

COMMITTEE-OF-THE-WHOLE MEETING NOTES
MONDAY, JUNE 18, 2018
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Present: Mayor B. Young, Councillors B. Beckett, G. Finstad, B. Hamilton, L. Hansen, T. Lazowski and L. Tillack

Also Present: P. Benedetto, City Manager and S. Davis, City Clerk

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

I. APPROVAL OF AGENDA

MOVED by Councillor B. Hamilton that the Committee approve the agenda as presented.

Motion Carried Unanimously

II. ADOPTION OF PREVIOUS NOTES

a) Approval of Notes of the Joint City of Leduc/Town of Beaumont Committee-of-the-Whole Meeting held Wednesday, May 23, 2018

MOVED by Councillor B. Beckett that the notes of the Joint City of Leduc/Town of Beaumont Committee-of-the-Whole Meeting held Wednesday, May 23, 2018, be approved as presented.

Motion Carried Unanimously

b) Approval of Notes of the Committee-of-the-Whole Meeting held Monday, June 11, 2018

MOVED by Councillor L. Hansen that the notes of the Committee-of-the-Whole meeting held Monday, June 11, 2018, be approved as presented.

Motion Carried Unanimously

III. DELEGATIONS & PRESENTATIONS

a) Leduc-Nisku Economic Development Association Tourism Project

B. McKenzie, Executive Director, and S. McIntosh, Community & Business Program Lead, Leduc-Nisku Economic Development Association ("LNEDA"), made a PowerPoint presentation (Attached) on the benefits of tourism in the region, and specifically in the City of Leduc. The LNEDA is working to support tourism in the region by creating a tourism destination marketing program.

B. McKenzie answered the Committee's questions.

IV. BUSINESS ARISING FROM PRESENTATIONS

V. IN-CAMERA ITEMS

MOVED by Councillor B. Hamilton that Committee-of-the-Whole move In-Camera at 5:19 pm to discuss:

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- a) Introduction to Alberta Centre for Advanced MNT (*Microsystems and Nanotechnology*) Productions (“ACAMP”)

FOIP s. 16 & 24

- b) Airport Vicinity Protection Area

FOIP s. 21, 24 & 25

Motion Carried Unanimously

MOVED by Councillor B. Beckett that the Committee-of-the-Whole move In-Public at 6:29 pm.

Motion Carried Unanimously

VI. RISE AND REPORT FROM IN-CAMERA ITEMS

- a) ***Introduction to Alberta Centre for Advanced MNT (Microsystems and Nanotechnology) Productions (“ACAMP”)***

FOIP s. 16 & 24

H. Wilson, Manager, Economic Development, introduced K. Brizel, CEO, ACAMP, L. Malleau, Vice President of Investment & Trade, Edmonton Global, and M. Zuge, President of Miprodeema Consulting Inc., Edmonton.

K. Brizel made a PowerPoint presentation (Attached) and answered the Committee’s questions.

- b) **Airport Vicinity Protection Area**

FOIP s. 21 24 & 25

G. Thomas, Project Manager, and Mayor B. Young shared a PowerPoint (Attached) that will be presented at the City of Leduc/Leduc County Joint Committee-of-the-Whole meeting on June 26, 2018.

G. Thomas, Mayor B. Young and P. Benedetto, City Manager, answered the Committee’s questions.

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

- a) **Economic Update**

J. Cannon, Director, Finance, and C. Thorn, Manager, Financial Analytics, made a PowerPoint presentation (Attached) on the annual economic update.

J. Cannon answered the Committee’s questions.

- b) **Fiscal Pressures**

J. Cannon, Director, Finance, made a PowerPoint presentation (Attached) on fiscal growth and legislative pressures, regionalization and other pressures presenting themselves for the 2019 budget cycle.

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P. Benedetto, City Manager, M. Pieters, General Manager, Infrastructure and Planning, and J. Cannon answered the Committee's questions.

The Committee recessed at 7:26 pm.

The Committee reconvened at 7:33 pm.

c) Public Consumption Cannabis Discussion

D. Melvie, General Manager, Community and Protective Services, and C. Chisholm, Manager, RCMP Administration and Enforcement Services, made a PowerPoint presentation (Attached) on the moderate model proposed by Administration, and compared that model to other models being used in the region. D. Melvie advised that if there is a desire to be more restrictive there could be merit in combining smoking and cannabis into one bylaw. It was shared that the public survey was not decisive, with a number of answers being close to a 50/50 split.

