

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



Monday, June 10, 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**
 - 3.1 **Approval of Notes of the Committee-of-the-Whole Meeting held Monday, May 27, 2019**
4. **DELEGATIONS & PRESENTATIONS**
5. **BUSINESS ARISING FROM PRESENTATIONS**
6. **IN-CAMERA ITEMS**
 - 6.1 **Regional Transit Update**

FOIP s. 16, 24 & 25

(A. Thom, Ernst & Young LLP - 45 minutes)

(5 PM TIME SPECIFIC)
7. **RISE AND REPORT FROM IN-CAMERA ITEMS**
8. **REPORTS FROM COMMITTEE & ADMINISTRATION**
 - 8.1 **Farmers Market Update**

(T. Turner - 10 minutes)
 - 8.2 **Economic Development Strategy Update**

(H. Wilson - 30 minutes)

(Presentation Attached)
 - 8.3 **Regional Fire Framework Council Update**

(D. Melvie / G. Clancy - 15 minutes)

9. INFORMATION ITEMS

10. ADJOURNMENT

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

Monday, May 27, 2019

Present: Mayor B. Young, Councillor B. Beckett, Councillor B. Hamilton,
Councillor L. Hansen, Councillor T. Lazowski, Councillor L. Tillack
Absent: Councillor G. Finstad
Also Present: D. Melvie, Acting City Manager, M. Hormazabal, Deputy City Clerk

1. CALL TO ORDER

Mayor B. Young called the meeting to order at 5:05 pm.

2. APPROVAL OF AGENDA

MOVED by Councillor L. Tillack

That the Committee-of-the-Whole approve the agenda with the following additions:

6. IN-CAMERA ITEMS

6.1 Leduc Golf Course Update (last item of business)

FOIP s. 16, 24 & 25

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.6 Sea Can Use in Business Light Industrial District

8.7 Arts, Culture and Heritage Master Plan

8.8 Downtown Crosswalk

8.9 Leduc Emergency Exercise

Motion Carried Unanimously

3. ADOPTION OF PREVIOUS NOTES

**3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday,
May 13, 2019**

MOVED by Councillor L. Hansen

That the notes of the Committee-of-the-Whole meeting held on Monday, May 13, 2019, be approved as presented.

Motion Carried Unanimously

4. DELEGATIONS & PRESENTATIONS

There were no delegations or presentations.

5. BUSINESS ARISING FROM PRESENTATIONS

6. IN-CAMERA ITEMS

MOVED by Councillor B. Beckett

That Committee-of-the-Whole move In-Camera at 6:22 pm.

Motion Carried Unanimously

6.1 Leduc Golf Course Update

FOIP s. 16, 24 & 25

MOVED by Councillor L. Hansen

That Committee-of-the-Whole move In-Public at 6:37 pm.

Motion Carried Unanimously

7. RISE AND REPORT FROM IN-CAMERA ITEMS

7.1 Leduc Golf Course Update

FOIP s. 16, 24 & 25

Also In attendance:

Executive Team

N. Booth, Manager, Communications & Marketing Services

J. Canon, Director, Finance

M. Hormazabal, Deputy City Clerk

D. Melvie, Acting City Manager, provided a brief update on the Leduc Golf Course.

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.1 Council Remuneration and Business Expense Policy

S. Davis, City Clerk, provided an overview on the changes to the Council Remuneration and Business Expense Policy. The two areas Administration is seeking direction on from Committee members are honorariums paid by external Boards, Commissions and Committees and reimbursement of mileage as set by the Alberta Urban Municipalities Association ("AUMA") to be consistent. Any amendments to the draft Policy No. 11.00:30 will be completed and brought forward to the July 8, 2019 Council meeting for Council's consideration.

S. Davis, answered Committee's questions.

8.2 Artificial Turf Donation

C. Isacc, Community Development Coordinator and R. Yeung, Manager, Community Development, made a PowerPoint presentation (Attached to Agenda Package) and answered Committee's questions.

Committee's general consensus would be option B of the report.

8.3 Children and Youth Summer Access Update

J. Kamlah, Director, Recreation Services, made a PowerPoint presentation (Attached) and answered Committee's questions.

The Committee is supportive of the outlined recommendation to provide free access to the Leduc Recreation Centre during select off-peak times for the month of July and August.

8.4 Parking Issues - Legion

C. Chisholm, Manager RCMP Administration and Enforcement Services, explained the parking availability options in and around the Legion.

C. Chisholm answered Committee's questions.

8.5 Amendments to City of Leduc Health Bylaw No. 581-2004 (Vaping in Public Places)

C. Chisholm, Manager RCMP Administration and Enforcement Services, made a PowerPoint presentation (Attached to Agenda Package) proposing amendments to the Health Bylaw No. 581-2004. The proposed amendment would prohibit the use of e-cigarettes (vaping) in public facilities, except where permitted.

The Committee requested Administration provide additional amendments under the Health Bylaw that could provide exemptions for culture activities during ceremonies.

C. Chisholm answered Committee's questions.

8.6 Sea Can Use in Business Light Industrial District

K. Woitt, Director, Infrastructure and Development, explained he will bring forward proposed amendments to the Land Use Bylaw regarding shipping containers/sea cans as a discretionary use in an IBL Land Use District. K. Woitt handed out information (Attached) regarding IBL - Storage Land Use Bylaw Amendment Options.

K. Woitt, answered Committee's questions.

8.7 Arts, Culture and Heritage Master Plan

Councillor B. Beckett, is proposing a motion to develop an Arts, Culture and Heritage Master Plan or Strategic Plan in order to help make recommendations on:

- Enhanced ability to target support for community arts, heritage and culture groups
- How heritage organizations could jointly share staff resourcing
- Development of community arts spaces
- If, and how, the City could provide direct arts, culture and heritage programming
- Future direction of community heritage archive including how to manage archival and heritage collections and space with proper preservation conditions to accommodate collections storage and archival and heritage related work
- Visual art strategies
- Enhancement of community culture events directly with, or in partnership with, community organizations.

