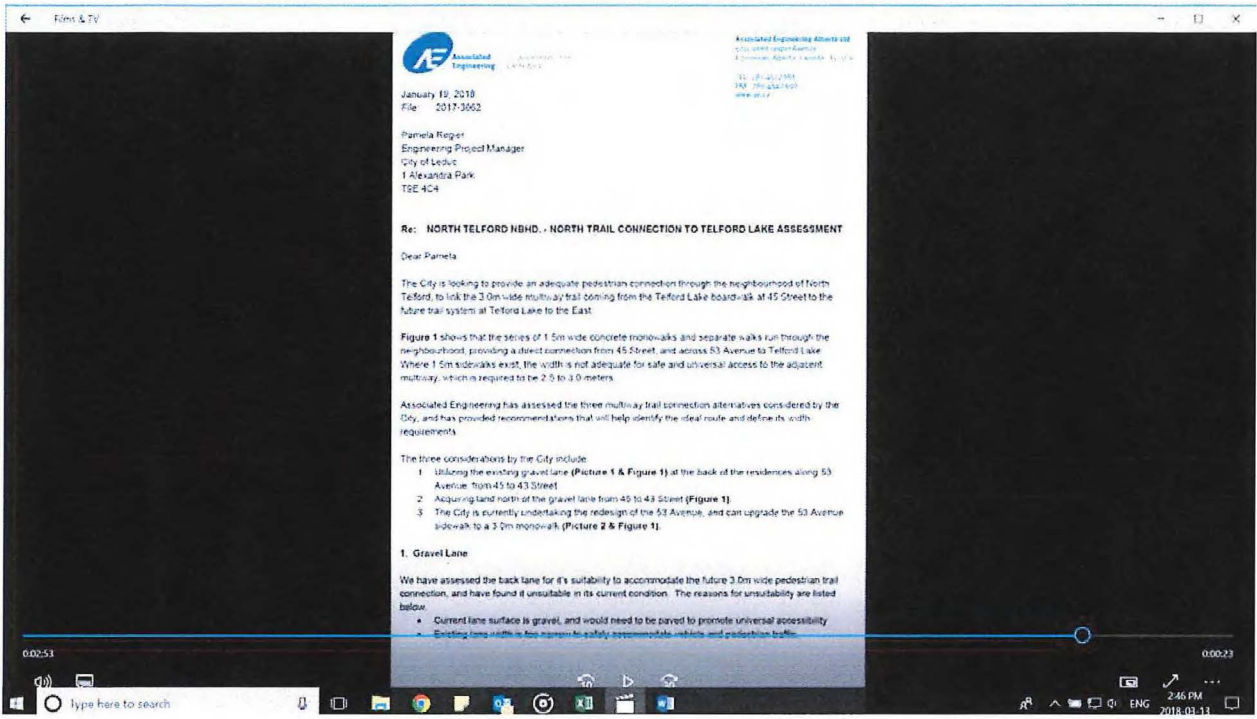












07a TELFORD LAKE

January 19, 2018
Pamela Regier
City of Leduc
- 3 -

2. Land acquisition

The City is considering acquiring land to the north of the gravel lane (see Figure 2), which is the least suitable solution based on feasibility and timing. The rationale for this recommendation is outlined in more detail below:

- Land acquisition is a timely process that would postpone the connection to be made well after the other proposed options. The legal issues alone can stall or force the project to be cancelled, in turn wasting valuable time and resources.
- The cost would also be the highest out of the three options, since more land would need to be purchased, with accommodations to the neighbouring landowners required well beyond the acquisition boundary.
- Functionally, the distance required for users to detour to get to the East side of Telford Lake would logically force them to cut through the neighbourhood along 53 Avenue, regardless of the walkway width. Typically, people will take the path of least resistance, to get to their destination.

There are many more reasons for why land acquisition is not the ideal solution for this project, some of which it shares with the gravel lane option.

