

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



Monday, July 8, 2019, 5:00 P.M.
Lede Room, Leduc Civic Centre
1 Alexandra Park, Leduc, Alberta

| | Pages |
|--|---------|
| 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, June 17, 2019 | 2 - 33 |
| 3.2 Approval of Notes of the Committee-of-the-Whole Meeting held Monday, June 24, 2019 | 34 - 43 |
| 4. DELEGATIONS & PRESENTATIONS | |
| 5. BUSINESS ARISING FROM PRESENTATIONS | |
| 6. IN-CAMERA ITEMS | |
| 6.1 Inter-jurisdictional Cooperation Accord - Update for Q2 | |
| FOIP s. 21, 24 & 25 (M. Hay - 20 minutes) | |
| 7. RISE AND REPORT FROM IN-CAMERA ITEMS | |
| 8. REPORTS FROM COMMITTEE & ADMINISTRATION | |
| 8.1 Resident Concern | |
| (M. Pieters / R. Sereda - 15 minutes) | |
| 8.2 2019 - 2022 City of Leduc Strategic Action Plan | 44 - 55 |
| (C. Bole - 40 minutes) | |
| 9. INFORMATION ITEMS | |
| 10. ADJOURNMENT | |

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

Monday, June 17, 2019

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

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

1. CALL TO ORDER

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

2. APPROVAL OF AGENDA

MOVED by Councillor G. Finstad

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

8. REPORT FROM COMMITTEE & ADMINISTRATION

8.4 Municipal Development Plan ('MDP') Update - Workshop

Motion Carried Unanimously

3. ADOPTION OF PREVIOUS NOTES

There are no previous notes for approval.

4. DELEGATIONS & PRESENTATIONS

4.1 Indigenous Land Acknowledgement Day in Leduc

Mayor B. Young introduced Elder E. Durocher, Senior Indigenous Cultural Helper, who led the inaugural flag raising ceremony for the Treaty 6 and Métis flags at the Civic Centre. C. Aubichon and his team led the drumming ceremony.

Mayor B. Young stated, the Indigenous Land Acknowledgement Day in Leduc helps symbolize our commitment to working towards understanding and advancing reconciliation between Indigenous and non-Indigenous Peoples.

The City of Leduc recognizes that building knowledge and understanding of Indigenous perspectives, histories, culture, and belief system is essential to enabling and realizing steps towards true reconciliation.

In recognition of the past, present and future contributions, and relationships with the peoples of the Treaty 6 First Nations and Region 4 of the Métis Nation of Alberta, the third Monday in June has been Proclaimed Indigenous Land Acknowledgment Day in Leduc, Alberta.

5. BUSINESS ARISING FROM PRESENTATIONS

There was no Business Arising From Presentations.

6. IN-CAMERA ITEMS

MOVED by Councillor B. Beckett

That Committee-of-the-Whole move In-Camera at 6:45 pm.

Motion Carried Unanimously

6.1 Understanding the Edmonton Metropolitan Region Board Growth Plan Policy Tiers

FOIP s. 21, 24 & 25

6.2 Shared Investment for Shared Benefit Update for June 2019

FOIP s. 21, 24 & 25

MOVED by Councillor L. Tillack

That the Committee-of-the-Whole move In-Public at 7:34 pm.

Motion Carried Unanimously

MOVED by Councillor L. Hansen

That Committee-of-the-Whole move In-Camera at 8:47 pm.

Motion Carried Unanimously

6.3 Intermunicipal Projects Update/Strategic Planning

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

Committee recessed at 8:42 pm.

Committee reconvened at 8:47 pm.

MOVED by Councillor L. Hansen

That Committee-of-the-Whole move In-Public at 9:07 pm.

Motion Carried Unanimously

7. RISE AND REPORT FROM IN-CAMERA ITEMS

7.1 Understanding the Edmonton Metropolitan Region Board Growth Plan Policy Tiers

FOIP s. 21, 24 & 25

Also in attendance:

Executive Team

M. Hay, Director, Government Relations & Corporate Planning Strategy

G. Klenke, City Solicitor

S. Olson, Director, Engineering

G. Thomas, Special Projects Advisor

S. Loiser, Manager, Long Range Planning

K. Woitt, Director, Planning & Development

M. Hormazabal, Deputy City Clerk

M. Hay, provided an update on Shared Investment for Shared Benefit for June 2019.

7.2 Shared Investment for Shared Benefit Update for June 2019

FOIP s. 21, 24 & 25

Also in attendance:

Executive Team

M. Hay, Director, Government Relations & Corporate Planning Strategy

G. Klenke, City Solicitor

S. Olson, Director, Engineering

K. Woitt, Director, Planning & Development

S. Loiser, Manager, Long Range Planning

G. Thomas, Special Projects Advisor

M. Hormazabal, Deputy City Clerk

M. Hay made a PowerPoint presentation (Attached) and answered the Committee's questions.

7.3 Intermunicipal Projects Update/Strategic Planning

FOIP s. 21 & 25

P. Benedetto, City Manager, provided awareness on communication process improvements.

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.1 FCSS Advisory Board

D. Brock, Director, Community and Social Development, introduced D. MacDougall, Family and Community Support Services ('FCSS') Advisory Board Chair. D. MacDougall made a PowerPoint presentation (Attached) providing an overview of the FCSS Advisory Board's accomplishments and future plans.

FCSS is requesting an additional School Resource Officer ("SRO") for the 2019-2020 Budget. Currently, Constable Muz is the only SRO for all of Leduc. If a second SRO would be hired, they would focus on the kindergarten - grade 6 classes in Leduc. The Mayor stated that due to budgetary constraints the SRO request will need to be considered at a later time.

D. Melvie, General Manager, Community and Protective Services, confirmed the City allocated a certain amount of a CPO's time to assist at the schools as well.

D. MacDougall, answered the Committee's questions.

Committee recessed at 6:01 pm.

Committee reconvene at 6:13 pm.