MOVED by Councillor B. Beckett

That the Committee-of-the-Whole request further information be presented for Council consideration on options for an Arts, Culture and Heritage Master Plan or Strategy which will include related resourcing requirements.

Motion Carried Unanimously

8.8 Downtown Crosswalk

S. Olson, Director, Engineering, provided an update on the downtown crosswalks. The Committee's general consensus is to leave the crosswalks as is this year, that Administration provide an update to the Downtown Business Association and bring forward with budget options.

S. Olson, answered Committee's questions.

8.9 Leduc Emergency Exercise

Councillor L. Tillack, informed the Committee, of Council's responsibility to answer the text/phone call being sent to them on June 4 at 8:30 a.m.

9. INFORMATION ITEMS

There were no information items.

10. ADJOURNMENT

The meeting adjourned at 6:38 pm.

B. YOUNG, Mayor

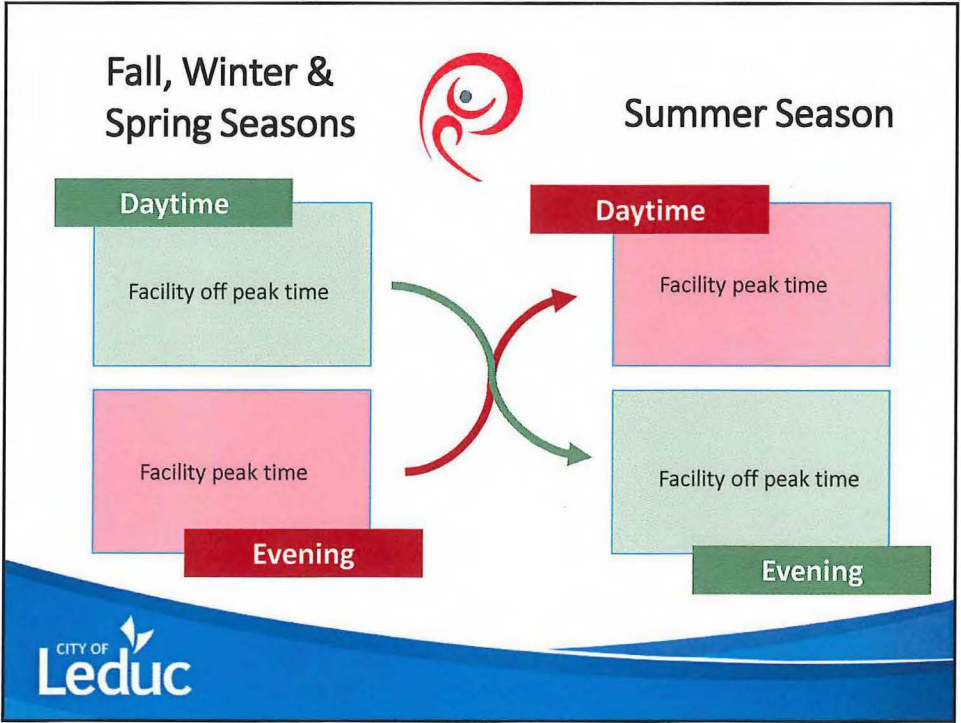
M. HORMAZABAL, Deputy City Clerk

Children & Youth Summer Access Update

Committee-of-the-Whole
May 27, 2019
2019-CoW-041

www.Leduc.ca

CITY OF
Leduc



	Children & Youth Summer Access Pass		Active 8s & 9s	Youth Summer Memb. Special	Special Events & Pricing
	LRC	Outdoor Pool			
Ages	3 – 17 yrs	3 – 17 yrs	12 – 15 yrs	8 – 17 yrs	all age categories
Cost	free	free	free	\$25/month	free reduced fee
Days, Times, Months	Monday – Friday 5 – 9pm July & August	Saturday & Sunday 7 – 9pm July	Regular hours of operation	Regular hours of operation	As specified
Amenities & activities included	LRC, subject to drop-in schedules	Outdoor Pool, subject to drop-in schedules	LRC & Outdoor Pool, subject to drop-in schedules	LRC & Outdoor Pool, subject to drop-in schedules	Amenity and activity specific
	Membership	Admission	Membership	Membership	Admission

Feedback and Questions

IBL – Storage Land Use Bylaw Amendment Options

We have received a request from the land owner at 6109 46A Street to allow a Sea Can/Shipping Container for the purpose of storing excess equipment relating to the business currently conducted at this site. This land owner has indicated that this is intended to be a temporary storage solution for 3 to 5 years.

These lands are located within the recently redistricted in the IBL – Business Light Industrial Land Use District wherein Sea Can/Shipping Containers are neither a permitted or discretionary use. Therefore, in order to accommodate this request, a bylaw amendment would be required.

Brief History:

Currently the City of Leduc Land Use Bylaw identifies Sea Can/Shipping Containers as permitted uses only within the Medium, Light and Special Industrial land use districts with no limitation on the number of units allowed.

The IBL Land Use District was implemented in the City of Leduc Land Use Bylaw as part of the Industrial Land Use Review amendments in 2017. This district was intended to be a buffer/transitional district between the Light, Medium and Special Industrial Districts and General Commercial Land Use District, and does not allow for Sea Cans/Shipping Containers as a prescribed use. It is notable that this area is highly visible from Highway 2, where a higher standard of building design is desirable.

Most recently the area subject of this request was redistricted to IBL. In this instance the IBL is intended to provided a buffer/transitional district between the existing General Commercial land uses and the existing Light Industrial uses in this area south of 65th Avenue, and also does not allow for the placement of Sea Cans/Shipping Containers as either permitted or discretionary uses.

