

1. Agenda

Documents:

[AGENDA - APRIL 27, 2020.PDF](#)

2. Executive Summary

Documents:

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AGENDA



REGULAR MEETING AGENDA

Council of the City of Lacombe
Monday, April 27, 2020 at 5:00 p.m.
in Council Chambers

Time	Agenda Item	Representative
5:00	1. CALL TO ORDER	
	2. ADOPTION OF AGENDA	
	2.1 Additions	
	2.2 Deletions	
	2.3 Reordering	
	3. PRESENTATIONS	
5:05	3.1 City of Lacombe 2019 Audited Financial Statements – B.D.O.	<i>Ryan Wachter Allan Litster Steven Sykes</i>
	4. PUBLIC HEARINGS	
5:30	4.1 Paint & Autobody Use: Bylaw 400.29 (University Commercial District)	<i>Dir Thompson</i>
	5. REQUESTS FOR DECISION	
	5.1 2019 Operating Surplus Allocation	<i>Sr Mgr Reyes</i>
	5.2 Audited 2019 Financial Statements (BDO)	<i>Sr Mgr Reyes</i>
	5.3 Lagoon Reclamation Options: Amended Next Steps	<i>Dir Thompson</i>
	5.4 Affordable Housing Strategy Steering Committee – Project Selection	<i>Mgr Lapointe</i>
	5.5 Bylaw 400.29 Paint & Autobody Use in University Commercial District	<i>Dir Thompson</i>
	5.6 Bylaw 476 - Central Alberta Regional Assessment Review Board	<i>Sr Mgr Reyes</i>
	5.7 2019 Year in Review	<i>Dir Juch</i>
	5.8 Council Board Appointment	<i>CAO</i>
	5.9 Letter to Lacombe Doctors	<i>Clr. Ross</i>
	<i>(THAT Council direct Administration to send a letter to Lacombe area doctors (cc'd to Ron Orr, MLA and Honourable Tyler Shandro, Minister of Health), identifying the high value our community places on their services, and Council's support as they continue to negotiate with the Provincial government).</i>	
	6. INFORMATION	
	6.1 Administrative Reports	
	6.1.a Chief Administrative Officer Report	<i>CAO Goudy</i>

6.2 Council Mailbox

6.2.a Gov AB Memo Re: Seniors and Housing, April 9

6.2.b Gov AB Letter Re: Assessment, April 17

6.2.c Gov AB Memo Re: Seniors and Housing, April 18

6.3 Commission, Board, Committee Reports and Minutes

6.3.a Lacombe Police Commission Minutes March 19

Clr. Konnik

6.3.b Lacombe Police Service/Commission Annual Report 2019

6.4 Councillor Reports

6.4.a Mayor Creasey

6.4.b Councillor Gullekson

6.4.c Councillor Ross

6.4.d Councillor Hoekstra

6.4.e Councillor Jacobson

6.4.f Councillor Hibbs

6.4.g Councillor Konnik

7. ADOPTION OF MINUTES

7.1 April 14, 2020 Regular Council Meeting Minutes

8. NOTICES OF MOTION

8.1 Councillor Ross:

CAO

“In light of the current pandemic, and possible changes to provincial funding, halt further spending on the Public Works Building until quarter 3, 2020, with the expectation that the future financial position of the City will be more certain at that time.”

9. IN CAMERA

9.1 Legal (FOIP Section 16)

Dir Juch

9.2 Legal (FOIP Section 16)

Dir Juch

9.3 Legal (FOIP Section 24)

CAO Goudy

9.4 Legal (FOIP Section 24)

Mgr Lapointe

9.5 Labour (FOIP Section 17)

CAO Goudy

10. ADJOURNMENT

Next Meetings:

- Monday, May 11, 2020
 - Regular Council Meeting: 5:00 p.m., Council Chambers
- Tuesday, May 25, 2020
 - Regular Council Meeting: 5:00 p.m., Council Chambers
- Monday, June 1, 2020
 - Council Committee Meeting: 5:00 p.m., Council Chambers

City of Lacombe
Consolidated Financial Statements
For the year ended December 31, 2019

DRAFT FOR DISCUSSION PURPOSES ONLY

City of Lacombe
Consolidated Financial Statements
For the year ended December 31, 2019

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DRAFT FOR DISCUSSION PURPOSES ONLY

Independent Auditor's Report

To the Mayor and Council of the City of Lacombe

Opinion

We have audited the consolidated financial statements of City of Lacombe and its controlled or owned organizations (the Group), which comprise the consolidated statement of financial position as at December 31, 2019, and the consolidated statement of operations, consolidated statement of changes in net financial debt, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2019 and its consolidated financial performance and its cash flows for the year then ended in accordance with Public Sector Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and

Independent Auditor's Report, continued

- obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants,
Red Deer, Alberta
April 27, 2020

City of Lacombe
Consolidated Statement of Financial Position

December 31	2019	2018
Financial assets		
Cash and cash equivalents (Note 1)	\$ 17,119,112	\$ 3,080,371
Short-term investment (Note 2)	6,000,000	18,000,000
Taxes receivable (Note 3)	990,551	854,003
Accounts receivable (Note 4)	4,402,032	5,786,134
Inventory held for resale	3,696,448	3,798,839
	<u>32,208,143</u>	<u>31,519,347</u>
Liabilities		
Accounts payable and accrued liabilities	4,232,919	2,343,856
Employee benefit obligation (Note 5)	753,275	728,721
Deposit liabilities	2,097,231	3,398,725
Deferred revenue (Note 6)	8,386,296	7,398,472
Long-term debt (Note 7)	25,813,044	21,543,370
	<u>41,282,765</u>	<u>35,413,144</u>
Net debt	<u>(9,074,622)</u>	<u>(3,893,797)</u>
Non-financial assets		
Tangible capital assets (Note 8)	177,304,279	165,761,128
Inventory for consumption	314,694	335,372
Prepaid expenses	83,262	40,374
	<u>177,702,235</u>	<u>166,136,874</u>
Accumulated surplus (Note 10)	<u>\$ 168,627,613</u>	<u>\$ 162,243,077</u>
Debenture debt limits (Note 16)		

City of Lacombe
Consolidated Statement of Operations

For the year ended December 31	Budget 2019	2019	2018
Revenue			
Net municipal taxes (Note 11)	\$ 14,923,335	\$ 14,770,419	\$ 14,177,606
Government transfers (Note 12)	14,728,130	9,072,565	3,974,639
Sales and user fees	14,267,795	13,341,349	12,185,803
Rental revenue	255,553	272,221	255,185
Franchises and concessions	1,679,166	1,662,942	1,105,564
Return on investments	150,000	193,264	234,707
Penalties and costs on taxes	227,144	287,990	243,834
Fines	322,455	276,283	251,012
Licenses and permits	449,800	451,089	437,547
Development levies		90,931	2,445,623
Contributed assets		1,512,860	175,000
Other	263,629	445,918	1,239,164
	<u>47,267,007</u>	<u>42,377,831</u>	<u>36,725,684</u>
Expenditures (Note 13)			
General government services	3,696,655	3,676,282	3,482,104
Protective services	5,975,947	5,933,157	5,736,299
Transportation services	7,686,600	7,520,126	7,127,955
Water, wastewater and waste management	10,190,368	9,569,756	9,722,094
Environmental development services	1,780,246	1,810,697	1,577,976
Recreation and culture services	6,874,979	6,901,599	6,303,631
Public health and welfare	608,402	581,678	573,788
	<u>36,813,197</u>	<u>35,993,295</u>	<u>34,523,847</u>
Excess of revenue over expenditures	<u>10,453,810</u>	<u>6,384,536</u>	<u>2,201,837</u>
Accumulated surplus, beginning of the year	<u>162,243,077</u>	<u>162,243,077</u>	<u>160,041,240</u>
Accumulated surplus, end of year	<u>\$ 172,696,887</u>	<u>\$ 168,627,613</u>	<u>\$ 162,243,077</u>

City of Lacombe
Consolidated Statement of Change in Net Financial Debt

For the year ended December 31	Budget 2019	2019	2018
Excess of revenue over expenditures	\$ 10,453,810	\$ 6,384,536	\$ 2,201,837
Acquisition of tangible capital assets	(26,099,822)	(17,910,405)	(4,190,139)
Amortization of tangible capital assets	6,199,372	6,199,372	6,072,628
Net loss on sale of tangible capital assets	-	1,630	28,022
Proceeds on sale of tangible capital assets	-	166,252	116,218
	(9,446,640)	(5,158,615)	4,228,566
Change in prepaid expenses	-	(42,888)	9,836
Use/consumption of inventory of supplies	-	20,678	(29,037)
Net change in net debt	(9,446,640)	(5,180,825)	4,209,365
Net debt, beginning of year	(3,893,797)	(3,893,797)	(8,103,162)
Net debt, end of year	\$ (13,340,437)	\$ (9,074,622)	\$ (3,893,797)

City of Lacombe
Consolidated Statement of Cash Flows

For the year ended December 31	2019	2018
Operating transactions		
Excess of revenue over expenditures	\$ 6,384,536	\$ 2,201,837
Items not involving cash		
Contributed assets	(1,512,860)	(175,000)
Amortization	6,199,372	6,072,628
Net loss on disposal of tangible capital assets	1,630	28,022
Changes in non-cash operating balances		
Taxes receivable	(136,548)	(92,891)
Accounts receivable	1,384,102	(1,365,664)
Inventory held for resale	102,391	-
Prepaid expenses	(42,888)	9,834
Accounts payable and accrued liabilities	1,889,063	(923,728)
Inventory for consumption	20,678	(29,035)
Employee benefit obligation	24,554	10,547
Deposit liabilities	(1,301,494)	328,362
Deferred revenue	987,824	3,299,017
	<u>14,000,360</u>	<u>9,363,929</u>
Capital transactions		
Acquisition of tangible capital assets	(16,397,545)	(4,015,139)
Proceeds on sale of tangible capital assets	166,252	116,218
	<u>(16,231,293)</u>	<u>(3,898,921)</u>
Investing transactions		
Change of investments	12,000,000	(18,000,000)
Restricted cash balances	(795,217)	(3,325,361)
	<u>11,204,783</u>	<u>(21,325,361)</u>
Financing transactions		
Proceeds from issuance of debt	5,750,000	6,852,000
Repayment of debt	(1,480,326)	(1,485,249)
	<u>4,269,674</u>	<u>5,366,751</u>
Net change in cash and cash equivalents	13,243,524	(10,493,602)
Cash and cash equivalents, beginning of year	(4,162,912)	6,330,690
Cash and cash equivalents, end of year	\$ 9,080,612	\$ (4,162,912)
Cash and cash equivalents is comprised of:		
Cash and cash equivalents	\$ 17,119,112	\$ 3,080,371
Less: restricted (Note 1)	(8,038,500)	(7,243,283)
	<u>\$ 9,080,612</u>	<u>\$ (4,162,912)</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements

City of Lacombe
Summary of Significant Accounting Policies

December 31, 2019

**Management's
Responsibility for the
Financial Statements**

The consolidated financial statements of the City are the responsibility of management. They have been prepared in accordance with Canadian generally accepted accounting principles established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

Reporting Entity

The financial statement reflect the assets, liabilities, revenue and expenditures, changes in funds balances and change in financial position of the reporting entity. This entity is comprised of the municipal operations plus all of the organizations owned or control by the City and are, therefore, accountable to the City Council for the administration of their financial affairs and resources.

Included in the municipality is the City of Lacombe Police Department, the City of Lacombe Fire Department and the Lacombe Public Library.