8.2 65th Avenue Funding Update for June 2019

M. Hay, Director, Government Relations and Corporate Planning Strategy, updated the Committee on funding efforts, advocacy and next steps for the 65th Avenue Interchange project.

M. Hay answered Committee's questions.

8.3 Engagement and Culture Development Update

C. Tobin, Director, Human Resources, made a PowerPoint presentation (Attached) summarizing the results of the Staff Engagement and Culture Development Initiative that was conducted in March 2019. C. Tobin elaborated on the strengths, improvement opportunities and next steps.

C. Tobin and I. Sasyniuk, General Manager, Corporate Services, answered the Committee's questions.

On the last slide of the presentation the Committee moved In-Camera at 6:45 pm, pursuant to FOIP s. 19, 25 & 26 and remained In-Camera to hear all In-Camera items.

8.4 Municipal Development Plan ('MDP') Update - Workshop

J. Brown, Municipal Intern, Long Range Planning, K. Jones, Long Range Planner II, S. Losier, Manager, Long Range Planning, N. Booth, Manager, Communications & Marketing Services, made a PowerPoint presentation (PowerPoint and Report Attached) on the progress of the MDP thus far.

The workshop consisted of dialogue regarding the existing policies as well as Committee's suggestions to contemplate when revisiting the MDP, particularly in these areas:

1. Economic Development
2. Culture, Arts, & Heritage
3. Infill & Growth
4. Mobility
5. Environment

J. Brown explained the next steps subsequent to compiling the information gathered from the public engagement and sharing it with the community. Following this, the policy will be refined then approved sometime in the Fall of 2020.

9. GOVERNANCE

There were no items.

10. COUNCIL CALENDAR UPDATES

There were no items.

11. INFORMATION ITEMS

There were no information items.

12. ADJOURNMENT

The meeting adjourned at 9:08 pm.

B. YOUNG, Mayor

M. Hormazabal, Deputy City Clerk

ADOPTION OF PREVIOUS MINUTES

Minutes of the City of Leduc Council Meeting
- June 17, 2019

*7.2 Shared Investment for Shared Benefit for
June 2019

Attachment 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

December 2018

- Board Chair
- Vice Chair

- January

January 2019

- Citizens of Distinction
- Drug Action Committee

2019 Changes

Board Evaluations

Bylaw Update

Discuss

6/17/2019

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



2019 Employee Engagement & Organizational Culture

www.leduc.ca



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>Next Steps:</p> <ul style="list-style-type: none"> HR & Executive to identify priorities and opportunities for enhancing employee engagement | <p>Improvement Opportunities</p> <ul style="list-style-type: none"> Organizational Effectiveness Communications Extended Leadership Team Perceptions of favouritism Culture |
|---|---|

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

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

2019-06-17

IN-CAMERA

Employee Engagement In-Camera Item

FOIP s. 17 & 24

COMMITTEE-OF-THE-WHOLE INFORMATION ITEM



MEETING DATE: June 17, 2019

SUBMITTED BY: Ken Woitt, Director of Planning and Economic Development

PREPARED BY: Sylvain Losier, Manager, Long Range Planning
Kari Jones, Long Range Planner II
Jordan Brown, Planning Intern

REPORT TITLE: Municipal Development Plan (MDP) Update – Workshop

REPORT SUMMARY

This workshop will be an opportunity for Council to provide input on key topics for the Municipal Development Plan Update. The report also includes a brief overview of the upcoming engagement activities.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION: Committee of the Whole received an information update on the Municipal Development Plan Update project on April 15, 2019 (2019-CoW-013).

KEY ISSUES:

The project team will briefly present information on 5 key topics, followed by an opportunity for Committee of the Whole to discuss each topic. This input will be used to guide policy development as the project progresses. The 5 key topics are:

1. Economic Development: ensuring that Leduc's economy is a vibrant mix of small local businesses, retail and commercial chain stores, as well as large industrial businesses.
2. Culture, the Arts, and Heritage: promoting a sense of place and community in the City of Leduc through unique cultural events, supporting local art, preserving historical places and buildings, and supporting community organizations.
3. Infill and Growth: redevelopment of underutilized properties, adding dwelling units and housing choices, improving aging infrastructure, and maximizing green field development, all while considering the impact of the AVPA.
4. Transportation and Walkability: providing a variety of safe, comfortable, and convenient transportation options, including walking, biking, transit, and driving.
5. Environment: preserving and enhancing the City's natural assets, including tree stands and water bodies, for the benefit of residents and wildlife.

Engagement Activities

This MDP review process will combine different ways of engaging members of our community. So far, Administration has engaged grade six students on key topics during several mock Council events, which was well received by the participants. Administration recorded all of their feedback.

Some upcoming highlights of the engagement plan include:

- a MetroQuest survey (currently on-going),

COMMITTEE-OF-THE-WHOLE INFORMATION ITEM



- engaging the public at key community hosted events throughout the summer, such as the Farmers Market and the Art Walk, and
- multiple "drop in sessions" at locations around the City, such as the LRC, Telford House, and Maclab Centre.

Public engagement will wrap up with a final drop in session in September. Once all the feedback has been received, Administration will prepare a "What We Heard" report that will be shared with Council and the public. That report will inform the MDP review.

RECOMMENDATION

That Committee of the Whole receive this report for information only.

