

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 5:06 pm.

#### I. APPROVAL OF AGENDA

**MOVED** by Councillor B. Beckett that the Committee approve the agenda with the following additions:

#### VIII. Governance

a) Signing of Statement of Commitment to the Council Code of Conduct

### X. Information Items

b) Update on High School Mobile Addictions Councillor

Motion Carried Unanimously

#### II. ADOPTION OF PREVIOUS NOTES

a) Approval of the Notes of the Committee-of-the-Whole Meeting held on Monday, October 15, 2018

**MOVED** by Councillor L. Hansen that the notes of the Committee-of-the-Whole meeting held on Monday, October 15, 2018, be approved as presented.

Motion Carried Unanimously

b) Approval of the Notes of the Committee-of-the-Whole Meeting held on Monday, October 22, 2018

**MOVED** by Councillor G. Finstad that the notes of the Committee-of-the-Whole meeting held on Monday, October 22, 2018, be approved as presented.

Motion Carried Unanimously

## III. DELEGATIONS & PRESENTATIONS

a) Unified Community Resource Collaboration ("UCRC")

E. Schrader, UCRC, made a PowerPoint presentation (Attached) that outlined the:

- UCRC Project Scope
- 5 Phases of UCRC
- Service Problems
- Solutions/Next Steps

E. Schrader answered the Committee's questions.



#### IV. BUSINESS ARISING FROM PRESENTATIONS

### V. IN-CAMERA ITEMS

**MOVED** by Councillor G. Finstad that Committee-of-the-Whole move In-Camera at 5:36 pm to discuss:

- a) Off-site Levy Consideration and Bylaw Update FOIP s. 23
- b) Leduc-Nisku Economic Development Association FOIP s. 16, 21, 24 & 25
- c) Intermunicipal Relations FOIP s. 21 & 24

Motion Carried Unanimously

**MOVED** by Councillor L. Hansen that the Committee-of-the-Whole move In-Public at 7:18 pm.

Motion Carried Unanimously

### VI. RISE AND REPORT FROM IN-CAMERA ITEMS

## a) Off-site Levy Consideration and Bylaw Update FOIP s. 23

In Attendance: Committee Members

Members of the City of Leduc Executive Board

S. Olson, Director, Engineering J. Cannon, Director, Finance

K. van Steenoven, Manager, Capital Projects and Development

S. Davis, City Clerk

- J. Cannon, S. Olson, P. Benedetto, City Manager, and M. Pieters, General Manager, Infrastructure and Planning, made a PowerPoint presentation (Attached).
- J. Cannon, S. Olson and M. Pieters answered the Committee's questions.

## b) Leduc-Nisku Economic Development Association FOIP s. 16, 21, 24 & 25

In Attendance: Committee Members

Members of the City of Leduc Executive Board H. Wilson, Manager, Economic Development

S. Davis, City Clerk

- M. Pieters, General Manager, Infrastructure and Planning, and H. Wilson, made a presentation and provided the Committee members with two documents (Attached).
- P. Benedetto, City Manager, B. Loewen, City Solicitor, M. Pieters and H. Wilson answered the Committee's questions.



## c) Intermunicipal Relations FOIP s. 21 & 24

In Attendance: Committee Members

Members of the City of Leduc Executive Board

S. Davis, City Clerk

Mayor B. Young and P. Benedetto, City Manager, made a presentation.

The Committee recessed at 7:18 pm.

The Committee reconvened at 7:25 pm.

### VII. REPORTS FROM COMMITTEE & ADMINISTRATION

## a) Grants to Organizations

- J. Cannon, Director, Finance, and J. Kamlah, Director, Recreation & Community Development, made two PowerPoint presentations (Attached).
- M. Pieters, General Manager, Infrastructure and Planning, J. Cannon, Councillor G. Finstad, J. Kamlah, D. Melvie, General Manager, Community and Protective Services, and P. Benedetto, City Manager, answered the Committee's questions.

### b) 2019 Budget Preview

- J. Cannon, Director, Finance, C. Dragan-Sima, Manager, Financial Planning and Budgets, I. Sasyniuk, General Manager, Corporate Services, and P. Benedetto, City Manager, made a PowerPoint presentation (Attached), which included, but was not limited to:
  - Key Drivers for 2019 and Beyond
  - 2019 Operational Budget maintaining services = quality of life
  - 2019 Capital Plan
  - Additional Considerations Contributed Assets
  - Financial Indicators
  - A Capital Plan that Works
  - Financial Analysis Reserves (Internal)
  - Operating and Capital Reserves
  - Review of Best Practices
  - 2018 Considerations Projected Year End
  - Retaining High Quality of Life
  - Proposed Multi-Year Strategy
  - Key Take-A-Ways

**MOVED** by Councillor L. Hansen that Committee-of-the-Whole move In-Camera at 8:07 pm.

Motion Carried Unanimously

**MOVED** by Councillor B. Beckett that the Committee-of-the-Whole move In-Public at 8:40 pm.

Motion Carried Unanimously



- P. Benedetto, D. Melvie, General Manager, Community and Protective Services,
- J. Cannon and I. Sasyniuk made an in-camera presentation.
- J. Cannon, I. Sasyniuk, D. Melvie and M. Pieters, General Manager, Infrastructure and Planning answered the Committee's questions in-camera.
- J. Cannon, I. Sasyniuk, M. Pieters and D. Melvie continued the PowerPoint presentation (Attached).
- J. Cannon, I. Sasyniuk, P. Benedetto, D. Melvie and M. Pieters answered the Committee's questions.

### VIII. GOVERNANCE

## a) Signing of Statement of Commitment to the Council Code of Conduct ("Statement")

Committee members each signed their Statement in the presence of P. Benedetto, City Manager.

## IX. Council Calendar Updates

There were no items.

### X. Information Items

## a) Remembrance Day Video

Studio Post shared their Flanders Fields video, which was produced to celebrate the 100<sup>th</sup> anniversary of the WWI Armistice.