There was further discussion concerning treating cannabis, which is an intoxicant, the same as alcohol. B. Loewen, City Solicitor, spoke to enforcement concerns of Bylaws relative to cannabis.

C. Chisholm and B. Loewen answered the Committee's questions.

d) Land Use Cannabis Discussion

S. Losier, Manager, Current Planning, provided a high level overview of the reports previously provided to both Committee-of-the-Whole and Council. There are approximately six cannabis retail store applications that fit the current Bylaw requirements. The Bylaw requirements, as now written, may possibly assist with restricting how many retailers will be allowed within the City.

S. Losier, P. Benedetto, City Manager, M. Pieters, General Manager, Infrastructure and Planning, and B. Loewen, City Solicitor, answered the Committee's questions.

Committee directed Administration to amend s. 18.10.3.4 of the Land Use Bylaw to allow flexibility for the abutting regulation.

e) Business Licencing Cannabis Discussion

Councillor G. Finstad spoke about an increase in business licence fees for cannabis retailers. After some discussion, by a show of hands, the majority of Committee members were not in favour of increased fees.

VIII. GOVERNANCE

There was no discussion.

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IX. COUNCIL CALENDAR UPDATES

Councillor B. Beckett had a conversation with a resident in Southpark who expressed concern that children must cross Southpark Drive to reach the new playground, and there is no marked crosswalk. Councillor B. Beckett was requested to send an email to C. Chisholm, Manager, RCMP Administration and Enforcement Services, who will look into the matter.

X. INFORMATION ITEMS

a) Grants to Organizations ("GTO")

D. Melvie explained that the GTOs are intended to give groups an opportunity to get established and are not intended to provide funding for longer than 3 years nor to provide funds to groups that have healthy bank accounts. There are exceptions and those are the "service providers".

Committee members acknowledged that service provider groups, such as the Downtown Business Association, The Leduc & District Food Bank, The Boys and Girls Club to name a few, need to have a sustainable source of funding. There was discussion about the benefits of having the funding provided to these service provider groups embedded into the base budget or by entering into service agreements. D. Melvie advised that the contracts can take considerable time to negotiate.

There are a number of organizations whose grant fund cycle is up. They are: Downtown Business Association, The Hub, Victim Services, Lynx, Santa's Helpers and Rise Up. Committee members stated that there is a need for further discussion about funding for these service groups.

D. Melvie, P. Benedetto, City Manager

Committed directed Administration to:

1. Carry out a full review of the GTO program for the 2020 budget year;
2. Return to the July 9, 2018, Committee-of-the-Whole to have further discussion about the Downtown Business Association's request for a substantive increase in funding as well as their request to enter into a service agreement with the City;
3. Return to the August 20, 2018, Committee-of-the-Whole meeting with a report summarizing the dollar requests from The Hub, Victim Services, Lynx, Santa's Helpers and Rise Up have been provided and to ascertain if funding should be in the base budget.

b) Appointment of a Council Member to the Edmonton Metropolitan Region Board Integrated Transportation & Transit Systems Working Group

Mayor B. Young asked for a volunteer to be a part of the Edmonton Metropolitan Region Board Integrated Transportation & Transit Systems Working Group.

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Councillor G. Finstad will be the member; Councillor B. Beckett will be the alternate.

XI. ADJOURNMENT

The meeting adjourned at 9:07 pm.

"Original Signed"

B. Young
MAYOR

"Original Signed"

S. Davis
CITY CLERK

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**ECONOMIC DEVELOPMENT
ASSOCIATION**

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Tourism: Next Steps

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**ECONOMIC DEVELOPMENT
ASSOCIATION**

In Review - Steering Committee

- City of Leduc
- Leduc County
- Town of Devon
- Town of Beaumont
- Town of Calmar
- Village of Thorsby
- Village of Warburg
- Leduc Regional Chamber of Commerce
- Alberta Culture and Tourism
- Castrol Raceway
- Leduc #1
- Executive Royal Hotel
- Downtown Business Association – Leduc

In Review - Economic Impact Study

Goals:

- 1) Understand the economic impact of tourism in Alberta's International Region.
- 2) Develop an inventory of tourism assets (defined as properties, attractions and experiences).
- 3) Provide a set of recommendations for next steps to develop a regional tourism strategy.