Others Who Have Reviewed this Report

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

Municipal Development Plan

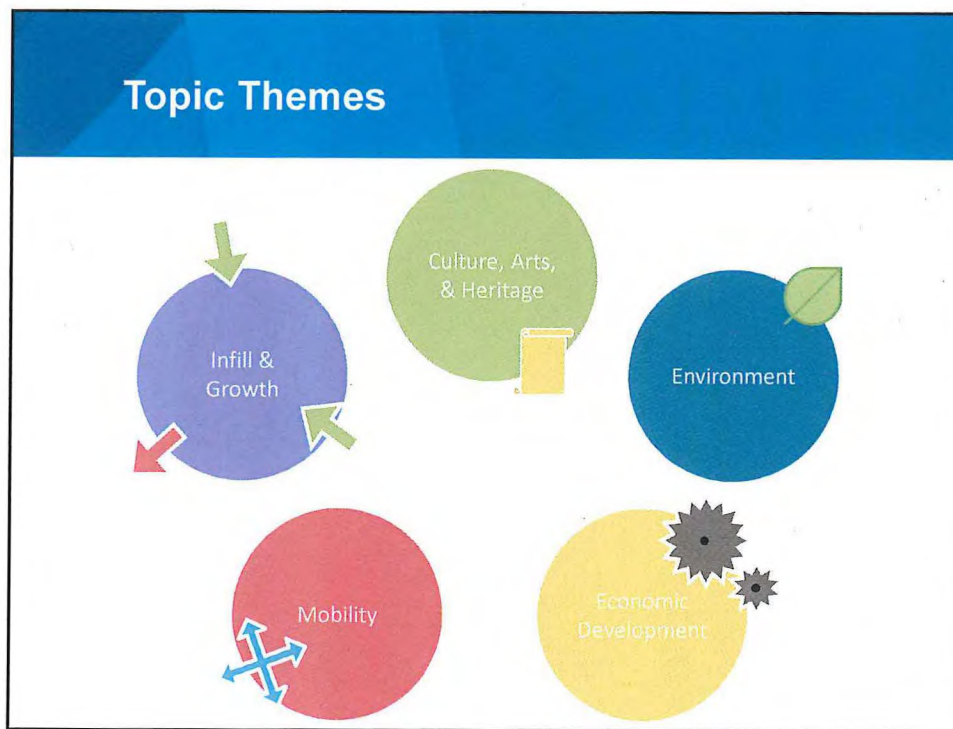
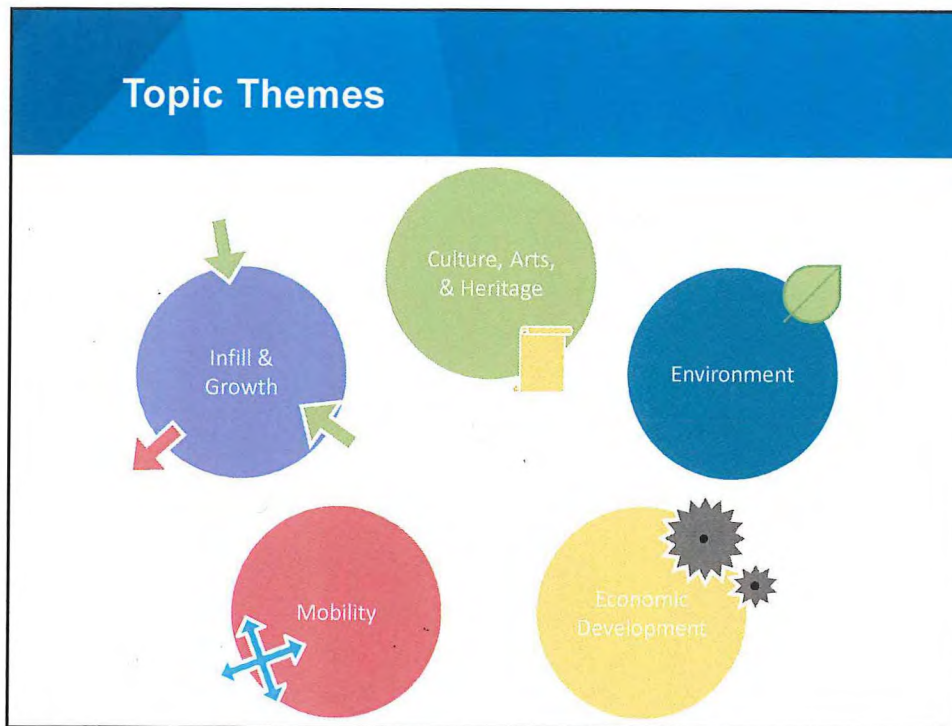
Council Workshop

Committee of the Whole – June 17, 2019



Where are we?





Existing Policy



MDP

- Sustainable prosperity
- Local economic development
- Regional economic development
- Geographic advantage
- Downtown vibrancy

Things to Consider



External

- Edmonton Global
- Airport Accord

Internal

- Local economic development
- Downtown retail & employment
- Airport related development

Discussion



Economic
Development



Existing Policy

Culture, Arts,
& Heritage

MDP

- Work with cultural & arts groups to grow a vibrant arts & entertainment sector
- Library as hub of literacy

Things to Consider

Culture, Arts,
& Heritage

External

- Community of cultural & arts groups
- Festivals & special events
- Public art

Internal

- Downtown Heritage Inventory
- Downtown Master Plan

Discussion



Culture, Arts,
& Heritage



Existing Policy



MDP

- Efficient use of infrastructure
- Sustainable development
- High quality of life
 - Complete communities
 - Diversity of housing
 - Access to amenities & services

Existing Policy



MDP

- Residential infill encouraged, if:
 - Respects residential context
 - Rejuvenates community
 - Maximizes existing services & facilities
- Sensitive redevelopment & intensification
- Focus on redevelopment of non-residential areas

Things to Consider



External

- AVPA
- EMRB Growth Plan
 - Density targets

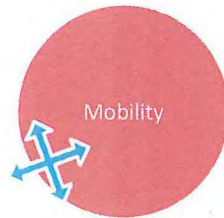
Internal

- *Future* Area Redevelopment Planning
- Central Area Infill Study
- Growth Study
- Transportation Master Plan (TMP)
- Servicing Master Plan
- Downtown Master Plan

Discussion



Existing Policy



MDP

- Support regional transportation systems
- Alternative transportation methods
- Integrate land use & transportation

