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, December 9, 2019

4. DELEGATIONS & PRESENTATIONS

5. BUSINESS ARISING FROM PRESENTATIONS

6. CLOSED SESSION
   6.1 Regional Transit Services Commission ("RTSC") Update for January 13, 2019, 2019-CoW-100
       FOIP s. 16, 21, 24 and 25
       (M. Pieters / K. Wenzel - 45 minutes)
       6.1.1 Final Report Discussion
       6.1.2 Preparation for Meeting with Transit Partner
   6.2 Land Use Discussion, 2020-CoW-0001
       FOIP s. 16, 24 and 25
       (D. Melvie - 30 minutes)

7. RISE AND REPORT FROM CLOSED SESSION
8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.1 Assessment Update

(J. Cannon / G. Damo - 30 minutes)

FIRST ITEM OF BUSINESS

(Presentation Attached)

8.2 Organizational Review Facilitation Update for January 13, 2020, 2019-CoW-104

(M. Hay - 15 minutes)

***NOTE: Report attached to Revised Agenda.

9. INFORMATION ITEMS

10. ADJOURNMENT
NOTES OF THE CITY OF LEDUC
COMMITTEE-OF-THE-WHOLE MEETING

Monday, December 9, 2019

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

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

1. CALL TO ORDER
   Mayor B. Young called the meeting to order at 5:02 pm.

2. APPROVAL OF AGENDA
   MOVED by Councillor G. Finstad
   That the Committee-of-the-Whole approve the agenda as presented.
   Motion Carried Unanimously

3. ADOPTION OF PREVIOUS NOTES
   3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday, December 2, 2019
      MOVED by Councillor B. Beckett
      That the notes of the Committee-of-the-Whole meeting held on Monday, December 2, 2019, be approved as presented.
      Motion Carried Unanimously

4. DELEGATIONS & PRESENTATIONS
   There were no delegations or presentations.

5. BUSINESS ARISING FROM PRESENTATIONS
6. **CLOSED SESSION**

MOVED by Councillor L. Hansen

That Committee-of-the-Whole move into Closed Session at 5:03 pm.

Motion Carried Unanimously

6.1 **Inter-jurisdictional Cooperation Accord Update for December 9, 2019**

FOIP s. 21, 24 and 25

6.2 **Regional Transit Service Commission Communication Update**

FOIP s. 21, 24 and 25

6.3 **Intermunicipal Projects Update/Strategic Planning**

FOIP s. 21 and 25

6.4 **Update of City Manager on Action Items Out of Agenda Item 6.3**

FOIP s. 21 and 25

MOVED by Councillor T. Lazowski

That Committee-of-the-Whole move into Open Session at 5:25 pm.

Motion Carried Unanimously

7. **RISE AND REPORT FROM CLOSED SESSION**

7.1 **Inter-jurisdictional Cooperation Accord Update for December 9, 2019**

FOIP s. 21, 24 and 25

Also in attendance:

Executive Team

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

G. Klenke, City Solicitor

S. Davis, City Clerk

M. Hay and P. Benedetto, City Manager, made a verbal presentation and answered the Committee's questions.
7.2 Regional Transit Service Commission Communication Update

FOIP s. 21, 24 and 25

Also in attendance:

Executive Team

M. Hay, Director, Government Relations and Corporate Planning Strategy
K. Wenzel, Manager, Public Transportation
M. Hall, Communications Officer, Corporate
G. Klenke, City Solicitor
S. Davis, City Clerk

M. Pieters, General Manager, Infrastructure and Planning, made a verbal presentation.

K. Wenzel and P. Benedetto, City Manager, answered the Committee’s questions.

7.3 Intermunicipal Projects Update/Strategic Planning

FOIP s. 21 and 25

No business under this item.

7.4 Update of City Manager on Action Items Out of Agenda Item 6.3

FOIP s. 21 and 25

No business under this item.

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.1 Windrose Multiway

D. Melvie, General Manager, Community and Protective Services, made a PowerPoint presentation (Attached to Revised Agenda) setting out the future development plans for the Windrose Multi-way.

D. Melvie, S. Olson, Director, Engineering, and P. Benedetto, City Manager, answered the Committee’s questions.

8.2 Review of 2020 Strategic Planning Committee Agenda

C. Bole, Manager, Corporate Planning and Performance, and P. Benedetto, City Manager, made a verbal presentation relative to items to be placed on the Strategic Planning Committee meeting agenda.
D. Melvie, General Manager, Community and Protective Services, C. Bole, M. Pieters, General Manager, Infrastructure and Planning, and P. Benedetto answered the Committee's questions.

8.3 **2021 - 2023 Pre-Budget Planning Session Agenda**

P. Benedetto, City Manager, made a verbal presentation seeking feedback from Committee Members on agenda items. Committee members requested Administration put greater focus on earlier years when completing 10-year capital planning.

8.4 **North Telford Off-Leash Dogs**

Councillor L. Hansen advised that a number of citizens have come forward indicating problems with off-leash dogs on the multi-way. D. Melvie, General Manager, Community and Protective Services, confirmed that the Peace Officers are working to effectively handle the off-leash dog concerns.