The video can be viewed at https://www.armistice100yeg.ca/.

## b) Update on High School Mobile Addictions Councillor

Councillor B. Beckett advised the Committee that the contract for J. McLester, High School Mobile Addictions Councillor, has been extended to the end of June 2019.

#### XI. ADJOURNMENT

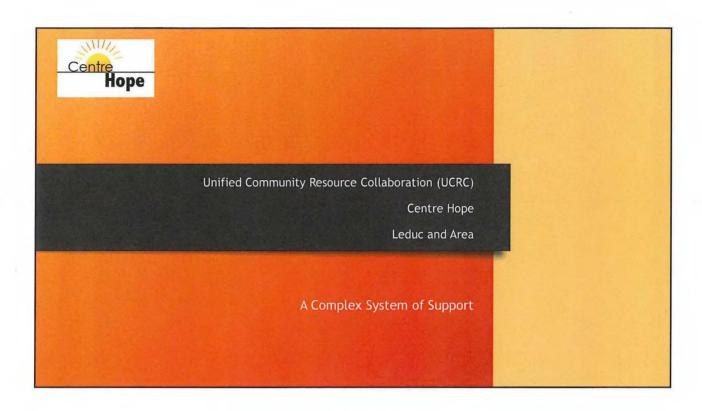
The meeting adjourned at 10:05 pm.

"Original Signed"

B. YOUNG
Mayor

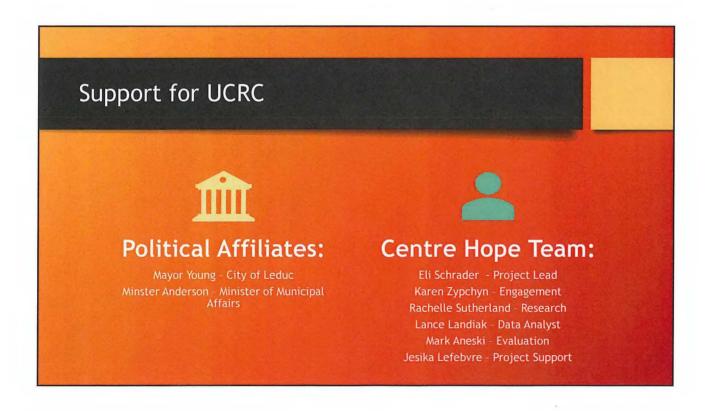
"Original Signed"

S. DAVIS
City Clerk



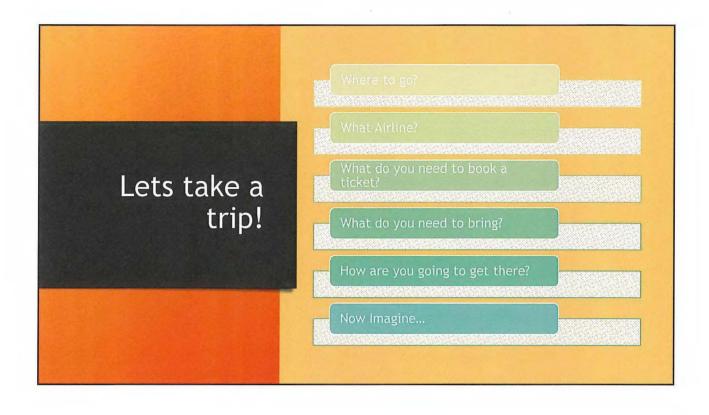


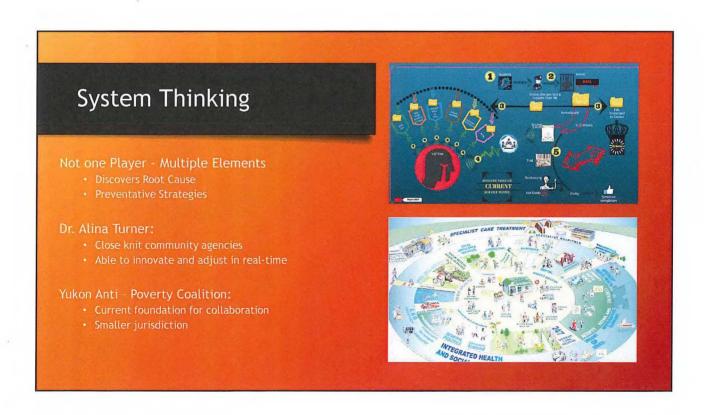












## **Environmental Scan**

### Leduc

- Unemployed 964
- Permanently Unable to Work 318
- No Response 3,825

Alberta Rural Development Network

20% of the rural population can be living in poverty

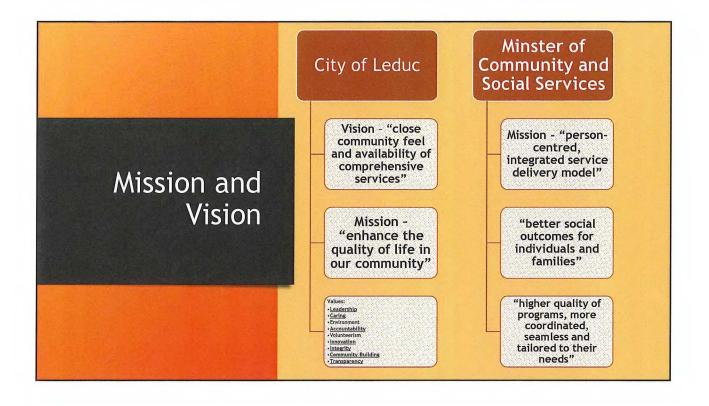
36% of Edmonton's homeless population came from Rural Alberta (Homeward Trust)