The schedule of property taxes levied also includes requisitions for education and seniors' housing that are not part of the municipal reporting entity.

The statements exclude trust assets that are administered for the benefit of external parties. Interdepartmental and organizational transactions and balances are eliminated.

Basis of Accounting

Revenue and expenses are recorded on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned and measurable. Expenses are recognized in the period goods and services are acquired and a liability is incurred or transfers due.

Funds from external parties and earning thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Government transfers, contributions, and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used for certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed or the tangible capital assets are acquired.

Expenditures are recognized in the period the goods or services are acquired and a liability is incurred or transfers are due.

Investments

Investments are recorded at amortized cost. Investment premiums and discounts are amortized using the effective interest rate method over the term of the respective investments. When there has been a loss in value that is other than a temporary decline, the respective investment is written down to recognize the loss.

City of Lacombe
Summary of Significant Accounting Policies

December 31, 2019

Land held for Resale Land held for resale is recorded at lower of cost or net realizable value. Cost includes costs for land acquisition and improvements required to prepare the land for servicing such as clearing, stripping and leveling charges. Related development costs incurred to provide infrastructure such as water and wastewater services, roads, sidewalks and street lighting are recorded as physical assets under their respective function.

Inventory of Supplies Inventories of materials and supplies for consumption are valued at the lower of cost or replacement cost.

Requisition Over-Levy and Under Levy

Over-levies and under-levies arise from the difference between the actual property tax levy made to cover each requisition and the actual amount requisitioned.

If the actual levy exceeds the requisition, the over-levy is accrued as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is accrued as a receivable and as property tax revenue.

Requisition rates in the subsequent year are adjusted for any over-levies or under-levies of the prior year.

Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing once the asset is available for productive use as follows:

Land improvements	15 to 40 years
Buildings	20 to 25 years
Engineered Structures	
Roadway system	15 to 60 years
Water system	30 to 75 years
Wastewater system	30 to 75 years
Storm Sewer	45 to 75 years
Machinery, equipment and furnishings	5 to 30 years
Vehicles	10 to 25 years

City of Lacombe
Summary of Significant Accounting Policies

December 31, 2019

Leased Assets Leases entered into that transfer substantially all the benefits and risks associated with ownership are recorded as the acquisition of a tangible capital asset and the incurrence of an obligation. The asset is amortized in a manner consistent with tangible capital assets owned by the City, and the obligation, including interest thereon, is liquidated over the term of the lease. All other leases are accounted for as operating leases, and the rental costs are expensed as incurred.

Prepaid Local Improvement Charges Construction and borrowing costs associated with local improvements projects are recovered through annual special assessments during the period of the related borrowings. These levies are collectible from property owners for work performed by the municipality. Where a taxpayer has elected to prepay the outstanding local improvement charges, such amounts are recorded as deferred revenue. Deferred revenue is amortized to revenue on a straight line basis over the remaining term of the related borrowings.

In the event that the prepaid amounts are applied against the related borrowings, the deferred revenue is amortized to revenue by an amount equal to the debt repayment.

Government Transfers Government transfers are the transfer of assets from senior levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of direct financial return.

Government transfers are recognized in the financial statements as revenue in the period which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be determined.

Government transfers are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be determined.

City of Lacombe
Summary of Significant Accounting Policies

December 31, 2019

Use of Estimates The preparation of consolidated financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

Liability for Contaminated Sites A contaminated site is a site at which substances occur in concentrations that exceed the maximum acceptable amounts under an environmental standard. Sites that are currently in productive use are only considered a contaminated site if an unexpected event results in contamination. A liability for remediation of contaminated sites is recognized when the organization is directly responsible or accepts responsibility; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made. The liability includes all costs directly attributable to remediation activities including post remediation operations, maintenance and monitoring.

DRAFT FOR DISCUSSION PURPOSES ONLY

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

1. Cash and Cash Equivalents

	2019	2018
Cash	\$ 17,119,082	\$ 3,080,341
Temporary Investments	30	30
	\$ 17,119,112	\$ 3,080,371

The City has a line of credit with an authorized limit of \$3,500,000 at an interest rate of Bank Prime less 0.50%. Bank prime at year end was 3.95%. The City had not utilized this line of credit at year end. The line of credit is secured by a general security agreement, and overdraft agreement and a borrowing resolution passed by Council.

Included in the above amounts are restricted funds held exclusively for the following:

	2019	2018
Federal Gas Tax	1,287,723	726,399
Municipal Sustainability Initiative Grants	5,948,136	5,843,841
Municipal Sustainability Housing Grants	381,419	237,891
Other Provincial Government Grants	421,222	435,152
	\$ 8,038,500	\$ 7,243,283

2. Short-term Investments

	2019	2018
Guaranteed investment certificates, bearing interest at rates of 2.18% and maturing in October, 2020.	\$ 6,000,000	\$ 18,000,000

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

3. Taxes Receivable

	2019	2018
Current taxes and grants in place	\$ 550,321	\$ 648,056
Non-current taxes and grants in place	440,230	205,947
	\$ 990,551	\$ 854,003

4. Accounts Receivable

	2019	2018
Trade receivables	\$ 4,391,015	\$ 5,784,482
Receivables from Other Governments	11,017	1,652
	\$ 4,402,032	\$ 5,786,134

5. Employee Benefit Obligation

	2019	2018
Accrued vacation pay	\$ 426,566	\$ 412,434
Accrued overtime	1,198	1,680
Accrued retirement benefits	121,479	138,616
Accrued sick leave	204,032	175,991
	\$ 753,275	\$ 728,721

The vacation and overtime liability is comprised of the vacation and overtime that employees are deferring to future years. Employees have either earned the benefits (and are vested) or are entitled to those benefits within the next budgetary year. Employees hired prior to February 28, 2011 with over 5 years of service are eligible for a retirement benefit based on 2.5 days per year of service to the date of retirement. Employees that meet the criteria in the policy will be eligible for these benefits in a future year. Sick leave benefits accumulate at a rate of 1.5 days per month to a maximum of 12 days per year. Sick leave benefits can be carried over from year to year to a maximum of 180 days, depending on years of service. Sick leave benefits are not paid out. The sick leave liability is estimated based on the estimated future utilization of sick leave accrued to year end.

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

6. Deferred Revenue

	2019	2018
Prepaid Local Improvement Charges	\$ 47,274	\$ 50,911
Deferred Grants	8,038,500	7,243,283
Other Deferred Revenue	300,522	104,278
	<u>\$ 8,386,296</u>	<u>\$ 7,398,472</u>

Deferred revenue represents amounts received which will be taken into revenue in the period in which they are earned and corresponding expenditures are incurred.

Prepaid local improvement charges are being amortized to revenue on a straight-line basis. Annual amortization for 2019 is \$3,637 (2018 -\$3,637)

Deferred grants consist of funds received during the year for eligible capital projects as approved by the Province, which are scheduled for completion in the future. These grants cannot be used for any other purpose but the designated capital project.

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

7. Long-Term Debt

Net long-term debt reported on the statement of financial position is comprised of the following:

	2019	2018
Alberta Capital Finance Authority Debt	21,083,185	17,125,561
Bank loans	4,729,859	4,417,809
	\$ 25,813,044	\$ 21,543,370

Principal and interest payments relating to net debt of \$25,813,044 outstanding are due as follows:

	Principal Repayments	Interest Payments	Total
2020	\$ 1,478,188	\$ 781,214	\$ 2,259,402
2021	1,454,084	776,081	2,230,165
2022	1,412,018	724,936	2,136,954
2023	1,403,680	676,844	2,080,524
2024	1,437,131	628,593	2,065,724
Thereafter	18,627,943	4,481,844	23,109,787
	\$ 25,813,044	\$ 8,069,512	\$ 33,882,556

Debenture debt is repayable to the Alberta Capital Finance Authority and bears interest at rates ranging from 2.711% to 5.15% per annum, before Provincial subsidy, and matures in periods 2018 to 2044. Debenture debt is issued on credit and security of the City at large.

The bank loans of \$4,729,859 is comprised of a promissory note to Servus Credit Union with interest being calculated at bank prime minus 0.50% to 0.70%. Repayments are an annual payment of \$273,350, semi annual payments of \$69,800 and interest is paid monthly.

Bank loans are secured by the credit and security of the City of Lacombe at large. The City of Lacombe anticipates future developer contributions will retire the current bank loan.

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

8. Tangible Capital Assets

								2019
	Land	Land Improvements	Buildings	Engineered Structures	Machinery and Equipment	Vehicles	Work in Progress	Total
Cost, beginning of year	\$ 12,895,370	\$ 8,190,948	\$ 53,440,353	\$ 147,580,005	\$ 7,232,631	\$ 5,968,891	\$ 6,441,939	\$ 241,750,137
Additions		96,396	87,998	1,637,445	407,646	280,970	15,399,951	17,910,406
Change in Work in Progress	-	92,430	351,180	6,103,362	43,900	-	(6,590,872)	-
Write-downs & disposals	-	-	-	-	(295,189)	(157,180)	-	(452,369)
Cost, end of year	\$ 12,895,370	\$ 8,379,774	\$ 53,879,531	\$ 155,320,812	\$ 7,388,988	\$ 6,092,681	\$ 15,251,018	\$ 259,208,174
Accumulated amortization, beginning of year	\$ -	\$ 3,541,366	\$ 12,200,908	\$ 53,190,087	\$ 3,513,409	\$ 3,543,239	\$ -	\$ 75,989,009
Amortization	-	271,663	1,402,218	3,657,782	534,925	332,784	-	6,199,372
Write-downs & disposals	-	-	-	-	(147,033)	(137,453)	-	(284,486)
Accumulated amortization, end of year	\$ -	\$ 3,813,029	\$ 13,603,126	\$ 56,847,869	\$ 3,901,301	\$ 3,738,570	\$ -	\$ 81,903,895
Net carrying amount, end of year	\$ 12,895,370	\$ 4,566,745	\$ 40,276,405	\$ 98,472,943	\$ 3,487,687	\$ 2,354,111	\$ 15,251,018	\$ 177,304,279

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

8. Tangible Capital Assets (continued)

								2018
	Land	Land Improvements	Buildings	Engineered Structures	Machinery and Equipment	Vehicles	Work in Progress	Total
Cost, beginning of year	\$ 12,894,320	\$ 7,372,804	\$ 52,564,190	\$ 146,421,050	\$ 6,905,377	\$ 5,821,306	\$ 6,261,051	\$ 238,240,098
Additions	1,050	802,891	556,844	-	621,623	456,050	1,751,681	4,190,139
Change in work in progress		15,253	319,319	1,158,955	77,266	-	(1,570,793)	-
Disposals	-	-	-	-	(371,635)	(308,465)	-	(680,100)
Cost, end of year	\$ 12,895,370	\$ 8,190,948	\$ 53,440,353	\$ 147,580,005	\$ 7,232,631	\$ 5,968,891	\$ 6,441,939	\$ 241,750,137
Accumulated amortization, beginning of year, restated	\$ -	\$ 3,283,194	\$ 10,819,037	\$ 49,648,083	\$ 3,217,562	\$ 3,484,366	\$ -	\$ 70,452,242
Amortization		258,172	1,381,871	3,542,004	552,587	337,994	-	6,072,628
Write-downs & disposals		-	-	-	(256,740)	(279,121)	-	(535,861)
Accumulated amortization, end of year	\$ -	\$ 3,541,366	\$ 12,200,908	\$ 53,190,087	\$ 3,513,409	\$ 3,543,239	\$ -	\$ 75,989,009
Net carrying amount, end of year	\$ 12,895,370	\$ 4,649,582	\$ 41,239,445	\$ 94,389,918	\$ 3,719,222	\$ 2,425,652	\$ 6,441,939	\$ 165,761,128