9. **GOVERNANCE**

There were no items.

10. **COUNCIL CALENDAR UPDATES**

There were no items.

11. **INFORMATION ITEMS**

11.1 **City Manager Update**

P. Benedetto, City Manager, provided updates on:

- Municipal Sustainability Initiative Allocations;
- Administration looking at options for placement of a school in Crystal Creek;
- In 2020 and 2021 Alberta Transportation has additional planning and right-of-way acquisitions requiring the City to finalize area structure plans;
- Concerns about the Provincial/Federal Governments' working relationships;
- Regional Transit Services Commission report being examined and recommendations will be brought back to Council at a later date;
- Thank you to the Chamber for outlining the full charitable contributions made by the City of Leduc;
- Airport Accord - review of the shared transit is still underway.

Mayor B. Young and M. Pieters, General Manager, Infrastructure and Planning, shared with the Committee an option for development of the West Campus in
Crystal Creek. Mayor B. Young, M. Pieters and P. Benedetto answered the Committee’s questions.

**MOVED by** Councillor B. Hamilton

That Committee-of-the-Whole move into Closed Session at 6:24 pm.

*Motion Carried Unanimously*

**MOVED by** Councillor G. Finstad

That the Committee-of-the-Whole move into Open Session at 7:14 pm.

*Motion Carried Unanimously*

P. Benedetto, City Manager, and M. Pieters, General Manager, Infrastructure and Planning, made a verbal presentation and answered the Committee’s questions.

12. **ADJOURNMENT**

The meeting adjourned at 7:15 pm.

___________________________________________
B. YOUNG, Mayor

___________________________________________
S. DAVIS, City Clerk
Residential Overview

Based on Market Activity (Sales)

Breakdown of % Changes (Total 13,026 Properties)

- Under -10% ≈ 508
- -5.01 to -9.99% ≈ 2,219
- -3.01 to -5% ≈ 2,518
- -0.01 to -3% ≈ 3,892
- 0% ≈ 1,477
- 0.5% to 3% ≈ 1,155
- 3.01 to 5 % ≈ 341
- 5.01 to 9.99 % ≈ 354
- Above 10% ≈ 324
- New Development ≈ 238

Total: 82% 14%
Non-Residential Overview

Breakdown of % Changes (Total 870 Properties)

- Under -10% ≈ 115
- -5.01 to -9.99% ≈ 95
- -0.01 to -5% ≈ 191
- 0 ≈ 240
- 0.01 to 5 % ≈ 109
- 5.01 to 9.99 % ≈ 46
- Above 10% ≈ 35
- New Development ≈ 39

74% - Declining industrial land values based on market activity

18% - Area specific and includes factors such as increased lease rate and/or improvements, renovations or additions
Overall assessment base has seen a contraction

Residential
- 82% will see a reduction in assessment.
- A few concentrated areas will see an increase in assessment.

Non-Residential
- 74% will see a reduction in assessment.
Upcoming Important Dates

- **January 20** - Assessment Notices Mail Out
- **March 19** - Assessment Open House #1
- **March 25** - Assessment Open House #2
- **March 30** - Assessment Complaint Deadline
- **May** - Property Tax Notices Mail Out
Questions for Administration or Assessors
EXECUTIVE SUMMARY

On November 4, 2019, council gave direction to affect a more incremental approach to organizational review. Specifically, administration was tasked with securing an external facilitator to clarify desired outcomes for the organization, determine the review approach and to refine the scale and scope of any potential review or series of reviews. The report serves as a status update and determines the project team for moving the work of this facilitator forward.

BACKGROUND

Council has shown leadership in taking time to reflect on the current state of the organization and is leading this initiative to explore how they can support it through evaluation and improvement. The high-level overview includes the following:

- Strategic planning committee session in April 2019 - council provided direction on reducing ‘red tape’ by streamlining processes and regular, and rotating reviews of departments for efficiency and effectiveness.
- September and October 2019 - discussions resulted in direction to develop a business case as part of 2020 budget
- November 2019 – the business case with three options was presented to Council with direction provided to hire an external facilitator to clarify outcomes and determine potential approaches.

The attached document is the culmination of internal collaboration to articulate the scope of work for this. It positions council’s intent and leadership, outlines the incremental nature of this work and articulates outcomes and deliverables. The proposal was sent to a finite number of proponents in accordance with procurement procedures.

