

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



Monday, October 28, 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, October 21, 2019	3 - 7
4.	DELEGATIONS & PRESENTATIONS	
5.	BUSINESS ARISING FROM PRESENTATIONS	
6.	CLOSED SESSION	
6.1	Personnel Requirements FOIP s. 24 & 25 (J. Cannon - 1 hour) TIME SPECIFIC 5 PM TO 6 PM	
7.	RISE AND REPORT FROM CLOSED SESSION	
8.	REPORTS FROM COMMITTEE & ADMINISTRATION	
8.1	Contracted Services Review (P. Benedetto / D. Melvie / M. Pieters / I. Sasyniuk - 30 minutes) TIME SPECIFIC 6 PM TO 6:30 PM ***NOTE: A presentation is now attached.***	8 - 47
8.2	Asset Management Project and Program Update (J. Graham / B. Pouteau / J. Cannon - 30 minutes)	48 - 59

9. INFORMATION ITEMS

10. ADJOURNMENT



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

Monday, October 21, 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: I. Sasyniuk, A/City Manager, S. Davis, City Clerk

1. CALL TO ORDER

Mayor B. Young called the meeting to order at 5:03 pm.

2. APPROVAL OF AGENDA

MOVED by Councillor L. Hansen

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

4. DELEGATIONS & PRESENTATIONS

4.1 Royal Canadian Legion Leduc Branch No. 108 Poppy Presentation

Motion Carried Unanimously

3. ADOPTION OF PREVIOUS NOTES

**3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday,
October 7, 2019**

MOVED by Councillor L. Hansen

That the notes of the Committee-of-the-Whole meeting held on Monday, October 7, 2019, be approved with the following amendments:

Titles for items 6.3 and 7.3 be amended to read: Land Use Enforcement.

Motion Carried Unanimously

4. DELEGATIONS & PRESENTATIONS

There were no delegations or presentations.

5. BUSINESS ARISING FROM PRESENTATIONS

6. CLOSED SESSION

MOVED by Councillor B. Beckett

That Committee-of-the-Whole move into Closed Session at 5.04 pm.

Motion Carried Unanimously

6.1 Regional Transit Service Commission Findings

(FOIP s. 16, 24 & 25)

6.2 Edmonton International Airport Tax Sharing Agreement

(FOIP s. 21, 24 & 25)

6.3 Intermunicipal Projects Update/Strategic Planning

(FOIP s. 21 & 25)

MOVED by Councillor L. Hansen

That Committee-of-the-Whole move into Open Session at 6:12 pm.

Motion Carried Unanimously

7. RISE AND REPORT FROM CLOSED SESSION

7.1 Regional Transit Service Commission Findings

(FOIP s. 16, 24 & 25)

Also in attendance:

Executive Team

A. Thom, Ernst & Young, LLP

A. Anderson, Anderson Business Consultants Inc.

K. Wenzel, Manager, Public Transportation

M. Kane, Regional and Intergovernmental Advisor

S. Davis, City Clerk

A. Thorn and A. Anderson made a PowerPoint presentation (Attached to Closed Session Agenda) and answered the Committee's questions.

7.2 Edmonton International Airport Tax Sharing Agreement

(FOIP s. 21, 24 & 25)

Also in attendance:

Executive Team

S. Davis, City Clerk

I. Sasyniuk, A/City Manager, and Mayor B. Young made a PowerPoint presentation (Attached to Closed Session Agenda) and answered the Committee's questions.

7.3 Intermunicipal Projects Update/Strategic Planning

(FOIP s. 21 & 25)

There was no business under this item.

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.1 Reserve Policy - Workshop Introduction

J. Cannon, Director, Finance and C. Dragan-Sima, Manager, Financial Planning and Budgets, made a PowerPoint presentation (Attached to Agenda) on the Reserve Policy, which included:

- Introduction of the team
 - J. Cannon
 - C. Dragan-Sima
 - J. Szewczuk, Metrix Group LLP
 - S. Porter, Metrix Group LLP
 - C. Thorn, Manager, Financial Analytics
- Capital plan funding sources from 2018 to 2020
- 2nd major source of capital funding
- 3rd major source of capital funding
- Reserve funding sources and legislation

- Understanding what funds the General Contingency Reserve
- Projects funded by surplus transferred to General Contingency
- Responding to Council's direction to reduce surplus
- Surplus
- Reserves
- Next steps

J. Cannon, I. Sasyniuk, A/City Manager, and J. Szewczuk answered the Committee's questions.

The Committee-of-the-Whole recessed at 6:58 pm.

The Committee-of-the-Whole reconvened at 7:07 pm.

8.2 Council IT Support Update - Chamber Technology Requirements

J. Graham, Chief Information Officer, introduced L. Spratt, Sr. System Designer, Comtec.

J. Graham and L. Spratt made a PowerPoint presentation (Attached to Agenda), which outlined options for updating technology in Council Chambers. A handout was provided to Committee Members which will be attached to the October 28, 2019, Council meeting agenda.

J. Graham, L. Spratt, G. Unger, Manager, Enterprise Technology Services, and I. Sasyniuk, A/City Manager, answered the Committee's questions.

MOVED by Councillor L. Hansen

That this item be brought forward to the October 28, 2019, Council meeting.

Motion Carried Unanimously

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 8:16 pm.

B. YOUNG, Mayor

S. DAVIS, City Clerk



COMMITTEE-OF-THE-WHOLE

MEETING DATE: October 28, 2019

SUBMITTED BY: Darrell Melvie, GM Community and Protective Services; Michael Pieters, GM Infrastructure and Planning; Irene Sasyniuk, GM Corporate Services

PREPARED BY: Same

REPORT TITLE: Contracted Services Review

EXECUTIVE SUMMARY

On January 14, 2019, stemming from discussion taking place regarding budget process improvements and 2020 budget priorities, Council directed Administration to provide a review of contracted services. The need for this review was identified in the context of surpluses that have occurred within this cost centre over the past few years and to determine what options may be available to better anticipate future year expenditures.

BACKGROUND

Over the course of the past several months, administration performed a review of contract services in all departments that included:

- Operating cost centres
- Budget versus actuals 2016 – 2018 and related surplus / deficits
- Budget allocations for 2019 and 2020
- Contracts exceeding the threshold of \$100K

In addition, each contract was reviewed to determine cost drivers, factors that impacts costs, contract term and potential alternatives to delivering the service.

While the City has a number of different contract service totalling in excess of \$15M, focus of the review was given to larger contracts in excess of \$100K, with special attention given to contracts where there have been significant variances between what has been budgeted and actual expenditures. In total those areas reviewed comprise about 75% of the City's contract services budget. A summary of budget and related expenditures within the sub departments reviewed has been attached.

Some areas with more substantive variances include:

Police Protection - RCMP

The largest contract service expenditure is that of police protection through contract with the RCMP. Year over year there generally has been a substantive surplus within this budget due to ongoing vacancies at the detachment. The detachment has had to deal with reduced numbers due to broader national challenges with recruitment and ongoing factors such as transfers and long-term injuries. The current established number of municipal members is 33 and to date in 2019 the actual number of members in the detachment has been 25. Leadership at the Leduc Detachment continue to work to fill vacancies and utilize overtime to ensure proper watch coverage when required. We anticipate the detachment will be expecting several new recruits through Q4 of 2019 and Q1 of 2020.



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For the 2019 budget, given surpluses within this contract budget, Administration built into the budget an allowance of \$300K to offset the variance between the budgeted members vs actual required.

Enforcement Services – Traffic Enforcement

For several years, Automated Traffic Enforcement services in Leduc were provided by an external service provider whose contract was discontinued in June 2017. This contract was based on a percentage payment of each violation ticket issued. In 2016, there was a significant increase in the number of violation tickets issued and as such there was a corresponding increase in the payment due through the contract. This number decreased substantially in 2018 with the change in method of service delivery to in house community peace officers. The current budget allocation is for ticket processing only and therefore is much less than in previous years. This new method of service provision makes it difficult to budget, however variances will be reviewed every year and the budget will be adjusted accordingly.

Assessment Services

The provision of assessment services for the City has always been provided by an external service provider. However, Administration regularly reviews this service area to determine whether there are benefits to bringing the service in-house. The most recent review took place in 2018. At this time, it was determined that there was better value, due to the expertise required, by continuing to utilize an external service provider. Therefore, a request for proposal (RFP) was issued in 2018 and a new service provider hired for a term of 3 years with an option to extend for an additional 3 years. Annual savings of approximately \$40K were realized by utilizing the competitive RFP process.

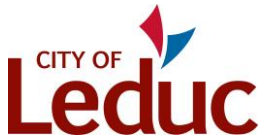
Snow and Ice Control

Contract services in snow and ice control is primarily used for contract snow hauling trucks. It is also used for heavy equipment rentals such as an additional grader or loader should the snow event be extreme. In addition, should we have a significant equipment failure, these funds would be used to rent or lease additional equipment. Administration adjusts the budget value based on a three year rolling average. In 2018, Council approved an allowance of \$230K in contracted services to reduce the snow and ice budget, however if required funds will be drawn from the snow reserve.

Water Maintenance & Waste Water Maintenance

The contracted services portion of Water Maintenance covers reactionary repairs with the majority of the work being underground. The account line is used for repairs such as: service laterals – \$10K, service lateral valves – \$10K, main valves – \$3K, and hydrants – \$1K with is approximately 180km of water mains.

The contracted services portion of Wastewater Maintenance covers reactionary repairs with the majority of the work being underground. The account line primarily used to repair our roughly \$10K sewer laterals, 163km of sewer main and \$4K sewer manholes.



COMMITTEE-OF-THE-WHOLE

Excavations are generally more than one day of work and require a number of pieces of equipment including but not limited to: a vacuum truck, a tandem truck, an excavator (size will vary based on depth) and multiple pick-up trucks to transport all of the equipment necessary to keep an excavation site safe and efficient. The cost of an underground repair can vary anywhere from \$5K up to \$50K depending on factors such as: location, proximity to other utilities, depth and available information.

TRANSIT

The City of Leduc and Leduc County have a Joint Venture agreement for the provision of transit services (65/35 split). The service utilizes contracted services as it is more cost-effective and efficient to do this given the split shift and the need for backup drivers. The transit contract was recently tendered and PW Transit Canada (PWT) was awarded the contract for a three-year term plus the ability to extend an additional 2 plus 2 years.

Leduc Assisted Transportation Services (LATS)

LATS has a contract with Disabled Adult Transit Service (DATS) in Edmonton for driver dispatch which expires December 2021. This is a more cost effective approach due to the hours of operations for providing the service.

NEXT STEPS

Once the year end is complete for 2019 contract services will be reviewed further as there were several allowances put in place in 2019 that were used to reduce overall contracted services. It is important to have the year-end complete to assess how these allowances performed.

ATTACHMENTS

Summary of Contracted Services Review

Council's Contracted Services Review – Background Documentation

City of Leduc 2019 Contracted Services Review

Sub-Department	Sub-Department Name	Contract Description	Amount	Rank Score *
2000	Police Protection	RCMP	5,428,049	28
2800	Enforcement Services	Traffic Enforcement - Mobile Speed & ATE	214,956	28
1200	Finance	Assessment Services	430,000	27
3600	Snow & Ice Control	Snow Removal	70,000	27
4400	Waste/Environmental	Waste Management Agreement	1,724,000	26
3250	Road Maintenance	Asphalt, Concrete Repairs, Mud Jacking	450,000	25
3960	Route 747 (Edmonton/EIA Internal)	Route 747 (EIA Internal Transit)	566,108	24
4110	Water Maintenance	Water Utility Infrastructure Repairs	465,000	24
4230	Waste Water Maintenance	Sanitary Sewer Infrastructure Repairs	250,000	24
3950	Transit	Contracted Driver Service (PWT)	1,161,870	23
3900	Transit LATS	Edmonton Transit - DATS	119,000	20

Rating Score: Lowest = 11 Mid = 22 Highest = 33

* The higher the rank the higher the importance and associated risk

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

Operational Contracts over \$100,000

SECTION ONE - EXPENSE INFORMATION

Description of Contract	Police Protection - RCMP		
Service Level Supported	Delivery of Policing Services		
Division	Community & Protective Services		
Department	GM Community & Protective Services Admin		
Sub-Department	2000 - POLICE PROTECTION		
<i>(select all applicable)</i>			
<i>(type additional here)</i>			
G/L Account	<input type="checkbox"/> 4400 - Landfill Testing <input type="checkbox"/> 4410 - Contracted Services <input type="checkbox"/> 4411 - Allowance for Cont. Serv. <input type="checkbox"/> 4420 - Prof. Fees - Consultants <input type="checkbox"/> 4421 - Prof. Fees - Busines Plan <input type="checkbox"/> 4430 - Audit Fees <input type="checkbox"/> 4440 - Legal Fees <input type="checkbox"/> 4450 - Cont. Serv. - Computer <input type="checkbox"/> 4451 - Vet Services - Cat <input type="checkbox"/> 4452 - Vet Services <input type="checkbox"/> 4453 - MFE Contracts <input type="checkbox"/> 4470 - IT Support Services <input type="checkbox"/> 4471 - Security Fees <input type="checkbox"/> 4480 - Policing Costs <input type="checkbox"/> Other _____	<input type="checkbox"/> 4481 - 911 Service Agreement <input type="checkbox"/> 4490 - Engineering Fees <input type="checkbox"/> 4491 - Designs - PW <input type="checkbox"/> 4492 - Traffic Controls <input checked="" type="checkbox"/> 4510 - RCMP <input type="checkbox"/> 4511 - 911 <input type="checkbox"/> 4550 - Property Assess. Fees <input type="checkbox"/> 4560 - Weed Control <input type="checkbox"/> 4561 - Pest Control <input type="checkbox"/> 4610 - Winter Maint. Contracts <input type="checkbox"/> 4611 - Cleaning Contracts <input type="checkbox"/> 4612 - Janitorial Services <input type="checkbox"/> 4613 - System Maint. Contracts <input type="checkbox"/> 4614 - Waste Disposal Serv.	<input type="checkbox"/> 4615 - Electrical <input type="checkbox"/> 4619 - Other Bldg. Contracts <input type="checkbox"/> 4620 - Remediation <input type="checkbox"/> 4630 - Well Monitoring <input type="checkbox"/> 4640 - Site Monitoring <input type="checkbox"/> 4650 - Fire Calls <input type="checkbox"/> 4710 - Office Equipment <input type="checkbox"/> 4711 - Photocopier Maint. <input type="checkbox"/> 4712 - Computer <input type="checkbox"/> 4713 - Equipment Rental <input type="checkbox"/> 4720 - Radio Maint. Contracts <input type="checkbox"/> 4799 - Other
Procurement Process	Sole Tender		
Last Procurement Process Date	2012 March		

SECTION TWO - BUDGET INFORMATION

Current Year Budget 2019*	\$ 5,428,049	Subsequent Year Budget 2020*	\$ 5,636,217
Prior Year Comparatives:	Budget	Actual	Surplus/(Deficit)
2018	\$ 5,386,714	\$ 4,858,952	\$ 527,762
2017	\$ 4,991,588	\$ 4,650,216	\$ 341,372
2016	\$ 4,733,931	\$ 5,037,797	\$ (303,866)

* 2019 onwards includes an allowance of \$300K for RCMP members vacancies. Which reduces the 2019 and 2020 expense.