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

9. Equity in Tangible Capital Assets

	<u>2019</u>	<u>2018</u>
Tangible capital assets	\$ 259,208,174	\$ 241,750,137
Accumulated amortization	(81,903,895)	(75,989,009)
Long-term debt	(25,813,044)	(21,543,370)
	<u>\$ 151,491,235</u>	<u>\$ 144,217,758</u>

DRAFT FOR DISCUSSION PURPOSES

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

10. Accumulated Surplus

	2019	2018
Equity in tangible capital assets	\$ 151,491,235	\$ 144,217,758
Unrestricted surplus	11,208,884	11,879,117
	162,700,119	156,096,875
Restricted surplus		
General Capital Reserves	1,170,167	1,055,126
General Government Reserves	185,651	26,596
IT Equipment Replacement Reserve	76,386	(9,941)
Lacombe Police Reserve	169,498	295,420
Lacombe Fire Department	110,717	102,854
Safety Committee Reserve	33,723	33,723
Equipment Replacement Reserve	665,302	196,161
Streets and Road Reserve	2,450,810	1,922,327
Public Transportation Reserve	14,138	59,972
Storm Sewer Reserve	232,620	197,081
Water System Reserve	2,663,500	2,237,440
Wastewater System Reserve	1,362,634	1,551,798
Solid Waste Reserve	500,992	406,469
Cemetery Reserve	211,747	211,747
Economic Development Reserve	13,148	13,148
Offsite Levy Reserve	(1,538,044)	101,475
Land Held for Resale Reserve	(2,300,470)	(2,133,608)
Recreation Facility Reserve	(246,792)	(190,855)
Parks and Recreation Reserve	(78,346)	(98,346)
Municipal Dedication Reserve	207,621	155,123
Municipal Art Bank Reserve	22,492	12,492
	5,927,494	6,146,202
	\$ 168,627,613	\$ 162,243,077

The equity in tangible capital assets represents amounts already spent and invested in infrastructure. Restricted surplus represents funds set aside by bylaw or council resolution for specific purposes.

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

11. Taxation - Net

	Budget 2019	2019	2018
Real property	\$ 19,968,479	\$ 19,753,253	\$ 18,908,344
Linear property	137,486	146,792	133,741
Government grants in place of property taxes	114,252	119,553	111,141
Special assessments and local improvement taxes	18,495	18,495	20,311
	<u>20,238,712</u>	<u>20,038,093</u>	<u>19,173,537</u>
Requisitions			
Separate School Requisition	162,963	159,660	151,306
Alberta School Foundation Fund	5,040,368	4,995,704	4,731,021
Lacombe Foundation Requisition	112,046	112,310	113,604
	<u>5,315,377</u>	<u>5,267,674</u>	<u>4,995,931</u>
Available for general municipal purposes	<u>\$ 14,923,335</u>	<u>\$ 14,770,419</u>	<u>\$ 14,177,606</u>

12. Government Transfers

	Budget 2019	2019	2018
Operating			
General Government Services	\$ 66,765	\$ 69,209	\$ 73,241
Protective Services	665,109	633,329	661,532
Transportation Services	45,800	47,569	45,228
Waste Management Services	98,400	110,704	117,528
Family Community Support Services	332,914	392,680	333,234
Public Health and Welfare Services	15,000	12,298	15,540
Recreation and Cultural Services	799,803	818,655	856,862
	<u>\$ 2,023,791</u>	<u>\$ 2,084,444</u>	<u>\$ 2,103,165</u>
Capital			
Protective Services	\$ -	\$ -	\$ 67,249
Transportation Services	4,123,763	2,385,485	1,260,920
Water and Wastewater Services	7,308,906	4,601,292	177,996
Recreation and Cultural Services	1,271,670	61,110	365,309
	<u>\$ 12,704,339</u>	<u>\$ 7,047,887</u>	<u>\$ 1,871,474</u>
Total government transfers	<u>\$ 14,728,130</u>	<u>\$ 9,132,331</u>	<u>\$ 3,974,639</u>

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

13. Expenditures by Object

	Budget 2019	2019	2018
Salaries and wages	\$ 14,474,510	\$ 14,320,130	\$ 13,258,691
Contracted and general services	8,078,387	7,486,370	7,417,908
Materials, goods and utilities	4,589,125	4,597,216	4,786,364
Transfer to local agencies	2,302,863	2,363,436	2,106,776
Transfer to individuals and organizations	145,367	158,229	140,946
Bank charges and short term interest	120,979	46,164	49,752
Interest on long-term debt	902,594	822,378	690,783
Amortization	6,199,372	6,199,372	6,072,627
	\$ 36,813,197	\$ 35,993,295	\$ 34,523,847

14. Municipal Employees Pension Plans

Local Authorities Pension Plan

Certain employees of the City are eligible to be members of the Local Authorities Pension Plan (LAPP), a multi-employer pension plan which is covered by the Public Sector Pension Plans Act. The Plan serves about 260,000 people and over 420 employers. It is financed by employer and employee contributions and investment earnings of the LAPP Fund. The plan provides defined pension benefits to employees based on their length of service and rates of pay.

The City contributes to the Plan at a rate of 9.39% of pensionable earnings up to the Canada Pension Plan Maximum Pensionable Earnings and 13.84% for the excess. Employees contribute to the Plan at a rate of 8.39% of pensionable earnings up to the Canada Pension Plan Maximum Pensionable Earnings and 13.84% for the excess.

Contributions for the year were:

	2019	2018
Employer contributions	\$ 777,393	\$ 770,343
Employee contributions	704,220	703,617
	\$ 1,481,613	\$ 1,473,960

As this is a multi-employer pension plan, these contributions are the City's pension benefit expense. No pension liability for this type of plan is included in the City's financial statements. The most recent valuation as at December 31, 2018 indicates a surplus of \$3,469 million (2017- \$4,836 million) for basic pension benefits. The actuary does not attribute portions of the unfunded liability to individual employers.

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

13. Municipal Employees Pension Plans (continued)

Alberta Urban Municipalities Association Apex Supplementary Pension Plan

Previously, any City of Lacombe employees that were in a position class as Level E or higher had the choice to participate in the APEX Supplementary Pension Plan, which is covered by the Alberta Employment Pensions Plan Act. Effective January 1, 2011 APEX is only available for those employees in a management position. APEX serves as an enhancement to the LAPP base pension, matches pensions provided to other public sector senior management and professional employees, and provides pensions that are reflective of total earnings.

Contributions for current service are recorded as expenditures in the year in which they become due.

The City of Lacombe is required to make current service contributions to APEX of 3.78% of the member's earnings up to the APEX earnings Maximum, which is \$144,722 for 2019.

Contributing employees of the City are required to make current service contributions of 2.84% of earnings up to the APEX Earnings Maximum

Contributions for the year were:

	2019	2018
Employer contributions	\$ 41,161	\$ 42,294
Employee contributions	30,925	31,776
	<u>\$ 72,086</u>	<u>\$ 74,070</u>

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

13. Municipal Employees Pension Plans (continued)

Special Forces Pension Plan

Municipal Police Officers of the City of Lacombe participate in the Special Forces Pension Plan (SFPP), which is covered by the Alberta Public Sector Pensions Plan Act. The Plan serves about 7,285 officers from seven municipalities. It is financed by employer and employee contributions and investments earnings of the SFPP fund.

Contributions for current service are recorded as expenditures in the year in which they become due.

The City of Lacombe was required to make current service contributions of 14.55% of pensionable salary for 2019.

Police Officers of the City were required to make current service contributions of 13.45% of pensionable salary for 2019.

Contributions for the year were:

	2019	2018
Employer contributions	\$ 289,750	\$ 273,600
Employee contributions	267,845	252,916
	<u>\$ 557,595</u>	<u>\$ 526,516</u>

As this is a multi-employer pension plan, these contributions are the City's pension benefit expense. No pension liability for this type of plan is included in the City's financial statements. The most recent valuation as at December 31, 2018 indicates a deficit of \$191 million for basic pension benefits. The actuary does not attribute portions of the unfunded liability to individual employers.

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

15. Salary and Benefits Disclosure

Disclosure of salaries and benefits for municipal officials and designated officers as required by Alberta Regulation 313/2000 is as follows:

	<u>Salary</u>	<u>Benefits & Allowances</u>	<u>Total 2019</u>	<u>Total 2018</u>
Mayor Creasey	69,509	2,577	72,086	58,773
Councilor Konnik	28,822	965	29,787	25,211
Councilor Gullekson	28,822	965	29,787	25,312
Councilor Hibbs	28,822	965	29,787	25,312
Councilor Jacobson	28,822	965	29,787	25,312
Councilor Ross	28,822	965	29,787	24,671
Councilor Hoekstra	28,822	965	29,787	24,671
Chief Administration	199,239	36,308	235,547	194,610
Officer Goudy				

Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration.

Benefits and allowances includes the employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, group life insurance, accidental disability and dismemberment, dental coverage, vision coverage, and long and short term disability plans.

16. Debt Limits

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation for the City be disclosed as follows:

	<u>2019</u>	<u>2018</u>
Total debt limit	\$ 50,980,904	\$ 52,018,817
Total debt	25,813,044	21,543,370
Total debt limit available	<u>25,167,860</u>	<u>30,475,447</u>
Debt servicing limit	8,496,817	8,669,803
Debt servicing	2,259,402	2,077,541
Total debt servicing limit available	<u>6,237,415</u>	<u>6,592,262</u>

The debt limit is calculated at 1.5 times revenue of the City (as defined in Alberta Regulation 255/2000) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the municipality. Rather, the financial statements must be interpreted as a whole.

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

17. Budget

Municipal Affairs encourages the creation of a budget on the basis of Public Sector Accounting. The approved budget for 2019 was, however, created using the historical methods which reflects a balanced budget. Cash inflows and outflows includes such items as debt proceeds, transfers to and from reserves, and debt principal repayment. These items are not recognized as revenues and expenses in the Statement of Operations as they do not meet the Public Sector Accounting Standards requirement.

The approved Council budget does not include funding for non-cash items such as amortization or contributed assets. These items are recognized as revenues and expenses in the Statement of Operations as required by Public Sector Accounting Standards.

The following provides detail related to the differences between the Council approved budget and budget figures included with the financial statements.

	<u>2019 Budget</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
EXCESS OF REVENUE OVER EXPENSES	10,453,810	6,384,536	2,201,837
Adjustments for non-cash items			
Contributed Assets	-	(1,512,860)	(175,000)
Amortization of Tangible Capital Assets	6,199,372	6,199,372	6,072,628
Loss (Gain) on Disposal of Tangible Capital Assets	-	1,630	28,022
Adjustments for cash items not recognized as revenue or expense			
Proceeds on Disposal of Tangible Capital Assets	-	166,252	116,218
Acquisition of Tangible Capital Assets	(26,099,822)	(16,397,545)	(4,015,139)
Long Term Debt Principal Payments	(1,524,375)	(1,480,326)	(1,485,249)
New Debt	8,677,249	5,750,000	6,852,000
Adjustments for Non-cash Items from Inter-Fund Allocations			
Transfer from Reserves	5,120,633	2,160,440	2,498,527
Transfer to Reserves	(2,826,867)	(3,314,009)	(5,243,970)
Council approved Balance	<u>-</u>	<u>(2,042,510)</u>	<u>6,849,874</u>
Operating Surplus	-	165,637	318,907
Capital Surplus (Deficit)	<u>-</u>	<u>(2,208,147)</u>	<u>6,530,967</u>
Total Surplus (Deficit)	-	(2,042,510)	6,849,874

December 31, 2019

18. Segmented Information

The City is a diversified municipal government institution that provides a wide range of services to its citizens. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows:

Protective Services

Protective services is comprised of police, bylaw enforcement and fire protection. This service area is responsible for the overall safety of the public through various prevention and enforcement activities.