Administration would not support the addition of Sea Cans/Shipping containers within this district as a permitted use to allow for permanent placement of these structures in what is intended to be a “buffer/transition district” between commercial and industrial uses.

However, as this particular IBL district is not located in a highly visible area from Highway 2, in the interest of providing support to land owners finding themselves in need of a temporary storage solution, allowing these structures in a limited capacity for temporary periods of time and for specific temporary needs could be supported in this particular IBL land use district.

Having said that, in order to accommodate this need, a bylaw amendment would be required, and administration would propose that the amendments to the bylaw include the following:

- Add this use as discretionary in the IBL Land Use District south of 65th Avenue only.
- Limit the number of units to 2
- Ensure compliance with Sections 20.18 and 21.3.2 of the City’s Land Use Bylaw which provides for both temporary uses and specific regulations for Sea Cans/Shipping Containers.

Currently Section 20.18 of the bylaw provides regulations specifically for temporary uses, and Section 21.3.2 provides regulations specific to the placement of these structures as follows:

20.18. Temporary Uses

20.18.1. Applications for temporary uses, shall be considered at the discretion of the Development Authority, provided that the use, building or structure is listed as a permitted or discretionary use, in the relevant land use district.

20.18.2. Except as otherwise noted in this Bylaw, or within the UR – Urban Reserve land use district, temporary uses, buildings or structures may be approved for a period of up to three (3) years. Re-application of the same use, building or structure can be applied for a period of up to two (2) years; however, the total length of time, together between the initial application and re-application of a temporary use, building or structure, shall not exceed five (5) years.

20.18.3. For any Temporary Use, the Development Authority may require the submission of a site remediation plan and securities to ensure that the use is properly removed and the site remediated.

20.18.4. The Development Authority may vary landscaping and hard-surfacing requirements for a temporary use(s), building(s), or structure(s), where meeting the requirements would cause undue hardship for the final build-out of the site.

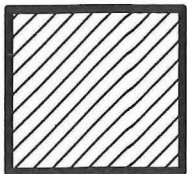
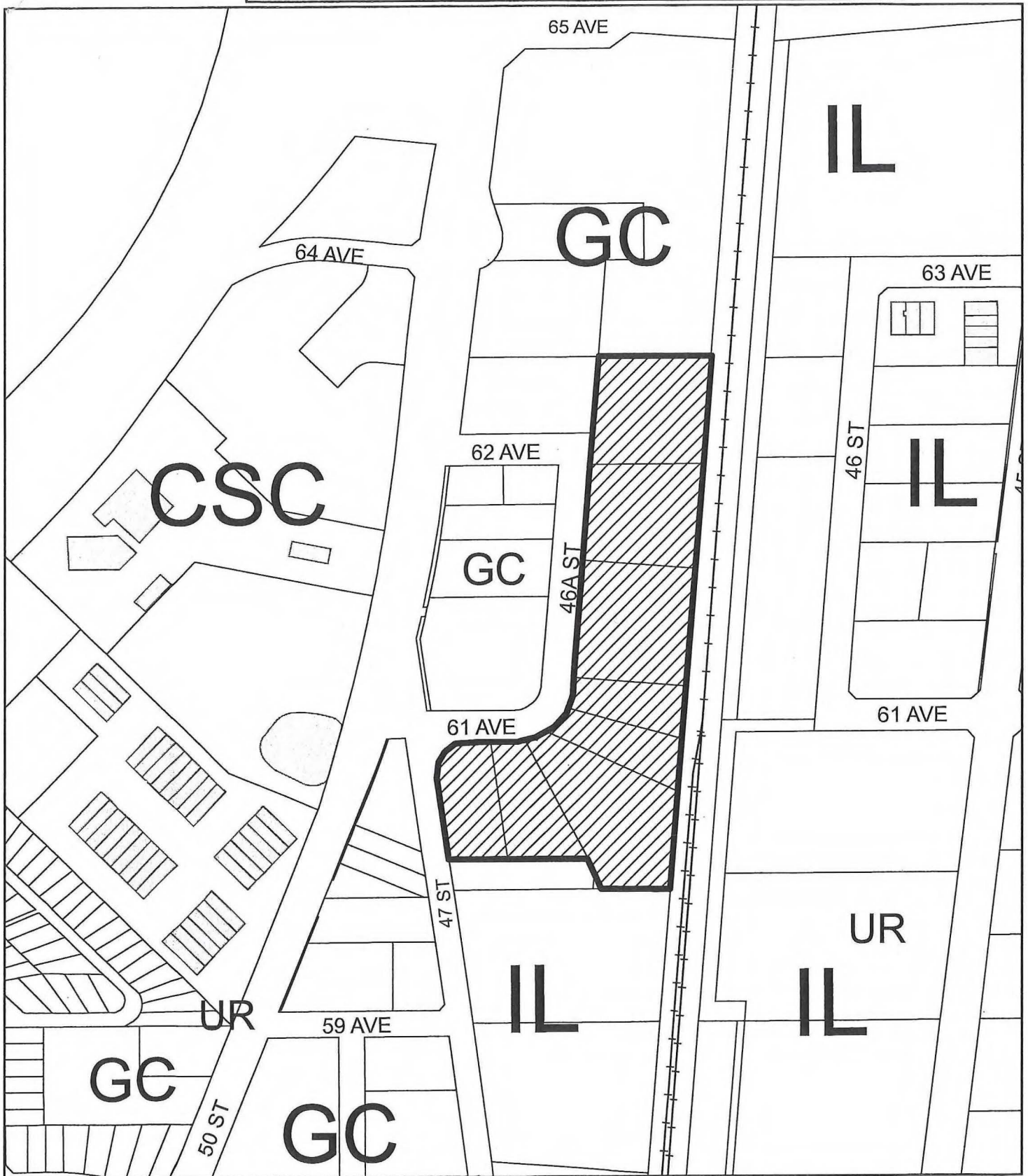
Section 21.3.2 provides for the following regulations for these structures:

21.3.2. Shipping Containers

21.3.2.1. Shipping Containers shall:

- 1) be considered an Accessory Development to the principal Building;
- 2) be developed in industrial Land Use districts;
- 3) not be allowed to be stacked;
- 4) be used for storage purposes only, excluding any dangerous or hazardous materials or containers;
- 5) have an exterior finish that matches or compliments the exterior finish of the principal Building;
and
- 6) be screened from view, to the satisfaction of the Development Authority.