SECTION THREE - ANALYSIS OF EXPENSE

#1: Cost Drivers

(Cost drivers such as unit/hourly price, fees, etc.)

- Unit price per member

#2: Factors that Impact Costs

(Factors such as inflation, contract price changes, etc.)

- Number of RCMP members
- Changes in contractor fees
- Costs relating to building
- Inflation
- Increase in regulatory requirements
- Change in labour model

#3: Agreement Details

(Details of the agreement such as term, options, etc.)

- 20 year contract with two year out

#4: Alternatives/Mitigation

(Other methods of delivering the service)

Internal - City of Leduc creates own police service and is the police force of jurisdiction
External - Contractor performs all tasks

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

EVALUATION OF EXPENSE

Contract Service: Police Protection - RCMP

External Support Criteria	Rank	Notes
<u>1. REGULATORY OBLIGATION</u>		
A Legislated Duty - required to provide by statute or case law	B	
B Implied Responsibility - inherent in delegated responsibilities		
C Enabling Provisions – can or may do		
<u>2. PUBLIC BENEFIT</u>		
A Public Interest - all citizens derive benefit	A	Public safety, reduction in serious and fatal injuries
B Mixed Interest - all citizens may derive benefit		
C Private Interest - specific citizens benefit		
<u>3. COST RECOVERY POTENTIAL</u>		
A Tax Base - low potential for user recovery	B	
B Mixed – some % of taxes and cost recovery		
C Cost Recovery - high potential for user cost recovery		
<u>4. ALTERNATE PROVIDER</u>		
A Limited - no other providers	B	Some, but much more costly
B Some - Potential providers		
C Many - Existing providers		
<u>5. HEALTH AND SAFETY</u>		
A Public Safety – high life/death or injury potential	A	
B Public Health – potential threat to well being		
C Well Being – enhances lifestyle		
<u>6. QUALITY OF LIFE</u>		
A Livable Community - orderly/sustainable functioning of community	A	
B Community Image - visual appearance of community		
C Community Pride – feeling of citizens and visitors		
<u>7. MUNICIPAL POLICY</u>		
A Bylaw - through public hearing process	B	Linked to Strategic Plan
B Policy - Council resolution or policy		
C Guideline - the procedure or practice		
<u>8. PUBLIC NEED</u>		
A Community At Large – all citizens – public interest	A	
B Multiple Interests – many citizens		
C Vested Interest – specific citizens – vested interest		
<u>9. INTERAGENCY OBLIGATION</u>		
A Regulated - legislated cooperation	A	Required to work with RCMP on deployment of program
B Agreement - contractual arrangement		
C Practice – traditional practice		
<u>10. STRATEGIC</u>		
A Direct – impacts numerous goals and priorities	A	
B Indirect – relates to desired strategic outcomes		
C Capacity building – citizen of community self-help		
<u>11. VALUE FOR MONEY</u>		
A Maximize – low cost/high benefit	B	
B Medium – average cost/ high benefit		
C Minimum – high cost/medium benefit		

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

Operational Contracts over \$100,000

SECTION ONE - EXPENSE INFORMATION

Description of Contract	Traffic Enforcement - Mobile Speed & ATE		
Service Level Supported	Enforcement of traffic services		
Division	Community & Protective Services		
Department	Enforcement Services		
Sub-Department <i>(select all applicable)</i>	2800 - ENFORCEMENT SERVICES		
<i>(type additional here)</i>			
G/L Account	<input type="checkbox"/> 4400 - Landfill Testing <input checked="" type="checkbox"/> 4410 - Contracted Services <input type="checkbox"/> 4411 - Allowance for Cont. Serv. <input type="checkbox"/> 4420 - Prof. Fees - Consultants <input type="checkbox"/> 4421 - Prof. Fees - Busines Plan <input type="checkbox"/> 4430 - Audit Fees <input type="checkbox"/> 4440 - Legal Fees <input type="checkbox"/> 4450 - Cont. Serv. - Computer <input type="checkbox"/> 4451 - Vet Services - Cat <input type="checkbox"/> 4452 - Vet Services <input type="checkbox"/> 4453 - MFE Contracts <input type="checkbox"/> 4470 - IT Support Services <input type="checkbox"/> 4471 - Security Fees <input type="checkbox"/> 4480 - Policing Costs <input type="checkbox"/> Other _____	<input type="checkbox"/> 4481 - 911 Service Agreement <input type="checkbox"/> 4490 - Engineering Fees <input type="checkbox"/> 4491 - Designs - PW <input type="checkbox"/> 4492 - Traffic Controls <input type="checkbox"/> 4510 - RCMP <input type="checkbox"/> 4511 - 911 <input type="checkbox"/> 4550 - Property Assess. Fees <input type="checkbox"/> 4560 - Weed Control <input type="checkbox"/> 4561 - Pest Control <input type="checkbox"/> 4610 - Winter Maint. Contracts <input type="checkbox"/> 4611 - Cleaning Contracts <input type="checkbox"/> 4612 - Janitorial Services <input type="checkbox"/> 4613 - System Maint. Contracts <input type="checkbox"/> 4614 - Waste Disposal Serv.	<input type="checkbox"/> 4615 - Electrical <input type="checkbox"/> 4619 - Other Bldg. Contracts <input type="checkbox"/> 4620 - Remediation <input type="checkbox"/> 4630 - Well Monitoring <input type="checkbox"/> 4640 - Site Monitoring <input type="checkbox"/> 4650 - Fire Calls <input type="checkbox"/> 4710 - Office Equipment <input type="checkbox"/> 4711 - Photocopier Maint. <input type="checkbox"/> 4712 - Computer <input type="checkbox"/> 4713 - Equipment Rental <input type="checkbox"/> 4720 - Radio Maint. Contracts <input type="checkbox"/> 4799 - Other
Procurement Process	RFP		
Last Procurement Process Date	March 2018		

SECTION TWO - BUDGET INFORMATION

Current Year Budget 2019	\$ 214,956	Subsequent Year Budget 2020	\$ 240,970
Prior Year Comparatives:	Budget	Actual	Surplus/(Deficit)
2018	\$ 90,000	\$ 3,444	\$ 86,556
2017	\$ 710,000	\$ 185,990	\$ 524,010
2016	\$ 650,000	\$ 1,257,692	\$ (607,692)

** In 2018 the service model was changed so the 2016 and 2017 trend may not be reflective of past comparisons*

SECTION THREE - ANALYSIS OF EXPENSE

#1: Cost Drivers

(Cost drivers such as unit/hourly price, fees, etc.)

#2: Factors that Impact Costs

(Factors such as inflation, contract price changes, etc.)

- Province of Alberta allocation - 41% of gross fine
- Ticket processing - \$10/ticket
- Fixed intersection enforcement - 27% of gross fine

- Number of violations - expect greater number of violations in first year of implementation, followed by a reduction in subsequent years, levelling out
- Changes in contractor fees
- Cost of postage

#3: Agreement Details

(Details of the agreement such as term, options, etc.)

- Two years with three-year extension
- Six month out clause

#4: Alternatives/Mitigation

(Other methods of delivering the service)

Internal - City of Leduc performs all tasks
External - Contractors perform all tasks
Hybrid (current practice) - A mix of contractor and municipal resources perform tasks (ie municipal staff do enforcement and ticket processing is done externally)

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

EVALUATION OF EXPENSE

Contract Service: Traffic Enforcement - Mobile Speed & ATE

External Support Criteria	Rank	Notes
<u>1. REGULATORY OBLIGATION</u>		
A Legislated Duty - required to provide by statute or case law	B	
B Implied Responsibility - inherent in delegated responsibilities		
C Enabling Provisions – can or may do		
<u>2. PUBLIC BENEFIT</u>		
A Public Interest - all citizens derive benefit	A	Public safety, reduction in serious and fatal injuries
B Mixed Interest - all citizens may derive benefit		
C Private Interest - specific citizens benefit		
<u>3. COST RECOVERY POTENTIAL</u>		
A Tax Base - low potential for user recovery	B	
B Mixed – some % of taxes and cost recovery		
C Cost Recovery - high potential for user cost recovery		
<u>4. ALTERNATE PROVIDER</u>		
A Limited - no other providers	B	Some, but much more costly
B Some - Potential providers		
C Many - Existing providers		
<u>5. HEALTH AND SAFETY</u>		
A Public Safety – high life/death or injury potential	A	
B Public Health – potential threat to well being		
C Well Being – enhances lifestyle		
<u>6. QUALITY OF LIFE</u>		
A Livable Community - orderly/sustainable functioning of community	A	
B Community Image - visual appearance of community		
C Community Pride – feeling of citizens and visitors		
<u>7. MUNICIPAL POLICY</u>		
A Bylaw - through public hearing process	B	Linked to Strategic Plan
B Policy - Council resolution or policy		
C Guideline - the procedure or practice		
<u>8. PUBLIC NEED</u>		
A Community At Large – all citizens – public interest	A	
B Multiple Interests – many citizens		
C Vested Interest – specific citizens – vested interest		
<u>9. INTERAGENCY OBLIGATION</u>		
A Regulated - legislated cooperation	A	Required to work with RCMP on deployment of program
B Agreement - contractual arrangement		
C Practice – traditional practice		
<u>10. STRATEGIC</u>		
A Direct – impacts numerous goals and priorities	A	
B Indirect – relates to desired strategic outcomes		
C Capacity building – citizen of community self-help		
<u>11. VALUE FOR MONEY</u>		
A Maximize – low cost/high benefit	B	
B Medium – average cost/ high benefit		
C Minimum – high cost/medium benefit		

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

Operational Contracts over \$100,000

SECTION ONE - EXPENSE INFORMATION

Description of Contract	Assessment Services		
Service Level Supported	Taxation		
Division	Corporate Services		
Department	Finance		
Sub-Department	1200 - FINANCE		
<i>(select all applicable)</i>			
<i>(type additional here)</i>			
G/L Account	<input type="checkbox"/> 4400 - Landfill Testing <input type="checkbox"/> 4410 - Contracted Services <input type="checkbox"/> 4411 - Allowance for Cont. Serv. <input type="checkbox"/> 4420 - Prof. Fees - Consultants <input type="checkbox"/> 4421 - Prof. Fees - Business Plan <input type="checkbox"/> 4430 - Audit Fees <input type="checkbox"/> 4440 - Legal Fees <input type="checkbox"/> 4450 - Cont. Serv. - Computer <input type="checkbox"/> 4451 - Vet Services - Cat <input type="checkbox"/> 4452 - Vet Services <input type="checkbox"/> 4453 - MFE Contracts <input type="checkbox"/> 4470 - IT Support Services <input type="checkbox"/> 4471 - Security Fees <input type="checkbox"/> 4480 - Policing Costs	<input type="checkbox"/> 4481 - 911 Service Agreement <input type="checkbox"/> 4490 - Engineering Fees <input type="checkbox"/> 4491 - Designs - PW <input type="checkbox"/> 4492 - Traffic Controls <input type="checkbox"/> 4510 - RCMP <input type="checkbox"/> 4511 - 911 <input checked="" type="checkbox"/> 4550 - Property Assess. Fees <input type="checkbox"/> 4560 - Weed Control <input type="checkbox"/> 4561 - Pest Control <input type="checkbox"/> 4610 - Winter Maint. Contracts <input type="checkbox"/> 4611 - Cleaning Contracts <input type="checkbox"/> 4612 - Janitorial Services <input type="checkbox"/> 4613 - System Maint. Contracts <input type="checkbox"/> Other _____	<input type="checkbox"/> 4614 - Waste Disposal Serv. <input type="checkbox"/> 4615 - Electrical <input type="checkbox"/> 4619 - Other Bldg. Contracts <input type="checkbox"/> 4620 - Remediation <input type="checkbox"/> 4630 - Well Monitoring <input type="checkbox"/> 4640 - Site Monitoring <input type="checkbox"/> 4650 - Fire Calls <input type="checkbox"/> 4710 - Office Equipment <input type="checkbox"/> 4711 - Photocopier Maint. <input type="checkbox"/> 4712 - Computer <input type="checkbox"/> 4713 - Equipment Rental <input type="checkbox"/> 4720 - Radio Maint. Contracts <input type="checkbox"/> 4799 - Other
Procurement Process	RFP		
Last Procurement Process Date	2019		

SECTION TWO - BUDGET INFORMATION

Current Year Budget 2019	\$ 430,000	Subsequent Year Budget 2020	\$ 334,000
Prior Year Comparatives:	Budget	Actual	Surplus/(Deficit)
2018	\$ 375,000	\$ 342,984	\$ 32,016
2017	\$ 299,600	\$ 303,974	\$ (4,374)
2016	\$ 302,000	\$ 298,552	\$ 3,448

SECTION THREE - ANALYSIS OF EXPENSE

#1: Cost Drivers	#2: Factors that Impact Costs
<i>(Cost drivers such as unit/hourly price, fees, etc.)</i>	<i>(Factors such as inflation, contract price changes, etc.)</i>
• For 2019, there are three components:	• Change in the number of rolls

- For 2019, there are three components:
- \$23 x parcel count x 12 months
 - \$23 x (change in # of rolls between current year and previous)
 - \$75k for overlap of assessor (period of Jan-Mar 2019)

- Change in the number of rolls
- Using services that are not in scope of agreement

#3: Agreement Details

(Details of the agreement such as term, options, etc.)