Transportation Services

Transportation services is responsible for the delivery of municipal public works services related to the planning, development and maintenance of roadway systems, the maintenance of park and open space, and street lighting.

Water and Wastewater Services

Water and wastewater provides drinking water to the Town's citizens and collects and treats wastewater. The City processes and cleans sewage and ensures the water system meets all Provincial standards.

Waste Management Services

Waste management provides collection disposal and recycling programs.

Environmental Development Services

The planning department provides a number of services including town planning and enforcement of building and construction codes and review of all property development plans through its application process.

Recreation, Parks and Culture

This service area maintains recreation infrastructure such as parks, arenas, aquatic centres and community centres as well as provides recreational programs and cultural programs at those locations.

Public Health and Welfare

This service area provides and administers community support programs.

General Government

This service area includes legislative and administrative support to all other service areas and also relates to the revenues and expenses that relate to the operations of the City itself and cannot be directly attributed to a specific segment.

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

22. Segmented Information (continued)

The accounting policies of the segments are the same as those described in the summary of significant accounting policies. In measuring and reporting segment revenue from transactions with other segments, inter-segment transfers have been eliminated. The revenues and expenses that are directly attributable to a particular segment are allocated to that segment. Taxation revenue has been allocated to general government except where specific tax revenues can be directly allocated to a service area.

DRAFT FOR DISCUSSION PURPOSES ONLY

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

18. Segmented Information (continued)

For the year ended December 31	Protective Services	Transportation Services	Water, Wastewater and Waste Management	Environmental Development Services	Recreation, Parks, Culture	Public Health and Welfare	General Government	2019 Total
Revenue								
Taxation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	14,770,419	\$ 14,770,419
Government transfers	633,329	2,433,054	4,712,038	34,711	845,054	345,212	69,168	9,072,566
Other	40,066	52,758	3,495	35,493	136,003	-	178,101	445,916
Sales and user fees	666,214	103,723	10,976,920	308,689	1,063,901	53,068	168,836	13,341,351
Franchises and concessions	-	-	-	-	-	-	1,662,942	1,662,942
Investment income	-	-	-	-	-	-	193,264	193,264
Penalties and costs on taxes	-	-	50,228	-	-	-	237,762	287,990
Rental Revenue	13,670	-	-	-	258,551	-	-	272,221
Licences and permits	170,824	25,284	-	-	254,980	-	-	451,088
Fines	276,283	-	-	-	-	-	-	1,789,143
Contributed assets	-	1,104,125	408,735	-	-	-	-	-
Offsite Levies	-	-	-	-	90,931	-	-	90,931
	1,800,386	3,718,944	16,151,416	378,893	2,649,420	398,280	17,280,492	42,377,831
Expenses								
Salaries and wages	4,512,357	1,776,410	1,428,124	817,581	3,001,810	86,640	2,697,208	14,320,130
Contracted and general services	477,956	593,302	5,325,608	157,898	384,358	15,000	532,248	7,486,370
Materials, goods and utilities	467,880	1,396,081	679,389	426,193	1,303,488	9,925	314,261	4,597,217
Transfer to local agencies	11,989	25,000	1,089,171	250,457	574,152	412,667	-	2,363,436
Transfers to individuals and organizations	-	108,571	-	-	14,658	35,000	-	158,229
Bank charges and short-term interests	1,545	-	9,254	-	12,165	-	23,200	46,164
Interest on long-term debt	82,562	150,614	150,216	137,703	299,799	-	1,484	822,378
Amortization	378,869	3,459,301	887,995	20,865	1,311,169	22,447	118,725	6,199,371
	5,933,158	7,509,279	9,569,757	1,810,697	6,901,599	581,679	3,687,126	35,993,295
Net surplus (deficit)	\$ (4,132,772)	\$ (3,790,335)	\$ 6,581,659	\$ (1,431,804)	\$ (4,252,179)	\$ (183,399)	\$ 13,593,366	\$ 6,384,536

City of Lacombe
Notes to Consolidated Financial Statements

December 31, 2019

18. Segmented Information (continued)

For the year ended December 31	Protective Services	Transportation Services	Water, Wastewater and Waste Management	Environmental Development Services	Recreation, Parks, Culture	Public Health and Welfare	General Government	2018 Total
Revenue								
Taxation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,177,606	\$ 14,177,606
Government transfers	688,450	1,305,519	295,524	15,540	1,222,171	333,234	114,201	3,974,639
Rental Revenue	13,670	-	-	-	241,515	-	-	255,185
User fees and Sale of Good	636,917	156,886	10,075,728	92,250	1,028,304	63,585	132,132	12,185,802
Franchises and concessions	-	-	-	-	-	-	1,105,564	1,105,564
Investment income	-	-	-	-	-	-	234,707	234,707
Development levies	-	-	-	-	2,445,623	-	-	2,445,623
Penalties and fines	-	-	46,120	-	-	-	197,714	243,834
Licences and permits	171,614	30,495	-	-	261,841	-	-	463,950
Other	36,221	434,406	111,867	5,476	520,546	15,696	88,550	1,212,762
Fines	251,012	-	-	-	-	-	-	251,012
Contributed assets	-	-	-	-	175,000	-	-	175,000
	<u>1,797,884</u>	<u>1,927,306</u>	<u>10,529,239</u>	<u>113,266</u>	<u>5,895,000</u>	<u>412,515</u>	<u>16,050,474</u>	<u>36,725,684</u>
Expenses								
Salaries and wages	4,373,414	1,571,500	1,246,956	836,073	2,747,593	89,266	2,393,889	13,258,691
Contracted and general services	447,235	524,448	5,563,385	100,463	339,125	14,063	429,186	7,417,905
Materials, goods and utilities	444,490	1,387,163	941,315	297,915	1,181,616	9,281	524,582	4,786,362
Transfer to local agencies	6,500	88,366	994,156	220,933	393,092	403,729	-	2,106,776
Transfers to individuals and organizations	-	96,939	-	-	9,007	35,000	-	140,946
Bank charges and short-term interest	1,436	-	8,958	-	15,318	-	24,040	49,752
Interest on long-term debt	87,909	93,750	85,766	101,727	313,526	-	8,105	690,783
Amortization	375,316	3,350,424	881,559	20,865	1,304,354	22,447	117,667	6,072,632
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>5,736,300</u>	<u>7,112,590</u>	<u>9,722,095</u>	<u>1,577,976</u>	<u>6,303,631</u>	<u>573,786</u>	<u>3,497,469</u>	<u>34,523,847</u>
Net surplus (deficit)	<u>\$ (3,938,416)</u>	<u>\$ (5,185,284)</u>	<u>\$ 807,144</u>	<u>\$ (1,464,710)</u>	<u>\$ (408,631)</u>	<u>\$ (161,271)</u>	<u>\$ 12,553,005</u>	<u>\$ 2,201,837</u>

December 31, 2019

19. Subsequent Events

Subsequent to year end, the impact of COVID-19 in Canada and on the global economy has increased.

If the impacts of COVID-19 continue there could be further impact on the Municipality and its major customers, suppliers and other third party businesses and Municipality associates that could impact the time and amounts realized of the Municipality's assets and future profitability. At this time, the full potential impact of COVID-19 on the entity is not known.

20. Comparative Figures

Wherever necessary, comparative figures have been reclassified to conform with current year financial statement presentation.

21. Approval of Financial Statements

Council and Management approved these financial statements.

PUBLIC NOTICE

LAND USE BYLAW 400.29

NOTICE IS HEREBY GIVEN that the Council of the City of Lacombe has given first reading to Bylaw 400.29 to allow “autobody and paint shop” as a permitted use for a two year period of time expiring on May 1, 2022 in Unit 11, Plan 062 8084. The location of this property, being 7102 52 Street, is shown on the map below.



Where do I get more information?

A copy of the bylaw may be viewed at <http://www.lacombe.ca/doing-business/planning-and-development-services/what-s-new/public-hearings>. The City's Land Use Bylaw is also available on the website.

When is the Public Hearing?

The Council of the City of Lacombe will be holding a Public Hearing on **Monday, April 27, 2020 at 5:30pm**. This meeting will be held by electronic means and in-person attendance will not be possible due to concerns regarding COVID-19.

How do I get involved?

The Public Hearing will be livestreamed on the City's YouTube channel. You can view it at <http://www.youtube.com/user/Lacombenews/live>.

Any person or group wishing to express their views on the proposed amendment may send in comments in the following ways:

- (a). Emailing comments to craig.teal@pcps.ab.ca no later than 11:00am on Monday, April 27, 2020; (Please note: this is the preferred method at this time)
- (b). Registering to speak to Council via telephone during the Public Hearing by contacting Craig Teal at craig.teal@pcps.ab.ca or 403-343-3394 no later than 11:00am on Monday, April 27, 2020.

All written submissions will be submitted to Council at the Public Hearing. Written letters or emails regarding this amendment are to:

- (a). Contain the names and addresses of all persons making the presentation, and
- (a). State the name and address of all persons authorized to represent a group of persons or the public at large.

DATE of First Publication: **April 16, 2020**

DATE of Second Publication: **April 23, 2020**

FOR INFORMATION CONTACT:

Craig Teal, RPP, MCIP

Parkland Community Planning Services

Phone: 403-343-3394

Email: craig.teal@pcps.ab.ca

REQUEST FOR COUNCIL DECISION



SUBJECT: 2019 Operating Surplus Allocation
PREPARED BY: Mauricio Reyes, Senior Manager of Financial Services
PRESENTED BY: Mauricio Reyes, Senior Manager of Financial Services
DATE: April 27, 2020

FILE: 13/941

PURPOSE:

To present recommendations for the allocation of the 2019 operating surplus.

RECOMMENDED MOTION(S):

1. THAT Council direct Administration to transfer \$165,637 surplus to the General Operating Reserve.

RELATED PRIOR MOTION(S):

1. Motion #19-133 April 23, 2019 – MOVED BY Councillor Ross: THAT Council direct Administration to transfer \$142,963 from the Lacombe Police operating reserve to Department 21 – Police, THAT Council direct Administration to transfer \$94,289 surplus from wages and benefits to the General Operating Reserve, and THAT Council direct Administration to transfer \$367,581 to fund the 76th Street and Highway 12 intersection upgrades. CARRIED UNANIMOUSLY

EXECUTIVE SUMMARY:

The City's 2019 year end resulted in an overall operating surplus of \$165,637. This result is a combination of unforeseen changes that followed adoption of the 2019 Operating Budget:

- Increased investment & penalty revenue (\$104,110)
- Lower net tax revenue (\$152,916)
- Lower than expected debenture payments related to west area servicing (\$199,079),
- Lower wages and benefits costs (\$154,380)
- Minor variations in departments (\$70,777)

Administration's proposed surplus allocation includes the City absorbing the Lacombe Police Service deficit of \$68,239 in 2019, rather than transferring the \$50,000 balance in the Lacombe Police Service Operating Reserve. This recommendation has been made after discussions with the Lacombe Police Service, to ensure the Service has funds available should emergent needs arise throughout the year.