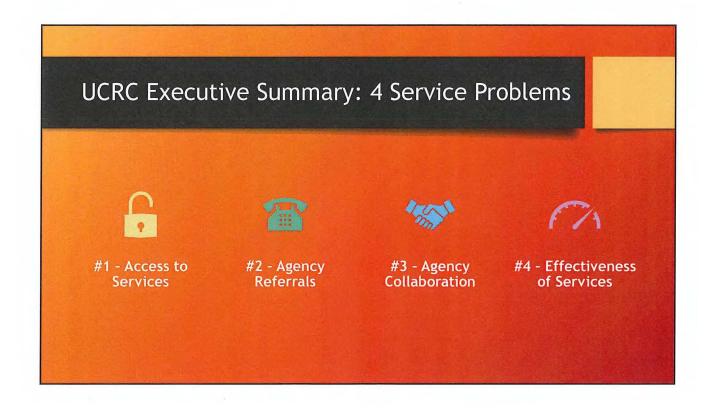


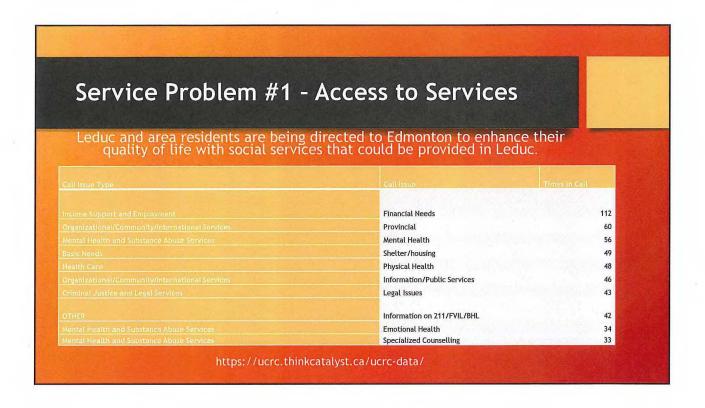
## **Environmental Scan**

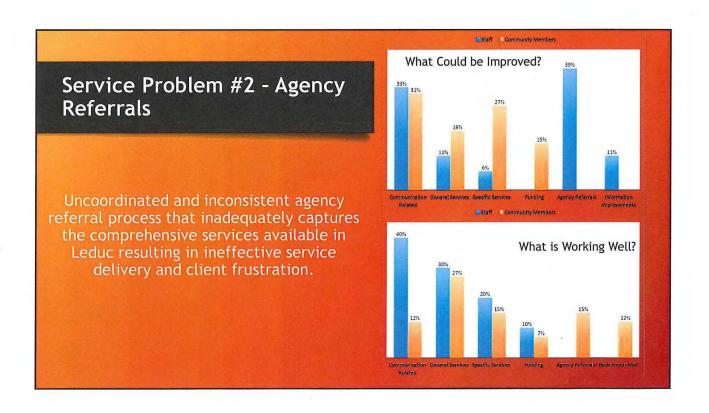
#### Dr. Alina Turner

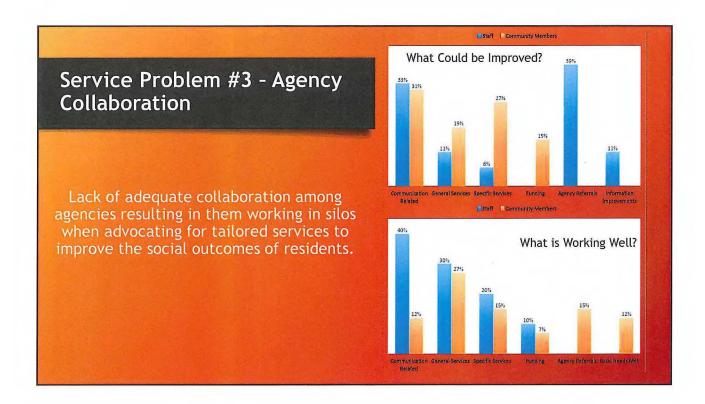
- 1. Increase in Population growth
- 2006 Leduc's population has nearly doubled in size 16,967 to 32,448 (Leduc 2018 Census)
- Mayor Young "believes it will double again in the next 10 years."
- 2. Increase in GDP
- GDP for Area \$7 Billion
- Over next 30 years an additional \$11.3 Billion (EDA)

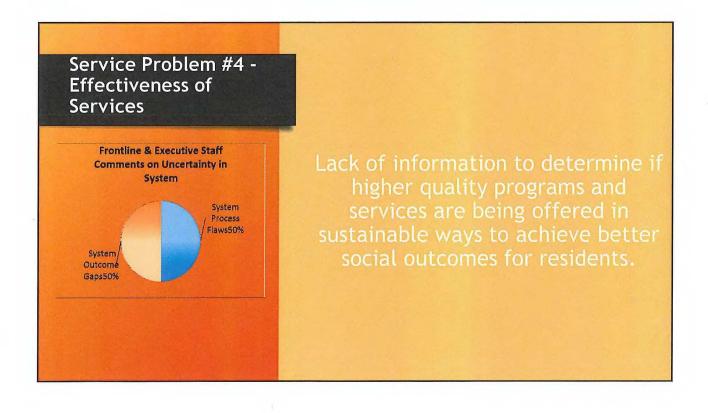












## • 016 referrals f

- 916 referrals from 1,072 call issues were directed to 392 organizations
- Strategic Plan 2014 2017
  - Fiscal Sustainability
- Annual Report 2017
  - \$539,000 Community Wellness Grants
  - \$2.7 Million in Community Development/Social Programming

https://ucrc.thinkcatalyst.ca/ucrc-data/

## Service Problem #4 -Effectiveness of Services

## Solutions/Next Steps

Determine capacity
 of social services in
 Leduc and area based
 on need

(Homeless Count and Agency Capacity)



#### Establish a Coalition to:

- Increases knowledge of services
- Coordinated/consistent/seamless referral process
- Exchange of sensitive client
- Increase client satisfaction through tailored services
- Increase opportunities of collaboration = greater impact
- Generate information and assess quality, sustainability and efficiency of resources
- Develop evaluation and reporting framework
- Ethical/privacy/legally compliant



# ADOPTION OF PREVIOUS NOTES

Notes of the Committee-of-the-Whole Meeting
- November 5, 2018

\* VI.a. Off-site Levy Consideration and Bylaw Update
Attachment Removed Pursuant to Sections 23 of the FOIP Act.