3 year term covering 2019-21 with an option for an additional 3 years (2022-2024)

#4: Alternatives/Mitigation

(Other methods of delivering the service)

- Bring the provision of the service in-house
- Partner with other municipalities

CITY OF LEDUC COUNCIL'S CONTRACTED SERVICES REVIEW

EVALUATION OF EXPENSE

Contract Service: Assessment Services

External Support Criteria	Rank	Notes
<u>1. REGULATORY OBLIGATION</u>		
A Legislated Duty - required to provide by statute or case law	A	MGA requirement
B Implied Responsibility - inherent in delegated responsibilities		
C Enabling Provisions – can or may do		
<u>2. PUBLIC BENEFIT</u>		
A Public Interest - all citizens derive benefit	A	Taxation supports all rate payers
B Mixed Interest - all citizens may derive benefit		
C Private Interest - specific citizens benefit		
<u>3. COST RECOVERY POTENTIAL</u>		
A Tax Base - low potential for user recovery	A	
B Mixed – some % of taxes and cost recovery		
C Cost Recovery - high potential for user cost recovery		
<u>4. ALTERNATE PROVIDER</u>		
A Limited - no other providers	B	
B Some - Potential providers		
C Many - Existing providers		
<u>5. HEALTH AND SAFETY</u>		
A Public Safety – high life/death or injury potential	C	
B Public Health – potential threat to well being		
C Well Being – enhances lifestyle		
<u>6. QUALITY OF LIFE</u>		
A Livable Community - orderly/sustainable functioning of	A	Taxation is an integral part of having a sustainable community.
B Community Image - visual appearance of community		
C Community Pride – feeling of citizens and visitors		
<u>7. MUNICIPAL POLICY</u>		
A Bylaw - through public hearing process	A	
B Policy - Council resolution or policy		
C Guideline - the procedure or practice		
<u>8. PUBLIC NEED</u>		
A Community At Large – all citizens – public interest	A	
B Multiple Interests – many citizens		
C Vested Interest – specific citizens – vested interest		
<u>9. INTERAGENCY OBLIGATION</u>		
A Regulated - legislated cooperation	C	
B Agreement - contractual arrangement		
C Practice – traditional practice		
<u>10. STRATEGIC</u>		
A Direct – impacts numerous goals and priorities	A	
B Indirect – relates to desired strategic outcomes		
C Capacity building – citizen of community self-help		
<u>11. VALUE FOR MONEY</u>		
A Maximize – low cost/high benefit	B	
B Medium – average cost/ high benefit		
C Minimum – high cost/medium benefit		

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

Operational Contracts over \$100,000

SECTION ONE - EXPENSE INFORMATION

Description of Contract	Snow & Ice Control (Snow removal operations - primarily tandem truck hauling)		
Service Level Supported	Maintain Level of Service as outlined in Policy No: 31.02:03 Rev. 9		
Division	Infrastructure & Planning		
Department	Public Services		
Sub-Department	3600 - SNOW & ICE CONTROL		
<i>(select all applicable)</i>			
<i>(type additional here)</i>			
G/L Account	<input type="checkbox"/> 4400 - Landfill Testing <input checked="" type="checkbox"/> 4410 - Contracted Services <input type="checkbox"/> 4411 - Allowance for Cont. Serv. <input type="checkbox"/> 4420 - Prof. Fees - Consultants <input type="checkbox"/> 4421 - Prof. Fees - Business Plan <input type="checkbox"/> 4430 - Audit Fees <input type="checkbox"/> 4440 - Legal Fees <input type="checkbox"/> 4450 - Cont. Serv. - Computer <input type="checkbox"/> 4451 - Vet Services - Cat <input type="checkbox"/> 4452 - Vet Services <input type="checkbox"/> 4453 - MFE Contracts <input type="checkbox"/> 4470 - IT Support Services <input type="checkbox"/> 4471 - Security Fees <input type="checkbox"/> 4480 - Policing Costs	<input type="checkbox"/> 4481 - 911 Service Agreement <input checked="" type="checkbox"/> 4490 - Engineering Fees <input type="checkbox"/> 4491 - Designs - PW <input type="checkbox"/> 4492 - Traffic Controls <input type="checkbox"/> 4510 - RCMP <input type="checkbox"/> 4511 - 911 <input type="checkbox"/> 4550 - Property Assess. Fees <input type="checkbox"/> 4560 - Weed Control <input type="checkbox"/> 4561 - Pest Control <input type="checkbox"/> 4610 - Winter Maint. Contracts <input type="checkbox"/> 4611 - Cleaning Contracts <input type="checkbox"/> 4612 - Janitorial Services <input type="checkbox"/> 4613 - System Maint. Contracts <input type="checkbox"/> Other _____	<input type="checkbox"/> 4614 - Waste Disposal Serv. <input type="checkbox"/> 4615 - Electrical <input type="checkbox"/> 4619 - Other Bldg. Contracts <input type="checkbox"/> 4620 - Remediation <input type="checkbox"/> 4630 - Well Monitoring <input type="checkbox"/> 4640 - Site Monitoring <input type="checkbox"/> 4650 - Fire Calls <input type="checkbox"/> 4710 - Office Equipment <input type="checkbox"/> 4711 - Photocopier Maint. <input type="checkbox"/> 4712 - Computer <input type="checkbox"/> 4713 - Equipment Rental <input type="checkbox"/> 4720 - Radio Maint. Contracts <input type="checkbox"/> 4799 - Other
Procurement Process	Submitted hourly cost pricing by each individual hauler. Haulers selected from low bid to high.		
Last Procurement Process Date	Fall 2018		

SECTION TWO - BUDGET INFORMATION

	Current Year Budget 2019*	Subsequent Year Budget 2020*	
	\$ 70,000	\$ 70,000	
Prior Year Comparatives:	Budget	Actual	Surplus/(Deficit)
2018 *	\$ 70,000	\$ 150,054 **	\$ (80,054)
2017	\$ 438,600	\$ 127,441	\$ 311,159
2016	\$ 430,000	\$ 9,320	\$ 420,680

* 2018 onward includes \$230K allowance approved by Council on April 23/2018 to reduce the Mill Rate
 ** 2018 used \$243K from allowance (one-time funding) in order to bring the overall program to net zero

SECTION THREE - ANALYSIS OF EXPENSE

#1: Cost Drivers

(Cost drivers such as unit/hourly price, fees, etc.)

Hourly rate for truck and operator.

#2: Factors that Impact Costs

(Factors such as inflation, contract price changes, etc.)

Winter weather (snowfall accumulation) has major impact on snow removal operations.
Cost of fuel impacts hourly rate charged by contracted truck/operator.

#3: Agreement Details

(Details of the agreement such as term, options, etc.)

Contracted truck/operators are placed on call list and notified when their services are required. Contracted haulers can refuse work resulting in City calling next available hauler on list until adequate number of haulers is achieved for operations.

#4: Alternatives/Mitigation

(Other methods of delivering the service)

In-house service delivery would require extensive investment in additional resources (capital and staffing). Additional resources would be underutilized during periods where no snow removal operations are taking place.

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

EVALUATION OF EXPENSE

Contract Service: **Snow & Ice Control (Snow removal operations - primarily tandem truck hauling)**

External Support Criteria	Rank	Notes
<u>1. REGULATORY OBLIGATION</u>		
A Legislated Duty - required to provide by statute or case law	B	
B Implied Responsibility - inherent in delegated responsibilities		
C Enabling Provisions – can or may do		
<u>2. PUBLIC BENEFIT</u>		
A Public Interest - all citizens derive benefit	A	
B Mixed Interest - all citizens may derive benefit		
C Private Interest - specific citizens benefit		
<u>3. COST RECOVERY POTENTIAL</u>		
A Tax Base - low potential for user recovery	A	
B Mixed – some % of taxes and cost recovery		
C Cost Recovery - high potential for user cost recovery		
<u>4. ALTERNATE PROVIDER</u>		
A Limited - no other providers	B	
B Some - Potential providers		
C Many - Existing providers		
<u>5. HEALTH AND SAFETY</u>		
A Public Safety – high life/death or injury potential	A	
B Public Health – potential threat to well being		
C Well Being – enhances lifestyle		
<u>6. QUALITY OF LIFE</u>		
A Livable Community - orderly/sustainable functioning of	A	
B Community Image - visual appearance of community		
C Community Pride – feeling of citizens and visitors		
<u>7. MUNICIPAL POLICY</u>		
A Bylaw - through public hearing process	B	Policy No: 31.02:03 Rev. 9
B Policy - Council resolution or policy		
C Guideline - the procedure or practice		
<u>8. PUBLIC NEED</u>		
A Community At Large – all citizens – public interest	A	
B Multiple Interests – many citizens		
C Vested Interest – specific citizens – vested interest		
<u>9. INTERAGENCY OBLIGATION</u>		
A Regulated - legislated cooperation	C	
B Agreement - contractual arrangement		
C Practice – traditional practice		
<u>10. STRATEGIC</u>		
A Direct – impacts numerous goals and priorities	A	
B Indirect – relates to desired strategic outcomes		
C Capacity building – citizen of community self-help		
<u>11. VALUE FOR MONEY</u>		
A Maximize – low cost/high benefit	B	
B Medium – average cost/ high benefit		
C Minimum – high cost/medium benefit		

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

Operational Contracts over \$100,000

SECTION ONE - EXPENSE INFORMATION

Description of Contract	Waste Management Agreement
Service Level Supported	Waste, Recycling, Organics Collection
Division	Infrastructure & Planning
Department	Engineering
Sub-Department	4400 - WASTE/ENVIRONMENTAL
<i>(select all applicable)</i>	
<i>(type additional here)</i>	

- G/L Account**
- | | | |
|--|---|--|
| <input type="checkbox"/> 4400 - Landfill Testing | <input type="checkbox"/> 4481 - 911 Service Agreement | <input type="checkbox"/> 4614 - Waste Disposal Serv. |
| <input checked="" type="checkbox"/> 4410 - Contracted Services | <input type="checkbox"/> 4490 - Engineering Fees | <input type="checkbox"/> 4615 - Electrical |
| <input type="checkbox"/> 4411 - Allowance for Cont. Serv. | <input type="checkbox"/> 4491 - Designs - PW | <input type="checkbox"/> 4619 - Other Bldg. Contracts |
| <input type="checkbox"/> 4420 - Prof. Fees - Consultants | <input type="checkbox"/> 4492 - Traffic Controls | <input type="checkbox"/> 4620 - Remediation |
| <input type="checkbox"/> 4421 - Prof. Fees - Business Plan | <input type="checkbox"/> 4510 - RCMP | <input type="checkbox"/> 4630 - Well Monitoring |
| <input type="checkbox"/> 4430 - Audit Fees | <input type="checkbox"/> 4511 - 911 | <input type="checkbox"/> 4640 - Site Monitoring |
| <input type="checkbox"/> 4440 - Legal Fees | <input type="checkbox"/> 4550 - Property Assess. Fees | <input type="checkbox"/> 4650 - Fire Calls |
| <input type="checkbox"/> 4450 - Cont. Serv. - Computer | <input type="checkbox"/> 4560 - Weed Control | <input type="checkbox"/> 4710 - Office Equipment |
| <input type="checkbox"/> 4451 - Vet Services - Cat | <input type="checkbox"/> 4561 - Pest Control | <input type="checkbox"/> 4711 - Photocopier Maint. |
| <input type="checkbox"/> 4452 - Vet Services | <input type="checkbox"/> 4610 - Winter Maint. Contracts | <input type="checkbox"/> 4712 - Computer |
| <input type="checkbox"/> 4453 - MFE Contracts | <input type="checkbox"/> 4611 - Cleaning Contracts | <input type="checkbox"/> 4713 - Equipment Rental |
| <input type="checkbox"/> 4470 - IT Support Services | <input type="checkbox"/> 4612 - Janitorial Services | <input type="checkbox"/> 4720 - Radio Maint. Contracts |
| <input type="checkbox"/> 4471 - Security Fees | <input type="checkbox"/> 4613 - System Maint. Contracts | <input type="checkbox"/> 4799 - Other |
| <input type="checkbox"/> 4480 - Policing Costs | <input type="checkbox"/> Other _____ | |

Procurement Process	RFP
Last Procurement Process Date	2012

SECTION TWO - BUDGET INFORMATION

Current Year Budget 2019	\$ 1,724,000	Subsequent Year Budget 2020	\$ 1,823,000
Prior Year Comparatives:	Budget	Actual	Surplus/(Deficit)
2018	\$ 1,606,000	\$ 1,588,811	\$ 17,189
2017	\$ 1,467,000	\$ 1,463,940	\$ 3,060
2016	\$ 1,315,000	\$ 1,345,047	\$ (30,047)

SECTION THREE - ANALYSIS OF EXPENSE

#1: Cost Drivers

(Cost drivers such as unit/hourly price, fees, etc.)

