

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

**Monday, June 17, 2019**

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

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

**1. CALL TO ORDER**

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

**2. APPROVAL OF AGENDA**

**MOVED** by Councillor G. Finstad

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

**8. REPORT FROM COMMITTEE & ADMINISTRATION**

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

**Motion Carried Unanimously**

**3. ADOPTION OF PREVIOUS NOTES**

There are no previous notes for approval.

**4. DELEGATIONS & PRESENTATIONS**

**4.1 Indigenous Land Acknowledgement Day in Leduc**

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

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

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

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

**5. BUSINESS ARISING FROM PRESENTATIONS**

There was no Business Arising From Presentations.

**6. IN-CAMERA ITEMS**

**MOVED by** Councillor B. Beckett

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

**Motion Carried Unanimously**

**6.1 Understanding the Edmonton Metropolitan Region Board Growth Plan Policy Tiers**

FOIP s. 21, 24 & 25

**6.2 Shared Investment for Shared Benefit Update for June 2019**

FOIP s. 21, 24 & 25

**MOVED by** Councillor L. Tillack

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

**Motion Carried Unanimously**

**MOVED by** Councillor L. Hansen

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

**Motion Carried Unanimously**

**6.3 Intermunicipal Projects Update/Strategic Planning**

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

Committee recessed at 8:42 pm.

Committee reconvened at 8:47 pm.

**MOVED by** Councillor L. Hansen

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

**Motion Carried Unanimously**

**7. RISE AND REPORT FROM IN-CAMERA ITEMS**

**7.1 Understanding the Edmonton Metropolitan Region Board Growth Plan Policy Tiers**

FOIP s. 21, 24 & 25

Also in attendance:

Executive Team

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

G. Klenke, City Solicitor

S. Olson, Director, Engineering

G. Thomas, Special Projects Advisor

S. Loiser, Manager, Long Range Planning

K. Woitt, Director, Planning & Development

M. Hormazabal, Deputy City Clerk

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

**7.2 Shared Investment for Shared Benefit Update for June 2019**

FOIP s. 21, 24 & 25

Also in attendance:

Executive Team

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

G. Klenke, City Solicitor

S. Olson, Director, Engineering

K. Woitt, Director, Planning & Development

S. Loiser, Manager, Long Range Planning

G. Thomas, Special Projects Advisor

M. Hormazabal, Deputy City Clerk

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

### **7.3 Intermunicipal Projects Update/Strategic Planning**

FOIP s. 21 & 25

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

## **8. REPORTS FROM COMMITTEE & ADMINISTRATION**

### **8.1 FCSS Advisory Board**

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

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

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

D. MacDougall, answered the Committee's questions.

Committee recessed at 6:01 pm.

Committee reconvene at 6:13 pm.

### **8.2 65th Avenue Funding Update for June 2019**

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

M. Hay answered Committee's questions.

### **8.3 Engagement and Culture Development Update**

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

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

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

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

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

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

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

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

## **9. GOVERNANCE**

There were no items.

## **10. COUNCIL CALENDAR UPDATES**

There were no items.

**11. INFORMATION ITEMS**

There were no information items.

**12. ADJOURNMENT**

The meeting adjourned at 9:08 pm.

“Original Signed”

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B. YOUNG, Mayor

“Original Signed”

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M. Hormazabal, Deputy City Clerk

# **ADOPTION OF PREVIOUS MINUTES**

Notes of the Committee-of-the Whole Meeting  
- June 17, 2019

\*7.2 Shared Investment for Shared Benefit for  
June 2019

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

# FCSS Advisory Board Presentation

June 17, 2019

## 2018 Advisory Board Members

- Dawn Macdougall- Board Chair Term 1:2017-2019
- Alissa Boyle- Vice Chair/Drug Action Committee Term 1: 2018-2020
- Sharon Burghardt- Term 2: 2019-2021
- Matthew Oliver- Term 1: 2019-2021
- Lyndsay Sawchuck -\* Vacancy Fill May 2019-Dec 2019
- Councillor Bill Hamilton
- Councillor Laura Tillack

## Today's Objective

- To Update and Discuss

## Sub Committees

- Drug Action Committee
- Citizen of Distinction



# UPDATE

## November 2018 Presentation

- Baseline 9-Connecting Base Line 9 to Strat Plan
- Advisory Board-Supporting Strat Plan
- Focus Groups