\* VI.b. Leduc-Nisku Economic Development Association

Attachment Removed Pursuant to Sections 16, 21, 24 & 25 of the FOIP Act.











## Parks Recreation & Culture Advisory Board

previously approved grants

**Leduc #1 Energy Discovery Centre** 

2019 \$20,475

**Leduc & District Historical Society** 

2019 \$37,008

2020 \$37,008

**Leduc 4H Beef Club** 

2019 \$1,100

2020 \$1,100







## Parks Recreation & Culture Advisory Board

previously approved grants

**Leduc Art Club** 

2019 \$5,000

2020 \$5,000

**Leduc Drama Society** 

2019 \$14,500

2020 \$14,500

**Leduc Happy Homesteaders** 

2019 \$6,500

2020 \$6,400







## Parks Recreation & Culture Advisory Board

previously approved grants

**Leduc Music Festival Association** 

2019 \$5,500

2020 \$6,000

Leduc Riggers Jr. B Hockey Club

2019 \$7,500

**Royal Canadian Legion Branch 108** 

2019 \$10,000

2020 \$10,000





2<mark>0</mark>19-2021 BUDGET

## Parks Recreation & Culture Advisory Board

2019 Application & Recommendation

**East Elementary School Parents Association** 

Funding Request: Capital

Grant Request Board Recommendation \$20,000 2019 \$20,000

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## Parks Recreation & Culture Advisory Board

2019 GTO Recommendations

Total funds requested by groups:

2019 \$20,000

Total funds recommended by board:

2019 \$20,000

## **Ongoing Community Support**

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	Hra	Ta.	A
	ud	No.	7

Organizations	2018	2019	2020	2021		
	18 TABLE 21	-12 W-715W	A RET - W.			
Finance Section: Additional Community Support in Operational Base						
Black Gold Citizens on Patrol (under contract)	10,000	10,000	10,000	10,000		
Leduc Golf & Country Club (under contract)	11,000	11,000	11,000	11,000		
Leduc Boys & Girls Club (under contract)	100,000	100,000	100,000	100,000		
Leduc & District Food Bank	60,000	60,000	60,000	60,000		
Leduc & District Emergency Shelter Association (HUB)	25,000	25,000	25,000	25,000		
Leduc & District Victim Services	50,000	60,000	62,500	65,000		
Leduc Community Living Association	25,000	25,000	25,000 *	25,000 *		
St. Vincent de Paul	5,000	5,000	5,000	5,000 **		
Santa's Helpers Society	5,000	5,000	5,000	5,000		
Leduc LINX	65,000	65,000	65,000 *	65,000 *		
Family Violence Prevention Team	10,500	11,200	11,800	11,800 **		
Rise Up Society Alberta	35,000	40,093	40,835	42,552		
Total Community Support and/or Grants in Operational Base	401,500	417,293	421,135	425,352		

Notes:

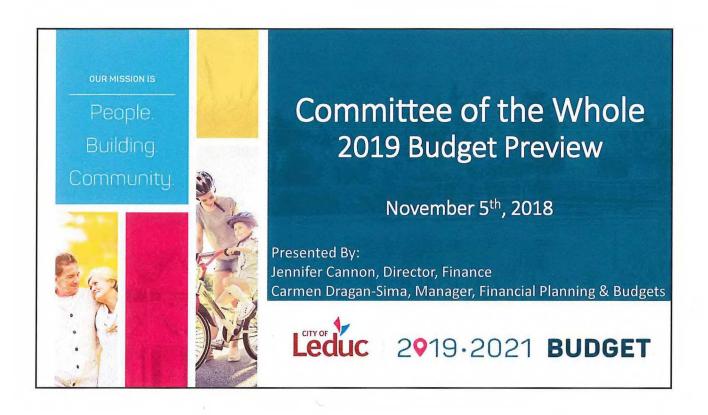
\* 2019 End of 3 year funding - 2020 and 2021 estimated amounts

\*\* 2020 End of 3 year funding - 2021 estimated amount

Grants to Organiz	ations							
	Budget							
<b>Drganizations</b>	2018	2019	2020	2021				
d Hoc Committee								
Downtown Business Association - operational	40,000	40,000	50,000	50,000				
One Time Funding	-40,000	-40,000 *						
arks, Recreation and Culture Board								
AB Legacy Dev. Society - Grain Elevator	18,000	18,000	18,000	18,000				
Alberta Dairy Congress & Trade Show Society	20,000	20,000	20,000	20,000				
Black Gold Rodeo & Exhibition Assoc.	50,000	25,000	25,000	25,000				
Leduc #1 Energy Discovery Centre(Canadian Petro Interpretive Ctr Leduc #1)	19,500	20,475	20,475	* 20,475				
Leduc & District Historical Society	37,508	37,008	37,008	37,008				
Leduc & District Minor Football	24,643							
One Time Funding (Equipment)	-24,643							
Leduc 4-H Beef Club	1,100	1,100	1,100	1,100				
Leduc Art Club	5,000	5,000	5,000	5,000				
Leduc Drama Society	14,500	14,500	14,500	14,500				
Leduc Happy Homesteaders*	6,200	6,500	6,400	6,400				
Leduc Kanata Gymnastics*	35,000							
One Time Funding (Equipment)	-35,000							
Leduc Music Festival Assoc.	5,000	5,500	6,000	6,000				
Leduc Riggers Jr. B Hockey Club	7,500	7,500	7,500	* 7,500				
Royal Canadian Legion Br. 108	10,000	10,000	10,000	10,000				
East Elementary School Parents Association		20,000						
One Time Funding (Basketball Court)		-20,000						
amily and Community Support Services								
Jack & Jill Preschool	18,000	18,000	18,000	18,000				
Total: Less One-Time	311,951	248,583	238,983	238,983				
One Time Capital Grant Requests	-99,643	-60,000						
Total Funding Required	212,308	188,583	238,983	238,983				
Total Funding Approved in Budget	212,308	212,308	212,308	212,308				