REDISTRICTING PLAN ATTACHMENT



FROM: GC - GENERAL COMMERCIAL
TO: IBL - BUSINESS LIGHT INDUSTRIAL



MEETING DATE: June 10, 2019

SUBMITTED BY: Ken Woitt, Director, Planning & Development

PREPARED BY: Harold Wilson, Manager, Economic Development

REPORT TITLE: Economic Development Strategy Update

REPORT SUMMARY

The Economic Development Department is progressing on its Strategic Plan, and this is an opportunity to provide Council with an overview of the strategy, and how it relates to the City of Leduc Strategic Plan 2019-2022, and to other economic development entities in the Edmonton Region.

BACKGROUND

The Manager, Economic Development for the City of Leduc has participated in monthly meetings of Edmonton Global's regional Economic Development Network for over a year. Moreover, the winding down of the LNEDA and the development of an Economic Development Framework for the Inter-jurisdictional Airport Accord contribute to the changing dynamic of economic development in the region.

While Edmonton Global is to be the lead for international missions and FDI attraction, it is acknowledged that the community level is where the actual investment will take place, and effective coordination will be critical. The City of Leduc is positioned as a valued part of the Global Edmonton Team, and this has been acknowledged.

Edmonton Global is working on the mechanisms of how it will work with the region's municipal and sub-regional economic development practitioners. While Edmonton Global will focus on developing leads for Foreign Direct Investment, we are finalizing the Protocols for sharing this information to ensure efficient and effective follow up on the lead to land it in an appropriate municipality in the region. It will be up to each municipality to be both investment ready, and to determine the main sectors that fit their area strategically. The key sectors identified in the Aerotropolis Initiative, oil and gas supply and services, Agri-business and logistics and distribution will continue to be the major focus of our region in concert with Edmonton Global.

While the Airport Accord Economic Development Framework structure will not provide the structure for pooling resources to undertake the comprehensive visitation program (BR+E) of existing businesses, there may be other ways to pursue a shared initiative with partners. This focussed BR+E effort would foster expansions and understand investment attraction opportunities from import replacement, supplier attraction and new projects. Moreover, joint marketing, promotion and competitive intelligence work, which could also support Edmonton Global, could be undertaken.

KEY ISSUES:

The Economic Development Strategy builds upon the City of Leduc 2019-2022 Strategic Plan:

An Economically Prosperous City:

3. Review and strengthen Leduc's role, approach and delivery of local and regional economic development

Business Start Up support to encourage more local businesses

Prepare and provide "How to set up a Business in Leduc Guide" paper and on-line

Business Retention Support

Comprehensive visitation program in support of the DBA

Identify possible business closures "Red Flags" through visitation program

2. Encourage economic growth and diversification in Aerotropolis primary clusters.

Growing our Current Businesses

Increased engagement through interactions and communications with businesses in key sectors: eg. Agri-business and logistics sectors

1. Maximize Leduc's geographic location to increase economic prosperity.

Attraction of New Business in identified key sectors

Produce and maintain improved Leduc information for Community Profile info

Working with CMS to develop a series of Leduc business testimonials

Conduct analyses of the competitive advantages of Leduc

Attend Conferences and Trade Shows targeted to our key Sectors, both individually and with Edmonton Global

Collaborative Community-Builder and Regional Partner

1. Increase community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region.

Business Licensing transferred to Economic Development

Better coordination of internal information sources within P & D to identify permitting applications and progress

Effort in 2019 to develop our property inventory information throughout Leduc utilizing GIS to support prospective investors.

2. Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities.

Working with Edmonton Global on common baseline data

Continue to support implementation of Airport Accord Economic Development Framework

ATTACHMENTS:

Economic Development Strategy 2019-2021 Matrix

RECOMMENDATION

This item is for information only.

Others Who Have Reviewed this Report

D. Melvie, Acting, City Manager / M. Pieters, General Manager, Infrastructure & Planning

Economic Development Strategy 2019-2021 Matrix

City of Leduc Strategic Plan Points	Key Economic Development Goals Activities	Projects to achieve the Goals	Resources required	Outcomes of Activities Data we expect to get KPIs	Comments
An Economically Prosperous City	Support Business Start-ups, Expansions and Attraction			We will track: Value and # of Business Permits/licenses Net New Jobs Created Tax Assessment Growth	Need to establish a 2018 Baseline to build on in 2019
3. Review and strengthen Leduc's role, approach and delivery of local and regional economic development	Business Start Up support to encourage more local businesses	Pursue supporting through utilization of space at The Lighthouse Cowork	Current Contracted Service funds	Assist in gathering support to review business plans. Facilitate stronger start-ups Track new business start-ups and expansions Eg. 10 Home to commercial	This will be less than 10% of time commitment Need to co-ordinate various senior gov't resources
		Prepare and provide "How to set up a Business in Leduc Guide" paper and on-line	Utilize existing resources	Better, coordinated information from City and area for entrepreneurs and investors 15 new businesses assisted	Must ensure it is kept current Requires extensive co-ordination
	Business Retention Support	Identify possible business closures "Red Flags" through visitation program Business Succession	Utilize existing resources Co-ordinate with Chamber	Better competitive intelligence Increased facilitation of business retention by owners or through succession 5 businesses retained	The more resources available for visitations, the better will be the projects and successes
2. Encourage economic growth and diversification in Aerotropolis primary clusters.	Growing our Current Businesses	Increased engagement through interactions and communications with businesses in key sectors Eg. Agri-business and logistics sectors Exporter Breakfasts Labour Force info	Utilize existing resources * Excludes LNEDA allocation of \$292,000 per year after 2019	Carley continues with DBA visitation program A full time visitation program would target 80-90 visitations per year, in addition to gathering competitive intelligence on challenges and opportunities to grow the sector Examples to Measure: - Growth in exports - Growth in # of exporters - Growth in employees	This will be approximately 60% of time commitment Visitation schedule and the resulting benefits to City ED will be on an ad hoc basis, as tight resource of time allows Following DBA project, Carley will target other sectors