REQUEST FOR COUNCIL DECISION



ANALYSIS:

In 2018, Council reviewed and approved the [Annual Budget and Taxation Preparation Policy](#). Within this review, Council made the following changes relating to the allocation of surplus:

Section 4d.

- ii. Lacombe Police Service surplus will be applied to the Police Operating Reserve
- iii. Surplus from wages and benefits will be applied to the General Operating Reserve

All self-supported utility departments (Water, Wastewater and Solid Waste) were balanced with the necessary transfer to reserves.

In 2019, the Lacombe Police Commission incurred a deficit of \$68,239 which mainly relates to actual revenues being lower than budgeted. At the end of 2019, The Lacombe Police Commission has an operating reserve of \$50,000 and a capital reserve of \$119,500

At July 9th 2018 Council meeting, the Lacombe Police Commission also presented an administrative directive requesting that any surplus be allocated to the Police Operating Reserve. The directive states the Commission may utilize the General Operating Reserve to offset any unanticipated deficits they may incur at the end of a budget year. This change was later incorporated into [Annual Budget and Taxation Preparation Policy](#).

Despite the \$68,239 deficit realized by the Lacombe Police Service, Administration is recommending that the balance of \$50,000 in the Lacombe Police Service Operating Reserve be maintained for emergent needs in a future year. Consequently, the proposed surplus allocation includes absorbing the \$68,239 LPS deficit in 2019.

Table 1 provides a breakdown of significant budget items that make up the 2019 surplus. Major contributors include salary and wages savings of approximately \$144,000 and debt servicing savings of approximately \$199,000. The City's surplus before the Lacombe Police Commission's deficit is \$233,876. Administration recommends that \$165,637 remaining surplus be transferred to the General Operating Reserve with the intent to be used for unforeseen events in future years.

REQUEST FOR COUNCIL DECISION



Table 1 – Operating Surplus Breakdown and Allocation

2019 Operating Budget Results	Recommended Allocation of Surplus
Investment & Penalty Income	\$104,110
Net Municipal Taxes	(\$152,916)
Wages & Benefits	\$154,380
Debt Servicing	\$199,079
Various Departments	(\$70,777)
Lacombe Police Service Deficit	(\$68,239)
City Surplus	\$165,637
Surplus Allocation	\$165,637
General Operating Reserve	(\$165,637)
Unallocated	0

STRATEGIC PLAN ALIGNMENT:

Ensuring the City uses surplus funds in a responsible way aligns favorably with Strategic Objective

4.1.4: Fiscal Prudence

To manage the City to allow for Property tax increases near inflation.

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

N/A

ALTERNATIVE MOTION(S):

1. Recommendations:
 - a) THAT Council direct Administration to transfer \$165,637 surplus to the General Operating Reserve.

REQUEST FOR COUNCIL DECISION



2. If Council decides to transfer the funds in the Lacombe Police Service Operating Reserve to fund the Lacombe Police deficit:
 - a) THAT Council direct Administration to transfer \$50,000 surplus from the Lacombe Police operating reserve to Department 21 - Police
 - b) THAT Council direct Administration to transfer \$215,637 to the General Operating Reserve
3. Councils' direction:
 - a) Council can direct Administration to modify the allocation of surplus.

ATTACHMENTS:

- Lacombe Police Commission Surplus Directive
- [Reserve and Equity Accounts Policy #13/201/01\(2012\)](#)
- [Annual Budget and Taxation Preparation Policy #13/210.03 2019PO](#)

Police Surplus / Deficit – Final <As approved by Council July 9, 2018>

1. Annually the finance department will complete a final accounting of the Police Service budget to determine if any surpluses are recognized. If a surplus is realized the surplus amount will be reported to the Police Commission and Council.
2. Council upon reviewing any surplus will direct that the surplus be transferred into a Lacombe Police Service (Department 21) general reserve fund.
3. Once the general reserve fund has been created, the Lacombe Police Commission will oversee and direct how the funds are allocated and managed.
4. The intent of the general reserve fund will be to build the fund to an amount which will ensure a backstop pending any shortfalls or losses from anticipated or current revenue sources the Police Service has included in their budget revenue lines.
5. Council and or the Commission shall not utilize the general reserve funds to offset annual budgets for the purpose of minimizing the City annual tax levy.
6. The Commission may utilize the general reserve funds to offset any unanticipated deficits they may realize during or at the end of a budget year.
7. The commission may authorize, without Council approval, any discretionary spending for capital or operational needs, from the reserve, and Council will be notified within 30 days of the unbudgeted expense being incurred.
8. The Commission may also authorize spending to a maximum of \$50,000 without Council approval for costs associated to technology, infrastructure, disaster management or facility repairs and renovations should an anticipated or unanticipated need arise outside of normal capital or operational budgeting for projects. Council will be notified within 30 days of the expense
9. As surpluses are unanticipated and outside of the scope of budgeting, the Commission will not approve any budgets with the intent of creating a surplus.
10. Any budgeted expense amounts not used in a budget year shall be identified to finance by January 31st of the following year. Finance will then accrue the cost in the budget year the expense was identified
11. Council shall be advised of the balance of the police general reserve fund and spending from the reserve on an annual basis.

	City of Lacombe Reserve and Equity Accounts Policy	
	Policy Number:	13/201/01 (2012)
	Approval Date:	July 9, 2012
	Effective By:	July 9, 2012
	Supercedes:	New
	Revision Date:	July 4, 2012
	Review Date:	N/A
	Department:	Corporate Services Department – Financial Services
	Reference:	13/201/02 (2012) Debt Management Fiscal Policy

Purpose of Policy

To provide guidelines and appropriate controls to maintain reserve account balances and reserve account contributions.

Policy Statement

1. In compliance with this policy and the Municipal Government Act, the establishment of all reserve accounts and the transfers to and from these accounts require Council approval through the budget.
2. The annual capital reinvestment rate will be equal to the ten year rolling average expense for existing capital infrastructure. In addition to the annual 10-year rolling average contribution to preserve the status quo, a capital reserve target balance of \$5,000,000 for unrestricted reserves will be maintained to cover unexpected equipment failures or emergencies and to provide investment income to assist in funding annual capital requirements.
3. One hundred percent of any annual general government surplus will be placed in reserve accounts. Any balance above the target will be applied to significant one-time operating expenses or capital priorities. In the event of a balance below the minimum level, a strategy will be adopted to achieve the minimum level over a period not to exceed three years.
4. Reserve account balances will be reviewed on a periodic basis, with recommendations made to City Council.

Definitions

1. Annual General Government Surplus is the excess of revenue over expenses (excluding non-cash expenses i.e. amortization), for general government activities, as consistent with the City's audited financial statements.
2. General Government Expenses are the general government operating expenses consistent with the City's annual audited financial statements for the most recent year (excluding non-cash expenses i.e. amortization).
3. Reserve Accounts represent amounts appropriated from surpluses for designated requirements.
4. Unrestricted Capital Reserves Accounts represents amounts appropriated from surpluses and are not restricted in their use by provincial legislation.

Procedure

1. Chief Administrative Officer to:
 - a. Recommend to City Council approval of the establishment of and changes to reserve accounts.
 - b. Recommend transfers to or from reserve accounts through the budget.
 - c. Recommend to City Council a strategy to replenish the capital reinvestment rates if the annual reserve contribution falls below the ten year rolling average for existing infrastructure.
2. Reserve accounts and transfers will be reported and approved through the budget.
3. The Director of Corporate Services will undertake a detailed review of reserve requirements every three years.
4. Interest earnings are intended to be applied to a reserve if there are external requirements based on legislation or agreements. Interest will normally be applied at the City's short-term investment earnings rate.
5. The unrestricted capital reserves shall maintain a minimum balance of \$5,000,000.
6. The target level of capital reinvestment will be equal to the ten year rolling average for existing infrastructure.
7. Any annual general government surplus will be placed in reserve accounts or applied to significant one-time operating expenses or capital priorities.
8. The General Operating Reserve shall maintain a balance equal to one month of general government expenses.
9. Utility Reserve Accounts are self funding supported by utility revenues. Utility Reserves to fund utility based operating deficits and capital requirements only.

_____Stephen Christie_____

Mayor

_____Norma MacQuarrie_____

Chief Administrative Officer

	CITY OF LACOMBE COUNCIL POLICY	
	ANNUAL BUDGET AND TAXATION PREPARATION	
	Policy Number:	13/210.03 2018PO
	Effective By:	Upon approval
	Rescinds:	13/210.03 (2012) Annual Budget and Taxation Preparation Policy
	Review Frequency:	Annually
	Responsible Department:	Finance Department
	Reference:	Equity and reserves policy #13/201.01 (2012) Debt Management #13/201.02 (2012) Sec 241 to 248, Sec 353 to 370 – Municipal Government Act

Purpose of the Policy

To establish principles for the preparation of annual budgets, business plans, and property taxation levies. In some cases these principles will stand alone, while in others the principles are excerpts from separate policies established by Council.

Policy Statement

The adoption of the City's business plans, budgets, and tax rate bylaws are among the most critical functions undertaken by Council.

Budgets and business plans shall be developed in a consistent and planned manner, and budgets shall take into consideration the impacts on future years and the City's ability to fund those impacts.

Municipal and utility operating budgets shall be prepared for a three year period. Approval is required for 1st year and years 2 and 3 will be presented for council's information. The City will strive to maintain an appropriate transfer to capital reserves in the operating budget to support the 10-year capital plan.

City utility expenditures will be funded entirely from reserves and self-supporting utility rates.

The City shall maintain a fair, transparent, and competitive system of municipal property taxation, while collecting the revenue necessary to meet municipal program and service funding obligations.

Definitions & Abbreviations

- Alberta Consumer Price Index (ACPI)
 - Is an indicator of changes in consumer prices experienced and is obtain by comparing, over time, the cost of a fixed basket of goods and services purchased by consumers.
- CAO
 - The City of Lacombe's Chief Administrative Officer

Responsibilities

City Council

- To approve the annual budget and taxation policy
- Consider and approve amendments thereto

Chief Administrative Officer

- To ensure budget preparation is developed in a consistent manner according to this policy
- Bring forward considerations and recommendations to Council for changes

Managers/supervisors

- Develop business plans and budgets according to this policy

General Provisions

1. General

- a. The approved operating budget shall serve as the financial plan for the City and as the policy document of City Council for implementing Council's goals and objectives outlined in Council's strategic plan. The approved operating budget shall provide Administration with the direction and resources necessary to accomplish Council-determined service levels. Budgets will support Department based business plans.
- b. Departmental Business Plans shall:
 - i. be comprised of operating and capital projects and programs, which are consistent with Council's approved strategic plan;
 - ii. be comprised of capital projects and operating programs which balance the expectations of citizens for service levels with their ability and willingness to pay for those services; and
 - iii. identify all costs associated with operating new equipment or facilities where capital projects are being recommended and identify the funding sources available, including but not limited staffing.
- c. The need for programs and service levels will be the major considerations in determining tax rates; however, local taxing efforts of other municipalities will also be taken into consideration.
- d. Council will seek input from the public and Administration during budget preparation and throughout the year. Public input will include public participation during budget open houses.
- e. The municipal tax rates will be set by Council annually through the Property Tax Bylaw.

2. Multi-Year Planning

Multi-year planning will enhance and improve the budget process by reinforcing the commitment to long-term fiscal health by looking beyond a one-year horizon. This multi-year view will provide citizens, businesses and agencies with longer-term information regarding the City's planned programs. The primary multi-year planning documents will be Council's strategic plan and departments' 3 year business plans.