3. 53 Avenue walkway expansion (45 to 43 Street)

Providing that the planning for the upgrades to the 53 Avenue are ongoing, this would be a better option for the future multiway connection, as it would require the least amount of upgrades, and is the safest option. Reasons for suitability along 53 Avenue (from 45 to 43 Street) are listed below (Picture 2 & Figure 2).


- 53 Avenue is currently undergoing upgrades, with the ability to expand the scope of work to address the multiway connection by widening the sidewalk to 3.0m.
- Timing of the 53 Avenue upgrades will allow the connection to be completed ahead of the other options.
- The overhead power lines will not allow for a separate 3.0m trail widening, but a monowalk can be accommodated. This is not as ideal as being able to maintain a boulevard landscape buffer from vehicle traffic, but other methods of delineation (such as bollards) can be incorporated to provide an additional safety measure for the pedestrians.
- This is the most cost-effective option, since only trail widening, delineation and tree replacement is required. As there will not be sufficient room to replant the trees along this side of the road the trees will be included in another area of the project to meet the 1:1 replacement ratio.
- Driveways crossing the walkway are not ideal. However, ample visibility is maintained along most residential properties, with building setbacks allowing unobstructed views throughout.
- Existing street lighting is not ideal for pedestrians but will be adequate, should upgrades to lighting not be considered.

00:59 00:17

07a TELFORD LAKE

January 19, 2018
Pamela Regier
City of Leduc
- 4 -

- The open corridor of the street is more likely to make users comfortable using this space, as opposed to the back lane.
- Direct connection to the East Telford Lake is also an added benefit, as it would not feel like a detour.