In Review

- A key economic driver in Alberta and Canada
- \$8.3 billion industry in Alberta
- 19,000 businesses in Alberta
- 127,000 employees in Alberta

Alberta's Goal:

Grow tourism revenue to \$10 billion by 2020.

In Review - 2016 Economic Impact: Regional Tourism

Employment – 725 FTEs

GDP – \$58.4 M

Municipal Taxes – \$3.6 M

In Review - 2016 Economic Impact: Leduc Sport Tourism

- Economic activity was boosted by \$12.9 million (2010 – 2015)
- Wages and salaries were augmented by almost \$4 million (2010 – 2015)
- Employment increased by 88.3 FTEs (2010 – 2015)
- Local government collected \$308 thousand on the local impacts of sport tourism expenditures (2010 – 2015)

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In Review - 2016 Economic Impact: EIA

Employment – 9,536 person years

GDP – \$1.8 B

Municipal Taxes – \$56 M

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ASSOCIATION

In Review - Who Are We Attracting?

Free Spirits - City of Leduc, Town of Devon

Cultural Explorers – Town of Beaumont

Authentic Experiencers – Leduc County West
(Warburg, Thorsby, Calmar), Leduc County
East (New Sarepta)

In Review - The Visitor

- Local citizens
- 100 mile radius
- Sports tourism visitors
- Attraction visitors
- Foreign visitors
- EIA Outlet Mall catchment area – 2 M potential visitors – Central – Northern Alberta, BC, SK, NWT and Yukon

The Current State

Strengths

- Supply of accommodations
- Transportation
- Edmonton market

Weaknesses

- Tourism activities “siloed”
- No collective voice for tourism
- No tourism strategy

Opportunities

- Leverage upcoming developments:
 - Outlet Mall
 - Century Casino & Racetrack
- Regional coordination
- Enhance visitor ability to identify tourism opportunities in region
- Leverage and enhance sport tourism activity

Project Funding

Will seek funding from:

- Travel Alberta
- Alberta Culture and Tourism
- Business partnerships – Hotels, Ivanhoe Cambridge
- EIA
- Airlines

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Grant Budget 2018

Revenue:

- AB Culture and Tourism	\$75,000
- Leduc-Nisku EDA	\$25,000
Total Revenue	\$100,000

Expenses:

- Destination Management	
Plan Consultant	\$75,000
- Project Management	\$25,000
Total Expenses	\$100,000

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Outcomes

1. Tourism is a recognized and supported economic driver for the region

- Support and retain local business
- Tourism operators
- Hotels and accommodations
- Grow new business and expand existing
- Increase visitor spending
- Capture traffic from EIA, sport tourism and other activities

Outcomes Cont'd

2. Tourism Destination Marketing Program

- Consultant Report completed by December 2018
- Implementation plan completed by March 2019
 - Approach to managing tourism collaboratively on a regional basis as an economic cluster
 - educate and inform tourism operators
 - Identify new tourism opportunities
 - Identify ways to leverage current tourism opportunities
 - Identify ways to support the tourism cluster and appropriately resource tourism support and marketing activities

Outcomes Cont'd

3. Tourism Portal

- Completed by May 2019
- Microsite for Visit Leduc under the EDA International Region website
- Consolidation and list of all assets
- SEO
- Provides an avenue to share activities between tourism operators enabling them to coordinate and collaborate on events.
 - Event/Activity/Offerings postings
- Provides a One-Stop-Shop for visitors
 - Families of athletes attending a tournament can find other activities going on in the region

Outcomes Cont'd

4. Develop a Regional Tourism Alliance

- Completed by May 2019
- Long term implementation of the Destination Marketing Plan
- Using a coordinated staffing approach
- Create support for existing and new tourism initiatives to attract more visitors to the region.

Project Timeline

1. Destination Marketing Plan Application in to Alberta Culture and Tourism and Culture – April 30/18
2. Confirmation of Funding – June 30, 2018
3. Destination Marketing Plan RFP – August 1/18
4. Destination Marketing Strategic Plan Completion – December 31/18
5. Portal RFP – February 1/19
6. Portal Launch – May 1/19

Next Steps

1. Commitment and letters of support from municipalities - completed
2. Financial commitment and letters of support from business
3. 25% matching for Culture and Tourism Grant

Questions?