## 2019 Changes

### Budget 9 (Meetings and on site visits)

- hands on view of the services and challenges
- regular connection and interaction

### 2019

- Santa's Helper Feb 2019 FCSS mtg
- Family Violence Prevention Feb 2019 FCSS mtg
- HUB April 2019 onsite and mtg
- Rise Up June 2019 onsite and mtg
- VSU Nov 2019 FCSS mtg

### 2020

- St. Vincent de Paul Feb 2020 onsite visit & mtg
- LCLA April 2020 onsite visit & mtg
- Leduc & District Food Bank June 2020 onsite visit & mtg
- Leduc LINX Connect Centre Nov 2020 onsite visit & mtg

## 2019 Changes

### Board Elections

- December

### December 2018

- Board Chair
- Vice Chair

- January

### January 2019

- Citizens of Distinction
- Drug Action Committee

## **2019 Changes**

Board Evaluations

Bylaw Update

# **Discuss**

## SRO-School Resource Officer

Additional SRO for 2019-2020 Budget

Position #1-(Muz), Jr High & Sr High

Position #2-K-6,

Inspector Kendall,

November 22, 2018

I am writing this letter from a place of gratitude. On behalf of the FCSS Advisory Board, I am writing to share our thoughts about Cst. Muz and the support the Leduc RCMP are providing to the youth of Leduc.

First, we really appreciate the information Cst. Muz shares with us in his monthly reports. He constantly let us know where he has been and who he is engaging with. This detailed communication really helps our board grasp both the issues and challenges that exist in the community, and what strategies and actions he is taking to address the challenges.

Second, the feedback we get from the community regarding who Cst. Muz is, how he engages with the youth, and how involved and connected he is to our youth, is so encouraging. We believe the relationships that he is developing really are making a difference in the lives of Leduc's youth!

Lastly, we value the attention and commitment the Leduc RCMP are giving to the youth in Leduc. We know that Cst. Muz would not be afforded the opportunity to impact our youth without the support of the RCMP, your predecessor Inspector Kunetzki, and your own continued commitment, so for that we say thank you!

We would like to encourage future dialogue between Leduc RCMP and the City of Leduc in the hopes of getting an additional SRO. We see the need in our community to have another dedicated individual to support Cst. Muz with new youth initiatives, population growth, the variety of youth issues, and in anticipation of a new West side high school, we believe an additional SRO would be of immense value! As the community of Leduc faces growth and a variety of social issues, the FCSS Advisory Board is extremely grateful to have both Cst. Muz as our SRO, and yourself as our Detachment Inspector. We see your dedication to our community and our youth!

Thank you for your time and service!

Dawn Macdougall FCSS Advisory Board Chair

# Youth

Youth Council

Influencers

“Top 1%” vs 99%

Partnerships with “expert” youth Agencies and professionals

# Questions



# 2019 Employee Engagement & Organizational Culture

[www.leduc.ca](http://www.leduc.ca)



## INTRODUCTION

### Employee Engagement

#### Why does Employee Engagement Matter:

Engaged employees are:

- Motivated to show up to work every day and do everything within their power to help their companies succeed
- Organizations function best when employees are both satisfied and engaged
- Benchmark and consistently measure both satisfaction and engagement amongst employees in order to best reach business goals.

**BACKGROUND**

## Employee Engagement Survey

**Purpose:**

- Gain a better understanding of what is and what is not working in the organization from an employee perspective
- Identify key drivers of engagement
- Prioritize opportunities for improvement
- Establish a baseline for measuring progress over time

**Actions:**

- 1st survey was conducted in March 2014; full survey again in March 2019
- City of Leduc results consistently exceed comparative norms
- Results indicate a trend of continuous improvement
- In 2019 included an organizational culture index to establish a baseline for measuring progress over time

**RESULTS**

## Results

### Employee Engagement Index

Measure:	2014	2019
Q48: Overall, I am satisfied with my job.	73	74
Q49: My work gives me a feeling of personal accomplishment.	75	72
Q50: Overall, I feel valued as a City of Leduc employee.	62	64
Q51: I am willing to go beyond the requirements of my job to help the organization succeed.	89	89
Q52: I would recommend the City of Leduc as a good place to work.	63	69
Q53: At this time I have no serious plans to leave the City of Leduc.	67	72
Q54: I am proud to work for the City of Leduc.	72	75
Q55: Overall, I am satisfied with the City of Leduc as a place to work.	66	72
<b>Index</b>	<b>71</b>	<b>73</b>