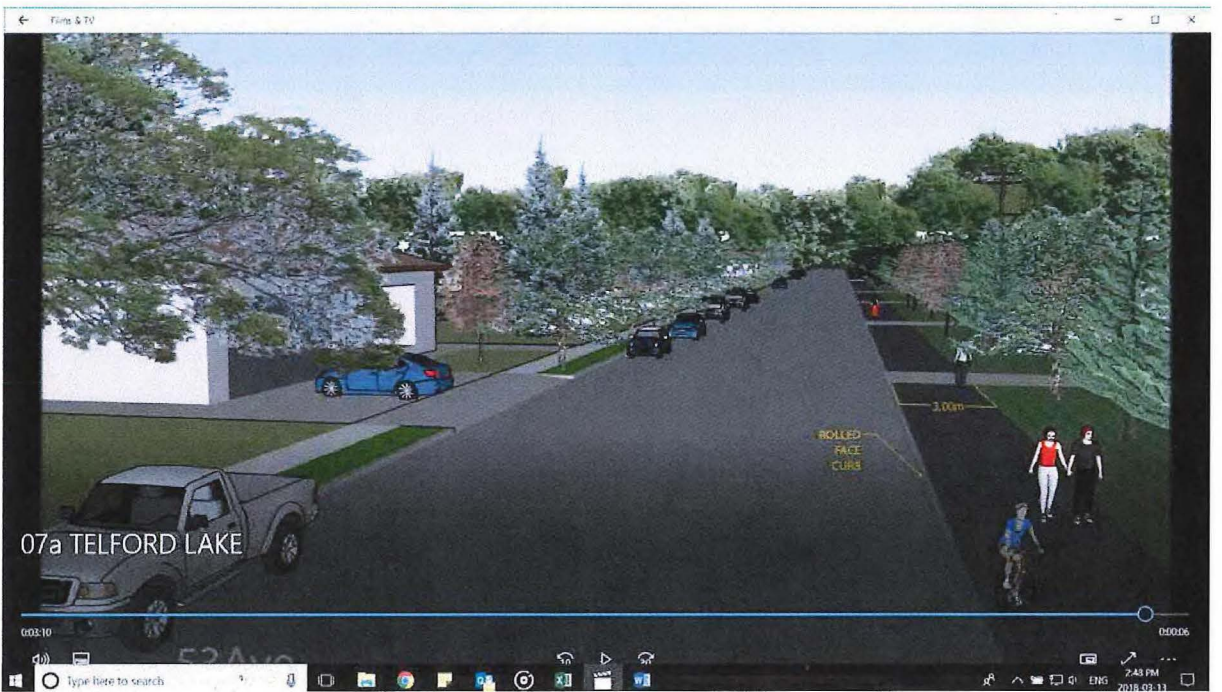
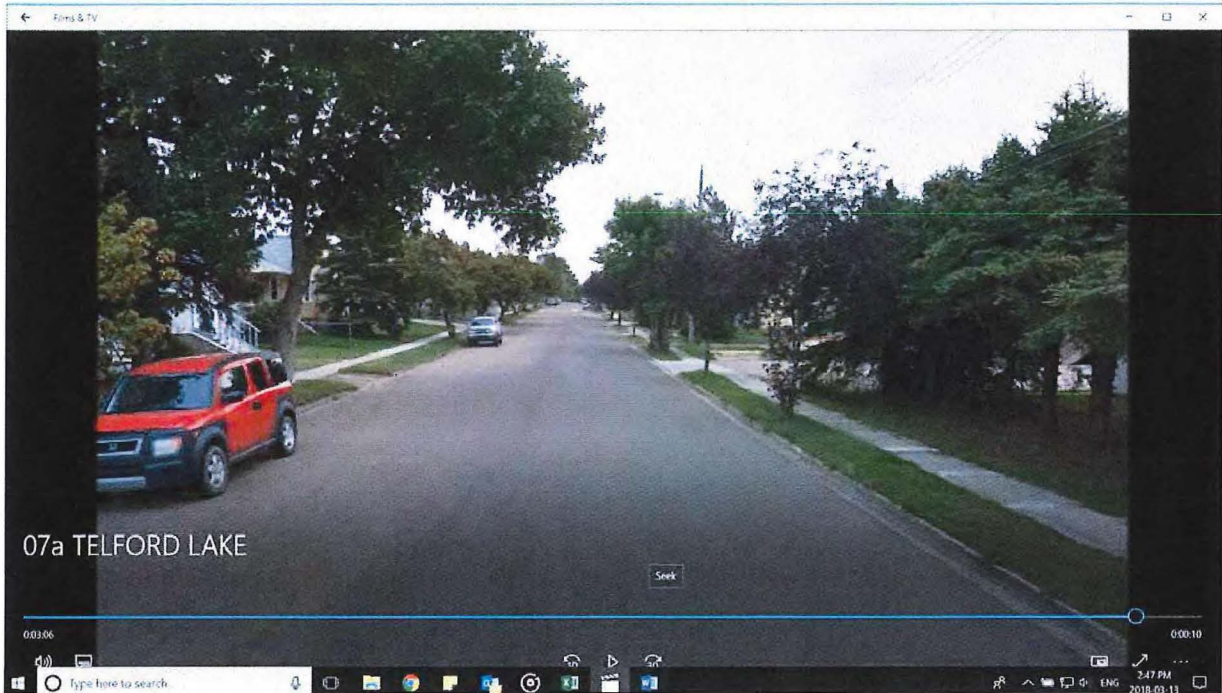
Picture 2: 53 Avenue Road and Sidewalk Looking East

Our recommendation to The City of Leduc would be to pursue widening the 1.5m concrete sidewalk on the south side of 53 Avenue (from 45 to 43 Street) to a 3.0m monowalk, with a consideration of adding bollards or other forms of delineation from the road.

Yours truly,

Landscape Architect, CELA, AALA
BO

00:03 00:13



Condominium Mill Rate Review



Presented By:
 Jennifer Cannon, Director, Finance



Comparative Review

Municipalities Reviewed

• Edmonton	• Calgary	• Medicine Hat
• Cold Lake	• Airdrie	• Strathcona County
• Drayton Valley	• Fort Saskatchewan	• Grande Prairie
• Olds	• St. Albert	• Slave Lake
• Red Deer	• Spruce Grove	• Wetaskiwin
• City of Camrose	• Devon	• Beaumont
• Hinton	• Lloydminster	• Lethbridge
• Stony Plain	• Strathmore	