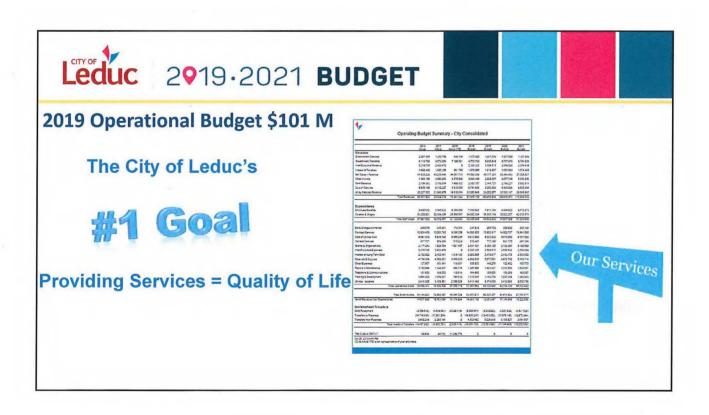
## Notes:

<sup>\*</sup> indicates new application required - 2020 & 2021 are estimated amounts \* indicates new application required - 2021 is estimated amount

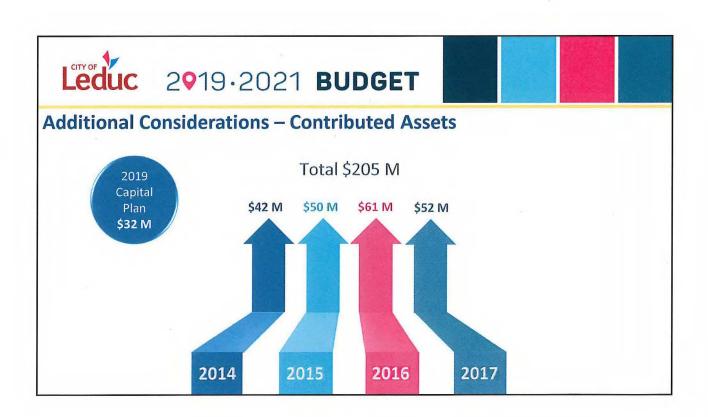


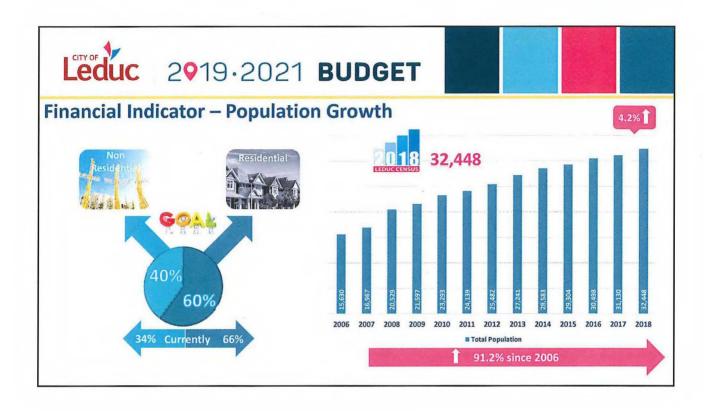


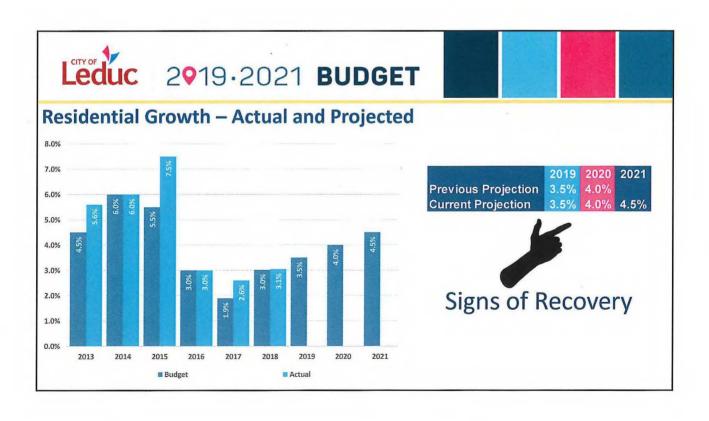


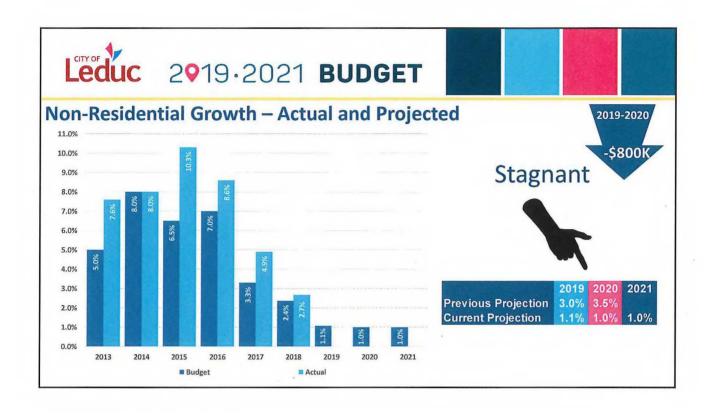


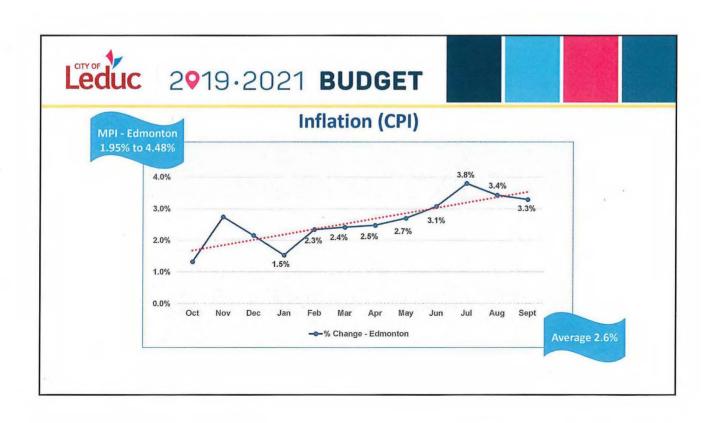