Tippage rates, household services, collection fees

#2: Factors that Impact Costs

(Factors such as inflation, contract price changes, etc.)

CPI

#3: Agreement Details

(Details of the agreement such as term, options, etc.)

Extended contract to September 2022, intend to undertake RFP process mid-2021.

#4: Alternatives/Mitigation

(Other methods of delivering the service)

1. City services requiring purchase of trucks and increased staff. 2. Alternate contractor.

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

EVALUATION OF EXPENSE

Contract Service: Waste Management Agreement

External Support Criteria	Rank	Notes
<u>1. REGULATORY OBLIGATION</u>		
A Legislated Duty - required to provide by statute or case law	B	Defined as a Utility in the MGA, but not that municipality is responsible to provide.
B Implied Responsibility - inherent in delegated responsibilities		
C Enabling Provisions – can or may do		
<u>2. PUBLIC BENEFIT</u>		
A Public Interest - all citizens derive benefit	A	
B Mixed Interest - all citizens may derive benefit		
C Private Interest - specific citizens benefit		
<u>3. COST RECOVERY POTENTIAL</u>		
A Tax Base - low potential for user recovery	C	Environmental Fee on City of Leduc Utility Bill
B Mixed – some % of taxes and cost recovery		
C Cost Recovery - high potential for user cost recovery		
<u>4. ALTERNATE PROVIDER</u>		
A Limited - no other providers	B	Industrial, Commercial, Institutional and Multi-Family sectors (ICI/MF) contract their own haulers so there are others. We generally tender every 5 years to allow others to compete.
B Some - Potential providers		
C Many - Existing providers		
<u>5. HEALTH AND SAFETY</u>		
A Public Safety – high life/death or injury potential	B	
B Public Health – potential threat to well being		
C Well Being – enhances lifestyle		
<u>6. QUALITY OF LIFE</u>		
A Livable Community - orderly/sustainable functioning of community	A	
B Community Image - visual appearance of community		
C Community Pride – feeling of citizens and visitors		
<u>7. MUNICIPAL POLICY</u>		
A Bylaw - through public hearing process	A	Listed in Fees Bylaw & Charges Schedule and Waste Bylaw. Updated annually to ensure full cost recovery.
B Policy - Council resolution or policy		
C Guideline - the procedure or practice		
<u>8. PUBLIC NEED</u>		
A Community At Large – all citizens – public interest	B	All residential customers rely on this. ICI/MF provide their own.
B Multiple Interests – many citizens		
C Vested Interest – specific citizens – vested interest		
<u>9. INTERAGENCY OBLIGATION</u>		
A Regulated - legislated cooperation	B	
B Agreement - contractual arrangement		
C Practice – traditional practice		
<u>10. STRATEGIC</u>		
A Direct – impacts numerous goals and priorities	A	Examining inclusion of ICI/MF in future, once required to sort.
B Indirect – relates to desired strategic outcomes		
C Capacity building – citizen of community self-help		
<u>11. VALUE FOR MONEY</u>		
A Maximize – low cost/high benefit	A	Lowest environmental fee in region makes this a relatively low cost of high quality of service provided.
B Medium – average cost/ high benefit		
C Minimum – high cost/medium benefit		

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

Operational Contracts over \$100,000

SECTION ONE - EXPENSE INFORMATION

Description of Contract	Road Maintenance (Asphalt repairs & crack-sealing, road line painting, concrete repairs, etc.)		
Service Level Supported	Maintain existing Level of Service		
Division	Infrastructure & Planning		
Department	Public Services		
Sub-Department	3250 - ROAD MAINTENANCE		
<i>(select all applicable)</i>			
<i>(type additional here)</i>			
G/L Account	<input type="checkbox"/> 4400 - Landfill Testing <input checked="" type="checkbox"/> 4410 - Contracted Services <input type="checkbox"/> 4411 - Allowance for Cont. Serv. <input type="checkbox"/> 4420 - Prof. Fees - Consultants <input type="checkbox"/> 4421 - Prof. Fees - Business Plan <input type="checkbox"/> 4430 - Audit Fees <input type="checkbox"/> 4440 - Legal Fees <input type="checkbox"/> 4450 - Cont. Serv. - Computer <input type="checkbox"/> 4451 - Vet Services - Cat <input type="checkbox"/> 4452 - Vet Services <input type="checkbox"/> 4453 - MFE Contracts <input type="checkbox"/> 4470 - IT Support Services <input type="checkbox"/> 4471 - Security Fees <input type="checkbox"/> 4480 - Policing Costs	<input type="checkbox"/> 4481 - 911 Service Agreement <input type="checkbox"/> 4490 - Engineering Fees <input type="checkbox"/> 4491 - Designs - PW <input type="checkbox"/> 4492 - Traffic Controls <input type="checkbox"/> 4510 - RCMP <input type="checkbox"/> 4511 - 911 <input type="checkbox"/> 4550 - Property Assess. Fees <input type="checkbox"/> 4560 - Weed Control <input type="checkbox"/> 4561 - Pest Control <input type="checkbox"/> 4610 - Winter Maint. Contracts <input type="checkbox"/> 4611 - Cleaning Contracts <input type="checkbox"/> 4612 - Janitorial Services <input type="checkbox"/> 4613 - System Maint. Contracts <input type="checkbox"/> Other _____	<input type="checkbox"/> 4614 - Waste Disposal Serv. <input type="checkbox"/> 4615 - Electrical <input type="checkbox"/> 4619 - Other Bldg. Contracts <input type="checkbox"/> 4620 - Remediation <input type="checkbox"/> 4630 - Well Monitoring <input type="checkbox"/> 4640 - Site Monitoring <input type="checkbox"/> 4650 - Fire Calls <input type="checkbox"/> 4710 - Office Equipment <input type="checkbox"/> 4711 - Photocopier Maint. <input type="checkbox"/> 4712 - Computer <input type="checkbox"/> 4713 - Equipment Rental <input type="checkbox"/> 4720 - Radio Maint. Contracts <input type="checkbox"/> 4799 - Other
Procurement Process	Tender/Bid, Cost Estimates		
Last Procurement Process Date	Q1 2019		

SECTION TWO - BUDGET INFORMATION

Current Year Budget	\$ 450,000	Subsequent Year Budget	\$ 460,000
2019		2020	
Prior Year Comparatives:	Budget	Actual	Surplus/(Deficit)
2018	\$ 440,000	\$ 447,264	\$ (7,264)
2017	\$ 432,500	\$ 437,934	\$ (5,434)
2016	\$ 419,415	\$ 392,037	\$ 27,378

SECTION THREE - ANALYSIS OF EXPENSE

#1: Cost Drivers

(Cost drivers such as unit/hourly price, fees, etc.)

Costs dictated by linear dimensions of assets (linear meters of concrete repairs, asphalt crack sealing, road repairs, etc.).

#2: Factors that Impact Costs

(Factors such as inflation, contract price changes, etc.)

Yearly contract unit price increases due to inflation. Additional infrastructure added due to growth.

#3: Agreement Details

(Details of the agreement such as term, options, etc.)

Agreement details variable depending on type of contracted work and contract net worth.

#4: Alternatives/Mitigation

(Other methods of delivering the service)

In-house service delivery would require extensive investment in additional resources (capital and staffing).

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

EVALUATION OF EXPENSE

Contract Service: Road Maintenance (Asphalt repairs & crack-sealing, road line painting, concrete repairs, etc.)

External Support Criteria	Rank	Notes
<u>1. REGULATORY OBLIGATION</u>		
A Legislated Duty - required to provide by statute or case law	B	
B Implied Responsibility - inherent in delegated responsibilities		
C Enabling Provisions – can or may do		
<u>2. PUBLIC BENEFIT</u>		
A Public Interest - all citizens derive benefit	A	
B Mixed Interest - all citizens may derive benefit		
C Private Interest - specific citizens benefit		
<u>3. COST RECOVERY POTENTIAL</u>		
A Tax Base - low potential for user recovery	A	
B Mixed – some % of taxes and cost recovery		
C Cost Recovery - high potential for user cost recovery		
<u>4. ALTERNATE PROVIDER</u>		
A Limited - no other providers	B	
B Some - Potential providers		
C Many - Existing providers		
<u>5. HEALTH AND SAFETY</u>		
A Public Safety – high life/death or injury potential	A	
B Public Health – potential threat to well being		
C Well Being – enhances lifestyle		
<u>6. QUALITY OF LIFE</u>		
A Livable Community - orderly/sustainable functioning of	A	
B Community Image - visual appearance of community		
C Community Pride – feeling of citizens and visitors		
<u>7. MUNICIPAL POLICY</u>		
A Bylaw - through public hearing process	C	
B Policy - Council resolution or policy		
C Guideline - the procedure or practice		
<u>8. PUBLIC NEED</u>		
A Community At Large – all citizens – public interest	A	
B Multiple Interests – many citizens		
C Vested Interest – specific citizens – vested interest		
<u>9. INTERAGENCY OBLIGATION</u>		
A Regulated - legislated cooperation	C	
B Agreement - contractual arrangement		
C Practice – traditional practice		
<u>10. STRATEGIC</u>		
A Direct – impacts numerous goals and priorities	B	
B Indirect – relates to desired strategic outcomes		
C Capacity building – citizen of community self-help		
<u>11. VALUE FOR MONEY</u>		
A Maximize – low cost/high benefit	B	
B Medium – average cost/ high benefit		
C Minimum – high cost/medium benefit		

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

Operational Contracts over \$100,000

SECTION ONE - EXPENSE INFORMATION

Description of Contract	Route 747 (Edmonton/EIA Internal)		
Service Level Supported	Bus Service		
Division	Infrastructure & Planning		
Department	Public Transportation		
Sub-Department	3960 - ROUTE 747 (EDMONTON/EIA INTERNAL)		
<i>(select all applicable)</i>			
<i>(type additional here)</i>			
G/L Account	<input type="checkbox"/> 4400 - Landfill Testing <input checked="" type="checkbox"/> 4410 - Contracted Services <input type="checkbox"/> 4411 - Allowance for Cont. Serv. <input type="checkbox"/> 4420 - Prof. Fees - Consultants <input type="checkbox"/> 4421 - Prof. Fees - Business Plan <input type="checkbox"/> 4430 - Audit Fees <input type="checkbox"/> 4440 - Legal Fees <input type="checkbox"/> 4450 - Cont. Serv. - Computer <input type="checkbox"/> 4451 - Vet Services - Cat <input type="checkbox"/> 4452 - Vet Services <input type="checkbox"/> 4453 - MFE Contracts <input type="checkbox"/> 4470 - IT Support Services <input type="checkbox"/> 4471 - Security Fees <input type="checkbox"/> 4480 - Policing Costs	<input type="checkbox"/> 4481 - 911 Service Agreement <input type="checkbox"/> 4490 - Engineering Fees <input type="checkbox"/> 4491 - Designs - PW <input type="checkbox"/> 4492 - Traffic Controls <input type="checkbox"/> 4510 - RCMP <input type="checkbox"/> 4511 - 911 <input type="checkbox"/> 4550 - Property Assess. Fees <input type="checkbox"/> 4560 - Weed Control <input type="checkbox"/> 4561 - Pest Control <input type="checkbox"/> 4610 - Winter Maint. Contracts <input type="checkbox"/> 4611 - Cleaning Contracts <input type="checkbox"/> 4612 - Janitorial Services <input type="checkbox"/> 4613 - System Maint. Contracts <input type="checkbox"/> Other _____	<input type="checkbox"/> 4614 - Waste Disposal Serv. <input type="checkbox"/> 4615 - Electrical <input type="checkbox"/> 4619 - Other Bldg. Contracts <input type="checkbox"/> 4620 - Remediation <input type="checkbox"/> 4630 - Well Monitoring <input type="checkbox"/> 4640 - Site Monitoring <input type="checkbox"/> 4650 - Fire Calls <input type="checkbox"/> 4710 - Office Equipment <input type="checkbox"/> 4711 - Photocopier Maint. <input type="checkbox"/> 4712 - Computer <input type="checkbox"/> 4713 - Equipment Rental <input type="checkbox"/> 4720 - Radio Maint. Contracts <input type="checkbox"/> 4799 - Other
Procurement Process	Contract is a result of the Airport Accord to provide regional transit services		
Last Procurement Process Date	2018		

SECTION TWO - BUDGET INFORMATION

Current Year Budget 2019	\$ 566,108	Subsequent Year Budget 2020	\$ 537,686
Prior Year Comparatives:	Budget	Actual	Surplus/(Deficit)
2018	\$ 436,273	\$ 347,893	\$ 88,380
2017	-	-	\$ -
2016	-	-	\$ -

SECTION THREE - ANALYSIS OF EXPENSE

#1: Cost Drivers

(Cost drivers such as unit/hourly price, fees, etc.)

Subsidy to Edmonton Transit for Route 747
Cost to operate EIA internal routes based on platform hours

#2: Factors that Impact Costs

(Factors such as inflation, contract price changes, etc.)

Contract changes
Platform hours of EIA internal routes

#3: Agreement Details

(Details of the agreement such as term, options, etc.)

Original agreement was from May 2018 to December 2018.
No current agreement in place.