1. Maximize Leduc's geographic location to increase economic prosperity.	Attraction of New Business	Property and commercial real estate analyses Begin regular breakfast meetings with Commercial Realtors and developers – May 2019	Utilize existing resources	Better engagement with development partners Stronger knowledge of our competitive advantages Track new investments 0.5 % increase – non-residential tax assessment	This will be approximately 20% of time commitment
		Produce and maintain improved Leduc information for Community Profile info Draft Generic Investment package prepared – June 2019 Updated Community Profile and Attraction Package completed – September 2019	Utilize existing resources	Enhanced ED website Traffic monitored Enhanced, timely information, which can also be coordinated with Edmonton Global Quicker fact-based and current response to internal and external generated leads Target is 10 leads in development annually	Engaged RARE Analytics for information on labour Working to migrate and build on LNEDA investment attraction information and links Will track leads through investment decisions
		Working with CMS to develop a series of Leduc business testimonials (tied in to the <i>Our Leduc</i> campaign) for website and marketing campaign.	Utilize existing resources	Videos and print testimonials for downtown business/Leduc cross promotion piece. Complete Will next include testimonials for 2 each of Oil & Gas supply and services, Agribusiness and Logistics – why they landed in Leduc	Video, print and online content to be created, and also audio for the CMS radio campaign
		Conduct an analysis of the competitive advantages of Leduc	Utilize existing resources	Contracted services – cost unknown at this time	Will highlight strategic benefits of Leduc Business Park and area
		Attend Conferences and Trade Shows that highlight our key Sectors to identify leads and intelligence	Utilize existing resources	Work with identified firms to participate to maximize opportunities in new markets (both sectoral and geographic) Increased competitive intelligence in key sectors	Need adequate funds to participate individually or as a group (ie Edmonton Global) as required Assess ROI of each show or conference

Collaborative Community-Builder and Regional Partner	Increase capabilities within the department				This will be up to 15% of time commitment
1. Increase community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region.		Business Licensing transferred to Economic Development	Utilize existing resources	Enhance value of info collected eg. Improved NAICS Codes, new questions on business employment etc. August 2019: Soft launch new business licensing collection December 2019 - revised business licensing questions for collection for 2020	County considering partnering with Chamber to do their business licensing. Comparisons by business with our system, however, other issues with Chamber partnership ie revenue sharing
		Better coordination of internal information sources within P & D to identify permitting applications and progress	Utilize existing resources	Better, timely information on business development issues and opportunities to enhance business success Track approval time etc. Track annual investments	Better utilization of Permit statistics for investment promotion Eg. Year over year growth, including absorption
		Effort in 2019 to develop our property inventory throughout Leduc utilizing GIS.	May require additional one-time resources outside of current funding	A superior GIS-based mapping system to provide complete and timely data on all properties in Leduc for consideration by investors. Would work off a Smart board	Investigating similar data utilized by other EDOs in our region eg. Strathcona County
2. Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities.		Working with Edmonton Global on common baseline data	May need to purchase and train for a new CRM	Ensure better coordination of company and sector data for sharing with Edmonton Global	Compatibility is more important than adopting the exact same CRM

Economic Development Strategy Update



Committee of the Whole



Monday June 10th, 2019

Harold Wilson

Manager, Economic Development

Economic Development Strategy Update



The Economic Development Strategy builds upon the City of Leduc 2019-2022 Strategic Plan



Economic Development Strategy Update

An Economically Prosperous City:



3. Review and strengthen Leduc's role, approach and delivery of local and regional economic development

- Business Start-up support to encourage more local businesses



- Comprehensive visitation program in support of the DBA
- Business Retention Support
- Identify possible business closures and other "Red Flags" through visitation program
 - succession planning and recruitment

Economic Development Strategy Update

An Economically Prosperous City:



2. Encourage economic growth and diversification in Aerotropolis primary clusters.

- Growing our Current Businesses
 - Comprehensive visitation program
 - Increased engagement through interactions and communications with businesses in key sectors: eg. Oil & Gas Supply & Services, Agri-business and logistics sectors
 - Sectoral and/or geographic expansion

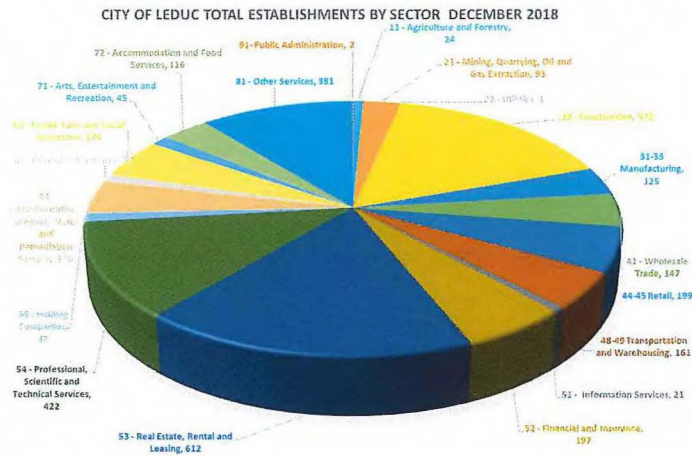


Economic Development Strategy Update

An Economically Prosperous City:



2. Encourage economic growth and diversification in Aerotropolis primary clusters.



Economic Development Strategy Update

An Economically Prosperous City:



1. Maximize Leduc's geographic location to increase economic prosperity.

- Attraction of new business in identified key sectors
- Produce and maintain improved Leduc information for Community Profile info
 - Comprehensive labour information
 - Land and building information, including lease rates and absorption
 - Highlighting specific components of our permitting information
 - Non-residential construction
 - Home-based to commercial
 - Employment growth

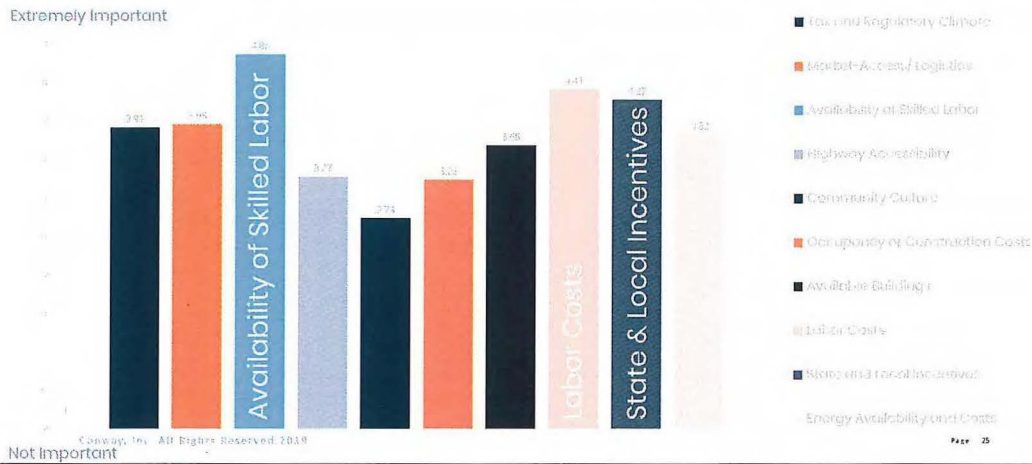


Economic Development Strategy Update



PROJECT FACTORS

Which factors tend to come up most frequently during projects?

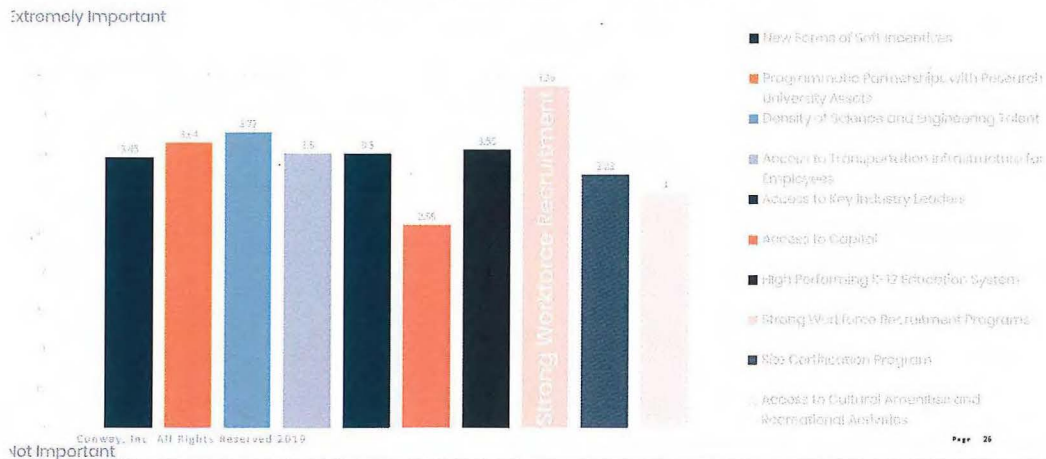


Economic Development Strategy Update



LOCATION ENHANCEMENTS

What economic development practice or service would enhance the appeal of a potential expansion or relocation?



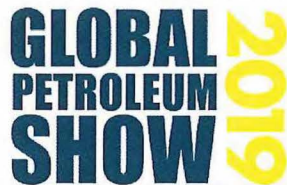
Economic Development Strategy Update

An Economically Prosperous City:



1. Maximize Leduc's geographic location to increase economic prosperity.

- Working with CMS to develop a series of Leduc business testimonials
- Conduct analyses of the competitive advantages of Leduc
 - Working with Commercial Realtors and Developers
- Attend Conferences and Trade Shows targeted to our key Sectors, both individually and with Edmonton Global



Economic Development Strategy Update

Collaborative Community-Builder and Regional Partner



1. Increase community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region.
 - Business Licensing transferred to Economic Development
 - Enhance value of information collected
 - Better coordination of internal information sources within P & D to ensure timely support and progress on permitting applications
 - Effort in 2019 to develop our property inventory information throughout Leduc utilizing GIS to support prospective investors.



Economic Development Strategy Update



Collaborative Community-Builder and Regional Partner

2. Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities.

- Working with Edmonton Global on common baseline data, development of lead sharing protocols
- Continue to support implementation of Interjurisdictional Airport Accord Economic Development Framework



Economic Development Strategy Update



Outcomes of Activities – KPIs

Targets will include:

- 10 active leads in development annually
- Track annual investments
- 0.5 % increase – non-residential tax assessment
- Track approval times, etc.
- Track businesses assisted, expanded and retained
 - Growth in exports
 - Growth in # of exporters
 - Growth in employees
 - Business start-ups
 - Home based-businesses that move into commercial facilities



MEETING DATE: June 10, 2019

SUBMITTED BY: Fire Chief George Clancy

PREPARED BY: Fire Chief George Clancy

REPORT TITLE: Regional Fire Framework Committee Update

REPORT SUMMARY

The following information is being provided to Council as information and is a synopsis of a recent meeting between the City of Leduc and Leduc County officials, which identifies potential regional initiatives between both municipal fire services

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

Following Leduc County's decision not to move in the direction of a Leduc Regional Fire Services (LRFS) in July of 2018, Leduc County have identified items within the LRFS report that may have potential for a regional approach that could benefit both jurisdictions. These initiatives were discussed at the first meeting of the Regional Fire Framework Committee meeting between the City of Leduc and Leduc County Officials on March 13, 2019 at Leduc County fire hall, Nisku.