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ASSOCIATION

ADOPTION OF PREVIOUS NOTES

Notes of the Committee-of-the-Whole Meeting
– June 18, 2018

- * VI.a. Introduction to Alberta Centre for Advanced MNT* (*Microsystems and Nanotechnology) Products ("ACAMP")

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

- *VI.b. Airport Vicinity Protection Area

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

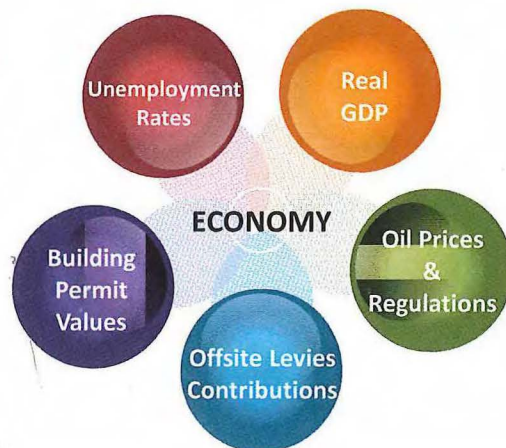
2018 Economic Update

Presented by:
Jennifer Cannon, Director, Finance
Charles Thorn, Manager, Financial Analytics
June 18, 2018

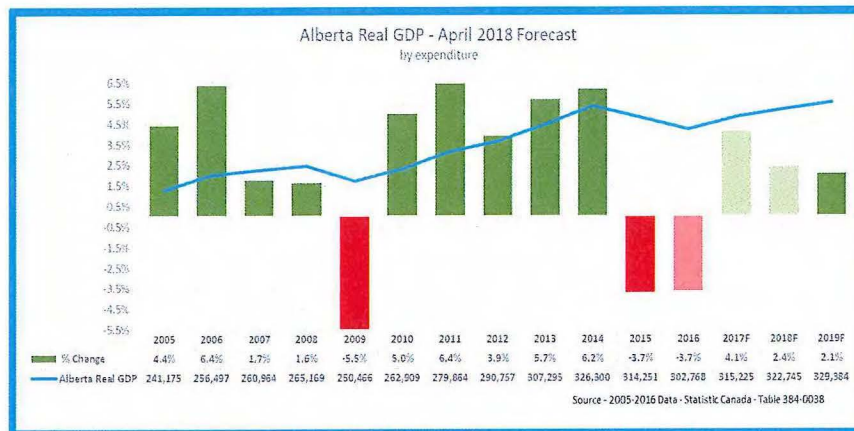


Economic Update

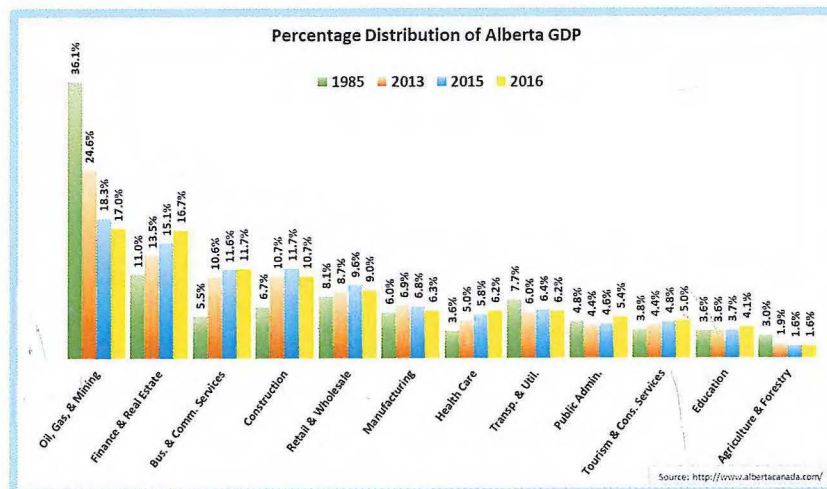
Economic conditions
are in a continuous
state of flux