Municipalities with Differing Mill Rates

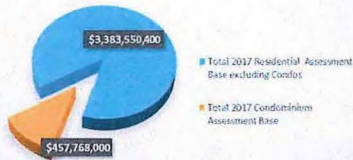
Municipality	2017 Residential Mill Rate	2017 Multi Family Residential Rate
Cold Lake	6.764	7.511
Drayton Valley	5.695	11.437
Edmonton	6.007	6.971
Lethbridge	8.025	11.834
Medicine Hat	6.414	7.980
Red Deer	6.352	6.696
Spruce Grove	5.565	8.489

Separating the Condominium Mill Rate

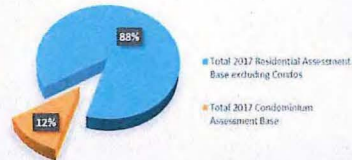
What does the 2017 Taxable Residential Assessment Base look like?



2017 Residential Assessment Base \$ Condominiums



2017 Residential Assessment Base % Condominiums



III.

**DELEGATIONS
&
PRESENTATIONS**

IV.

**BUSINESS ARISING
FROM
PRESENTATIONS**

V.a.

IN-CAMERA ITEMS

Edmonton International Airport Accord Transit Services and Funding

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

Presented by:

M. Pieters
J. Cannon

V.b.

IN-CAMERA ITEMS

High School Site in Crystal Creek

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

Presented by:

M. Pieters

VI.

RISE AND REPORT FROM IN-CAMERA ITEMS

VII.a.

REPORTS FROM COMMITTEE & ADMINISTRATION

Facilities Master Plan

Presented by:

R. Baxter, Principal-In-Charge
C. Kjinserdahl, Project Lead
A. Lumby, Urban Designer
HOK, Inc.

VII.b.

REPORTS FROM COMMITTEE & ADMINISTRATION

2018 Tax Review

Presented by:

J. Cannon

MEETING DATE: 19 Mar 2018

SUBMITTED BY: Mike Pieters, GM I & P

PREPARED BY: Mike Pieters, GM I & P

Kevin Wenzel, Manager, Public Transportation

REPORT TITLE: Leduc Transit Commitment for Smart Fare

REPORT SUMMARY

The City of Edmonton requires a commitment from Leduc Transit to join Smart Fare initiative by March, 2018.

BACKGROUND

KEY ISSUES:

At the EIA Accord Oversight Committee on February 23, 2018, the mayor of the City of Edmonton advised the group that Leduc Transit has not joined the Smart Fare discussion and is not where we need to be from a relationship point of view or progress overall. We were advised a commitment is required by March, 2018 although the system won't be operational until 2020.

At regional meetings, the City of Edmonton has requested that surrounding communities with transit services each contribute \$100,000 towards the Smart Fare initiative. Smart Fare will allow riders to pay for transit using a variety of methods starting in 2020. It will also make travel across the Edmonton Metropolitan Region easier for customers since one account could be used on all participating transit systems. Leduc Transit has been involved in discussions since the beginning dating back to Aug 27, 2013. In September 2017, we were asked for a commitment at a meeting with ETS, however, there was no Council approved budget and costs for long term were incomplete. Leduc Transit along with Fort Saskatchewan and Spruce Grove have not committed yet. The estimated cost of the initiative to Leduc Transit when fully implemented, based on current service is attached. The total estimated cost to Leduc Transit is \$469,000 capital and \$62,000 operating annually based on information provided by ETS.

The impact on user fees is unknown as there are a number of items to be considered and/or negotiated including whether fares will be integrated and the amount of subsidy the municipality is willing to accept. On Feb 23, the partners of the EIA Accord oversight committee agreed that Leduc Transit will commit to the Smart Fare initiative by March.

The cost to commit Leduc Transit to Smart fare is estimated at \$100,000 which will be shared by Leduc County and City of Leduc at the rate set out in the agreement (65/35). The City of Leduc's share will be \$65,000 and is not in the 2018 capital budget, however, it can be captured within the Annexation and Accord project (079.135).