Things to Consider



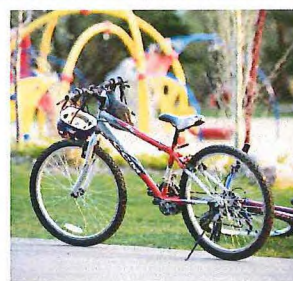
External

- Integrated Regional Transportation Master Plan

Internal

- Transportation Master Plan (TMP)
- Leduc Transit
- Parking
- Roads & infrastructure
- Walkability
- Integrating transit & land use
- *Currently underway* Parks Open Spaces & Trails Master Plan

Discussion



Existing Policy



MDP

- Environmental sustainability
- Clean air & greenhouse gas emissions
- Energy efficiency
- Water resources
- Solid waste, hazardous materials, & contaminated sites
- Natural areas & urban forests

Things to Consider



External

- Climate change and extreme weather

Internal

- Greenhouse Gas Emissions Reduction Plan
- Environmental Plan
- Environmentally Significant Areas Study
- Weather and Climate Readiness Plan
- Emergency Management
- Urban Hens & Bées pilot project
- *Currently underway* Parks Open Spaces & Trails Master Plan
- *Future* Water Conservation, Efficiency and Productivity Plan

Discussion



Next Steps



Thank you!

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

Monday, June 24, 2019

Present: Mayor B. Young, Councillor B. Beckett, Councillor G. Finstad,
Councillor B. Hamilton, Councillor L. Hansen, Councillor T. Lazowski,
Councillor L. Tillack
Also Present: P. Benedetto, City Manager, S. Davis, City Clerk

1. CALL TO ORDER

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

2. APPROVAL OF AGENDA

MOVED by Councillor L. Hansen

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

6. IN-CAMERA ITEMS

6.3 Downtown Information Item

FOIP s. 24 & 25

6.4 Intermunicipal Projects Update / Strategic Planning (Last Item of Business)

FOIP s. 19

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.4 Property Tax Inquiry

8.5 Family and Community Support Services Council Workshop

Motion Carried Unanimously

3. ADOPTION OF PREVIOUS NOTES

**3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday,
June 10, 2019**

MOVED by Councillor B. Beckett

That the notes of the Committee-of-the-Whole meeting held on Monday, June 10, 2019, be approved as presented.

Motion Carried Unanimously

4. DELEGATIONS & PRESENTATIONS

4.1 Leduc Black Gold Pro Rodeo & Exhibition Association

D. Rock provided updates from the Leduc Black Gold Pro Rodeo ("Rodeo"). The updates included improved parking, the addition of food trucks, the parade, the trade fair, Cowboy Church and the midway. D. Rock stated that the Rodeo continues to grow and this year over 800 volunteers helped to make the Rodeo such a success.

D. Rock asked Committee members to give some consideration to purchasing the 80 acres owned by Rodeo. The funds could be used to build an agriculture building for future use by the Dairy Congress, 4H, and other similar groups.

D. Rock answered the Committee's questions.

Committee members thanked D. Rock for all the work being done to make the Rodeo great each year and acknowledged the economic spin-off for the City. D. Rock thanked the Committee members for their ongoing support.

5. BUSINESS ARISING FROM PRESENTATIONS

6. IN-CAMERA ITEMS

MOVED by Councillor L. Hansen

That Committee-of-the-Whole move In-Camera at 5:20 pm.

Motion Carried Unanimously

6.1 Long Term Growth Study

FOIP s. 21, 24 & 25

6.2 Leduc Golf Club Update

FOIP s. 16, 24 & 25

6.3 Downtown Information Item

MOVED by Councillor B. Hamilton

That the Committee-of-the-Whole move In-Public as 6:28 pm.

Motion Carried Unanimously

MOVED by Councillor G. Finstad

That Committee-of-the-Whole move In-Camera at 8:25

Motion Carried Unanimously

6.4 Intermunicipal Projects Update/Strategic Planning (Last Item of Business)

MOVED by Councillor L. Hansen

That the Committee-of-the-Whole move In-Public at 8:44 pm.

Motion Carried Unanimously

7. RISE AND REPORT FROM IN-CAMERA ITEMS

7.1 Long Term Growth Study

FOIP s. 21, 24 & 25

Also in attendance:

Executive Team

K. Woitt, Director, Planning and Development

S. Olson, Director, Engineering

G. Klenke, City Solicitor

S. Losier, Manager, Long Range Planning

N. Booth, Manager, Communications and Marketing Services

S. Davis, City Clerk

S. Losier introduced D. Young, ISL Engineering and Land Services, and P. Shewchuk, Nichols Management and Economic Consultants. D. Young and P. Shewchuk made a PowerPoint presentation (Attached).

D. Young, P. Shewchuk, M. Pieters, General Manager, Infrastructure and Planning, Mayor B. Young, P. Benedetto, City Manager, and S. Losier answered the Committee's questions.

7.2 Leduc Golf Club Update

FOIP s. 16, 24 & 25

Also in attendance:

Executive Team

B. Knisley, Director, Facility and Property Services

G. Klenke, City Solicitor

N. Booth, Manager, Communications and Marketing Services

S. Davis, City Clerk

D. Melvie, General Manager, Community and Protective Services, made a PowerPoint presentation (Attached).

D. Melvie, Mayor B. Young, G. Klenke, J. Cannon, A/General Manager, Corporate Services, B. Knisley and P. Benedetto, City Manager, answered the Committee's questions.

7.3 Downtown Information Item

FOIP s. 24 & 25

Also in attendance:

Executive Team

G. Klenke, City Solicitor

S. Davis, City Clerk

Mayor B. Young, Councillor G. Finstad and Councillor L. Tillack made a presentation and answered the Committee's questions.

7.4 Intermunicipal Projects Update/Strategic Planning

FOIP s. 19

The Committee discussed personnel and contractual matters.