KEY ISSUES:

To deliver proper fire protection to all residential and business owners within the Leduc region, municipal governments assume responsibility to ensure that an acceptable level of fire service is available to protect the risk identified within their community. Unfortunately, the costs associated with an acceptable level of service can be high. This fiscal pressure on municipalities has current fire chiefs discussing better ways of delivering fire services to help minimize costs while still maintaining an effective workforce. Working more closely with neighboring fire services can help to eliminate duplication of service, specifically when similar services are delivered in close proximity to each other. The City of Leduc and Leduc County fire services have strong potential to collaborate more effectively to ensure that the proper level of protection is provided to all who reside, work, and invest within each of our jurisdictions while providing some fiscal efficiencies.

The Regional Fire Framework Committee (RFFC) has requested the following actions:

ACP Grant - Amendment

- On March 19, 2018, the City of Leduc and our regional partner Leduc County received confirmation under the ACP program for approval of a \$200,000 conditional grant to further develop a regional emergency fire services delivery implementation framework.
- Following the Leduc County's decision, on July 3, 2018, to not proceed with the LRFS Final Implementation Plan (FIP), further discussions were held later in the year to determine the merit of continuing to build on several potential initiatives identified in the FIP. As an outcome of these discussions, both partners agreed to proceed based on a revised scope of work.
- On January 24, 2019, the City of Leduc sent correspondence to Hon. Shaye Anderson regarding the 2017/18 Alberta Community Partnership (ACP) Program. This letter indicated we are now seeking approval to amend this grant so these funds can be re-allocated to allow both local governments proceed with further regional collaborative initiatives. Due to the impending provincial election the approval for the change the scope of work was delayed.

- On April 25, 2019 and May 14 2019 subsequent correspondence was emailed to the Director of the Grant Program requesting confirmation of the approval to the January 24, 2019 request to amend the scope of work. Confirmation of receipt of the April 25, 2019 correspondence was received on April 26, 2019, with the advisement that that this matter would be reviewed. A response was received on May 15, 2019, indicating that the matter was still under review with an apology noting that all matters were halted as a result of the election and that the Program Delivery Office is currently experiencing a backlog on reviews.
- Administration continues to follow the status of this request.
- **Action:**
 - Seek approval from the Alberta Provincial Government to change the current ACP grant funding scope, which was to provide funding to implement the LRFS Final Implementation Plan, and reallocate this grant funding to assist the funding of a regional "Standard of Cover" and regional "Emergency Management Program".

Standard of Cover

- A Standard of Cover (SOC) will provide a full risk assessment for both the City and Leduc County's urban/rural areas. This document, known as a deployment and resource analysis, will also determine the distribution and concentration of fixed and mobile resources, and in a collaborative approach, define how we can as regional partners help respond and protect the risk associated within the urban/rural region of both communities.
- **Action:**
 - Administration to issue an R.F.P. as soon as we receive confirmation that the ACP grant is approved. We are aiming for June 2019 to post R.F.P.

Regional Emergency Management

- Following the introduction of Bill 8 – The Alberta Emergency Management Amendment Act, there is a mandate on all municipalities to ensure that they are a municipality prepared and ready to respond to major events. This amendment to the Emergency Management Act places full responsibility on each municipality for the direction and control of their emergency planning and response. This has placed pressure on many municipalities to ensure they have a resilient emergency management program in place. From a regional perspective, the RFFC feels that this is an opportunity for regional collaboration between both the City of Leduc and Leduc County. There is also the potential to look at other communities in the region where a regional emergency management program would benefit these municipalities meet the objectives behind the amended emergency management act.

- **Action:**

- Administration to develop a single and integrated strategy and plan for a Leduc Region Emergency Management program by September 2019.
- Chief Lefebvre to complete meetings with regional municipal CAO's and have an agreement in place by July 2019, to move forward with this initiative. Again, funding for this venture is reliant on the reallocation of ACP funding, which was requested by the City of Leduc in January 2019.

Integrated Dispatch, Fire Reporting and Information Analysis (Spatial) Program

- A discussion surrounding the concept of regional dispatch, fire reporting and information analysis requires much needed research. Currently, there are two dispatch centres providing service to both the City of Leduc and Leduc County Fire Services. Both services also use different systems for data collection. It is important to the RFFC to continue to look at this pivotal sector of the fire service; however, it is something that is not of a high priority now.
- **Action:**
 - Develop a single and integrated dispatch, fire reporting, and information analysis (spatial) program using known and existing service providers by Q1 for 2021

Leduc Region Fire Prevention and Investigations Program

- The RFFC has asked both the City of Leduc and Leduc County Fire Services to investigate the potential for further collaboration within our fire inspection and investigation programs. A recent sharing of a Fire Prevention Officer position has shown potential for regional collaboration or integration of this service. However, as both municipalities are feeling pressure to provide this essential service, there is a mutual feeling that more inspectors are required to meet the provincial benchmark used by other fire services to have a 1/15,000 ratio of inspector to population base.
- **Action:**
 - Administration to come back to the RFFC with a strategy to coordinate Fire Prevention and Investigations programs by September 2019.

Leduc Region Fleet Maintenance Program

- The committee addressed a discussion surrounding the potential of a regional fleet maintenance program. This framework is not seen as high priority for now as other initiatives need precedence first. Right now, the City and County have completely separate fleets.
- **Action:**
 - The committee suggests that this framework be delayed until later.