Alberta Real GDP April 2018 Forecast



Structure of Alberta's Economy



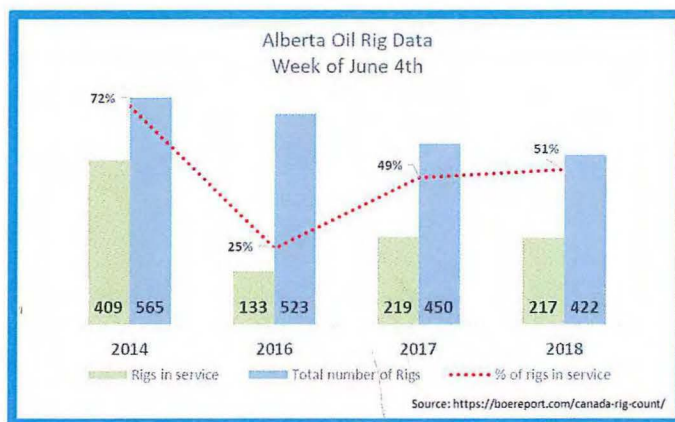
Oil Prices

West Texas Intermediate – Daily Spot Prices

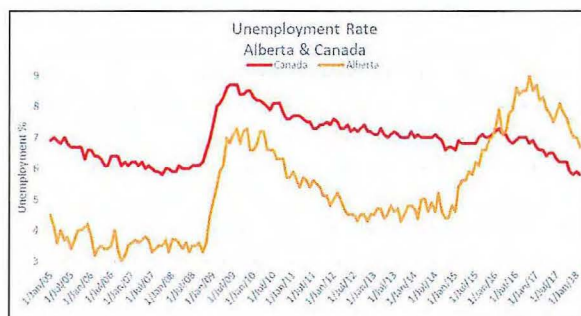


Source: City of Leduc Investment Review April 2018, CIBC Wood Gundy.

Oil Rigs in Service



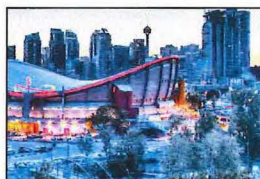
Unemployment Rate



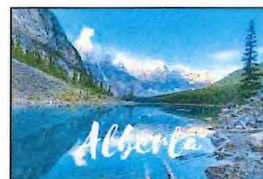
Rates as at
March 2018:



Edmonton - 6.7%



Calgary - 8.2%

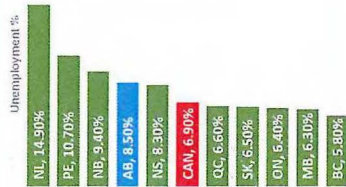


Alberta - 6.3%

Unemployment Rate Full Comparison

December
2016

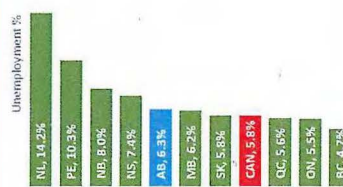
Unemployment Rates
December 2016



Source - Statistic Canada - Table 282-0087

March
2018

Unemployment Rates
March 2018

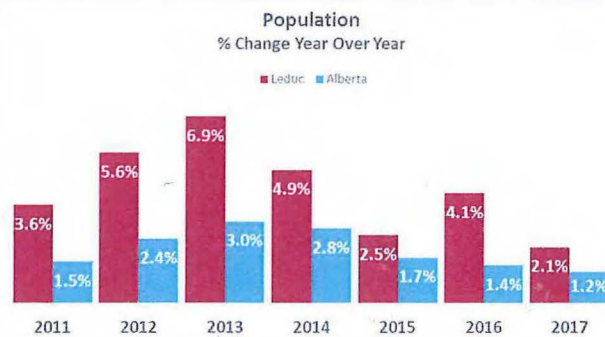


Source - Statistic Canada - Table 282-0087

Other Considerations



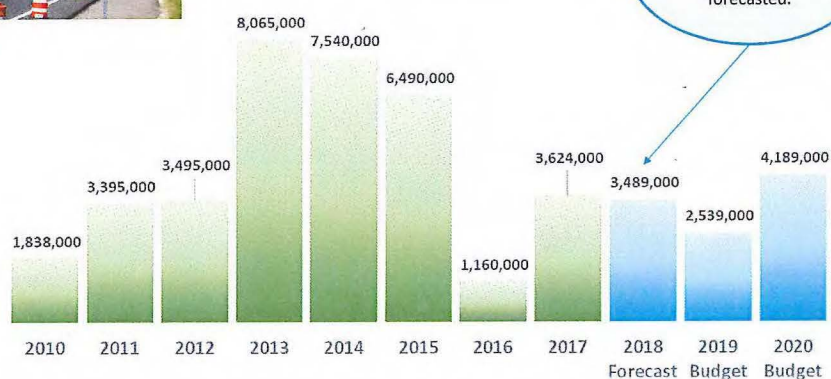
Population



Offsite Levies



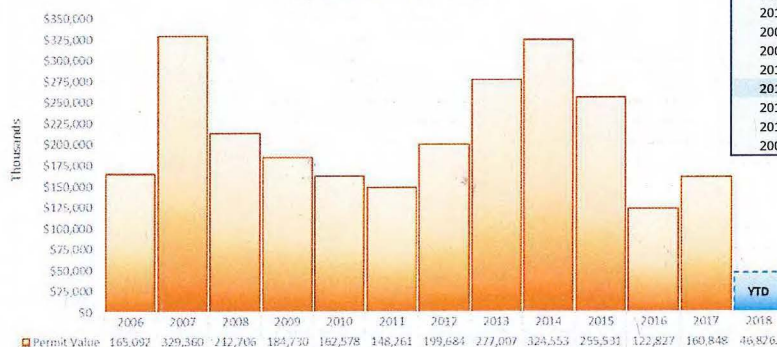
Offsite Levies



Leduc Building Permit Values

The 10-year building permit average from 2007 to 2016 is \$222 million.

City of Leduc - Permit Value



Building Permit Value per Year 2005-2017 (Sorted by highest to lowest)	
Year	Amount
2007	329,360,067
2014	324,553,162
2013	277,006,935
2015	255,531,262
2008	212,706,399
2012	199,683,980
2009	184,730,346
2006	165,092,170
2010	162,578,405
2017	160,847,899
2011	148,261,062
2016	122,826,870
2005	97,572,234

Source - 2005-2017 Data - City of Leduc

Residential/Non-Residential Tax Assessment Split

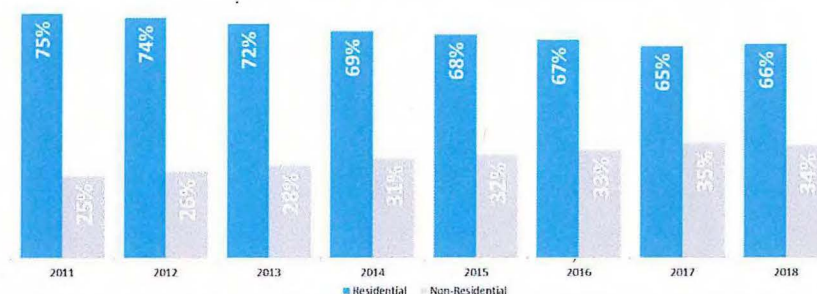
The target assessment ratio is:

Residential
60%

Non-residential
40%



The actual ratio is:



Key Messages

1

Alberta has moved from recession into a recovery stage. There are projections for modest growth in GDP, unemployment is trending downwards and oil prices are forecasted to increase.

The City of Leduc is continuing to see steady population growth, as well as increased offsite levy contributions and building permits, which indicates strong residential growth.

2

3

However, indicators are pointing to minimal non-residential growth, which may cause the City of Leduc's 60/40 residential/non-residential assessment ratio to skew.

It is our collective job to manage complex considerations, such as strategic initiatives, day-to-day operations and impact analysis to encourage informed decision making.

4

Questions?



Fiscal Pressures



Committee of the Whole

Presented by:
Jennifer Cannon, Director, Finance



Current Landscape

Regional Environment

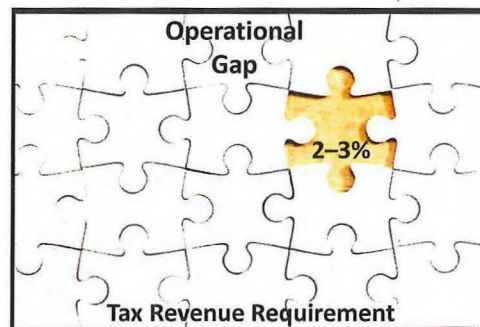


"Continued focus will need to remain on supporting short-term success and long-term fiscal sustainability by bridging the operational gap through fiscal restraint and a shift in fiscal philosophy"

