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 Tuesday, November 12, 2019

4. DELEGATIONS & PRESENTATIONS

5. BUSINESS ARISING FROM PRESENTATIONS

6. CLOSED SESSION
   6.1 Leduc Golf Club Agreement Update
       FOIP s. 16, 24 & 25
       (B. Knisley / D. Melvie - 30 minutes)

7. RISE AND REPORT FROM CLOSED SESSION
   *7.1 Leduc Gold Club Agreement Update

8. REPORTS FROM COMMITTEE & ADMINISTRATION
   8.1 Recreation Cost Sharing Agreement Update
       (J. Kamlah - 10 minutes)
       (Presentation Attached)
   8.2 Legislated Advertising Requirements
       (S. Davis - 15 minutes)

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

Tuesday, November 12, 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 5:02 pm.

2. APPROVAL OF AGENDA
MOVED by Councillor B. Beckett
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, November 4, 2019
MOVED by Councillor L. Hansen
That the notes of the Committee-of-the-Whole meeting held on Monday, November 4, 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 B. Beckett

That Committee-of-the-Whole move into Closed Session at 5:04 pm.

*Motion Carried Unanimously*

6.1 Airport Vicinity Protection Area Update for November 12, 2019

**FOIP s. 16, 21, 24 and 25**

**MOVED by** Councillor G. Finstad

That Committee-of-the-Whole move into Open Session at 5:21 pm.

*Motion Carried Unanimously*

7. RISE AND REPORT FROM CLOSED SESSION

7.1 Airport Vicinity Protection Area Update for November 12, 2019

**FOIP s. 16, 21, 24 and 25**

Also in attendance:

Executive Team

K. Woitt, Director, Planning & Development

K. Woitt made a PowerPoint presentation and answered the Committee's questions.

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.1 Update on Organizational Culture

K. Kalanchey, Manager, Organizational Effectiveness and S. Armstrong, Manager, Human Resources made a PowerPoint presentation (Attached to Agenda) updating the Committee on the staff engagement and culture development initiative. K. Kalanchey elaborated on the Leadership Commitment signed by the Extended Leadership Team containing the City of Leduc's Leadership Values and Cultural Commitment, and the Values & Behaviour Commitments as Leaders and to the Organization.
S. Armstrong explained the next steps in the culture shift, identifying the different implementation methods throughout the organization.

K. Kalanchey and S. Armstrong answered the Committee's questions.

8.2 Alberta Legacy Development Society Update

D. Brock, Director, Community & Social Development, welcomed the Alberta Legacy Development Society ("ALDS") members and T. Turner, Manager, Arts, Culture & Heritage. D. Brock updated the Committee on ALDS ongoing funding request for a chair lift, Level 2 Environmental Site Assessment, and funds for the repainting of the grain elevator. D. Brock, explained that ALDS will create a 10-year maintenance plan that will demonstrate the work requirements and potential budget for maintenance of the properties on the land.

Mayor Young identified other places in Leduc that also tell the story of our heritage, he further identified the importance to develop a strategy to preserve these places in our community.

8.3 2019 Tax Shift Feedback Update for November 12, 2019

J. Cannon made a PowerPoint presentation (Attached to Agenda) on the 2019 Tax Shift feedback and discussed the City of St. Albert's Property Tax Relief Policy.

MOVED by Councillor L. Tillack

MOVED by Councillor L. Tillack that Council direct Administration to draft a Property Tax Relief Policy to come forward in 2020.

Motion Carried Unanimously

8.4 Reserve Workshop #1

J. Cannon, Director, Finance, introduced J. Szewczuk and S. Webber, Consultants, Metrix Group. J. Szewczuk and S. Webber made a PowerPoint presentation (Attached to Agenda) identifying the project's proposed fundamental shift in strategic capital planning. Next steps would be to consider Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and to define Success.

J. Szewczuk, S. Webber and J. Cannon answered the Committee's questions.
9. **INFORMATION ITEMS**

   There were no information items.

10. **ADJOURNMENT**

   The meeting adjourned at 6:54 pm.

   ______________________________________
   B. YOUNG, Mayor

   ______________________________________
   M. HORMAZABAL, Deputy City Clerk
EXECUTIVE SUMMARY

The City of Leduc has a long-standing Cost Sharing Agreement with partner Leduc County for the provision of recreation, library and cultural services that are utilized in part by Leduc County residents (the Agreement). This document, which came into effect on January 1, 2009, guides the current approach for the cost share process and includes a commitment to review the Agreement at least every three years.

This report outlines the work of the Committee established for the review and update to the Agreement over the past year as well as details on the individual changes being proposed.