#4: Alternatives/Mitigation

(Other methods of delivering the service)

Alternative method of delivering the service
Leduc Transit to fully operate Route 747

Mitigation strategies
Changes in routes/service structure for efficiencies on both
Route 747 and EIA internal routes
Increase fares

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

EVALUATION OF EXPENSE

Contract Service: Route 747 (Edmonton/EIA Internal)

External Support Criteria	Rank	Notes
<u>1. REGULATORY OBLIGATION</u>		
A Legislated Duty - required to provide by statute or case law	C	
B Implied Responsibility - inherent in delegated responsibilities		
C Enabling Provisions – can or may do		
<u>2. PUBLIC BENEFIT</u>		
A Public Interest - all citizens derive benefit	A	
B Mixed Interest - all citizens may derive benefit		
C Private Interest - specific citizens benefit		
<u>3. COST RECOVERY POTENTIAL</u>		
A Tax Base - low potential for user recovery	A	No revenue collected on EIA internal routes, and ETS keeps all revenue from Route 747
B Mixed – some % of taxes and cost recovery		
C Cost Recovery - high potential for user cost recovery		
<u>4. ALTERNATE PROVIDER</u>		
A Limited - no other providers	B	Leduc Transit for Route 747; taxis, shuttles, TNCs for EIA internal routes
B Some - Potential providers		
C Many - Existing providers		
<u>5. HEALTH AND SAFETY</u>		
A Public Safety – high life/death or injury potential	C	
B Public Health – potential threat to well being		
C Well Being – enhances lifestyle		
<u>6. QUALITY OF LIFE</u>		
A Livable Community - orderly/sustainable functioning of	A	
B Community Image - visual appearance of community		
C Community Pride – feeling of citizens and visitors		
<u>7. MUNICIPAL POLICY</u>		
A Bylaw - through public hearing process	C	
B Policy - Council resolution or policy		
C Guideline - the procedure or practice		
<u>8. PUBLIC NEED</u>		
A Community At Large – all citizens – public interest	A	
B Multiple Interests – many citizens		
C Vested Interest – specific citizens – vested interest		
<u>9. INTERAGENCY OBLIGATION</u>		
A Regulated - legislated cooperation	A	No agreement currently in place
B Agreement - contractual arrangement		
C Practice – traditional practice		
<u>10. STRATEGIC</u>		
A Direct – impacts numerous goals and priorities	A	
B Indirect – relates to desired strategic outcomes		
C Capacity building – citizen of community self-help		
<u>11. VALUE FOR MONEY</u>		
A Maximize – low cost/high benefit	C	
B Medium – average cost/ high benefit		
C Minimum – high cost/medium benefit		

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

Operational Contracts over \$100,000

SECTION ONE - EXPENSE INFORMATION

Description of Contract	Water Maintenance (Repair water utility infrastructure - mainlines, valves, hydrants, etc.)		
Service Level Supported	Maintain existing Level of Service		
Division	Infrastructure & Planning		
Department	Utility Services		
Sub-Department	4110 - WATER MAINTENANCE		
<i>(select all applicable)</i>			
<i>(type additional here)</i>			
G/L Account	<input type="checkbox"/> 4400 - Landfill Testing <input checked="" type="checkbox"/> 4410 - Contracted Services <input type="checkbox"/> 4411 - Allowance for Cont. Serv. <input type="checkbox"/> 4420 - Prof. Fees - Consultants <input type="checkbox"/> 4421 - Prof. Fees - Busines Plan <input type="checkbox"/> 4430 - Audit Fees <input type="checkbox"/> 4440 - Legal Fees <input type="checkbox"/> 4450 - Cont. Serv. - Computer <input type="checkbox"/> 4451 - Vet Services - Cat <input type="checkbox"/> 4452 - Vet Services <input type="checkbox"/> 4453 - MFE Contracts <input type="checkbox"/> 4470 - IT Support Services <input type="checkbox"/> 4471 - Security Fees <input type="checkbox"/> 4480 - Policing Costs	<input type="checkbox"/> 4481 - 911 Service Agreement <input type="checkbox"/> 4490 - Engineering Fees <input type="checkbox"/> 4491 - Designs - PW <input type="checkbox"/> 4492 - Traffic Controls <input type="checkbox"/> 4510 - RCMP <input type="checkbox"/> 4511 - 911 <input type="checkbox"/> 4550 - Property Assess. Fees <input type="checkbox"/> 4560 - Weed Control <input type="checkbox"/> 4561 - Pest Control <input type="checkbox"/> 4610 - Winter Maint. Contracts <input type="checkbox"/> 4611 - Cleaning Contracts <input type="checkbox"/> 4612 - Janitorial Services <input type="checkbox"/> 4613 - System Maint. Contracts <input type="checkbox"/> Other _____	<input type="checkbox"/> 4614 - Waste Disposal Serv. <input type="checkbox"/> 4615 - Electrical <input type="checkbox"/> 4619 - Other Bldg. Contracts <input type="checkbox"/> 4620 - Remediation <input type="checkbox"/> 4630 - Well Monitoring <input type="checkbox"/> 4640 - Site Monitoring <input type="checkbox"/> 4650 - Fire Calls <input type="checkbox"/> 4710 - Office Equipment <input type="checkbox"/> 4711 - Photocopier Maint. <input type="checkbox"/> 4712 - Computer <input type="checkbox"/> 4713 - Equipment Rental <input type="checkbox"/> 4720 - Radio Maint. Contracts <input type="checkbox"/> 4799 - Other
Procurement Process	Cost Estimates		
Last Procurement Process Date	Agreements with various contractors at various points in time		

SECTION TWO - BUDGET INFORMATION

Current Year Budget 2019	\$ 465,000	Subsequent Year Budget 2020	\$ 505,000
Prior Year Comparatives:	Budget	Actual	Surplus/(Deficit)
2018	\$ 425,000	\$ 510,569	\$ (85,569)
2017	\$ 425,000	\$ 441,768	\$ (16,768)
2016	\$ 300,000	\$ 430,763	\$ (130,763)

SECTION THREE - ANALYSIS OF EXPENSE

#1: Cost Drivers

(Cost drivers such as unit/hourly price, fees, etc.)

Hourly costs for equipment and labour, unit pricing for repaired/replaced infrastructure.

#2: Factors that Impact Costs

(Factors such as inflation, contract price changes, etc.)

New infrastructure and facilities added due to growth. Inflationary price increases to delivery of services.

#3: Agreement Details

(Details of the agreement such as term, options, etc.)

Details of agreement vary from the various repair projects - dependent on scope and cost of proposed work. Multiple Contractors are used during the year.

#4: Alternatives/Mitigation

(Other methods of delivering the service)

In-house service delivery would require extensive investment in additional resources (capital and staffing).

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

EVALUATION OF EXPENSE

Contract Service: **Water Maintenance (Repair water utility infrastructure - mainlines, valves, hydrants, etc.)**

External Support Criteria	Rank	Notes
<u>1. REGULATORY OBLIGATION</u>		
A Legislated Duty - required to provide by statute or case law	B	
B Implied Responsibility - inherent in delegated responsibilities		
C Enabling Provisions – can or may do		
<u>2. PUBLIC BENEFIT</u>		
A Public Interest - all citizens derive benefit	A	
B Mixed Interest - all citizens may derive benefit		
C Private Interest - specific citizens benefit		
<u>3. COST RECOVERY POTENTIAL</u>		
A Tax Base - low potential for user recovery	B	
B Mixed – some % of taxes and cost recovery		
C Cost Recovery - high potential for user cost recovery		
<u>4. ALTERNATE PROVIDER</u>		
A Limited - no other providers	B	
B Some - Potential providers		
C Many - Existing providers		
<u>5. HEALTH AND SAFETY</u>		
A Public Safety – high life/death or injury potential	B	
B Public Health – potential threat to well being		
C Well Being – enhances lifestyle		
<u>6. QUALITY OF LIFE</u>		
A Livable Community - orderly/sustainable functioning of	A	
B Community Image - visual appearance of community		
C Community Pride – feeling of citizens and visitors		
<u>7. MUNICIPAL POLICY</u>		
A Bylaw - through public hearing process	C	
B Policy - Council resolution or policy		
C Guideline - the procedure or practice		
<u>8. PUBLIC NEED</u>		
A Community At Large – all citizens – public interest	A	
B Multiple Interests – many citizens		
C Vested Interest – specific citizens – vested interest		
<u>9. INTERAGENCY OBLIGATION</u>		
A Regulated - legislated cooperation	C	
B Agreement - contractual arrangement		
C Practice – traditional practice		
<u>10. STRATEGIC</u>		
A Direct – impacts numerous goals and priorities	A	
B Indirect – relates to desired strategic outcomes		
C Capacity building – citizen of community self-help		
<u>11. VALUE FOR MONEY</u>		
A Maximize – low cost/high benefit	B	
B Medium – average cost/ high benefit		
C Minimum – high cost/medium benefit		

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

Operational Contracts over \$100,000

SECTION ONE - EXPENSE INFORMATION

Description of Contract	Waste Water Maintenance (Repair sanitary sewer infrastructure - mainlines, manholes, service laterals)		
Service Level Supported	Maintain existing Level of Service		
Division	Infrastructure & Planning		
Department	Public Services		
Sub-Department	4230 - WASTE WATER MAINTENANCE		
<i>(select all applicable)</i>			
<i>(type additional here)</i>			
G/L Account	<input type="checkbox"/> 4400 - Landfill Testing <input checked="" type="checkbox"/> 4410 - Contracted Services <input type="checkbox"/> 4411 - Allowance for Cont. Serv. <input type="checkbox"/> 4420 - Prof. Fees - Consultants <input type="checkbox"/> 4421 - Prof. Fees - Business Plan <input type="checkbox"/> 4430 - Audit Fees <input type="checkbox"/> 4440 - Legal Fees <input type="checkbox"/> 4450 - Cont. Serv. - Computer <input type="checkbox"/> 4451 - Vet Services - Cat <input type="checkbox"/> 4452 - Vet Services <input type="checkbox"/> 4453 - MFE Contracts <input type="checkbox"/> 4470 - IT Support Services <input type="checkbox"/> 4471 - Security Fees <input type="checkbox"/> 4480 - Policing Costs	<input type="checkbox"/> 4481 - 911 Service Agreement <input type="checkbox"/> 4490 - Engineering Fees <input type="checkbox"/> 4491 - Designs - PW <input type="checkbox"/> 4492 - Traffic Controls <input type="checkbox"/> 4510 - RCMP <input type="checkbox"/> 4511 - 911 <input type="checkbox"/> 4550 - Property Assess. Fees <input type="checkbox"/> 4560 - Weed Control <input type="checkbox"/> 4561 - Pest Control <input type="checkbox"/> 4610 - Winter Maint. Contracts <input type="checkbox"/> 4611 - Cleaning Contracts <input type="checkbox"/> 4612 - Janitorial Services <input type="checkbox"/> 4613 - System Maint. Contracts <input type="checkbox"/> Other _____	<input type="checkbox"/> 4614 - Waste Disposal Serv. <input type="checkbox"/> 4615 - Electrical <input type="checkbox"/> 4619 - Other Bldg. Contracts <input type="checkbox"/> 4620 - Remediation <input type="checkbox"/> 4630 - Well Monitoring <input type="checkbox"/> 4640 - Site Monitoring <input type="checkbox"/> 4650 - Fire Calls <input type="checkbox"/> 4710 - Office Equipment <input type="checkbox"/> 4711 - Photocopier Maint. <input type="checkbox"/> 4712 - Computer <input type="checkbox"/> 4713 - Equipment Rental <input type="checkbox"/> 4720 - Radio Maint. Contracts <input type="checkbox"/> 4799 - Other
Procurement Process	Cost Estimates		
Last Procurement Process Date	Agreements with various contractors at various points in time		

SECTION TWO - BUDGET INFORMATION

Current Year Budget	\$ 250,000	Subsequent Year Budget	\$ 287,650
2019		2020	
Prior Year Comparatives:	Budget	Actual	Surplus/(Deficit)
2018	\$ 95,000	\$ 191,434	\$ (96,434)
2017	\$ 95,000	\$ 192,935	\$ (97,935)
2016	\$ 90,000	\$ 144,534	\$ (54,534)

SECTION THREE - ANALYSIS OF EXPENSE

#1: Cost Drivers

(Cost drivers such as unit/hourly price, fees, etc.)

Hourly costs for equipment and labour, unit pricing for repaired/replaced infrastructure.

#2: Factors that Impact Costs

(Factors such as inflation, contract price changes, etc.)

New infrastructure and facilities added due to growth.
New environmental guidelines regarding wastewater disposal practices.
Inflationary price increases to delivery of services.

#3: Agreement Details

(Details of the agreement such as term, options, etc.)

Details of agreement vary from the various repair projects - dependent on scope and cost of proposed work. Multiple Contractors are used during the year.

#4: Alternatives/Mitigation

(Other methods of delivering the service)

In-house service delivery would require extensive investment in additional resources (capital and staffing).