The longer term financial impact is attached and is subject to change as costs get refined, agreements are reached and decisions on future transit services are made. The estimated cost to the City of Leduc is \$304,850 capital (one-time) and \$40,300 operating (annual) and these costs have not been budgeted in either the capital or operating budget.

ATTACHMENTS:

Smart Fare/ Smart Buses Estimates dated 2 Mar 2018

RECOMMENDATION

Item will be brought forward to Council on Mar 29, 2018 for consideration.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / B. Loewen, City Solicitor / I. Sasyniuk, General Manager, Corporate Services / M. Pieters, General Manager, Infrastructure & Planning / J. Cannon, Director, Finance

Smart Fare/Smart Bus Estimates

Smart Bus

Component	Description	Cost	Cost to Leduc Transit
Integrated Base Mapping System	cost, staff effort - assumes agency has base map (not managed by province) - intergration cost to single line street network	\$30k	\$30k
Leverage Edmonton's HASTUS scheduling system	option 1 - edmonton prepares schedules on behalf of other municipalities - cost per signup or staff time	\$10k annually	\$10k annually
	option 2 - municipality busy C-SCHED - license per vehicle	\$15k annually	
	option 3 - St. Albert or Strathcona County prepares schedules on behalf of other municipalities - cost per signup or staff time	TBD	
Equipment procurement and intallation		\$25k per vehicle (Spruce Grove indicated this number is \$32k per vehicle based on their recent purchase); additional design costs if buses used are not same model as presently used by ETS/STA/SC	\$288k (not including LATS)
Equipment maintenance responsibilités	Swap defective equipment, maintenance contract fees	\$2.5K annually per vehicules, includes communication costs. Potential to sub-contract services via Edmonton	\$22,500 annually
Trapeze annual fees		\$2k per bus (to be confirmed)	\$18,000 annually
Trapeze upgrade costs (future)	included in Trapeze annual fees	Note - last upgrade cost approximately \$200k in project management fees plus significant staff time. Cost per vehicle TBD	TBD
Any other fees	e.g. for Edmonton to provide Transit Master services initial staff training	TBD	TBD
Project Management Fees	implementation, includes coordination of bus design and installation	dependent on scope (# of municipalities joining concurrently, timing) TBD	TBD
Internal staff resource commitments		anticipating minimal additional commitment	TBD
			\$318,000 plus \$50,500 annually (annual costs cost increase depending on TBD components)
Smart Fare			
Component	Description	Cost	Cost to Leduc Transit
Agency Fee	adding new agencies to the Regional Smart Fare System	\$100k (potential cost reductions if agencies are added prior to system implementation or if multiple agencies are added concurrently)	\$100k
Equipment procurement and installation	Fare validators	\$4k per vehicle	\$36k
Smart Fare Vending Machine (optional)		\$70k per machine plus infrastructure modifications; operating expenditures for cash collection and servicing would be incurred	\$0 (we would not purchase these in the foreseeable future)

VII.d.

**REPORTS FROM
COMMITTEE &
ADMINISTRATION**

2017 City of Leduc Annual Report

(Distributed Under Separate Cover)

Presented by:

M. Hay

MEETING DATE: March 19, 2018

SUBMITTED BY: Jennifer Cannon, Director, Finance

PREPARED BY: Francine Pitcher, Acting Manager, Budget Services

REPORT TITLE: Service Level Review Initiatives

REPORT SUMMARY

To engage Council in discussions with regards to levels of service prior to embarking the 2019 budget process. This report outlines the service level reviews that are proposed to be undertaken by Administration.

BACKGROUND

BACKGROUND INFORMATION:

To initiate Council consideration of service levels, and identify any potential service level reviews or business cases that they would like to see in relation to the 2019 Budget. Initiating this discussion with City Council in a timely manner is important to ensure the maximum amount of lead time for Administration is available in terms of generating this information in conjunction with preparation of the City's overall budget.