BACKGROUND

Both the City and County believe in the importance of investment in recreation, library and cultural services for the social, economic, business attraction, health and quality of life benefits it provides to the region and our residents. Together we collectively provide quality community recreation and library services that benefit residents of both municipalities and this partnership has been a leading example in the province for more than 25 years.

Recognizing that the City provides facilities, programs and services that benefit and are utilized by rural residents, Leduc County is prepared to share the cost of providing these services based upon the proportionate populations within the Leduc Recreation District.

Since the time that the Agreement first came into effect there has been an evolution in the City’s recreation and cultural delivery system and there have been changes to the boundaries of the Leduc Recreation District.

Last year a steering committee was established that includes representation from both City and County Councils and administrations. This Recreation Cost Sharing Agreement Steering Committee (the Committee) was tasked with the review of the Agreement, to ensure that it reflects the current parks, recreation and cultural services delivery system, Leduc County resident usage and population statistics and that it continues to meet the needs of both municipalities. The process began in November 2018 and involved several meetings with the final session occurring this June. The Committee established the following priorities that were addressed during this review:

- Impending population changes and schedule for when these changes are implemented
- Clarity on excluded facilities and services, clearer language required for some service areas
- Clarification on the County’s involvement in major capital projects, differentiate between major and smaller projects
COMMITTEE-OF-THE-WHOLE

- Establish the mechanism and process by which new service levels and facilities are added
- Address changes to specific items such as the LRC maximum operating subsidy, outdoor rinks, summer programs and percentages applied to individual service areas
- Understanding and evaluating the current approach to Cost Share budget and information development and reporting to identify opportunities to simplify the process

Having met four times, the following proposed changes to the Agreement were discussed and agreed to by Committee representatives:

- Moving from an annual payment determined each year based upon operating budget projections and actuals to a negotiated annual operating installment to be reviewed and updated every three years.
  - The existing formula of Operating Deficit X County Share applied to each service area will be used as the basis to develop future funding allotments.
  - A schedule of deliverables has now been included for enhanced clarity.
- Specific changes to individual services areas:
  - Maximum annual operating subsidy for the LRC increased from $1.3m to $2.0m
  - Summer Programs now included
  - Outdoor Rinks now excluded
  - Percentages previously used for athletic fields and administration removed to replaced with direct delivery costs and by confirming positions to be excluded
- Defining what capital projects qualify and the process by which they are added or removed as a cost shareable item
- Establishing a role for the Planning & Consultation Committee to continue the positive working relationship and ensure that both organizations, at a Council level, are informed of services and projects being delivered and funded.
- Addition of a section dedicated to the Spirit, Intent and Guiding Principles of the Agreement that includes suitable language for Intermunicipal Collaboration Frameworks (ICF) for Recreation.

Committee members were pleased with the process and work completed over the past year and feel that the proposed changes will serve to enhance an already strong partnership and commitment to the delivery of recreation, library and cultural services of mutual benefit.

NEXT STEPS

Administration will bring forward the new Recreation Cost Sharing Agreement as drafted for Council consideration.

ATTACHMENTS

1. Recreation Cost Sharing Agreement Update - PowerPoint
Recreation Cost Sharing Agreement

Longstanding partnership with Leduc County for the provision of recreation, library and cultural services used by County residents.

Proportionate share of recreation, library and cultural services:

• Leduc Recreation Centre
• Alexandra Arena & Outdoor Pool
• Outdoor Rinks & Skating Areas
• Recreation Programs
• Athletic Fields and Ball Diamonds
• Maclab Centre for the Performing Arts
• Parks & Recreation Administration
• Parks, Recreation & Culture Capital
• Grants to Organizations
• Library Services

\[
\text{County Share} = \frac{\text{County Population w/in Leduc Recreation Region}}{\text{City’s Population + County’s Population w/in Leduc Recreation Region}} \times 100\%
\]

\[2019 = 5.93\%\]
Recreation Cost Sharing Agreement

Review and Update

• Recreation Cost Sharing Agreement Steering Committee
  Leduc County – Mayor Doblanko, Councillor Vandenberghe, D. Ohnysty
  City of Leduc – Mayor Young, Councillor Finstand, J. Kamlah

• Priorities for the review:
  – Address impending population changes and schedule for implementing changes
  – Clarity on excluded facilities/services and language for others
  – Establish the mechanism by which new service levels/facilities are added
    • Differentiate between major and minor projects, identify the trigger for the County’s involvement in major project planning
  – Address changes to specific service areas
  – Understanding and evaluating the process to Cost Share budget development and identify opportunities to simplify
Proposed Changes