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

EVALUATION OF EXPENSE

Contract Service: **Waste Water Maintenance (Repair sanitary sewer infrastructure - mainlines, manholes, service laterals, etc.)**

External Support Criteria	Rank	Notes
<u>1. REGULATORY OBLIGATION</u>		
A Legislated Duty - required to provide by statute or case law	B	
B Implied Responsibility - inherent in delegated responsibilities		
C Enabling Provisions – can or may do		
<u>2. PUBLIC BENEFIT</u>		
A Public Interest - all citizens derive benefit	A	
B Mixed Interest - all citizens may derive benefit		
C Private Interest - specific citizens benefit		
<u>3. COST RECOVERY POTENTIAL</u>		
A Tax Base - low potential for user recovery	B	
B Mixed – some % of taxes and cost recovery		
C Cost Recovery - high potential for user cost recovery		
<u>4. ALTERNATE PROVIDER</u>		
A Limited - no other providers	B	
B Some - Potential providers		
C Many - Existing providers		
<u>5. HEALTH AND SAFETY</u>		
A Public Safety – high life/death or injury potential	B	
B Public Health – potential threat to well being		
C Well Being – enhances lifestyle		
<u>6. QUALITY OF LIFE</u>		
A Livable Community - orderly/sustainable functioning of	A	
B Community Image - visual appearance of community		
C Community Pride – feeling of citizens and visitors		
<u>7. MUNICIPAL POLICY</u>		
A Bylaw - through public hearing process	C	
B Policy - Council resolution or policy		
C Guideline - the procedure or practice		
<u>8. PUBLIC NEED</u>		
A Community At Large – all citizens – public interest	A	
B Multiple Interests – many citizens		
C Vested Interest – specific citizens – vested interest		
<u>9. INTERAGENCY OBLIGATION</u>		
A Regulated - legislated cooperation	C	
B Agreement - contractual arrangement		
C Practice – traditional practice		
<u>10. STRATEGIC</u>		
A Direct – impacts numerous goals and priorities	A	
B Indirect – relates to desired strategic outcomes		
C Capacity building – citizen of community self-help		
<u>11. VALUE FOR MONEY</u>		
A Maximize – low cost/high benefit	B	
B Medium – average cost/ high benefit		
C Minimum – high cost/medium benefit		

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

Operational Contracts over \$100,000

SECTION ONE - EXPENSE INFORMATION

Description of Contract	Leduc Transit contracted driver service
Service Level Supported	Bus service
Division	Infrastructure & Planning
Department	Public Transportation
Sub-Department	3950 - TRANSIT
<i>(select all applicable)</i>	3951 - JOINT VENTURE - ROUTE 10
<i>(type additional here)</i>	

G/L Account	<input type="checkbox"/> 4400 - Landfill Testing	<input type="checkbox"/> 4481 - 911 Service Agreement	<input type="checkbox"/> 4614 - Waste Disposal Serv.
	<input checked="" type="checkbox"/> 4410 - Contracted Services	<input type="checkbox"/> 4490 - Engineering Fees	<input type="checkbox"/> 4615 - Electrical
	<input type="checkbox"/> 4411 - Allowance for Cont. Serv.	<input type="checkbox"/> 4491 - Designs - PW	<input type="checkbox"/> 4619 - Other Bldg. Contracts
	<input type="checkbox"/> 4420 - Prof. Fees - Consultants	<input type="checkbox"/> 4492 - Traffic Controls	<input type="checkbox"/> 4620 - Remediation
	<input type="checkbox"/> 4421 - Prof. Fees - Business Plan	<input type="checkbox"/> 4510 - RCMP	<input type="checkbox"/> 4630 - Well Monitoring
	<input type="checkbox"/> 4430 - Audit Fees	<input type="checkbox"/> 4511 - 911	<input type="checkbox"/> 4640 - Site Monitoring
	<input type="checkbox"/> 4440 - Legal Fees	<input type="checkbox"/> 4550 - Property Assess. Fees	<input type="checkbox"/> 4650 - Fire Calls
	<input type="checkbox"/> 4450 - Cont. Serv. - Computer	<input type="checkbox"/> 4560 - Weed Control	<input type="checkbox"/> 4710 - Office Equipment
	<input type="checkbox"/> 4451 - Vet Services - Cat	<input type="checkbox"/> 4561 - Pest Control	<input type="checkbox"/> 4711 - Photocopier Maint.
	<input type="checkbox"/> 4452 - Vet Services	<input type="checkbox"/> 4610 - Winter Maint. Contracts	<input type="checkbox"/> 4712 - Computer
	<input type="checkbox"/> 4453 - MFE Contracts	<input type="checkbox"/> 4611 - Cleaning Contracts	<input type="checkbox"/> 4713 - Equipment Rental
	<input type="checkbox"/> 4470 - IT Support Services	<input type="checkbox"/> 4612 - Janitorial Services	<input type="checkbox"/> 4720 - Radio Maint. Contracts
	<input type="checkbox"/> 4471 - Security Fees	<input type="checkbox"/> 4613 - System Maint. Contracts	<input type="checkbox"/> 4799 - Other
	<input type="checkbox"/> 4480 - Policing Costs	<input type="checkbox"/> Other _____	

Procurement Process	RFP
Last Procurement Process Date	February 2019, awarded 03/28/2019, contract not yet finalized

SECTION TWO - BUDGET INFORMATION

Current Year Budget 2019	\$ 1,161,870	Subsequent Year Budget 2020	\$ 1,186,018
Prior Year Comparatives:	Budget	Actual	Surplus/(Deficit)
2018**	\$ 1,009,229	\$ 1,183,455	\$ (174,226)
2017	\$ 803,000	\$ 805,272	\$ (2,272)
2016	\$ 795,000	\$ 778,654	\$ 16,346

* budget & actual amounts exclude 35% Joint Venture share with Leduc County

** 2018 added Joint Venture - Route 10

SECTION THREE - ANALYSIS OF EXPENSE

#1: Cost Drivers

(Cost drivers such as unit/hourly price, fees, etc.)

- PW Transit Canada hourly rate
- Bus Route (platform hours)

#2: Factors that Impact Costs

(Factors such as inflation, contract price changes, etc.)

- Inflation on hourly rate
- Changes in services provided by PWT (many components such as radio, insurance, bus wash)
- Changes in level of service provided by City of Leduc

#3: Agreement Details

(Details of the agreement such as term, options, etc.)

Three years with 2 two-year extensions pending approval by the City of Leduc through negotiations with PWT - agreement not yet finalized

RFP awarded 03/28/2019

#4: Alternatives/Mitigation

(Other methods of delivering the service)

Alternative method of delivering the service

- Provide the full service in-house (more costly than contracting out)

Mitigation strategies

- Changes in routes/service structure for efficiencies
- Increase fares

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

EVALUATION OF EXPENSE

Contract Service: Leduc Transit contracted driver service

External Support Criteria	Rank	Notes
<u>1. REGULATORY OBLIGATION</u>		
A Legislated Duty - required to provide by statute or case law	C	
B Implied Responsibility - inherent in delegated responsibilities		
C Enabling Provisions – can or may do		
<u>2. PUBLIC BENEFIT</u>		
A Public Interest - all citizens derive benefit	A	Open to all residents
B Mixed Interest - all citizens may derive benefit		
C Private Interest - specific citizens benefit		
<u>3. COST RECOVERY POTENTIAL</u>		
A Tax Base - low potential for user recovery	B	Per 2018 actuals, 12.66% cost recovery
B Mixed – some % of taxes and cost recovery		
C Cost Recovery - high potential for user cost recovery		
<u>4. ALTERNATE PROVIDER</u>		
A Limited - no other providers	B	Other providers: personal vehicles, taxis
B Some - Potential providers		
C Many - Existing providers		
<u>5. HEALTH AND SAFETY</u>		
A Public Safety – high life/death or injury potential	C	
B Public Health – potential threat to well being		
C Well Being – enhances lifestyle		
<u>6. QUALITY OF LIFE</u>		
A Livable Community - orderly/sustainable functioning of community	A	
B Community Image - visual appearance of community		
C Community Pride – feeling of citizens and visitors		
<u>7. MUNICIPAL POLICY</u>		
A Bylaw - through public hearing process	C	
B Policy - Council resolution or policy		
C Guideline - the procedure or practice		
<u>8. PUBLIC NEED</u>		
A Community At Large – all citizens – public interest	A	
B Multiple Interests – many citizens		
C Vested Interest – specific citizens – vested interest		
<u>9. INTERAGENCY OBLIGATION</u>		
A Regulated - legislated cooperation	B	JV with County and Airport Accord
B Agreement - contractual arrangement		
C Practice – traditional practice		
<u>10. STRATEGIC</u>		
A Direct – impacts numerous goals and priorities	A	
B Indirect – relates to desired strategic outcomes		
C Capacity building – citizen of community self-help		
<u>11. VALUE FOR MONEY</u>		
A Maximize – low cost/high benefit	B	
B Medium – average cost/ high benefit		
C Minimum – high cost/medium benefit		

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

Operational Contracts over \$100,000

SECTION ONE - EXPENSE INFORMATION

Description of Contract	Edmonton Transit - DATS contract
Service Level Supported	Bus Service (Booking, scheduling and dispatching administration)
Division	Infrastructure & Planning
Department	Public Transportation
Sub-Department	3900 - TRANSIT LATS
<i>(select all applicable)</i>	
<i>(type additional here)</i>	

- G/L Account**
- | | | |
|--|---|--|
| <input type="checkbox"/> 4400 - Landfill Testing | <input type="checkbox"/> 4481 - 911 Service Agreement | <input type="checkbox"/> 4614 - Waste Disposal Serv. |
| <input checked="" type="checkbox"/> 4410 - Contracted Services | <input type="checkbox"/> 4490 - Engineering Fees | <input type="checkbox"/> 4615 - Electrical |
| <input type="checkbox"/> 4411 - Allowance for Cont. Serv. | <input type="checkbox"/> 4491 - Designs - PW | <input type="checkbox"/> 4619 - Other Bldg. Contracts |
| <input type="checkbox"/> 4420 - Prof. Fees - Consultants | <input type="checkbox"/> 4492 - Traffic Controls | <input type="checkbox"/> 4620 - Remediation |
| <input type="checkbox"/> 4421 - Prof. Fees - Busines Plan | <input type="checkbox"/> 4510 - RCMP | <input type="checkbox"/> 4630 - Well Monitoring |
| <input type="checkbox"/> 4430 - Audit Fees | <input type="checkbox"/> 4511 - 911 | <input type="checkbox"/> 4640 - Site Monitoring |
| <input type="checkbox"/> 4440 - Legal Fees | <input type="checkbox"/> 4550 - Property Assess. Fees | <input type="checkbox"/> 4650 - Fire Calls |
| <input type="checkbox"/> 4450 - Cont. Serv. - Computer | <input type="checkbox"/> 4560 - Weed Control | <input type="checkbox"/> 4710 - Office Equipment |
| <input type="checkbox"/> 4451 - Vet Services - Cat | <input type="checkbox"/> 4561 - Pest Control | <input type="checkbox"/> 4711 - Photocopier Maint. |
| <input type="checkbox"/> 4452 - Vet Services | <input type="checkbox"/> 4610 - Winter Maint. Contracts | <input type="checkbox"/> 4712 - Computer |
| <input type="checkbox"/> 4453 - MFE Contracts | <input type="checkbox"/> 4611 - Cleaning Contracts | <input type="checkbox"/> 4713 - Equipment Rental |
| <input type="checkbox"/> 4470 - IT Support Services | <input type="checkbox"/> 4612 - Janitorial Services | <input type="checkbox"/> 4720 - Radio Maint. Contracts |
| <input checked="" type="checkbox"/> 4471 - Security Fees | <input type="checkbox"/> 4613 - System Maint. Contracts | <input type="checkbox"/> 4799 - Other |
| <input type="checkbox"/> 4480 - Policing Costs | <input type="checkbox"/> Other _____ | |

Procurement Process	Only provider in region of this service
Last Procurement Process Date	February 2011 contract was established

SECTION TWO - BUDGET INFORMATION

Current Year Budget 2019	\$ 119,000	Subsequent Year Budget 2020	\$ 121,380
Prior Year Comparatives:	Budget	Actual	Surplus/(Deficit)
2018	\$ 115,000	\$ 111,129	\$ 3,871
2017	\$ 115,000	\$ 100,915	\$ 14,085
2016	\$ 120,000	\$ 106,288	\$ 13,712

SECTION THREE - ANALYSIS OF EXPENSE

#1: Cost Drivers*(Cost drivers such as unit/hourly price, fees, etc.)*

Edmonton Transit - DATS rate per booked trip (currently \$3.98 per trip)
 Number of trips booked by clients
 Number of buses in LATS fleet (Mobile Data Terminal rental of \$100 per bus per month)

#2: Factors that Impact Costs*(Factors such as inflation, contract price changes, etc.)*

Inflation on trip rate (maximum will be 2% per year)
 Number of trips booked by clients (number is variable from day to day, month to month and year to year)

#3: Agreement Details*(Details of the agreement such as term, options, etc.)*

Four year agreement that commenced January 1, 2018 and will continue until December 31, 2021.