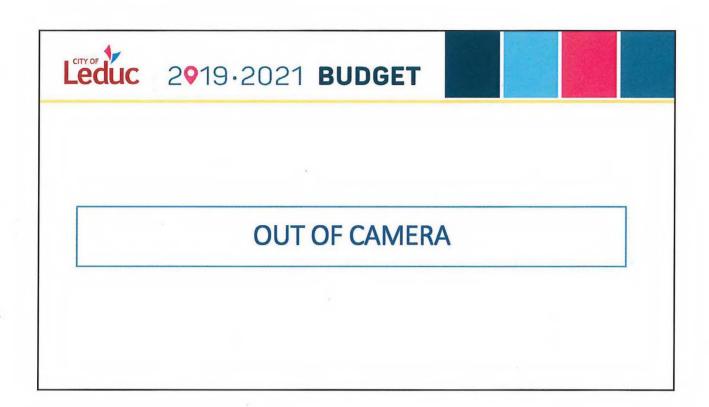


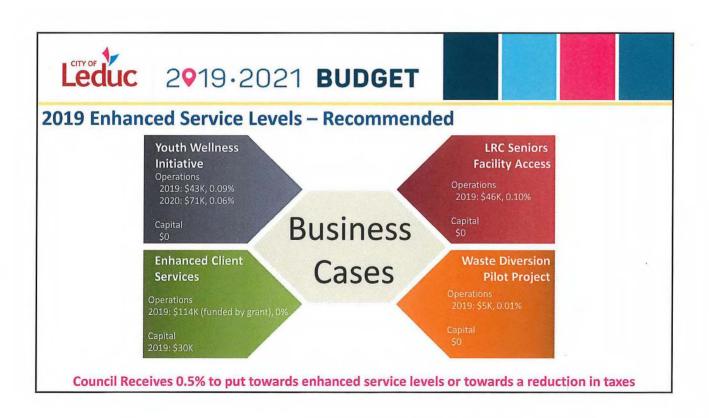
# ADOPTION OF PREVIOUS NOTES

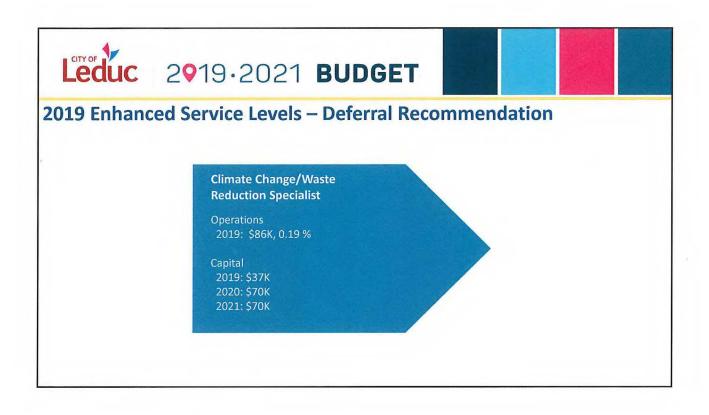
Notes of the Committee-of-the-Whole Meeting – November 5, 2018

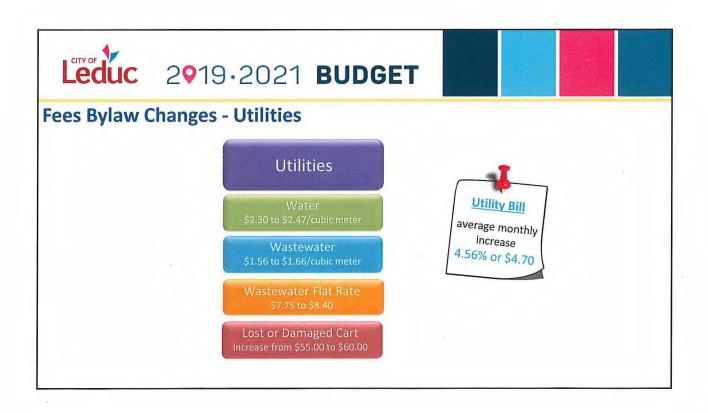
\* VII.b. 2019 Budget Preview (In-Camera)

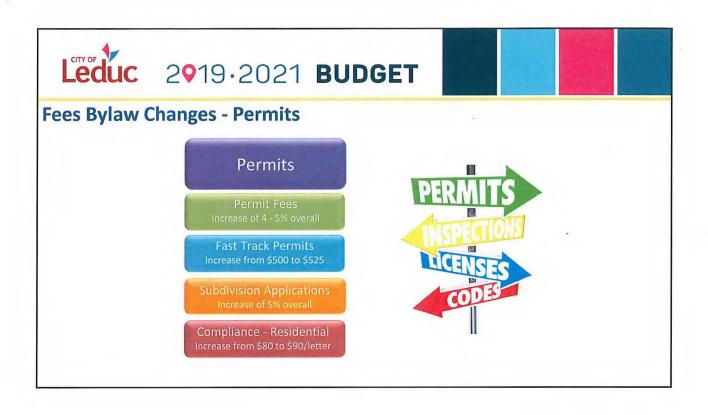
Attachment Removed Pursuant to Sections 16, 24 & 25 of the FOIP Act.