Preparing a New Fiscal Policy

Surplus funds

Support community
re-investment
& strategic
taxation options



Multi-Year Mill Rate Strategy

	2018	2019	2020
Tax Revenue Requirement Approved Dec 4, 2017	3.65%	4.59%	4.69%
	+	+	+
Emergent Item Enhanced Transit	\$700k one time funded	1.11%	1.11%
	=	=	=
Modified Multi-year Millrate	3.65%	5.70%	5.80%
Proposed Revised Strategy	2.90%	4.00% to 4.50%	4.00% To 4.50%
Shift in fiscal philosophy Operational Gap		Targeted Revised Strategy	

Key Pressures



Vulnerable Revenues

MSI

- Province has extended the program to 2018
- Uncertainty exists regarding the continuation of the program past 2018
- Critical funding for the City's capital financing program

Municipal Sustainability Initiative (MSI) *Alberta*

Year	Allocated Amount
2014	\$6,983,715
2015	\$7,363,359
2016	\$7,198,048
2017	\$7,444,886

Airport Tax

- Airport tax share agreement review has been extended from the original date of December 31, 2017
- City of Leduc is the most affected by the Airport Vicinity Protection Area (AVPA) which is critical to the City's financial sustainability

LRC

- Majority of sponsorship agreements set to expire in 2019
- Slow economic recovery has made it more difficult to secure sponsorships

Growth Pressures

Residential Growth:

- Early indicators show strong residential growth
- Strain on our ideal assessment ratio of 60/40

65th Avenue Interchange:

- Cost \$61M
- #1 priority project as per Edmonton Metropolitan Region Board
- Design is funded and underway; partners include provincial government and the EIA
- No construction funding or partners to date
- National Trade & Corridors Fund application denied

High School (Crystal Creek):

- A major consideration of the provincial government decision is the availability of servicing
- Requires major servicing, currently in 2025 Capital Plan
- City of Leduc cost \$5-10M
- Possible up fronting

North Fire Hall:

- Construction to be aligned with projected economic recovery of non-residential growth
- Approximate cost of \$9.0M
- Currently unfunded
- LRFS considerations

Road Program:

- Road reserve presently underfunded
- Cost has increased from \$6.0M to \$7.0M
- Program is heavily reliant on MSI grant funding with unknown continuation of the program
- More rapid deterioration of lanes from heavy vehicle use
- Cost does not include utilities

Sports Fields:

- Increased demands to open earlier in spring and stay open later in fall



Legislative Pressures (Provincial)

Provincial

Hydrovac Disposal Guidelines:

- Increased enforcement has hastened development of a remediation plan and storage facility by 2020
- Increased monitoring cost of \$140K

Modernized MGA (Bill 21):

- Organizational wide impact
- Transition includes a change management plan to identify implementation timelines and impacts

Duty To Accommodate (Abilities Management):

- Increased utilization causing resource and financial strain

Carbon Levy:

- Currently provincially levied – possibility of Federal levy



Legislative (Federal) Pressures & Contractual Obligations

Federal

Railway Crossings:

- New regulation for railway safety – no grants to date to cover costs of mandatory upgrades
- Deadline of 2021 for completion with an approximate cost of \$2.0M

Cannabis Legalization:

- Organizational impacts – policy generation/management; educational requirements; enforcement
- Full monetary and capacity impacts are unknown at this time – Signage costs alone may be \$60 - \$100K



Alberta Health Services Contract:

- Uncollectible receivables steadily increasing
- Contract to end on March 31, 2019

IAFF Local 4739 (Fire Services):

- Current union agreement expired December 31, 2017

Regionalization

Regional Collaboration

"Requires significant time and commitment from various departments"

- EIA Inter-Jurisdiction Cooperation Accord
 - Transit
 - Servicing and Transportation Framework
 - Land Use-Framework
 - Economic Development Framework
 - Cost and Benefit Sharing Framework
- Edmonton Metro Region Board
 - Metro Regional Servicing Plan
 - Agricultural Policy
 - Infrastructure Regional Transportation Master Plan

- Edmonton Global
- Leduc County Boundary Road Agreements
- Leduc & District Regional Waste Management Authority
- Capital Region Southwest Water Services Commission
- Compliance due to new MGA requirements