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.1 Economic Update

J. Cannon, A/General Manager, Corporate Services, and C. Thorn, Manager, Financial Analytics, made a PowerPoint presentation (Attached) providing Provincial, Edmonton Capital Region and City of Leduc statistics. The discussion also included considerations moving forward.

J. Cannon and P. Benedetto, City Manager, answered the Committee's questions.

8.2 Proposed 2020 Public Budget Meeting Schedule

J. Cannon, A/General Manager, Corporate Services, made a presentation on the proposed public budget meeting schedule and answered the Committee's questions.

Committee members were in agreement with the new schedule.

8.3 Upcoming Events - Media Spokesperson - Council

P. Benedetto, City Manager, and Mayor B. Young made a presentation. If there are any Committee members who are interested in being the spokesperson for specific events, such as those listed below, please advise the Office of the Mayor.

8.3.1 Ground Breaking of the New RCMP Building

8.3.2 Canada Day

8.3.3 Telford Lake Trail

8.3.4 Eco Station

8.3.5 Toxic Roundup

Committee recessed at 6:52 pm.

Committee reconvened at 8:12 pm.

8.4 Property Tax Inquiry

Mayor B. Young indicated that a number of properties have had a very high tax increase this year, in some cases as high as 14%. Council debated on how best to handle such cases. A suggestion was that the properties be dealt with on an individual basis.

J. Cannon, A/General Manager, Corporate Services, and P. Benedetto, City Manager, answered Council's questions.

MOVED by Councillor T. Lazowski

That Administration be directed to investigate tax strategy options.

In Favour: (3): Mayor B. Young, Councillor L. Hansen, and Councillor T. Lazowski

Opposed: (4): Councillor B. Beckett, Councillor G. Finstad, Councillor B. Hamilton, and Councillor L. Tillack

Motion Defeated

8.5 Family and Community Support Services Council Workshop

Mayor B. Young made a presentation asking when Council members can attend a workshop. K. Bain, Executive Assistant to Mayor and Council, will arrange a meeting at a time that is convenient for all involved parties.

9. INFORMATION ITEMS

There were no information items.

10. ADJOURNMENT

The meeting adjourned at 8:44 pm.

B. YOUNG, Mayor

S. DAVIS, City Clerk

ADOPTION OF PREVIOUS NOTES

Notes of the Committee-of-the-Whole Meeting
– June 24, 2019

* 7.1 Long Term Growth Study

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

* 7.2 Leduc Golf Club Update

Attachment Removed Pursuant to Sections 16, 24 & 25 of the
FOIP Act

Economic Update

2019

Presented by:

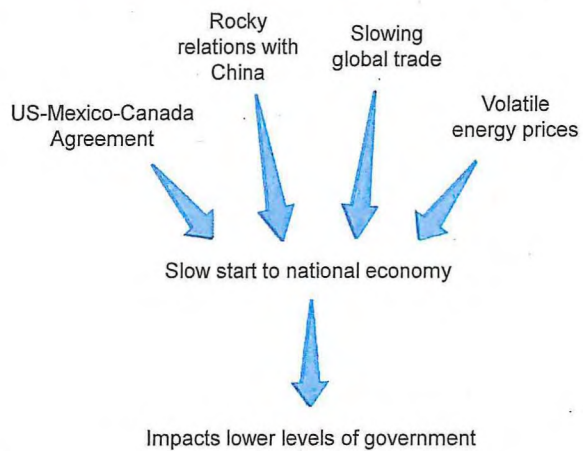
Jennifer Cannon, Director, Finance

Charles Thorn, Manager, Financial Analytics

June 24, 2019



National Summary



Provincial Summary

| | |
|---------------|---|
| Employment | <ul style="list-style-type: none"> Unemployment rate – 6.7% (same as last year) ⇔ Potential for more layoffs ↑ |
| Oil & Gas | <ul style="list-style-type: none"> Pipeline constraints ↓ Lower drilling rates ↓ |
| Construction | <ul style="list-style-type: none"> Reduced building construction investment ↓ Increased uptake in rental market ↑ |
| Manufacturing | <ul style="list-style-type: none"> Weak retail sales growth ↓ Reduced real business investment ↓ |
| Spending | <ul style="list-style-type: none"> Rising consumer insolvencies ↑ CPI – 2.2% ⇔ |

Edmonton Capital Region Summary

| | |
|----------------------|---|
| Employment | <ul style="list-style-type: none"> Unemployment rate – 6.9% (6.6% 2018) ↑ |
| Consumer Price Index | <ul style="list-style-type: none"> CPI rate 2.1% ⇔ |
| Housing | <ul style="list-style-type: none"> Apartment starts ↑ Single-family housing starts ↓ Rental vacancy rate ↓ |
| Spending | <ul style="list-style-type: none"> Household debt levels ↑ Consumer spending ↓ Government spending ↓ |

City of Leduc Summary

Building Permits

- Permit values down 20% year-over-year ↓

Industrial Vacancy Rates

- Q1 vacancy rate in Leduc Industrial Park – 3.84% ↓
- New non-residential construction unlikely to occur in short-term ↓

Growth

- Residential – low growth (1-3 years) ⊖
- Non-residential – stagnant (1-3 years) ⊖

City of Leduc Considerations Moving Forward

What does this mean?

- ✓ Continued fiscal pressure in the short to mid-term
- ✓ Limited flexibility
- ✓ Reduced revenue
- ✓ Pressure on the assessment ratio

Moving forward:

Adjust growth assumptions downwards

Align the 10-year capital plan to reflect economic condition

Increase economic development focus on non-residential





COMMITTEE-OF-THE-WHOLE

MEETING DATE: July 8, 2019

SUBMITTED BY: Michelle Hay, Director Government Relations and Corporate Planning Strategy

PREPARED BY: Cristal Bole, Manager Corporate Planning and Performance

REPORT TITLE: 2019-2022 City of Leduc Strategic Action Plan

EXECUTIVE SUMMARY

This report provides council with the action plan that will enable administration to achieve the outcomes within the 2019-2022 City of Leduc Strategic Plan. Council is asked to re-affirm their 2019-2020 priorities as outlined in the strategic action plan.