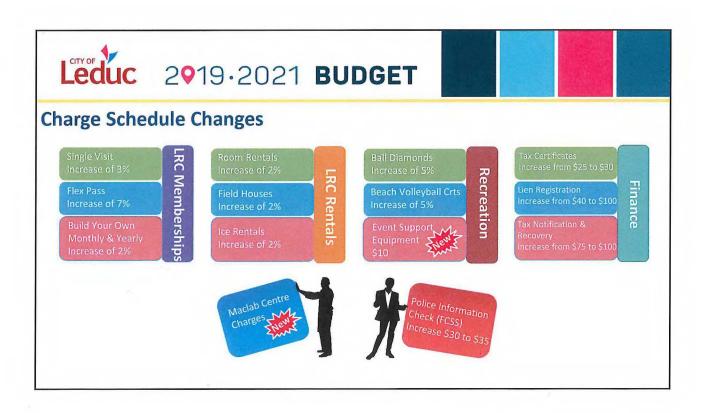




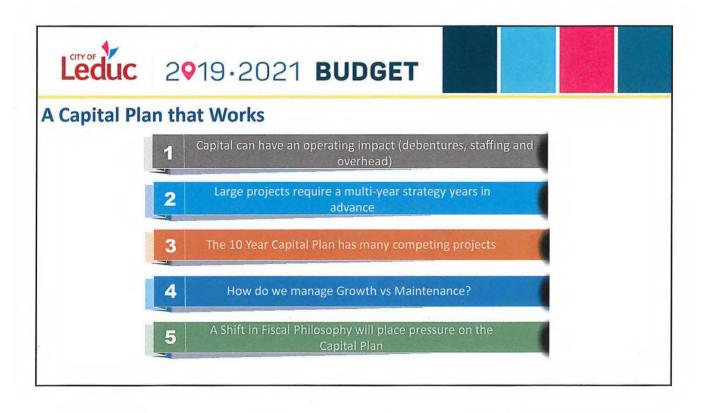


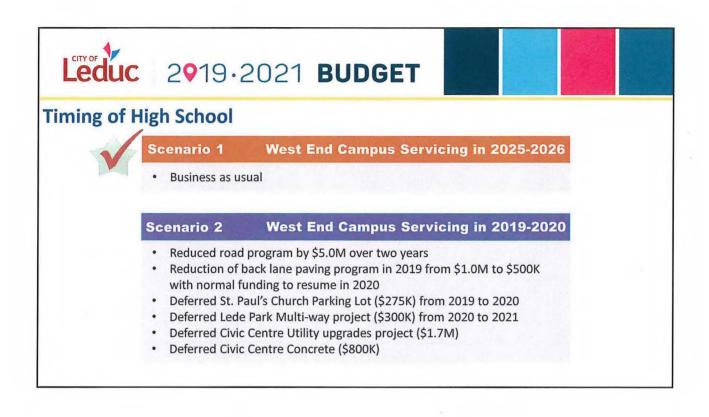


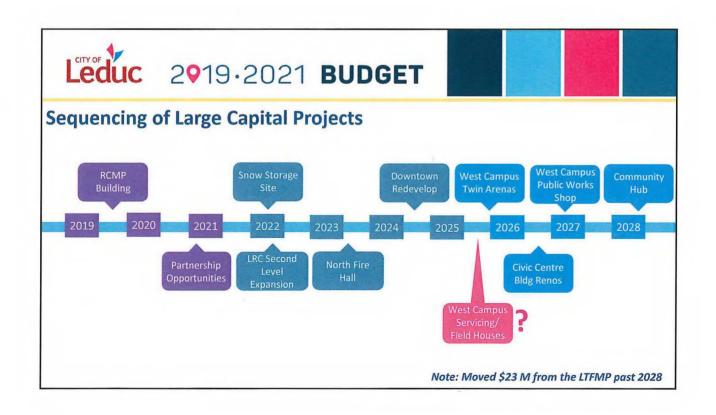














## Leduc 2919.2021 BUDGET



## **Road Program Considerations**



### The 2019 Capital plan saw the addition of \$1M in Back lanes

- This expenditure was added annually from 2019-2028
- There was no corresponding increase to the transfer to reserve for the road program
- This places further pressure on the road reserve



#### **Reliant on MSI Funding**

- Received \$7.2M in 2018
- Funding 76% of the 2019 engineering capital program
- Continuance of this program is vital for the City of Leduc