3. Capital Funding

- a. The capital funding is a base funding amount within the operating budget that supports the 10- year capital plan. Capital contributions shall be carried out through:
 - i. annual transfers to reserves in accordance with the 10 year capital plan;

- b. A change in costs related to debt servicing shall result in a change to the other components of the capital funding for the 10 year capital plan.

4. Balanced Budget

- a. The City shall adopt a balanced budget where operating revenues are equal to operating expenditures for each year.
- b. The City shall use the July 1st Alberta Consumer Price index as the targeted property tax increase.
- c. No department manager shall intentionally budget in a way that a surplus will be created when developing a budget.
- d. The following rules are proposed to govern year end operating surpluses:
 - i. Any utility funded surplus will be directed back to the corresponding Utility Reserve
 - ii. Lacombe Police Service surplus will be applied to the Police Operating Reserve
 - iii. Surplus from wages and benefits will be applied to the General Operating Reserve
 - iv. A surplus arising from any other department will be applied to:
 - a. Reserves, for use in maintaining reserve levels set by Council policy, or
 - b. A one time expenditure

5. One-time Revenues

- a. Major one-time revenues will be applied to:
 - i. reserves for use in maintaining reserve levels set by Council policy; or ii. one-time expenditures
- b. Operating surpluses and one-time revenues will not be used to fund ongoing expenditures, as this result in annual expenditure obligations, which may be unfunded in future years.

6. Use of Unpredictable Revenues

Unpredictable revenue sources will not be relied upon to directly fund expenditures until the revenue has been received.

7. Revenue Diversification

- a. The City may charge fees for services where it is applicable and cost effective to do so.
- b. The City will strive for full cost recovery where it is applicable and cost effective to do so.
 - i. The City's utility departments will follow a full cost cash recovery rate model.
 - ii. Other departments shall follow a cost recovery model as established by Council.
- c. The City will continuously seek new and diverse revenues so as to limit the dependence on one or only a few sources and in order to maintain needed services.

8. New Programs and Changes in Service Levels

- a. The operating budget will be developed based on the principle to sustain current programs and level of services. Recommendations for new programs and/or service level adjustments (increase or decrease) will be presented in separate business cases during the annual budget process.
- b. The City will pursue federal, provincial, and private grants but will strictly limit financial support of these programs to avoid commitments which continue beyond funding availability.

9. Funding to Outside Agencies

Agencies requesting funding from the City of Lacombe shall submit annual business plan and budget no later than November 1st of each year.

10. Annual Budget Adjustments

- a. Any changes to estimates of revenues or expenditures shall be presented to Council prior to the adoption to the annual tax rate bylaw,
- b. Emergency expenditures items such as facility or infrastructure repairs shall be considered by Council on a case by case basis and as determined by the CAO.
- c. Subject to the approval of the CAO, managers have the authority to vary individual expense items within their department budget up to \$25,000. Variations in individual expense items must not result in an overall change to the department budget or affect service levels, unless approved by Council.

11. Reserves

- a. The City will maintain appropriate Reserves as determined by Council through its reserve policy and planning.
- b. The Budget will allocate an appropriate level of funds to Reserves in order to maintain services throughout economic cycles:
 - i. to ensure against unforeseen costs and revenue reductions;
 - ii. to provide bridge financing for capital; and/or
 - iii. to allow the City to take advantage of grants and/or market opportunities.
- c. In addition to its capital reserve funds, the City may establish reserves:
 - i. to fund large, long-term liabilities; and/or
 - ii. to fund multiple year special projects.
- d. Use of reserves is planned and is not considered as an alternate-funding source in place of good financial practice. Long-term liabilities will be reviewed on an annual basis. Reserves and reserve funds will be established as required and maintained.
- e. The City will maintain Capital Reserves in order to ensure a current and sufficient asset base to support City programs and services. Contributions to these reserves will be based on the 10 year rolling average for capital investment.

12. Infrastructure

- a. The City will endeavor to preserve and renew its infrastructure, as a priority over developing new infrastructure.
- b. Projects and maintenance will not generally be deferred unless the need for the project or maintenance changes. As a result, projects in the 10-year capital forecast advance from year to year in an orderly fashion. Maintenance is not deferred to meet funding constraints since deferred maintenance generally results in increased operating or replacement costs in the future.
- c. Departmental Business Plans will provide that an appropriate proportion of the cost of new development related to capital infrastructure, as determined by Council Policy, be financed by development charges.
- d. The City shall prepare a multi-year operating forecast to identify the impact of new facilities and infrastructure. Unless the City has the ability to afford the new facility, the project will not proceed.

13. Staffing

- a. In general, unless unusual circumstances warrant, additional staffing requests included in Budget development will be based on a start date of April 1. Initial budgets for new positions will be based on the midpoint step on the salary grid.
- b. Managers will develop business cases for any new staff request in accordance with the Administrative Directive.
- c. In addition to direct staffing costs, business cases for new positions will also include equipment costs (e.g. vehicle, office equipment, computers, cell phones, etc). required by the position.

14. Revenue Estimates

Operating revenue projections will be based on actual historic trends, approved service levels, and supplemented with additional knowledge future expectation

15. Original Scope of Capital Projects

- a. At times, throughout the budget period, opportunities arise to change the original scope of a project due to:
 - i. lower tender results from budget;
 - ii. additional funding from unexpected revenues such as grants or contributions from agencies.
- b. The original scope of an approved project shall only be changed with formal approval from Council.

16. Revenue Neutrality

The City's overall municipal tax revenues shall not increase automatically with market assessment increases in an effort to protect ratepayers from dramatic shifts in property taxation due to annual market value assessment changes. The general municipal tax rate for the municipality shall be adjusted to ensure revenue neutrality. Increases to general tax revenue shall be limited to new development and construction and tax rate increases approved by Council.

17. Tax Burden and Multiple Tax Rates

- a. If non-residential assessment growth (i.e. new construction) exceeds residential assessment growth in a year, the CAO shall adjust the percentage of the City's revenue requirement assigned to the residential and non-residential assessment classes (the tax burden) to ensure that tax rate percentage increases for each assessment class are generally equivalent.
- b. If residential assessment growth exceeds non-residential assessment growth, the CAO shall recommend a separate tax rate for residential and non-residential property classes. The targeted tax rate for non-residential properties is equivalent to 120% of the residential tax rate, though this target may fluctuate from year to year. These separate tax rates may result in a different tax increase percentage for each property class.
- c. The percentage of the City's revenue requirement assigned to the non-residential assessment class shall not decrease over time in relation to the percentage of the City's revenue requirement assigned to the residential assessment class.

18. Policy Review

This policy shall be reviewed annually by Administration. Any changes shall be recommended to Council for approval.

Original Signed

Mayor

September 24, 2018

Approval Date
(MMMM/DD/YYYY)

Original Signed

Chief Administrative Officer

September 24, 2018

Approval Date
(MMMM/DD/YYYY)

REQUEST FOR COUNCIL DECISION



SUBJECT: 2019 Audited Financial Statements
PREPARED BY: Mauricio Reyes, Senior Manager – Financial Services
PRESENTED BY: Mauricio Reyes, Senior Manager – Financial Services
DATE: April 23, 2019

FILE: 13/941

PURPOSE:

To present City of Lacombe's 2019 audited financial statements for Councils approval.

RECOMMENDED MOTION(S):

1. THAT Council approve the 2019 Audited Financial Statements as presented.

RELATED PRIOR MOTION(S):

1. Motion #19-131 April 23, 2019 – MOVED BY Councillor Ross: THAT Council approve the 2018 Audited Financial Statements as amended. CARRIED UNANIMOUSLY

EXECUTIVE SUMMARY:

As per section 276(1) of the Municipal Government Act, each municipality must prepare annual financial statements in accordance with the Canadian generally accepted accounting principles for municipal governments. The 2019 Audited Financial Statements being presented to Council reflect an unqualified (i.e. no 'qualifying' statements that would indicate a concern) opinion for independent auditors.

ANALYSIS:

The statements reflect the financial position for the City as of December 31, 2019 and have been prepared in accordance with the recommendations outlined in the *Canadian Institute of Chartered Accountant's (CICA) Public Sector Accounting Board Handbook*, and in particular section 3150 of the Handbook. Administration recommends Council approve the statements as presented.

Financial Position Statement (page 2):

The statements show the net financial position of the City in 2018 and 2019.

Financial Assets

- Cash holdings and short-term investments increased by \$2.1M

REQUEST FOR COUNCIL DECISION



- Accounts Receivable decreased by \$1.4M. The 2018 balance includes 2018 MSI funding that was receivable at year-end. In 2019, MSI funding was received during the year.
- Overall financial assets increased by approximately \$760,000.

Liabilities

- Accounts payable and accrued liabilities increased by \$1.8M. The main reason for the increase is higher payables relating to capital projects in 2019
- Deferred revenue increased by approximately \$1.0M mainly due to additional Federal Gas Tax funding received in 2019
- Long term debt increased by approximately \$4.3M. Although approximately \$1.5M in principal payments were made in 2019, new loans were issued to fund the following capital projects:
 - 76th St Intersection Upgrades
 - Midway Lift Station and Mains
 - West Area Structure Plan Upgrades

Statement of Operations (page 3)

Revenue

- Net municipal taxes (Note 11) were under budget mainly due to slower growth than previously anticipated
- Government Transfers (Note 12). Transfers were under-budget for 2019. Actual capital grants are recognized in the year in which the funds were spent.
- Sales and user fees were under-budget by approximately \$926,000 mainly due to lower utility user fees for Water, Wastewater and Solid waste.
- Development levies. Development levies are a non-budgeted item. The City collected approximately \$91,000 in development levies in 2019

REQUEST FOR COUNCIL DECISION



- Contributed Assets consisted of infrastructure built by developers in the areas of Metcalf Ridge, Henner's Village, Mackenzie Ranch and Mulvee Hill – Wilson

Expenditures

Total expenditures were lower by approximately \$820,000 than budgeted mainly due to lower utility costs paid to the Water and Wastewater Commissions in 2019.

Statement of Change in Net Financial Debt (page 4)

This is a new statement and is intended to show the liquidity of the municipality. In 2019 the municipality's overall liquidity decreased by approximately \$5M due to high investments in tangible capital assets during the year.

Statement of Cash Flows (page 5)

This statement shows the breakdown of where and how cash was used by the organization throughout the year. Overall, the City's cash position increased by approximately \$13.2M mainly due to lower short-term investments.

Notes to the Financial Statements (pages 6 to 28)

- Note 10 - Accumulated Surplus (page 17)
Accumulated surplus increased by approximately \$6.4M mainly due to additional investments in tangible capital assets during the year.
- Note 11 – Taxation Net (page 18)
Net Municipal taxes were approximately \$153,000 lower than budgeted mainly due to lower growth than expected.
- Note 16 – Debt Limits
As of December 31, 2019, the City has used 51% of the statutory debt limit and 27% of the debt servicing limit. (See note 16 on page 23) The total available debt limit decreased by approximately \$1.0 million over 2018 levels.

REQUEST FOR COUNCIL DECISION



- Note 17 (Page 23)

This note reconciles the surplus identified in page 3 which is prepared in accordance with the CICA handbook and the surplus identified in the operating budget. Based on the operating budget, the City had an operating Surplus of \$165,637 in 2019.

Financial Implications.

Direction on surplus allocation is addressed in a separate memorandum.

Legislative Implications:

The statements are prepared in accordance with the following:

- The CICA's Public Sector Accounting Handbook.
- The Municipal Finance Clarification Regulation A.R. 235/2008
- The Debt Limit Regulations 255/2000
- Annual Financial Statements - S. 276 of the Municipal Government Act.