Moving from annual payment developed each year based on actuals to a set annual contribution for a period of 3 years:

2019 - $410,000  2020 - $340,000  2021 - $340,000

With schedule of deliverables

Maximum annual operating subsidy for LRC increased from $1.3m to $2.0m

Summer Programs now included

Outdoor Rinks now excluded

Percentages removed from Athletic Fields and Administration

Defining Capital Projects and process that they are added/removed

Planning & Consultation Committee

Spirit, Intent and Guiding Principals
## Recreation Cost Sharing Agreement

<table>
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<tr>
<th>Item</th>
<th>Existing</th>
<th>New</th>
<th>Change</th>
<th>Notes</th>
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<tr>
<td>LRC Subsidy</td>
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<td>Outdoor Rinks</td>
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<td>Programs</td>
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<td>Summer Programs</td>
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<td>Athletic Fields</td>
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<tr>
<td>Administration</td>
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<td>$1,240,000</td>
<td>$310,000</td>
<td>Percentages removed</td>
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**Net Difference**

- $26,000**
- $28,000

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<th>Notes</th>
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<tr>
<td>*</td>
<td>$71,530 Black Gold Debenture Payment ending with 2019 payment</td>
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<tr>
<td>**</td>
<td>$26,000 LRC 2% Allotment no longer included</td>
</tr>
<tr>
<td>***</td>
<td>Population ratio changing from 7.07% to 5.93% for 2019 = -$71,000</td>
</tr>
</tbody>
</table>
Recreation Cost Sharing Agreement

Next Steps

January  Agreement to Council January 13, 2020
          Agreement to Leduc County Council shortly after
          Planning & Consultation Committee Meeting (2020 capital)

March   County to confirm 2020 capital projects
          County Grant for 2020 Operating & 2019 Completed Capital

March 2021  Discussions on 2022+ contributions to start
EXECUTIVE SUMMARY

Prior to changes made to the Municipal Government Act ("MGA") in 2015, notification of any municipal action that required advertising was to be provided through newspaper advertising, mail and/or delivery to every residence in the area which may be affected. For municipal government, the purpose of advertising is to create awareness, communicate information and educate our residents. This report outlines changes that could be made that will allow the City of Leduc to reach the widest audience and utilize best practices in communicating legislatively required advertising.

BACKGROUND

It is important for municipal governments to adapt to changes in how we communicate with our residents. As part of the changes made to s.606(1) of the MGA, municipalities have been enabled to pass a Bylaw to introduce new tools to advertise, and provide notice to, the public about proposed bylaws, public hearings, resolutions and meetings, among other things. These alternate methods can now include electronic advertising such as advertising on a municipal website or the use of social media platforms (e.g. Facebook, Twitter, etc.).

The City of Leduc’s communications with its residents must keep up with its continuously changing environment and the changing diversity of a growing population. The changes being permitted under the MGA provide additional flexibility to allow municipalities to develop notification tools that will best meet the needs of their communities. If the City of Leduc chooses to use alternate advertising methods, such as a municipal website or social media, an authorizing Bylaw must be passed.

Administration from all areas that handle matters requiring advertising in accordance with the MGA met to discuss alternative methods of advertising. The following are the outcomes of the meeting. The recommendations made by the meeting participants were made bearing in mind that the medium of advertising must appropriately reflect the target audience.

Recommendation for general advertising requirements for bylaws/public hearings/meetings: The first notice would be posted in the Atrium, placed on the digital sign in the Civic Centre and posted on both the City of Leduc’s webpage and Facebook page. It is recommended that this ad run for a minimum of 14 days. The second notice would be printed in the Leduc Representative (“Rep”) at least 5 days prior to the event. This suggestion acknowledges that a number of residents in our community continue to rely on the Rep for information; however, there is also the acknowledgement that with the reduced distribution of the Rep the effectiveness if these ads is reduced.

Recommendation for advertising for redistricting, ASP/Amendments and SDAB Appeals: In addition to any applicable bylaw advertising process, notices of these actions would continue to be mailed to all affected residences within 200 feet of the lands in question.

Open House Ads/Road signs: The use of digital signs would be optional.

NEXT STEPS

Administration feels confident that the suggested alternative methods of advertising will bring advertising to the attention of substantially all residents in the affected area. If Council agrees, Council must direct Administration to bring a new Bylaw
COMMITTEE-OF-THE-WHOLE

forward for consideration. In accordance with the MGA, a Public Hearing must be held prior to second reading and must be advertised in the current manner.

ATTACHMENTS

None