Leduc Region Fire Services Training program

- A regional integrated strategy and plan for fire training can provide approximately 200 + firefighters with identical training to allow our resources to work effectively in a seamless manner when called to respond to events in either the City or County of Leduc. This is also relevant when we are required to assist each during major disasters et al. Although our firefighters are currently following similar programs that are reflective of the National Fire Protection Association Professional Firefighter Qualification 1001 level 1 and 2, there are differences within our command and control processes. A regional strategy could eliminate this difference.
- **Action:**
 - Administration to formalize a single and integrated strategy and plan for a fire Services training program for fire services located within the Leduc region by September 2019.

Standard Operating Procedures/Guidelines

- A discussion around alignment of SOPs/SOGs was brought forward. Although many can be aligned, some need to reflect the specific operation that both Leduc County and City of Leduc Fire Services are expected to deliver. There are significant differences on deployment to specific events, inclusive of the type of services we are both expected to provide. There is a requirement for operational staff to identify synergistic deployment as well as autonomous deployment due to the different models of service each department deploys.
- **Action:**
 - Where applicable, align Standard Operating Procedures and Standard Operating Guidelines for front-line services by Q4, 2019

EIA Agreement with Leduc County/Auto Aid

- A three-year agreement between the County of Leduc and EIA is ready to be signed off by both parties. This agreement provides a full-time response (Squad 5) to Leduc County utilizing career firefighters employed by EIA. This new agreement does include a clause that provides Leduc County the opportunity to terminate the contract by providing a letter of intent to the Airport authority
- To provide some much-needed coverage to the City of Leduc Business Park, all three chiefs have met and discussed the potential for this to become a reality in 2019. City of Leduc Fire Services personnel are currently training EIA firefighters on command and control processes to ensure that the addition of Squad 5 to our deployment protocols can provide seamless response to the park within our current KPI.
- Chief Lefebvre did have some concern due to how fast the airport lands are growing. This growth will see Squad 5's call volume increase due to the high amount of traffic and shadow population that this land is currently experiencing. With an additional 100 more calls expected to be added by the City of Leduc Business Park, he does have some concerns on how often this truck may not be available to respond to his jurisdiction
- A meeting of all responsible parties to be held on May 14th, 2019 to discuss logistics
- **Action:**
 - Continue discussions with all respected parties and monitor call volume to this region of the City of Leduc Business Park
 - Add Squad 5 to City of Leduc Fire Services Deployment Protocols
 - Analyze data to District 3 following implementation of auto-aid process to ensure the park is benefitting from the response of Squad 5
 - If there is a noticeable decrease in response to the park, provide data recorded to the Fire Underwriters Survey (FUS) and ask for some relief on insurance rates to business owners located in the Leduc Business Park.

Future Fire Halls

- City of Leduc addressed the much-needed requirement for a firehouse in our industrial park. Leduc County understands the pressures for each municipality in this area; however, they require further data to make future decisions on their fire hall requirements.
- The committee asked the question regarding the potential of the City of Edmonton being a part of this discussion as they are partners in the EIA Accord.
- Further discussions with other regional partners need to happen at the mayor and CAO'S levels for future fire hall locations.
- Further information will be obtained through the Standard of Cover risk assessment.

Conclusion:

There are many regional opportunities for both municipalities; however, it is important that both administrations and Councils become very objective in their approach on what is best for both parties. Both the City of Leduc and Leduc County Fire Services will continue to seek collaborative opportunities specifically where there is an equal opportunity that will provide mutual benefit and fiscal efficiencies for both local governments.

ATTACHMENTS:

- Leduc County Press Release (July 3, 2018)

RECOMMENDATION

This report is accepted as information only.

Others Who Have Reviewed this Report

D. Melvie, Acting, City Manager / D. Melvie, General Manager, Community & Protective Services

June 10, 2019 Committee-of-the-Whole Report # 2019-CoW-024

To arrange an interview with a Leduc County representative, please contact 780-770-9279 or communications@leduc-county.com (mailto:communications@leduc-county.com).

JUL 3, 2018

Leduc County council votes not to proceed with proposed Leduc Regional Fire Services initiative

At its July 3 council meeting, Leduc County council voted not to proceed with a proposed Leduc Regional Fire Services (LRFS) initiative, and will not move forward with an amalgamated fire services model.

While the Final Implementation Plan (FIP) highlighted many potential benefits to our region, our council was not confident that the plan represented Leduc County appropriately. The plan did not reflect the impacts an amalgamated service model would have on rural areas of Leduc County, it would impact current partnership agreements with neighbouring communities and, most importantly, impacts would be felt by Leduc County's paid on call (POC) firefighters, who are the backbone of Leduc County's fire services program. We value our partnership with the City of Leduc, and will continue to work together on other ongoing, regional initiatives.

Tanni Doblanko, Leduc County Mayor

While the LRFS initiative will not proceed, a lot of the hard work put into the project will carry forward. Several potential initiatives were highlighted in the FIP that Leduc County will continue to investigate with its partners at the City of Leduc, including:

1. Developing a single and integrated strategy and plan for a Leduc Region Fire Prevention and Investigations program.
2. Developing a single and integrated strategy and plan for a Leduc Region Fire Services Training program.
3. Exploring a single and integrated strategy and plan for a Leduc Region Fleet Maintenance program.
4. Developing a single and integrated strategy and plan for a Leduc Region Emergency Management program.
5. Developing a single and integrated dispatch, fire reporting and information analysis (spatial) program using known and existing service providers.
6. Alignment of Standard Operating Procedures and Standard Operating Guidelines for front-line services.

The LRFS initiative began in early 2016, when Leduc County council and City of Leduc council directed their respective administrations to prepare an implementation plan for an amalgamated fire services model.