Proposals are due on January 17, 2020 and council will select the successful proponent at their January 27, 2020 council meeting. In the intervening time, it is important that we discuss and determine the project team recognizing it is important to keep in mind that appropriate members of the administration are appointed to the various roles. Having the project team in place is important to support the external facilitator, recognizing that the proponent may have some ideas on what would work and/or be necessary. To facilitate discussion, the following team structure should be considered, with an idea as to who, in the organization, could fulfill these roles:

- Project Sponsor
- Project Manager – oversight of project scope, time, cost, quality and project support and advisors
- Project Support
  - Communications
  - Facilitator/Engagement Support
  - Meeting Logistics
- Project Advisors/SME’s
  - Governance
  - Risk Management
  - Human Resources
  - Finance
COMMITTEE-OF-THE-WHOLE

NEXT STEPS

1. Confirmation of project team
2. Receipt of proposals by January 17, 2020
3. Proponent selection by council on January 27, 2020

ATTACHMENTS

- City of Leduc Request for Proposal - Facilitation + Stakeholder Engagement
THE WHAT + WHY

Stemming from our strategic planning committee session in April 2019, Council provided direction on two new initiatives: reducing ‘red tape’ by streamlining processes and regular, and rotating reviews of departments for efficiency and effectiveness. Further discussions took place in September and October culminating in a motion from Council to develop a business case as part of 2020 budget. The business case was presented to Council on November 4th and provided three high-level options. Based on previous discussions and extensive research on other municipal reviews, administration recommended undertaking a governance and organization review, along with budget allocation to conduct deeper-dives in select areas. Council provided direction for a more incremental approach to hire an external facilitator to clarify our desired outcomes for the organization, determine the review approach and to refine the scope and scale.

Council has shown leadership in taking time to reflect on the current state of the organization and is leading this initiative to explore how they can support it through evaluation and improvement. Discussions with council to date indicate the following:

- determine if the organization is positioned to deliver on Council’s vision and citizen expectations now and into the future;
- review the organizational structure and systems to improve how we work together, make decisions and ensure efficient and effective delivery of services
- ensure the organization is nimble, ready to support change and is well positioned to realize opportunities;
- support and partner with regional municipalities and other stakeholders on regional initiatives;
- a desire to build organizational capacity to continuously evaluate and streamline important processes;
- develop a service delivery review framework and conduct regular service delivery reviews;
- and build capacity to innovate and/or adapt best municipal practices to our context.

Council is leading and has oversight of this initiative in collaboration with administration. This facilitation is anticipated to conclude by mid- to late February 2020.

CONCEPTUAL WORK PLAN

The current project team has put some thought into what a work plan could look like. However, this is initial thinking and your proposal may offer a different approach which is welcomed.

1. Meet with current project team to hand-off and finalize approach (ex. kick-off meeting, discuss considerations, address risks, determine appropriate administrative supports, etc.)

2. Understand the organization’s context—what’s working well or not; what previous work has been completed, etc. Provide previous work completed including, but not limited to, the following:
   - Relevant council reports and business case
   - Relevant policies and frameworks/cycles
3. Identify a methodology to identify stakeholders and gather input

Potential stakeholders:
- Each council member
- Council as a group
- Each member of executive
- City Solicitor
- City Clerk
- Selection of Directors (can a criteria be set for one-on-ones and/or a survey tool)
- Selection of Managers (can a criteria be set for one-on-ones and/or a survey tool)
- EAs
- Others?

Other potential considerations: level within org, different buildings, etc.

4. Develop a facilitation plan (ex. questions) to conduct stakeholder engagement
   - Where are we at?
   - Where do we need to be?
   - What opportunities do you see?
   - What do you think are the barriers?

5. Theme identification—interpret input to meet the objectives set out in “what and why” (ex. governance, leadership and management philosophy, structural efficiency, process effectiveness, organizational systems, supporting infrastructure)

OUTCOMES

At the end of this engagement, the following outcomes are desired and are subject to further refinement through kick-off and work plan finalization.

- Increase Council understanding regarding the purpose, opportunities and challenges of conducting a review(s) (i.e. what a review is and what it isn't)
- Articulate issues/opportunities for exploration in the organization
- Make recommendations on a review (or series of reviews) approach that should be considered
- Clearly articulate the scope of each review and what it’s objective should be (i.e. what does success look like, what are we trying to solve)
- Provide recommendations for oversight and project management moving forward
Draft a scope of work for each review that could be used to inform an RFP and expected cost and time implications

For clarity, this work is not expected to conduct any specific elements of a review, but it should be recognized that the data and input received through this initiative should and would form part of any go-forward work.

**BUDGET**

The maximum budget for this work is $35,000 inclusive of expenses and disbursements.

**TIMELINE + CONTACT**

Questions must be submitted **by January 10, 2020**. Questions and responses will be distributed to all proponents.

The deadline for proposal submissions is **3 pm MST on Friday, January 17, 2020**. Only electronic submissions will be accepted.

Questions and proposals and should be directed to:

Michelle Hay  
Director, Government Relations and Corporate Planning Strategy  
mhay@leduc.ca

We want to get this project initiated as soon as possible and will work collaboratively to ensure that occurs. Recognizing that your draft work plan will impact the overall duration of this work, we would like the deliverables no later than mid-April 2020.

**FUTURE ELIGIBILITY**

Should the City elect to proceed with subsequent work projects stemming from the findings of this facilitation and stakeholder engagement project (namely the delivery of governance, organization or related reviews), the successful proponent will be eligible to submit a proposal responsive to that phase PROVIDED THAT the City determines, in its sole and unfettered discretion, that the request has not been designed to effectively eliminate other interested and qualified vendors, or to specifically favour the Proponent.