STRATEGIC PLAN ALIGNMENT:

Publishing the 2019 Audited financial results aligns favourably with Strategic Objective:

4.1.1 Open and Accessible Government

4.1.4 Fiscal Prudence

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

Administration will post the approved audited financial statements on the City's website.

ALTERNATIVE MOTION(S):

1. Recommendation:
 - a) THAT Council approve the 2019 Audited Financial Statements as presented.
2. If Council does not agree with the Audited Financial Statements
 - b) THAT Council provide direction on proposed changes.

ATTACHMENTS:

- City of Lacombe's 2019 Audited Financial Statements (Draft).

REQUEST FOR COUNCIL DECISION



SUBJECT: Lagoon Reclamation Plan Options
PREPARED BY: Jordan Thompson, Director of Operations and Planning
PRESENTED BY: Jordan Thompson, Director of Operations and Planning
DATE: ~~April 7th, 2020~~ April 27, 2020

FILE: 44/742

PURPOSE:

To present options for the reclamation of the City's former wastewater lagoons. The adoption of a plan for the former lagoons is a requirement from Alberta Environment and Parks. There are no legislated timelines for implementation of the adopted plan.

RECOMMENDED MOTION(S):

1. THAT Council endorses the recommended **amended** next steps as outlined in this report.

RELATED PRIOR MOTION(S):

1. THAT Council direct Administration to bring forward amended next steps for Council's consideration.

EXECUTIVE SUMMARY:

With the City connecting to the regional wastewater system in 2018, the former wastewater treatment lagoons no longer serve their original purpose making them an underutilized City asset. Colliers Project Leaders (Colliers) assisted the City in understanding feasibility of several reclamation options available for the former lagoon site. Options for the former lagoon site were considered if they advanced the City's internal strategic goals, augmented economic development, or were likely to provide a positive rate of return for the City.

Colliers found the cost to reclaim and develop the site as industrial land is offset over 25 years by the land sale and additional tax revenue. However, this is highly dependent on being able to sell the reclaimed lagoon site at current market value. Other uses for the site such as a solar farm or stormwater management facility require further study to quantify the costs and benefits of these uses.

In the interim, Colliers recommends the City remove the remaining sludge from the lagoon cells and construct a fence around the site at an estimated cost of \$1.8M to reduce the risk of unwanted access to the site by people and animals. Administration also recommends Council consider the development of a snow / salt storage facility on the site during its 2021 budget deliberations.

REQUEST FOR COUNCIL DECISION



Since a substantial portion of the proposed costs is attributed to sludge removal, Administration is confirming with Alberta Environmental and Parks that this is a requirement to satisfy its current regulatory obligations.

Administration is also actively pursuing a long-term revenue generating use for the rest of the lagoon site with an interested industry partner.

Upon receiving direction from Council, Administration will request confirmation from Alberta Environment and Parks that it has satisfied its requirement to develop a reclamation plan for the lagoon site.

ANALYSIS:

The 2019 RFEOI process included information on the lagoon site. However, none of the submissions contemplated a reclamation project for the site so Administration engaged Colliers International to assist in evaluating the feasibility of several reclamation options. The site can be repurposed for several potential uses which broadly fall under one of the following categories:

- Option 1 – “reclamation only” (minimize immediate expenses, and respond to future opportunities for the site)
- Option 2 - reclaim the site for municipal use (ie: stormwater management facility, solar farm, snow dump, dog park etc.)
- Option 3 - reclaim the site for industrial land sale

Industrial Land Sale

Colliers’ review concluded reclamation of the site for industrial land sale would produce a positive rate of return for the City if there is a buyer for the land at current market value.

The berms that surround the site contained the wastewater effluent and protect the cells from the flooding of Wolf Creek. For this reason, Colliers assumed the complete filling of the lagoon cells in their cost estimates. Most of the reclamation costs are attributed to nearly 1 million cubic meters of compacted material required to fill the lagoon cells to the top of the existing berms. However even with this high up front cost Colliers estimates it will be offset by the land sale additional tax revenue over 25 years.

Administration cautions the substantial reclamation cost (\$21M+), the availability of undeveloped industrial land adjacent to this site and a slow market for industrial land overall

REQUEST FOR COUNCIL DECISION



make the likelihood of such a major land transaction, at current market value, in the foreseeable future very low. Administration does not recommend Council consider the redevelopment of the site for industrial land sale at this time.

Reclamation for Municipal Use

The cost of reclaiming the site for municipal use is highly dependent on actual proposals for the land.

Park space

The site presents many opportunities for a large community park development however the cost to infill all the cells and invest in a major park development is exorbitantly prohibitive (\$20M-\$30M) with little opportunity to generate offsetting revenue. Any park development on the site would be more feasible on a smaller scale incorporating the existing topography wherever possible to minimize costs. For example, a 2.5ha (6.1 acre) park (the size of the Blackfalds off-leash dog park) would cost approximately \$1.5M-\$3.0M in this location. This size of park would reclaim approximately 5% of the available land at the site.

When new park space proposals are considered by Council and Administration, Administration recommends the feasibility of reclaiming all or a portion of this site be re-evaluated.

Municipal Snow / Salt Storage

This topic was covered in a [January 13th report to Council](#):

“The potential service level change to snow clearing operations, combined with the construction of a new Infrastructure Services facility in Phase 2 of the Len Thompson Industrial Park are major factors for the relocation of the City’s snow dump site locations. It is also important to note that Alberta Environment and Parks (AEP) regulates municipal activities that may impact ground/surface water. Ensuring the City meets these regulations, AEP recommends snow dump sites be “...designed to maximize treatment, minimize safety hazards and control the rate and location of snow melt discharges...The location of snow disposal sites, especially permanent sites, must be well planned in order to minimize environmental impacts and other impacts such as noise”. The two snow dump sites currently used by the City should be either reviewed to determine alignment with these recommendations or a new site be constructed to current standards...One cost-effective municipal use option for

REQUEST FOR COUNCIL DECISION



consideration is to re-purpose Cell 10 at the Lagoons Site into a long term snow storage site. Stantec completed a site visit of the lagoon cell and provided a concept-level budget estimate of \$500,000 to re-purpose the 6 hectare (15 acre) cell into a snow dump site that meets future operational needs, and takes into account potential environmental service considerations.”

Colliers recommends the City reclaim the 6-hectare lagoon cell in the short term to address the current need for a municipal snow dump. The snow dump would reclaim approximately 10% of the available land at the site.

Community stormwater management facility

Conceptually, the site may be retrofitted to divert Wolf Creek into the lagoon cells to attenuate runoff and rainwater surges in the creek. Nearly all the City’s stormwater system drains to Wolf Creek. New developments in Lacombe must build or connect to a stormwater management facility that provide this attenuation within their development boundaries which requires a significant area of otherwise developable land to accomplish. If stormwater can be attenuated in the lagoon cells instead, developers may be able to construct smaller stormwater management facilities on their sites allowing for more taxable development. Colliers report does not cover the engineering nor regulatory requirements of this concept so further study is required to estimate costs and analyze the return on investment through the increased tax base.

Solar Farm

The construction of a solar farm in this location could generate 12MW/year of green power according to an unsolicited proposal the City received from a major electrical utility provider. 12MW more than offsets the annual power demands of the City’s facilities. However, distribution charges levied against generators to sell power back to the grid makes the economics of this option less attractive. However, the North Red Deer Regional Wastewater Commission lift station on site consumes approximately 600MW/year potentially allowing power to be sold directly to Commission rather than the grid. Ideally, this would generate revenue for the City and reduce costs for the Commission. However, the economics of micro-power generation can be complex, and Administration recommends further analysis if Council wishes to proceed with this option.

REQUEST FOR COUNCIL DECISION



Recommended Next Steps: “reclamation only/explore future opportunities”

Reclamation of the site is unfortunately not feasible in the short term primarily due high up-front capital costs. Colliers recommends the City reclaim the site in the short term and in doing so also address the current need for a municipal snow dump. This will allow the City to respond to future opportunities for the remainder of the land when it is in a better position to make a large municipal use investment and/or when market conditions for industrial land are more favourable.

Moving forward Administration recommends the following course of action **which is amended based on Council’s direction on April 13, 2020:**

1. Administration request confirmation from Alberta Environment and Parks it has met its requirement to develop a reclamation plan for the lagoon site,
2. Administration continues pursuing a long-term revenue generating use for the lagoon site with an interested industry party,
3. Council consider the redevelopment of cell 6 into a snow dump facility during their 2021 budget deliberations,
4. Council consider fencing the site and, if required, remove the remaining sludge in the cells during their 2021 budget deliberations,
5. If the opportunity referred to in #12 becomes no longer viable, **market list for sale** the lagoon site for sale as-is (excluding the portion allocated to the snow dump facility),
- ~~6. Further evaluate the community stormwater management facility and solar farm concepts **and report findings back to Council. This will require budget for third party expertise which will be brought forward during the 2021 budget deliberations as opportunities arise,**~~
7. Include the lagoon site in future RFEOI opportunities from the City and continue to re-evaluate reclamation as other opportunities arise for parks and industrial uses.

STRATEGIC PLAN ALIGNMENT:

The completion of the Colliers report is a directly tied to accomplishing Council’s strategic goal 4.3.3(c): “Create a plan for sewage lagoon reclamation”.

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

No public engagement is planned.

REQUEST FOR COUNCIL DECISION



ALTERNATIVE MOTION(S):

1. THAT Council endorses the recommended **amended** next steps as outlined in this report.
2. THAT Council endorses the following next steps outlined in this report (*list which steps are proposed for endorsement*).
3. THAT Council directs Administration how it wishes to proceed.

ATTACHMENTS:

Options Analysis: Lagoon Reclamation Plan - Colliers International April 7, 2020.



Colliers
Project Leaders



Options Analysis Lagoon Reclamation Plan

City of Lacombe
5432 56 Avenue
Lacombe, AB
T4L 1E9

Final Report
April 7, 2020

Doc. # 700486-0003 (5.0)

ACKNOWLEDGEMENTS

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1.0 Introduction

In April 2018, the City of Lacombe connected to the regional sewer line leading to the Red Deer wastewater treatment plant. Consequently, the existing sewage lagoon is no longer required and must be remediated to address Alberta Environment and Parks requirements. This pending remediation presents the City an opportunity to explore options for the reclamation of the lagoon and its immediate adjacent lands.