BACKGROUND

The 2019 - 2022 City of Leduc Strategic Plan Action Plan identifies both Council's and other administrative strategies that will be followed in support of achieving Council's strategic plan outcomes. The focus in the most recent strategic plan review (April 2019) was to better understand priorities. In consideration of existing workloads, projects and finite resources, executive has planned out when the actions could start and end, recognizing that many span multiple years. This is the focused approach to how Executive is going to deliver on Council's goals.

The 2019 - 2022 City of Leduc Strategic Plan Action Plan is organized by goal, outcome and strategy. It identifies the name of actions, followed by type of action (new or existing) and the year(s) the action would be budgeted and implemented. With administration's commitment to service excellence, it is important to note, that many actions span multiple years to allow for proper research, investigation, planning, implementation and evaluation. Actions in the plan are also colour coded to denote the department that will assume primary responsibility. Please note, those actions in bold represent Council's priorities from the Strategic Planning Committee meeting held on April 18, 2019.

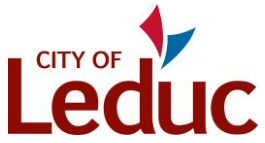
NEXT STEPS

Understanding that the 2019-2022 Strategic Plan Action Plan is a living document and will be reviewed throughout the year and balanced against our current internal and external reality as well as emerging issues, the executive team will keep Council informed of changes and/or seek further clarification on initiatives as required. This corporate planning process enhancement will ensure that Council, in consultation with executive, will address any adjustments to strategic actions in a timely matter. Currently, Council will see a few initiatives in upcoming meetings where further clarification and direction will be required such as:

- Arts, Culture and Heritage Master Plan/Strategy
- 50-year Growth Plan – in-camera discussion
- Explore funding opportunities for reclamation of three brownfield sites (old public services area, old landfill area and privately held land by grain elevator) – in-camera discussion
- Evaluate feasibility of bidding on EIA fire services contract - in-camera discussion

The corporate planning team, in concert with the executive team, disseminate the direction provided in the strategic action plan broadly to the directors and managers tasked with operational and budget planning responsibilities. This information is used to compile and finalize the City's operational plans and budget.

Prior to finalizing operational planning and budget for presentations scheduled for Council meetings in October and November, Council is asked to re-affirm their priorities as outlined in the attached 2019-2022 Strategic Plan Action Plan.



COMMITTEE-OF-THE-WHOLE

ATTACHMENTS

1. 2019-2022 Strategic Action Plan

2019-2022 Strategic Action Plan

The strategic action plan contains actions developed by Council and Administration that will be undertaken in the organization from 2019-2022 that will contribute to the achievement of both Council and administrative outcomes in the strategic and corporate business plans. The proposed actions will also align to budget 2020.

While this information was captured at a point in time, administration will undertake semi-annual reviews of these actions to adjust to changes in our internal and external environment. The 2020 actions are embedded in the appropriate business unit operational plans and budgets, and will form the basis for reporting progress to Council and Executive next year (pending budget approval).

Legend

| | |
|--------------|---|
| Purple Font | City Manager's Office Responsibility |
| Blue Font | Community and Protective Services Responsibility |
| Orange Font | Corporate Services Responsibility |
| Green Font | Infrastructure and Planning Responsibility |
| Black Font | Responsible department yet to be determined or spans multiple departments |
| (N) New | Is not currently funded in operating or capital |
| (E) Existing | Is currently funded in operating or capital |
| x | Identifies the year work will take place* |
| Bold | Council Priority |

* Investigation/planning and implementation of initiatives should take place in different, but consecutive years, where possible.

GOAL 1 - A CITY WHERE PEOPLE WANT TO LIVE, WORK AND PLAY

OUTCOME

The City of Leduc is recognized as a great place to live as it is a safe, healthy, active, creative and caring community. It has a solid reputation for active citizen engagement and inclusivity, as well as respect for diversity. Its infrastructure efficiently and effectively meets the needs of a growing community and community organizations. Residents have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

| STRATEGY 1 – Enhance citizen engagement, with a focus on youth, in shaping and building our community. | | | | | |
|---|---------------------|-------------|-------------|-------------|-------------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Implement enhancements to Meeting Management (i.e. document search, meeting recording/live feeds, etc.) | E | x | x | | |
| Enhance the Mock Council Initiative for Students | E | x | | | |
| Investigate best practices and new opportunities for youth engagement and report recommendations to Council (i.e. youth council, youth centre, non-recreation based activities, etc.) | E & N | x | x | | |
| Investigate and implement seed/grant funding for an innovative community enhancement grassroots initiative that could be administered by a City Board or Committee | N | | | x | x |
| Improve utilization of Engage Leduc | E | x | x | | |
| Investigate and implement a public engagement framework (processes, resources) leveraging the Engage Leduc platform | N | x | x | | |
| Investigate and implement customer service/citizen reporting tool – one city-wide tool for tracking inquiries, complaints, feedback and action taken | N | | x | x | |
| Investigate and implement open data strategy and program | N | | | x | x |

| STRATEGY 2 – Deliver high quality municipal programs and services that improve quality of life. | | | | | |
|--|---------------------|-------------|-------------|-------------|-------------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Administrative evaluation of an enhanced service review system, framework, process, software. | N | | | x | x |

| | | | | | |
|--|---|---|---|---|---|
| Continue implementing crime prevention programming in partnership with RCMP with a focus on youth and the property crime unit – further discussions required regarding resourcing of SRO role in the community in relation to other policing priorities. | E | x | x | x | x |
| Review roles and responsibilities with social service agencies to ensure ongoing collaboration | N | x | x | | |
| Implement new FCSS communications strategy | E | x | | | |
| Leverage the false alarm bylaw to reduce the number of false alarms in coordination with the RCMP | E | x | | | |
| Continue to investigate and implement new technology that supports a safer community (light up cross walks, speed signs, elongated crossing detection, solar lights at bus stops) | E | x | x | x | x |
| Continue implementation of the Business Concierge Service – staff to assist clients with accessing planning and development services | E | x | x | | |
| Investigate and implement enhanced community gardens – west side community gardens (capital budget 2020) | N | x | x | | |