### Organizational Culture Index (OCI)

Division	OCI Score
Community & Protective Services	51.6
Corporate Services	40.9
Infrastructure & Planning	45.1
Other	38.2
<b>Overall City of Leduc</b>	<b>44.9</b>

**OBSERVATIONS**

## Employee Engagement – Observations

<b>Strengths</b>	<b>Improvement Opportunities</b>
<ul style="list-style-type: none"> <li>• Quality &amp; Customer Focus</li> <li>• Work Environment &amp; Conditions</li> <li>• Performance Management</li> <li>• Training</li> <li>• Making a difference for citizens</li> <li>• Excellent co-workers</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational Effectiveness</li> <li>• Communications</li> <li>• Extended Leadership Team</li> <li>• Perceptions of favouritism</li> <li>• Culture</li> </ul>
<b>Next Steps:</b>	
<ul style="list-style-type: none"> <li>• HR &amp; Executive to identify priorities and opportunities for enhancing employee engagement</li> </ul>	

**INITIATIVES**

## Culture Initiatives Underway

1. Engage the Extended Leadership Team
  - a. Enhanced focused training opportunities for front line managers
  - b. Rotating Executive Team meetings with scheduled time to walk around and engage with staff
  - c. Created a cross-departmental Culture Committee
2. Created space and time to discuss organizational culture
3. Established weekly leadership meetings
4. Clarified values & defining observable behaviours

## Refining our Values

### Provide clarity ~ Mission & Values

- **Teamwork** - We collaborate and support one another to achieve common goals.
- **Service** – We are dedicated to improving our organization and our community.
- **Respect** – We make every effort to understand each other, be accountable for our actions, and build mutual trust.

### Culture Committee

- Identifying behavioural statements and creating a cultural commitment document for the entire leadership team.
- Next Extended Leadership meeting scheduled for June 18.

## In-Camera Item

IN-CAMERA

## Employee Engagement In-Camera Item

FOIP s. 17 & 24

**MEETING DATE:** June 17, 2019

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

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

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

## REPORT SUMMARY

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

## BACKGROUND

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

### KEY ISSUES:

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

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

### Engagement Activities

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

Some upcoming highlights of the engagement plan include:

- a MetroQuest survey (currently on-going),

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

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

## RECOMMENDATION

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

### Others Who Have Reviewed this Report

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

# Municipal Development Plan

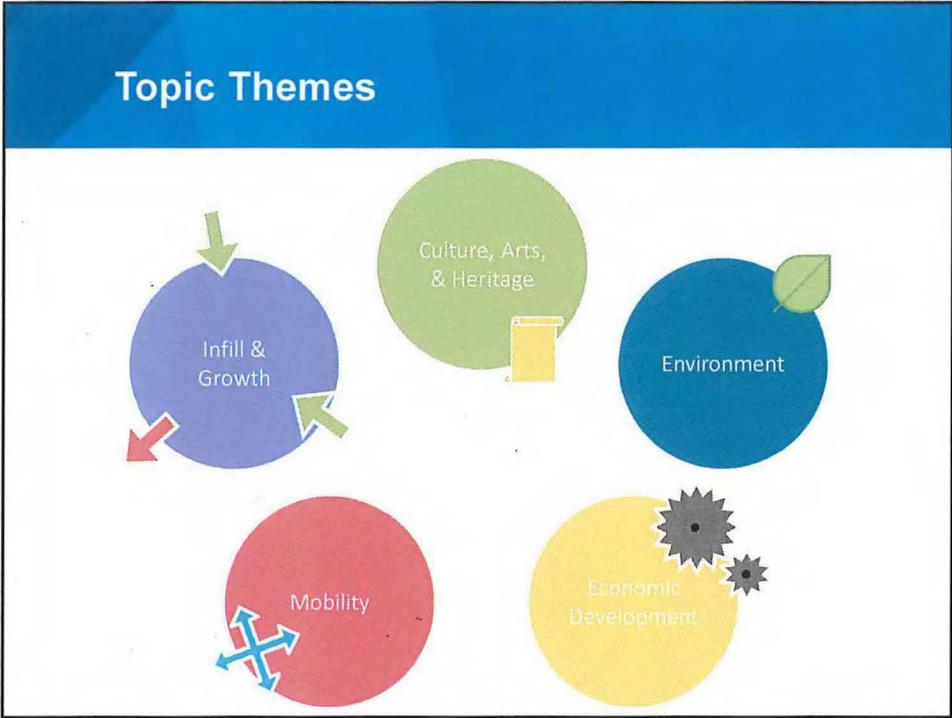
## Council Workshop

Committee of the Whole – June 17, 2019



## Where are we?





## Existing Policy



### MDP

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

## Things to Consider



### External

- Edmonton Global
- Airport Accord

### Internal

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

## Discussion



Economic Development

## Existing Policy



**MDP**

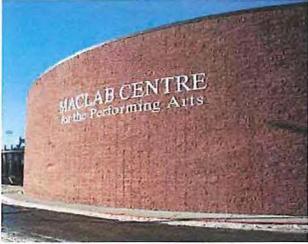
- Work with cultural & arts groups to grow a vibrant arts & entertainment sector
- Library as hub of literacy

## Things to Consider



- External**
  - Community of cultural & arts groups
  - Festivals & special events
  - Public art
- Internal**
  - Downtown Heritage Inventory
  - Downtown Master Plan

## Discussion



### Existing Policy



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

### Existing Policy



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

## Things to Consider



Infill & Growth

**External**

- AVPA
- EMRB Growth Plan
  - Density targets

**Internal**

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

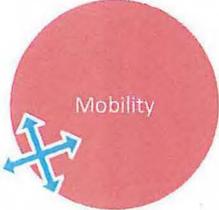
## Discussion



Infill & Growth



## Existing Policy



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

## Things to Consider



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

## Discussion



## Existing Policy



### MDP

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

## Things to Consider



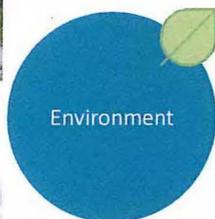
### External

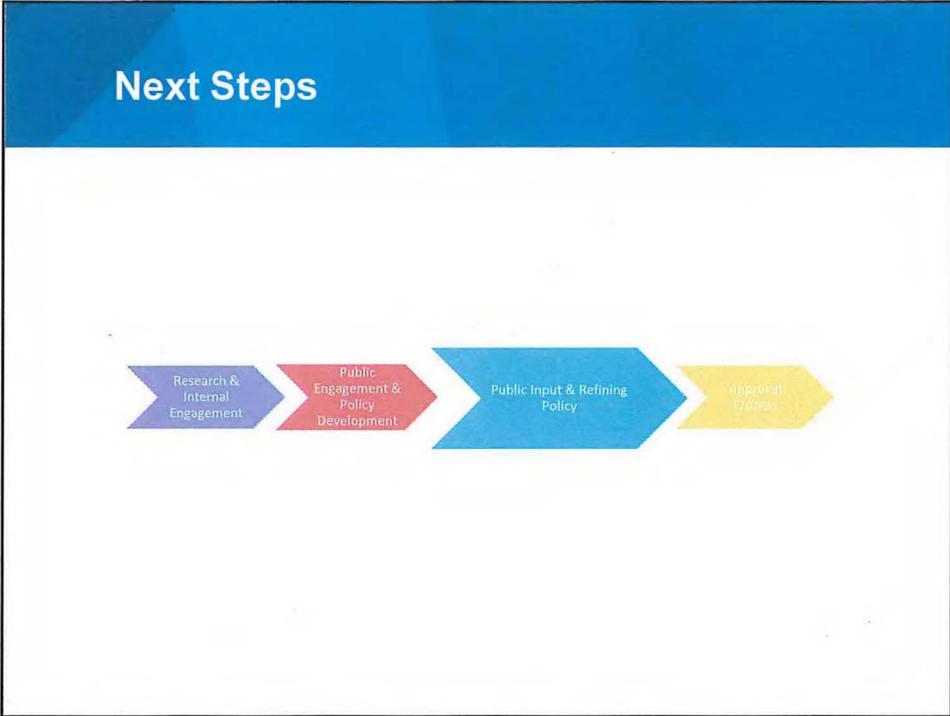
- Climate change and extreme weather

### Internal

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

## Discussion





# Thank you!