#4: Alternatives/Mitigation*(Other methods of delivering the service)*

Alternative method of delivering the service
 Provide the full service in-house (more costly than contracting out)

Mitigation Strategies

Increase fares (not recommended)
 Increase LATS Shuttle usage as trips are not booked;

CITY OF LEDUC

COUNCIL'S CONTRACTED SERVICES REVIEW

EVALUATION OF EXPENSE

Contract Service: Edmonton Transit - DATS contract

External Support Criteria	Rank	Notes
<u>1. REGULATORY OBLIGATION</u>		
A Legislated Duty - required to provide by statute or case law	C	
B Implied Responsibility - inherent in delegated responsibilities		
C Enabling Provisions – can or may do		
<u>2. PUBLIC BENEFIT</u>		
A Public Interest - all citizens derive benefit	C	LATS service only available to eligible citizens (seniors 65+ and individuals with physical and/or cognitive disabilities)
B Mixed Interest - all citizens may derive benefit		
C Private Interest - specific citizens benefit		
<u>3. COST RECOVERY POTENTIAL</u>		
A Tax Base - low potential for user recovery	B	Per 2018 actuals, 13.37% cost recovery
B Mixed – some % of taxes and cost recovery		
C Cost Recovery - high potential for user cost recovery		
<u>4. ALTERNATE PROVIDER</u>		
A Limited - no other providers	B	Strathcona County Transit - Mobility Bus
B Some - Potential providers		
C Many - Existing providers		
<u>5. HEALTH AND SAFETY</u>		
A Public Safety – high life/death or injury potential	C	
B Public Health – potential threat to well being		
C Well Being – enhances lifestyle		
<u>6. QUALITY OF LIFE</u>		
A Livable Community - orderly/sustainable functioning of	A	
B Community Image - visual appearance of community		
C Community Pride – feeling of citizens and visitors		
<u>7. MUNICIPAL POLICY</u>		
A Bylaw - through public hearing process	C	
B Policy - Council resolution or policy		
C Guideline - the procedure or practice		
<u>8. PUBLIC NEED</u>		
A Community At Large – all citizens – public interest	C	
B Multiple Interests – many citizens		
C Vested Interest – specific citizens – vested interest		
<u>9. INTERAGENCY OBLIGATION</u>		
A Regulated - legislated cooperation	B	Agreement with Edmonton Transit - DATS
B Agreement - contractual arrangement		
C Practice – traditional practice		
<u>10. STRATEGIC</u>		
A Direct – impacts numerous goals and priorities	A	
B Indirect – relates to desired strategic outcomes		
C Capacity building – citizen of community self-help		
<u>11. VALUE FOR MONEY</u>		
A Maximize – low cost/high benefit	A	
B Medium – average cost/ high benefit		
C Minimum – high cost/medium benefit		

2020 Contracted Services Review

October 28, 2019
Report No: 2019-CoW-065

www.Leduc.ca



2020 Contracted Services Review

Sub-Department	Sub-Department Name	Contract Description	Amount	Rank Score *
2000	Police Protection	RCMP	5,428,049	28
2800	Enforcement Services	Traffic Enforcement - Mobile Speed & ATE	214,956	28
1200	Finance	Assessment Services	430,000	27
3600	Snow & Ice Control	Snow Removal	70,000	27
4400	Waste/Environmental	Waste Management Agreement	1,724,000	26
3250	Road Maintenance	Asphalt, Concrete Repairs, Mud Jacking	450,000	25
3960	Route 747 (Edmonton/EIA Internal)	Route 747 (EIA Internal Transit)	566,108	24
4110	Water Maintenance	Water Utility Infrastructure Repairs	465,000	24
4230	Waste Water Maintenance	Sanitary Sewer Infrastructure Repairs	250,000	24
3950	Transit	Contracted Driver Service (PWT)	1,161,870	23
3900	Transit LATS	Edmonton Transit - DATS	119,000	20

Rating Score: Lowest = 11 Mid = 22 Highest = 33

* The higher the rank the higher the importance and associated risk





COMMITTEE-OF-THE-WHOLE

MEETING DATE: October 28, 2019

SUBMITTED BY: Michael Pieters, GM, Infrastructure and Planning

PREPARED BY: Rick Sereda, Director, Public Services
 Shawn Olson, Director, Engineering
 Jennifer Cannon, Director, Finance
 J. Graham, Chief Information Officer

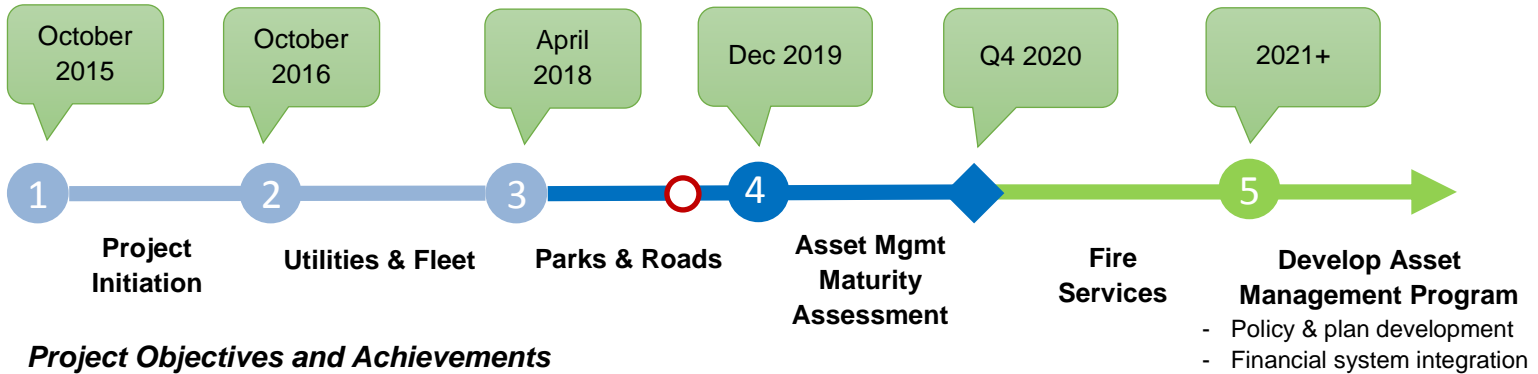
REPORT TITLE: Asset Management Project and Program Update

EXECUTIVE SUMMARY

As part of the 2019 budget presentations, Administration provided an overview of the Asset Management Program. This report provides an updated timeline, progress on objectives for Public Services, Engineering, Finance and the organization as a whole and a summary of the next steps in the development of an asset management program.

BACKGROUND

Asset Management Program Timeline



Project Objectives and Achievements

Organizational

- 1) Enable day-to-day work planning and maintenance activities *(included in current scope)*

Public Services

- 1) Attribute all related costs (e.g. materials, hours, equipment and vehicle hours) to the assets being maintained *(included in current scope)*
- 2) Properly assess resource allocation, asset replacement, and business unit efficiencies *(pending data collection)*



COMMITTEE-OF-THE-WHOLE

Engineering

- 1) Aid in making the most appropriate decision when replacing or upgrading infrastructure (*pending data collection*)
- 2) Track the rehabilitation work performed by Public Services (*included in current scope*)
- 3) Enable more comprehensive analysis of the assets to be replaced (*pending data collection*)

As the data related to asset servicing and asset conditions within the system accumulates over time, Engineering will be able to accomplish the aforementioned goals by using Cityworks to track infrastructure repairs completed by Public Services. With this data, Engineering can verify the recommended infrastructure renewals which are currently based on condition assessments conducted outside of Cityworks. While the Cityworks implementation will not change these Engineering condition assessments (road roughness, density, etc.), as data accumulates, it will add the ability to compare the maintenance work performed by Public Services against the recommended infrastructure renewals to ensure the most appropriate scope of work is being completed. For example, if Engineering is recommending road reconstruction in an area, and a review of watermain failures recorded in Cityworks indicates that much of the watermain in the vicinity of the reconstruction has a high rate of failure, Engineering could elect to replace the watermain at the same time.

Finance

The intent of an asset management program is to support long-term planning which is the key to fiscal sustainability as it helps support informed decision making in the near-term to manage long-term risks. The outputs assist with budget creation, trending, and forecasting.

To date there is no integration of Cityworks data with the financial system. Financial integration is slated for a later phase and will support consistent financial information across the organization.

As well, the city does not perform project costing at this time. Integration between Cityworks and the financial system will require a review of how wages are tracked in Cityworks and of the corresponding operational processes to support project costing.

NEXT STEPS

The Cityworks implementation provides Public Services with a robust work management system which builds valuable information on our current asset inventory and is a core component of developing a larger asset management program. By ensuring trained staff are collecting the appropriate information regarding the inspection, maintenance and replacement of our municipal assets, a financial picture of what it takes to provide current service levels begins to take shape.

The following diagram illustrates the components of a complete asset management program. The achievements in the work management program made to date through the implementation of Cityworks focus on the inner components for sustainable service delivery. The development of an integrated asset management program will address the capabilities in the outer ring.

The ongoing work management program will continue to mature over the next 2-3 years while the organization works to identify the specific components, expertise, and resources it requires to develop its asset management program.

Please note that although Fire Services has been identified as a next phase for the Cityworks implementation, if it proceeds, it will be managed as a separate project.

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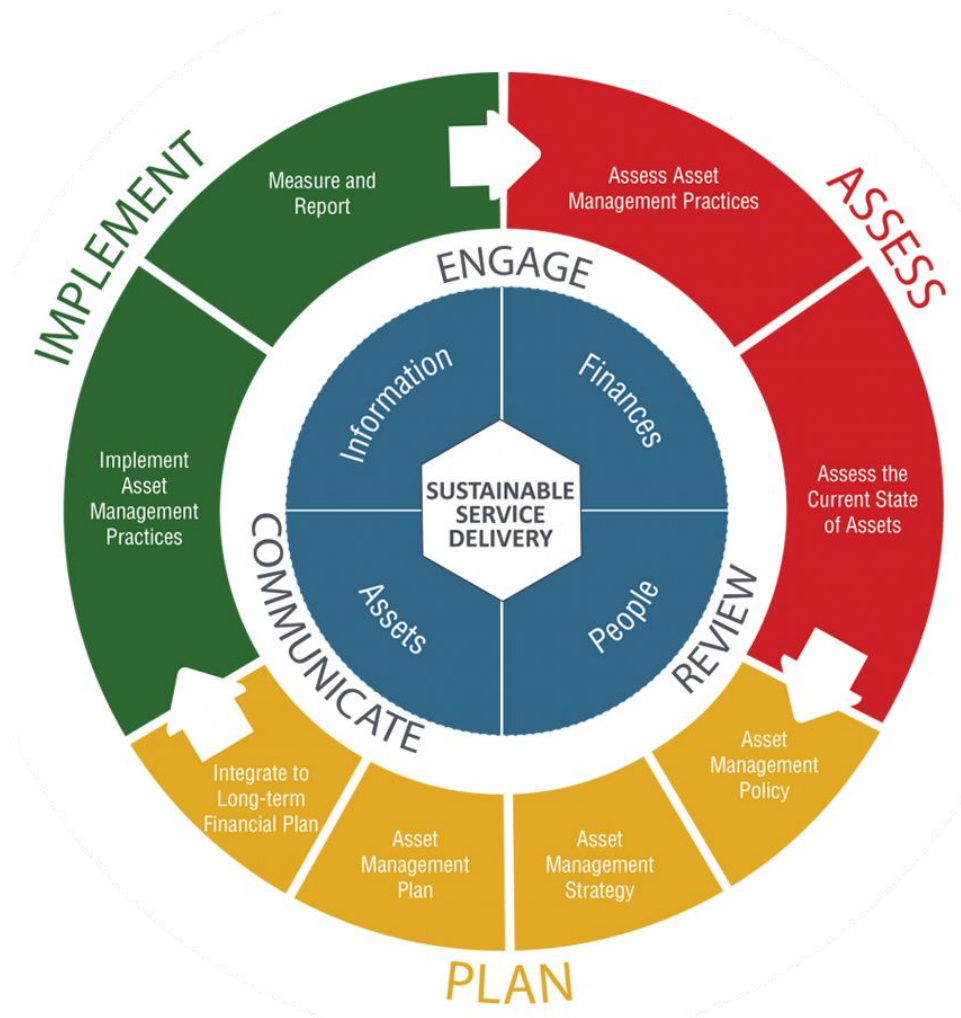
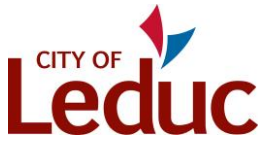


Image provided by Asset Management BC



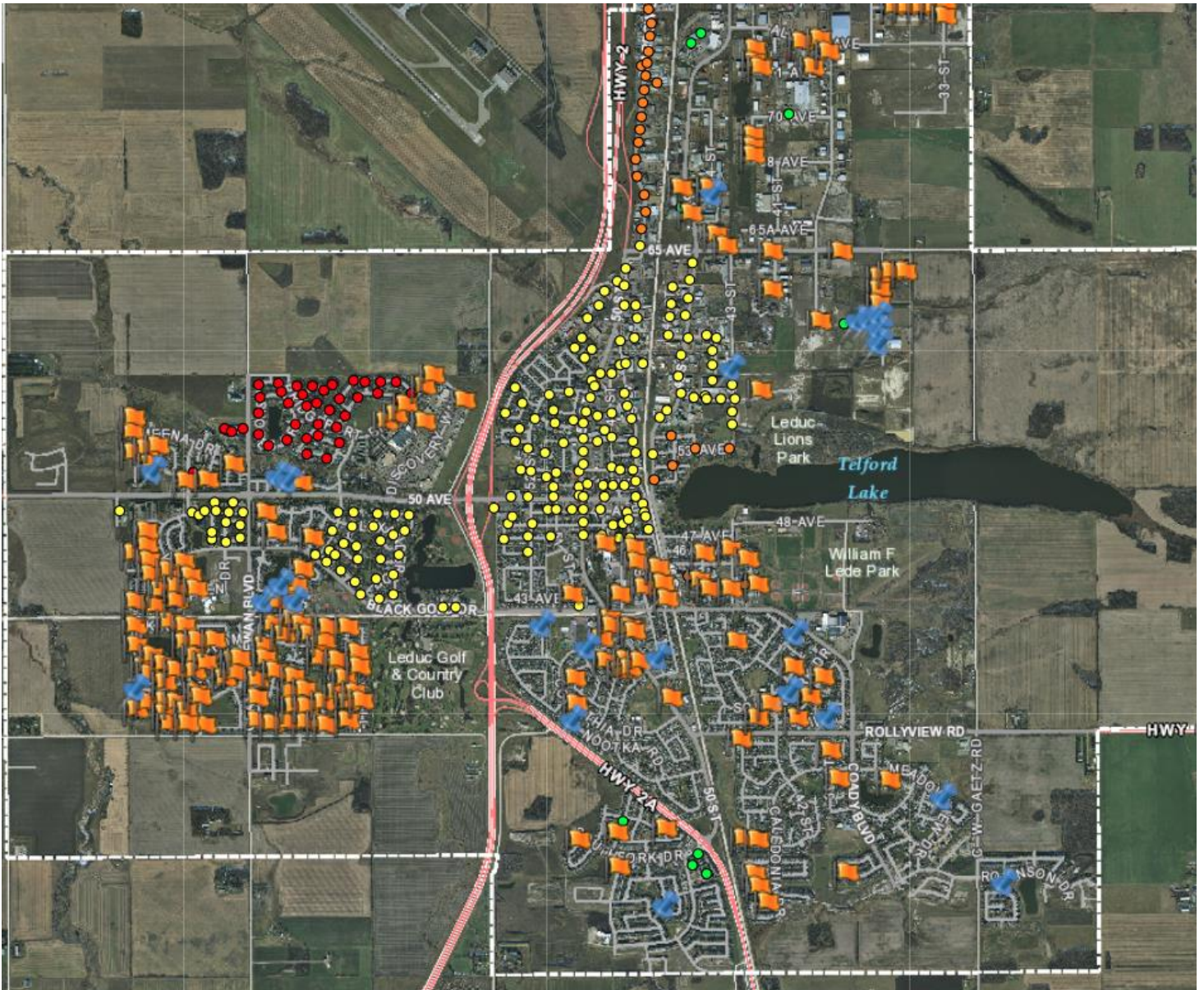
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APPENDIX A

The following are a series of images highlighting the system capabilities.