| STRATEGY 3 – Improve accessibility and inclusivity for civic facilities and programs. | | | | | |
|--|--------------|----------------|------|------|------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Implement new youth wellness initiative and access opportunities - youth (0-17) summer access during non-peak times, free transit to facilities | N | x | x | | |
| Investigate new senior wellness initiative and access opportunities - COMPLETED | N | x COMPLETED | | | |
| Implement fees and charges strategy | E | x | x | | |
| Implement changes to program space allocation practices and policies – scheduling city fields, programs, room use | E | x | x | x | |
| Investigate the opportunities for programming/facility/communications enhancements that support diversity and inclusiveness – what could this look like for the organization | N | | | x | x |

| STRATEGY 4 – Strengthen neighbourhood connections. | | | | | |
|---|---------------------|-------------|-------------|-------------|-------------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Investigate archive framework as part of records management including resourcing | N | | x | | |
| Continue building awareness of the block party program with neighbourhoods – Administration to investigate streamlining the road closure process (too cumbersome) | E | x | x | x | x |
| Continue implementing the Good Neighbours Program | E | x | x | x | x |
| Investigate community network/league models | N | | | x | |
| Investigate programs that support/encourage getting to know your neighbours | N | x | | | |

| STRATEGY 5 – Increase focus on arts and culture within Leduc. | | | | | |
|---|---------------------|-------------|-------------|-------------|-------------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Evaluate and enhance cultural programming | N | | | x | x |
| Investigate and draft an Arts, Culture and Heritage Strategy | N | | x | x | |
| Partner with the Arts Foundry to determine options for future space | N | x | x | | |
| Implement the LRC 10 th Anniversary Celebrations | N | x | | | |
| Continue with integration of the Maclab Theatre operations and further enhance marketing/attendance | E | x | x | | |
| Review and enhance processes related to public art program | E | x | | | |

| STRATEGY 6 – Reduce harms associated with substance abuse. | | | | | |
|--|---------------------|-------------|-------------|-------------|-------------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Implement new opioid and drug prevention programming | E | x | | | |
| Evaluate social impacts of cannabis legalization (all products) | N | | | x | x |
| Monitor plans for the implementation of federal legislation for cannabis edibles | N | x | | | |

| STRATEGY 7 – Support a vibrant and connected volunteer sector. | | | | | |
|---|---------------------|-------------|-------------|-------------|-------------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Continue to celebrate volunteerism in the community | E | x | x | x | x |
| Continue to offer municipal grant programs to community organizations | E | x | x | x | x |

| | | | | | |
|--|---|---|--|---|--|
| Investigate enhancements to the PRC Forum (focus beyond sports and recreation, increase information sharing, etc.) | E | x | | x | |
|--|---|---|--|---|--|

GOAL 2 - A CITY WITH A PLAN FOR THE FUTURE

OUTCOME

The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. It ensures that sustainability is integrated into its economic development, community development and environmental protection initiatives. It consistently delivers excellent municipal programs, services and infrastructure without compromising its long-term financial sustainability. Residents and business owners and operators are satisfied with the value they receive for their tax dollars and the quality of its municipal infrastructure.

| STRATEGY 1 – Ensure that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life. | | | | | |
|---|---------------------|-------------|-------------|-------------|-------------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Draft new 2023-2026 Strategic Plan | N | | | | x |
| Investigate and, if directed, implement golf course options in relation to other plans and fiscal impacts/sustainability | N | x | x | x | x |
| Construct Telford Lake Multiway | N | x | | | |
| Design and construct Windrose Multiway | N | x | x | | |
| Update and implement revised Parks Open Space and Trails Master Plan | E | x | x | | |
| Update Multiway Master Plan | E | x | | | |
| Investigate Telford Lake opportunities (i.e. mapping, etc.) | N | | | x | x |
| Ongoing evaluation of multi-year road maintenance funding strategy and monitor the overall resulting pavement quality index impacts | E | x | x | x | x |
| Investigate and draft a Smart City Strategy – organizational initiative | N | | | | x |
| Update the Long-term Fiscal Sustainability Plan | E | | | | x |
| Review and evaluate pre-budget and corporate planning processes | N | x | x | | |
| Develop new fiscal approach to surplus | N | x | x | | |
| Investigate and implement increased accountability and transparency for rate payers through a financial system upgrade and an open data strategy (i.e. new financial system | N | x | x | x | x |

| | | | | | |
|--|---|---|---|---|---|
| (frameworks, software, processes, resources) for open data, accounting, budgeting, payroll, etc.)) | | | | | |
| Assess impacts of MGA amendments on off-site levies and determine future application – pending approach by regional partners | E | x | x | x | x |
| Update attainable housing strategy | N | | | | x |
| Explore options to support proposed seniors housing projects | N | x | | | |
| Evaluate AVPA impacts and update and implement the revised IDP | E | x | x | x | |
| Evaluate AVPA impacts and update and implement the revised MDP | E | x | x | x | |
| Update and implement the revised Environmental Plan (includes weather and climate readiness) | E | | | x | x |
| Update and implement the revised Water Master Plan | E | x | x | | |
| Update the Sanitary Master Plan | E | x | | | |
| Review and update land-use bylaw including downtown zoning | N | | | x | x |
| Investigate and draft a Storm Water Master Plan | E | | x | x | |
| Update Long-term Facility Master Plan | E | x | | | |
| Evaluate land-use, business license and community standards impacts of cannabis legalization (all products) | N | | x | x | |