The existing service levels for 2018 can be found within each Division's Operational Plan in the 2018 approved budget (<https://www.leduc.ca/2018-approved-budget>).

Municipal services are typically divided into two categories: hard services (water, wastewater, solid waste management, etc.) and soft services (recreation, fire protection, cultural services, etc.). Leduc City Council has the ability to choose the services provided and to what level they are provided to our rate payers.

KEY ISSUES:

Listed below are the identified service level reviews that Administration plans on embarking upon in 2019.

Service Level Review Initiatives:

City Clerk's Office

- Records Management Review - The purpose of records management is part of an organization's broader function of Governance, risk management, and compliance and is primarily concerned with managing the evidence of an organization's activities as well as the reduction or mitigation of risk associated with it.
- Meeting Management Software Implementation and Plans - This software will automate the Council meeting process from start to finish. This will include but is not limited to:
 - a. Agenda report and minute management
 - b. Web posting
 - c. Live and on demand video streaming
 - d. Electronic voting
 - e. Paperless agenda package

Implementing a new solution will help streamline the meeting preparation and management process and improve overall efficiency.

Information Technology

- The following initiatives will be introduced in 2018 as administration begins the implementation of the Information Technology Strategic Plan (ITSP). Given the extent of these initiatives, an incremental approach will be used for each with milestones achieved in 2018 and continued development over the next 5 years.
 - Establish an Effective Decision-Making Process.
 - Adopt a standard project management framework and systems integration processes: Establish an effective project management model based on industry standard project management, systems implementation and operations processes.
 - Establish an enterprise architecture approach: Adopt an enterprise approach to business systems that ensures, where appropriate, corporate systems are interconnected to avoid silos and disconnected data and processes.
 - Develop and initiate an application rationalization road map: This road map will provide an outline for reviewing business applications that are currently in use by departments but which may be underutilized or provide the same functionality as applications in other departments.
 - Enhance IT Operations: Assess and improve IT support operations processes using the service management best practices within the Information Technology Infrastructure Library (ITIL) framework.
 - Application implementation: Initiate high priority application implementation projects to replace core financial and human resource applications and to implement document workflow and records management.

Intergovernmental Affairs and Corporate Planning

- Review of the strategic planning service level as part of the work flow process with the City's consultant, to enhance the delivery of public engagement and the new City Council Strategic Plan.
- Public engagement: (this is not a current service level but rather it is a series of ad-hoc initiatives) Review the current engagement processes and give consideration for new engagement projects.

Engineering Services

- Review the different ranges of material accepted at the eco-station to determine if there are certain materials that that should be accepted as a higher level of service. A cost benefit analysis will be used to determine if this would result in a sufficient increase in revenue to neutralize any increase in cost.

Public Transportation

- Review contracted service versus in-house Leduc transit services to determine if there are potential cost-savings. Review the required and desired level of service for LATS.
-

Public Services

- Review of the current and desired level of service for snow removal.

Fire Services

- Understanding that we are still in the early stages of Leduc Regional Fire Services (LRFS), and unsure of what the future entails, options for service level response will need to be reviewed and considered as this project develops.

RCMP Administration and Leduc Enforcement Services

- Review hours of operation for the RCMP Detachment and determine whether there is a requirement for any enhancements.

RECOMMENDATION

This report is provided for Council's information and to seek feedback from Council regarding any service level review requirements that will influence the 2019 to 2021 budget deliberations.

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 / J. Cannon, Director, Finance

VII.f.

REPORTS FROM COMMITTEE & ADMINISTRATION

Cannabis Update - Public Use

(Distributed Under Separate Cover)

Presented by:

C. Chisholm
D. Melvie

VII.g.

REPORTS FROM COMMITTEE & ADMINISTRATION

Cannabis Report – Land Use

(Distributed Under Separate Cover)

Presented by:

S. Losier

VIII.a.

GOVERNANCE

IX.

COUNCIL CALENDAR UPDATES

X.a.

Information Items

Oilfield Site

Presented by:

Councillor T. Lazowski

XI.

ADJOURNMENT