Hydrant Inspection Mapping

Tracking inspection progress by Fire Crew, as hydrant inspections are completed the respective flag or dot disappears from the map.





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Completed Transit Bus Inspection Work Order

Work Order

Description: Commercial Bus C Inspection

Work Billable? No

Number: 164

Entity Type: FLEET Change

Category: Fleet

Initiated By: Quinton, Mark Date: 04/19/2018 2:45 PM

Status: Completed Priority: Medium

Requested By: Moulder, Ali Supervisor: Moulder, Ali

Submit To: Kruger, Ryan Date: 10/17/2018 12:21 PM

Projected Start: 04/17/2018 7:00 AM Projected Finish: 04/19/2018 2:45 PM

Cause Code: No

Opened By: Kruger, Ryan Date: 10/19/2018 11:09:04 AM

Closed By: Date:

Completed By: Kruger, Ryan

Actual Start: 10/17/2018 7:00 AM Actual Finish: 10/19/2018 10:45 AM

Stage: Actual Expense Type: Maintenance

Comments: Add Comment Sort

Kruger, Ryan edited 10/19/2018 10:50 AM
Perform B and C service and inspection. Followed maintenance sche...

Instructions: - CVIP Inspection.
- Repair for leak at transmission dipstick tube.
- "B" Inspection/service.

Resolution: Reactive?

Location Information

WO Address:

Location Details: Transit

Shop: Map Page:

Title Number: District:

X Location: Y Location:

Assets

Total Entities: 1

Asset	Asset Id	Asset Uid	Location	Warranty Date	Work Completed	Featu
<input type="checkbox"/>	FLEET	108	11-103	Transit	<input type="checkbox"/>	FLEET

- Pink rows indicate inventory still under warranty.

Map Layer Fields

Reset

Work Cycle

Repeat: Every

Interval: 6 Months

From: Pick a Date 10/1/2018

Date Printed: Next Print Date: 4/17/2018

Details

Project: Account: LATS

Project Tree

Contract: Contractor:

Legal Billable: Contractor Billable:

Update Map: Cancel Work Order:

Cancelled By: Date:

Cancel Reason:

Units Accom.: 0 Description: Hours

Lock Units Desc.:

Labor Cost: \$793.35 Material Cost: \$1,191.59

Equipment Cost: \$0.00 Permit Cost: \$0.00

Total WO Cost: \$1,984.94

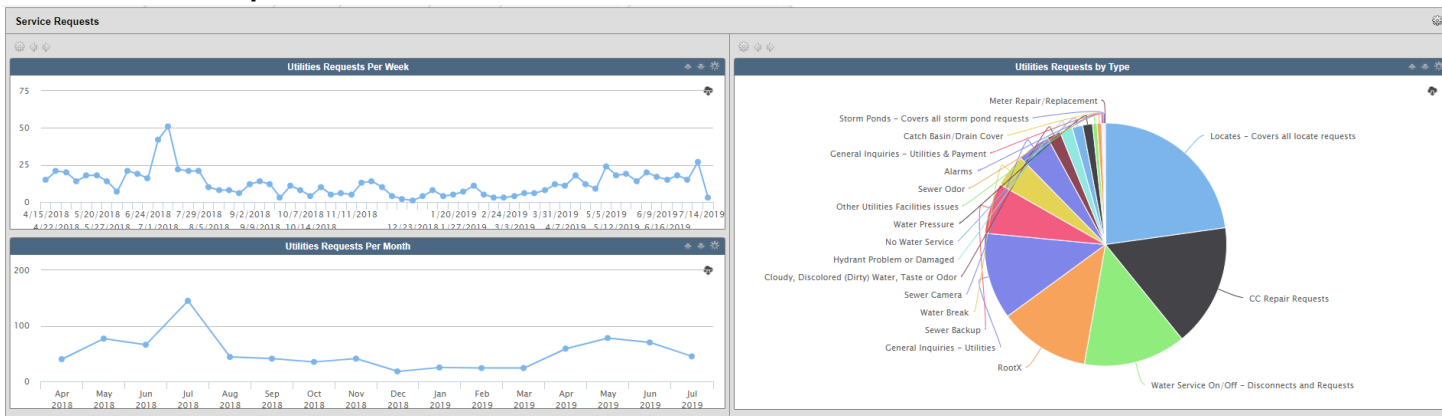
Related Work Activities

Attachments



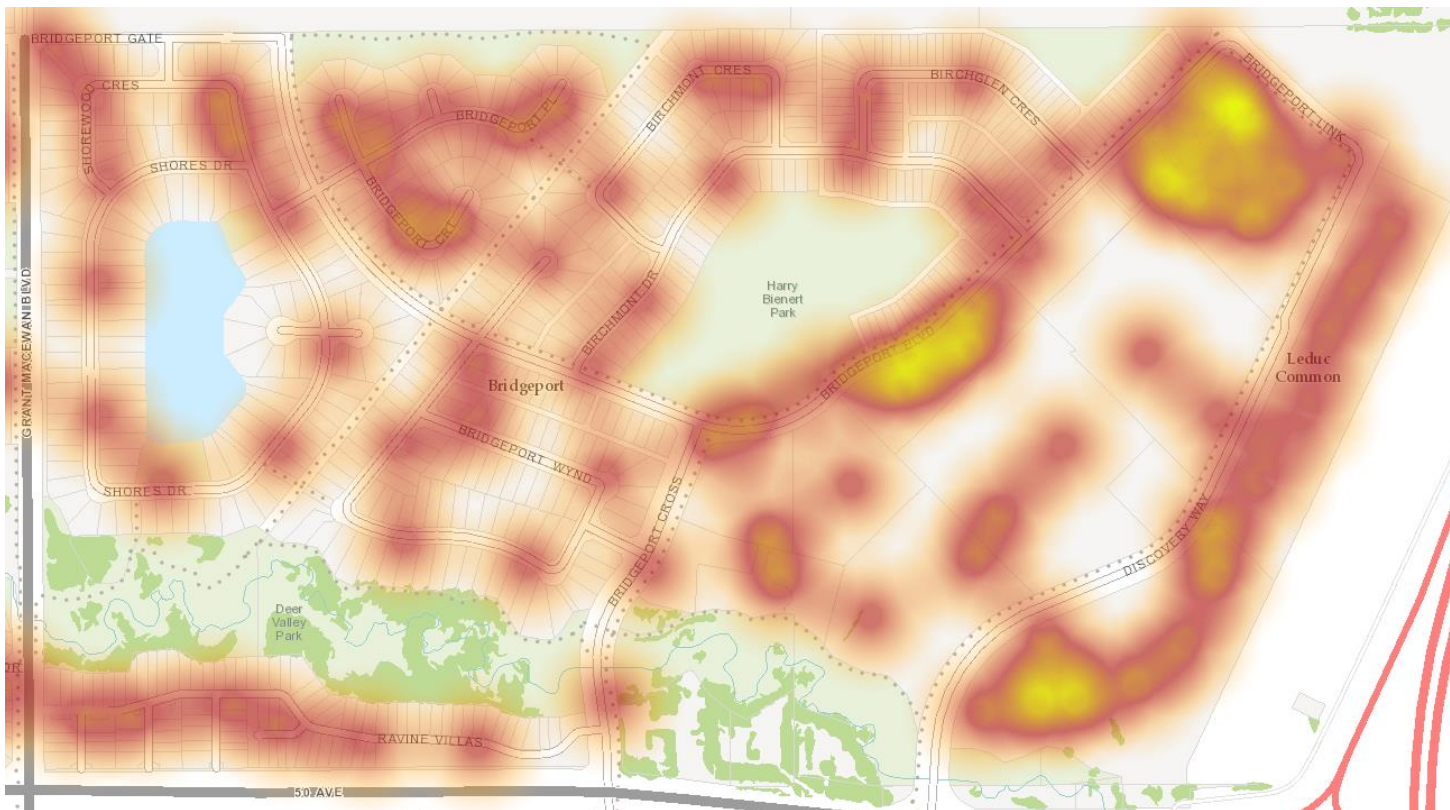
COMMITTEE-OF-THE-WHOLE

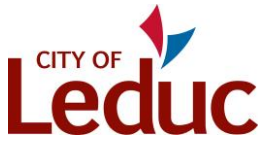
Utilities Service Request Dashboard



Heat Map based on Hydrant Inspection

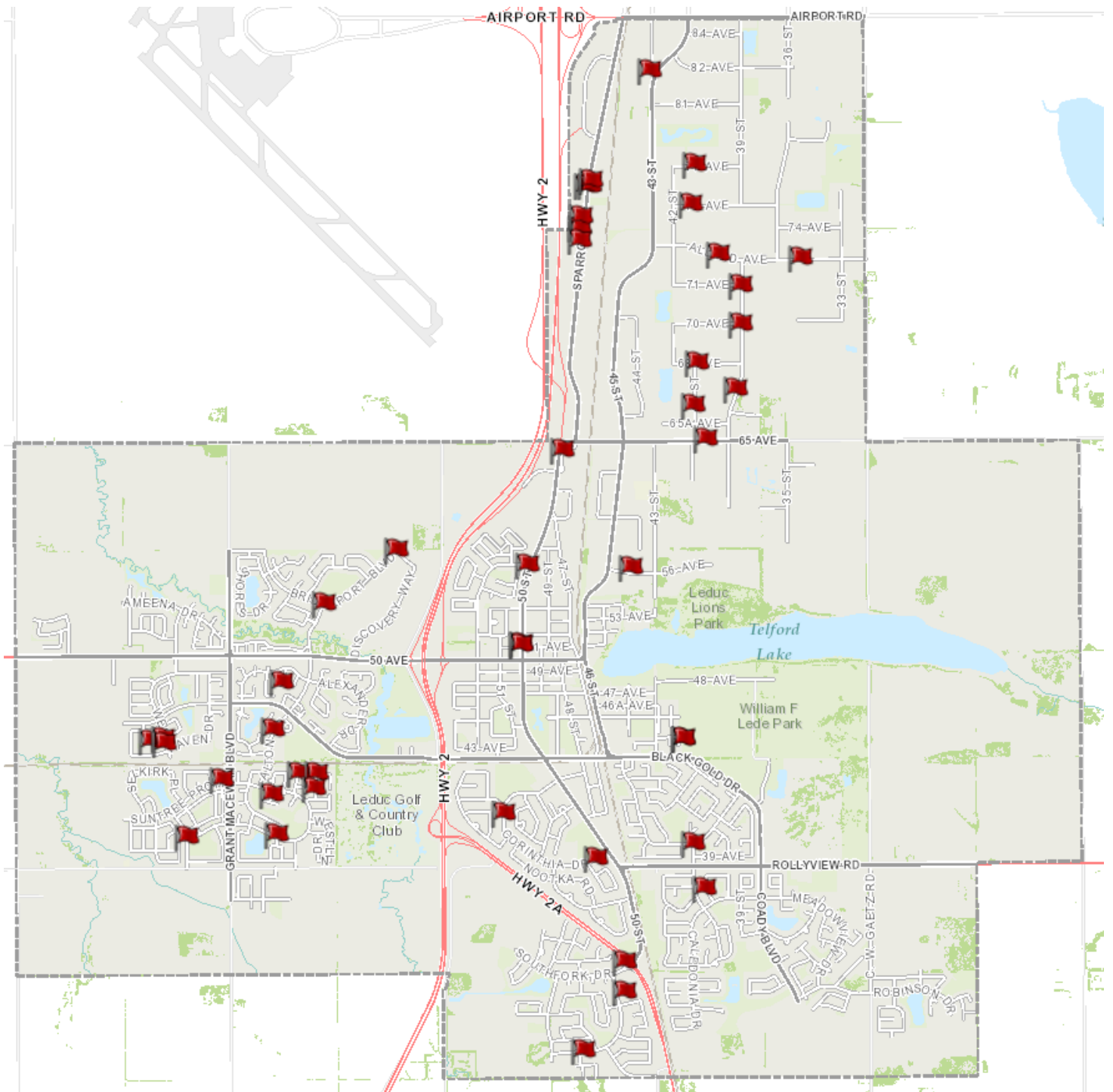
Yellow indicates a lower condition score relative to the other hydrants inspected. Note that most of the yellow is in areas where the hydrants are privately owned.





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Valve Repairs within the last 12 months



Asset Management Project and Program Update

www.leduc.ca

City Council Committee of the Whole
October 28, 2019



Asset Management Program Timeline



Project Objectives and Accomplishments

Organizational

- ✓ Enable day-to-day work planning and maintenance activities

Public Services

- ✓ Attribute all related costs (e.g. materials, hours, equipment and vehicle hours) to the assets being maintained



- Properly assess resource allocation, asset replacement, and business unit efficiencies

Engineering



- Aid in making the most appropriate decision when replacing or upgrading infrastructure

- ✓ Track the rehabilitation work performed by Public Services



- Enable more comprehensive analysis of the assets to be replaced

Asset Condition

Hydrant Inspection

Yellow indicates a lower condition score relative to other hydrants



Questions?