Regionalization

Regional Services

Leduc Regional Fire Services (LRFS):

- Operating impact to be shared between City/County
- One-time start up costs for 5 consecutive years for integration of services
- Cost savings over the long-term

*"Unpredictable nature of regional collaboration
enforces the need to remain fiscally flexible"*

EIA Inter-Jurisdictional Cooperation Accord Transit Costs

- Service to EIA commenced May 1, 2018
- Annual operating cost for the City of Leduc \$1.021M
- Operational Gap is approximately 2.20%
- Ongoing operational funding to be addressed through the 2019 budget process

Other Considerations



Economic Development Enhancement:

- 2017 Permitting Action Plan – synergy between economic development and planning development strategy
- 'Business Centre' space for 'One-Stop Shop' – business case to follow in the fall

not in budget

Long-Term Facility Master Plan (LTFMP):

- Plan to be completed in the fall of 2018
- Aligns population with construction
- Identifies new projects that require facilities and replacement of aging facilities
- 2018 capital budget has included approx. \$17.0M of unfunded projects identified by the previous LTFMP

unfunded

Community Signage Strategy:

- Connects planning and economic development
- **Planning perspective:** identify our communities in a legal and efficient manner
- **Economic standpoint:** marketing and sales to our communities to interested builders and families

not in budget



Other Considerations

Corporate Information & Technology Strategic Plan:

- The City of Leduc is now lagging compared to other municipalities in the following areas (to name a few):
 - Data integration
 - Open government
 - Project costing
 - Priority based budgeting
- Strategy outlines the key initiatives that need to be undertaken in the next five years

lagging behind



Snow Storage:

- Engineering Department has worked closely with EIA to determine if a joint facility could be constructed
- This project is currently on hold and unfunded in the 10 Year Capital Plan
- Approximate cost of \$4.0M

unfunded

Tree Replacement Due to Pest & Disease:

- Recommendations from 2017 City of Leduc Integrated Pest Management Report:
 - Increase operating budget incrementally
 - Develop reserve fund for potential pest/disease outbreaks or climate related risks to forests
- To date, these increases have not been incorporated in our multi-year operating and capital budgets

not in budget



Key Messages



Questions



Cannabis – Public Use

Committee of the Whole

June 18, 2018

2018-CR-045



Cannabis Update - Public Use

Approach

OPEN

What this means.....

Public Use - Adults could use cannabis in public but not in or near areas prohibited by the Province

Set up stricter policies for where cannabis can be smoked or vaped.

What this means for...

CONSUMPTION - Adults could not consume cannabis on some public lands in addition to currently prohibited areas covered by the Province. Distances from locations prohibited by the Province can be increased and/or new prohibited locations added.

MODERATE

Make our policies on cannabis restrictive.

What this means for...

CONSUMPTION - Adults may consume cannabis on private property but not on public lands.

Restrictive

Cannabis Update – Public Use

Administrative Policy:

- Under the authority of the City Manager, policy will define areas where the smoking or vaping of cannabis is prohibited. These areas will be 50 meters from:
 - A playground
 - A sports or playing field
 - A skateboard or bicycle park
 - An outdoor theatre
 - An outdoor pool or splash park
- The policy will also allow for the City Manager (or delegate) to temporarily ban the smoking or vaping of cannabis in certain areas within the City.

Moderate – Provincial Model with Additional Restrictions

Where you **can** smoke or vape cannabis



All walking trails, grassed utility lines and in all parks, 50m from playgrounds, sports fields, skate park, spray parks, outdoor pools, skating rinks, and other children events or amenities



All sidewalks, boulevards, alleyways or roadways, 5m from entrance-ways, open windows and bus stops



On private property, except inside buildings or on patios, where the public has expressed or Implied invitation to access**

** Subject to rules enforced by the landowner

Where you **can not** smoke or vape cannabis



In any publicly accessible building, patio, public vehicle, or substantially enclosed area



On any school, hospital or childcare facility property.



Within 50m of playgrounds, sports fields, skate or bicycle parks, an outdoor theatre, an outdoor pool or spray parks, skating rinks and other children events or amenities



Within 5m of doorways, window or air Intake, bus stops



In any other area temporarily prohibited by the City Manager