FYI **Blackgold Drive** 



2919

## **Financial Analysis** Reserves (Internal)

As shown on October 15th

In Thousands	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	4		City Rese	rves						
Operating Reserves										
General contingency (Uncommitted) *	3,992	6,315	8,490	9,318	9,886	10,719	11,282	12,115	12,683	13,511
Mill rate stabilization	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,09
Reserve for celebrations	196	209	222	235	248	261	274	287	300	313
Reserve for snow removal	1,291	1,291	1,291	1,291	1,291	1,291	1,291	1,291	1,291	1,29
Sports tourism reserve	70	90	110	130	150	170	190	210	230	250
Reserve for future expenditures - studies	228	432	610	530	657	411	689	1,040	1,369	1,738
Reserve for census and elections	92	117	42	67	92	117	51	76	101	12
Economic development reserve	50	50	50	50	50	50	50	50	50	50
Total Operating Reserves	7,014	9,599	11,910	12,716	13,468	14,114	14,922	16,164	17,118	18,37
Capital Reserves	The T	16 65	NA.		-	2000				-
Information system reserve	-639	-1,741	-2,676	-2,920	-3,106	-3,279	-3,387	-3,449	-3,682	-3,90
Fixed communications reserve	163	268	413	536	697	838	1,018	1,170	1,354	1,49
Fire communication reserve	140	155	173	191	210	230	251	272	292	31
Protective services large equipment reserve	1,117	658	313	116	416	836	1,264	186	594	1,00
Road reserve	205	-1,781	-3,344	-3,711	-4,025	-4,731	-4,598	-4,375	-3,965	-3,72
P. S. Equipment replacement reserve	-690	-415	-525	-816	-439	-984	-236	279	1,281	2,64
Public services capital reserve	189	-242	-325	-310	-349	-214	-189	-59	61	12
Safe communities	375	391	415	399	416	424	406	402	400	36
Storm drainage	2,042	1,391	1,716	2,064	2,432	2,818	3,237	3,657	4,094	4,58
Water reserve	471	400	689	1.074	1,194	1,235	1,102	1,198	1,293	1,26
Sewer reserve	179	93	9	-63	-167	-477	-631	-727	-900	-1,223
Waste minimization reserve	436	556	560	674	761	903	968	1,112	1,206	1,366
Cash in lieu of municipal reserve	1.536	1.053	1,118	1,192	1.271	1,334	1,421	1,499	1,575	1,664
Property sale proceeds reserve	1,640	1,744	1,868	1,992	2,124	2,263	2,411	2,543	2,672	2,822
Recreation levy - due to city	429	187	479	70	71	363	674	999	1,345	1,717
Cemeteries reserve	142	87	129	-542	-516	-541	-515	-540	-515	-539
Reserve for art acquisition	15	15	16	16	16	16	16	15	15	16
Reserve for Lede room	6	7	7	8	8	9	9	10	10	11
Facilities reserve	-2,576	-2,744	-2,575	-2,843	-3,025	-2,702	-2,170	-2,142	-2,031	-1,667
Parks planning capital reserve	348	374	54	-154	-743	-1,124	-1,248	-1,044	-520	-5
Reserve for library equipment	703	747	801	854	911	970	1,034	1,090	1,145	1,210
HPN monument fees	43	56	70	84	100	117	134	152	169	189
Developer contribution	2,077	2,399	2,476	2,842	3,239	3,665	4,124	4,577	5,043	5,568
Downtown progress association reserve	112	119	128	136	146	155	165	174	183	193
Public transit	-521	-1,024	-1,044	-1,065	-1,086	-1,107	-1,129	-1,151	-1,174	-1,197
Infrastructure investment reserve	2,233	3,033	3,909	4,829	5,810	6,850	7,957	9,052	10,171	11,403
Total Capital Reserves	10,175	5,784	4,853	4,652	6,367	7,866	12,089	14,899	20,119	25,689
Total City Reserves	17,189	15,383	16,762	17,368	19,835	21,979	27,010	31,063	37,238	44,062

\*Uncommitted Fund Balance is the General Fund after all the committed or assigned (Carryforwards) have been removed

- Assumptions:

  Fully optimized Grants

  No General Contingency was used

  Debenture Projects not included in the above totals

  Annual surplus is allocated every year into Reserves

  Projects are funded to align with reserve restrictions



## **RESERVES IN BUDGET BINDER**

The current practice of reallocating general contingency to fund Capital projects

Thousands	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Operating Reserves			100	3.00		22-10				20/10
General contingency reserve (Uncommitted)	981	1,167	776	208	161	-211	-54	-211	79	-
Mill rate stabilization	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,0
Reserve for celebrations	196	209	222	235	248	261	274	287	300	3
Reserve for snow removal	1,291	1,291	1,291	1,291	1,291	1,291	1,291	1,291	1,291	1,2
Sports tourism reserve	70	90	110	130	150	170	190	210	230	2
Reserve for future expenditures - studies	78	82	460	260	387	146	424	775	614	5
Reserve for census and elections	92	117	42	67	92	117	51	76	101	-
Economic development reserve	50	50	50	50	50	50	50	50	50	
otal Operating Reserves	3,853	4,101	4,046	3,335	3,473	2,918	3,321	3,573	3,760	4,2
Capital Reserves							68151	NS.	50.53	
Information system reserve	236	83	-21	97	113	90	144	241	243	- 1
Fixed communications reserve	22	49	88	120	113	142	184	215	198	1
Fire communication reserve	140	154	170	186	202	219	238	257	276	
Protective services large equipment reserve	1,117	740	394	198	500	919	1,341	1,765	2,255	2,
Road reserve	1,105	73	40	574	891	635	1,697	-18	999	1,
P. S. Equipment replacement reserve	40	33	57	-220	231	-107	659	-286	696	2,0
Public services capital reserve	189	186	295	457	575	746	916	1,098	1,276	1.4
Safe communities	375	388	408	387	398	400	375	369	366	- 3
Storm drainage	1,642	953	1,238	1,541	1,854	2,177	228	-17	235	
Water reserve	171	140	409	771	861	868	701	774	848	-
Sewer reserve	179	141	111	204	166	253	176	263	175	:
Waste minimization reserve	436	552	552	659	736	866	918	1,058	1,151	1,3
Cash in lieu of municipal reserve	1,386	633	412	185	194	185	194	205	215	2
Property sale proceeds reserve	1,640	1,731	1,839	1,940	2,044	2,150	2,265	2,384	2,508	2,6
Recreation levy - due to city	429	183	474	59	59	349	655	977	1,324	1,6
Cemeteries reserve	142	86	127	40	78	68	108	100	141	91100
Reserve for art acquisition	15	15	15	15	15	15	14	14	14	
Reserve for Lede room	6	7	7	7	8	8	9	9	9	
Facilities reserve	184	109	340	142	274	716	1,340	1,923	2,316	2,8
Parks planning capital reserve	498	779	731	910	623	539	717	1,033	1,682	2,3
Reserve for library equipment	703	742	788	832	876	922	971	1,022	1,075	1,1
HPN monument fees	43	56	69	83	97	112	128	145	163	100
Developer contribution	2,077	2,383	2,437	2,773	3,130	3,507	14	41	278	
Downtown progress association reserve	112	119	126	133	140	147	155	163	172	100
Public transit	49	2	2	3	3	3	4	4	4	
Infrastructure investment reserve	2,233	3,016	3,864	4,737	5,652	6,604	7,615	8,678	9,787	10,9
otal Capital Reserves	15,170	13,352	14,972	16,832	19,835	22,536	21,765	22,418	28,406	34,7
etal City Reserves	19,022	17,454	19,019	20,168	23,308	25,454	25,086	25,991	32,166	38,9