| STRATEGY 2 – Balance municipal development with the preservation of our natural environment. | | | | | |
|--|--------------|------|------|------|------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Continue to investigate energy management initiatives including viable renewable energy | E | x | x | x | x |
| Implementation waste reduction initiatives for multi-family and ICF initiative, pending Council approval | N | | x | x | |
| Preserve the wildlife corridor between Telford Lake and Saunders Lake | N | | | x | x |

| STRATEGY 3 – Optimize the use of existing municipal infrastructure. | | | | | |
|--|--------------|------|------|------|------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Develop long term leasing and sponsorship strategy | N | x | | | |
| Continue phased implementation of the Asset Management Strategy | E | x | x | x | x |
| Evaluate lands adjoining the City of Leduc for future development potential (50 Year Growth Study) | E | x | x | x | x |
| Conduct Smart Traffic Feasibility Study | E | x | | | |

| STRATEGY 4 – Promote densification as a means of accommodating growth, promoting community vibrancy and reducing municipal cost structures. | | | | | |
|--|---------------------|-------------|-------------|-------------|-------------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Lobby EIA and Accord partners regarding AVPA relaxation for school sites at LRC and downtown residential | E | x | x | | |
| Review and evaluate a broader waiver for the AVPA | N | x | x | | |
| Investigate opportunities to support densification including infill – secondary/garden suites | N | x | x | | |

GOAL 3 – AN ECONOMICALLY PROSPEROUS CITY

OUTCOME

The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain top commercial and industrial businesses, known as Alberta Aerotropolis. The local and regional economies are diversified and provide a wide range of employment opportunities. The City of Leduc is a regional employment centre with a thriving small business sector.

| STRATEGY 1 – Maximize Leduc's geographic location to increase economic prosperity. | | | | | |
|--|---------------------|-------------|-------------|-------------|-------------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Continue to implement marketing and communications strategy - tell our story, include youth perspectives | E | x | x | x | x |
| Design and secure funding (advocacy and lobbying) 65 th Avenue | E | x | x | x | x |
| Implement Aerotropolis ASPs (65 th Avenue ASP, Telford Lake ASP) | E | x | | | |
| Investigate opportunities for incubators and support for pop-ups | N | x | x | | |
| Investigate opportunities that support local business and producers (farm to table events) | N | | | x | |
| Facilitate proposed cannabis development in the Sawridge Business Park | N | x | x | | |

| STRATEGY 2 – Encourage economic growth and diversification in primary clusters. | | | | | |
|--|---------------------|-------------|-------------|-------------|-------------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |

| | | | | | |
|--|---|---|---|---|---|
| Review and update the Sports Tourism Master Plan | E | | | | x |
| Implement an 'open for business' framework to attract and retain business (streamline regulatory and permitting services) | N | x | | | |
| Work with EIA, Edmonton Global and other strategic partners to collectively promote and support transportation, logistics and distribution | E | x | x | x | x |
| Investigate tourism opportunities and leverage events for the community – local and regional options | N | | | x | x |
| Investigate promoting the multiplier effect of purchasing local in partnership with other organizations (i.e. Chamber, County, DBA, etc.) | N | | x | | |

| STRATEGY 3 – Review and strengthen Leduc's role, approach and delivery of local and regional economic development. | | | | | |
|--|--------------|------|------|------|------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Optimize and define the roles of the City of Leduc to align with Edmonton Global and Airport Accord | E | x | x | | |

GOAL 4 – A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER

OUTCOME

The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board and Edmonton Global. It is cited as a leader in regional and inter-municipal collaboration. The city and Leduc County collaborate to identify and implement initiatives to improve services, share costs and drive economic outcomes.

| STRATEGY 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. | | | | | |
|---|--------------|------|------|------|------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Advocate the provincial government to maintain infrastructure, services and programs (i.e. hospital, downtown agency building, court house, advocating for a share of provincial revenues, schools) | N | x | x | x | x |

| | | | | | |
|--|-----|----------------------------------|---|---|---|
| Partner with telecom companies to bring Broadband to Leduc | N | | x | x | x |
| Work with the province to address cost-recovery and equitable delivery of ambulance service | E | x | x | | |
| Review and implement joint-use agreements (programming) with schools | N/E | x | x | | |
| Continue to implement shared services with the RCMP and Province - COMPLETED | E | ^x COMPLETED | | | |
| Continue to implement integrated crime reduction unit (ICRU) initiatives with the RCMP – monitoring prolific offenders | E | x | x | x | x |
| Implement the school site rationalization strategy | E | x | | | |
| Investigate opportunities for Crystal Creek servicing, developer partnerships and/or sale of land | E | x | x | x | x |
| Participate in discussions with the Regional Transit Services Commission | N | x | x | x | x |
| Drive regional benefits through the EIA Cooperation Accord <ul style="list-style-type: none"> LUST - Land-use, servicing and transportation framework Economic development framework Shared cost/shared benefit framework Monitor investment in public transit | E/N | x | x | x | x |

| STRATEGY 2 – Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities. | | | | | |
|---|--------------|------|------|------|------|
| Actions | New/Existing | 2019 | 2020 | 2021 | 2022 |
| Continue to support building regional elected official to elected official relationships | E | x | x | x | x |
| Work with Leduc County to determine options for shared fire service initiatives | N | x | | | |
| Secure an auto-aid agreement for the Leduc Industrial Park | N | x | | | |
| Continue to participate in the Edmonton Metropolitan Region Board (servicing, infrastructure/transportation, transit, land-use planning, agriculture) | E | x | x | x | x |
| Continue implementing County cost sharing agreements <ul style="list-style-type: none"> recreation, culture and library cost share fire service agreements airport tax sharing | E | x | x | x | x |

| | | | | | |
|---|---|--|--|---|--|
| <ul style="list-style-type: none"> • boundary roads and facilities • joint ownership of equipment • transit and enhancements | | | | | |
| Investigate new shared service opportunities with Leduc County (e.g. FCSS, etc.) | N | | | x | |