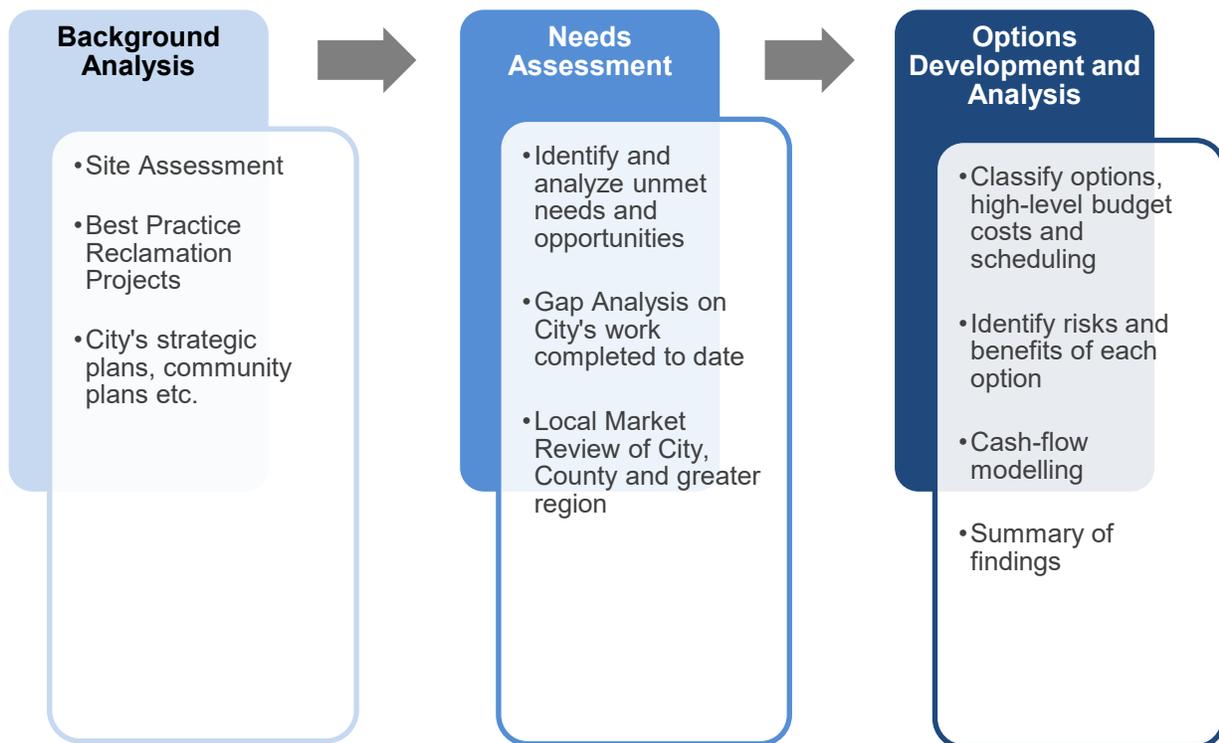
The City recognizes this opportunity which can advance their internal strategic goals, augment economic development, and rationalize their capital investments, which has initiated internal discussions to identify potential uses for the site including but not limited to the site being converted to a solar farm (through ENMAX – a Calgary based corporation providing power generation, distribution, and retail/consumer offerings), a regional stormwater management facility or industrial lands.

With formal approval to proceed with a Lagoon Reclamation Plan, The City is now positioned to conduct a market needs assessment, identify and explore different reclamation opportunities, and determine the financial and infrastructure implications of potential options. The City therefore sought an experienced and trusted advisor to complete an analysis in this regard. Colliers Project Leaders (Colliers) was chosen in this regard, with a desired outcome of a completed study with the identification and analysis of options, and recommendation of a preferred option.

1.1 Process

To complete this assignment on behalf of the City Colliers employed the process outlined in Figure 1-1 below:

Figure 1-1 Business Case Development Process Chart



1.2 Background Documents

The analysis and consequent recommendations outlined in this report are informed by the City's previous work completed. Documents reviewed for the purpose of this assignment are as follows:

- Natural Spaces Management Plan (2002) - This plan provides a program for the long-term management of natural areas that will be integrated into the City's planning and development process. It creates a balance between development and the need for preservation of natural habitat and biodiversity.
- Quality Management Plan (2002)
- Municipal Sustainability Plan (2014) - "Imagine Lacombe" is the City of Lacombe's Municipal Sustainability Plan and is the City's highest level of guiding policy, a report which sets out the community's vision for what it hopes to be, and achieve, by 2040. Imagine Lacombe will be used to provide direction and develop future policy to guide the community to a more sustainable 2040.
- Whelp Brook Flood Hazard Mapping Study (2017)
- Whelp Brook Hydrology Study (2017)
- Transportation Master Plan: <http://lacombe.ca/home/showdocument?id=1955>
- Water Model Report :<http://lacombe.ca/home/showdocument?id=4941>
- Municipal Development Plan: Growing Lacombe (2015-2036):
<http://lacombe.ca/home/showdocument?id=5177>
- Intermunicipal Development Plan: <http://www.lacombe.ca/Home/ShowDocument?id=9233>
- Intermunicipal Development Plan Servicing Study:
<https://www.lacombecounty.com/index.php/documents/planning-development-1/studies-1/2855-lacombe-idp-servicing-study-final>
- Community Services plans (i.e. Recreation Needs Assessment)
- Recreation Master Plan: <http://lacombe.ca/living/recreation-culture/recreation-culture-master-plan>
- Housing Needs Analysis <http://lacombe.ca/home/showdocument?id=3593>
- City boundary map <http://lacombe.ca/doing-business/planning-and-development-services/maps>
- East Lacombe Industrial Park Outline Plan: <http://lacombe.ca/home/showdocument?id=1961>
- Current Land Use <http://lacombe.ca/home/showdocument?id=5053>
- Future Land Use <http://lacombe.ca/home/showdocument?id=5051>
- Land Use Bylaw <http://lacombe.ca/home/showdocument?id=8397>
- Offsite Levy Bylaw <http://lacombe.ca/home/showdocument?id=668>

2.0 Municipal Development Considerations

2.1 Demographics

The City has experienced steady but moderate growth during the past number of years. Since 2011 the annual growth rate shows an average of 2.2%. Based on population trends for the region and the Province of Alberta as a whole, the City is expected to continue to grow at a moderate pace for the foreseeable future. The following table outlines three different growth scenarios over the next 20 years. Depending on the chosen average growth rate, projections for the community vary between 17,786 (low), 22,504 (medium) and 28,409 (high) which are the same growth rate scenarios included in the City's Municipal Development Plan.

Table 2-1 Population Projection until 2040

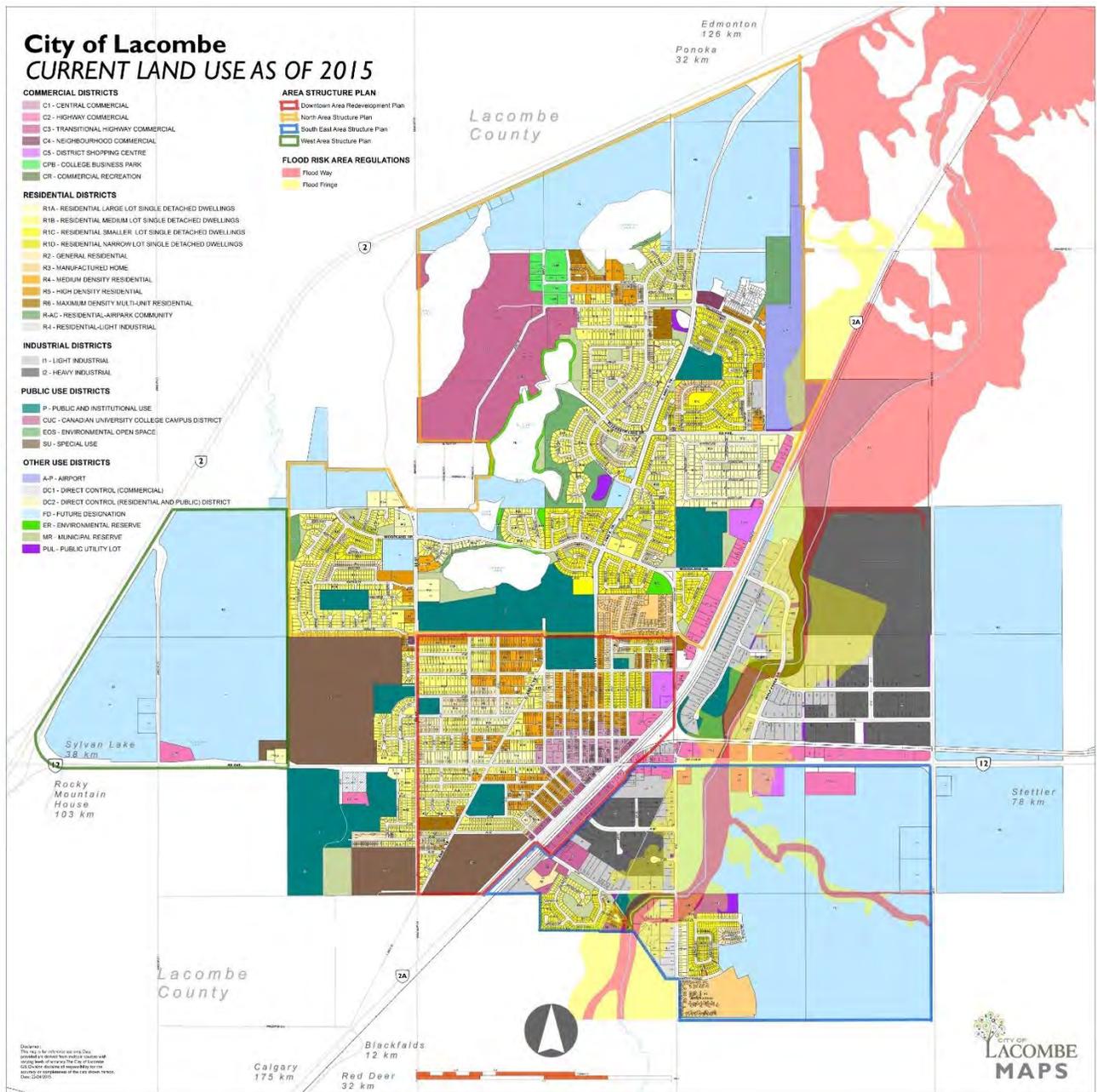
Growth Rate / Year	2016 (Census)	2020	2025	2030	2035	2040
1.5%		13,205	14,226	15,326	16,510	17,786
2.5%	12,442	13,734	15,538	17,580	19,890	22,504
3.5%		14,277	16,957	20,140	23,920	28,409

2.2 Existing City Land Uses

The Canadian Pacific Railway and Highway 2A form a physical and psychological barrier to contiguous development of the community and separates the west portion of the city from the east. However, as growth progresses east, maximizing the relative advantage of lands which are flatter and therefore easier to develop, the community will eventually shift so that future development activity will reside east of this infrastructure rather than to the west.

At time of writing of this report, and as visually outlined in Figure 2-1, existing City land-uses can be generally be depicted as:

Figure 2-2 City of Lacombe Current Land Use



2.3 City Strategic Planning Documentation

The community has developed a vision statement and identified multiple priority community goals which are intended to guide all community development activities undertaken by the City. The following strategic goals will inform the preliminary decisions regarding options considered for the existing Lagoon site.

2.3.1 Council's Strategy (Vision and Mission)

Council has articulated the following vision (long-term future) and mission (general direction) for the City.

- Vision Statement:
 - Growing from our historic roots, the City of Lacombe is a vibrant, thriving and welcoming community.
- Mission Statement
 - Lacombe innovates; challenging ourselves and others to support a vibrant, verdant, inter-generational city of choice.

2.3.2 Municipal Development Plan (MDP) Vision

Lacombe will be a healthy and vibrant community, ensuring a high quality of life for all residents through the promotion of diverse and progressive development, culture, the efficient use of land and service delivery and the preservation and enhancement of its heritage and natural environment, delivering a connected and active community that retains its small town feel.¹

2.3.3 Municipal Sustainability Plan

The City of Lacombe’s “Imagine Lacombe Municipal Sustainability Plan (MSP)” was prepared in 2014. This plan provides a vision for guiding the community towards greater sustainability in the year 2040. The Plan outlines the following five priority goals that provide a focus for what must be achieved to create a successful future for the community:²

- 1) Build a strong, local and diverse economy
- 2) Preserve and enhance heritage and culture
- 3) Promote a healthy, connected, and active community
- 4) Protect our natural environment
- 5) Provide high quality services and infrastructure

These goals are addressed through nine strategy areas, each with key directions for action to meet desired outcomes. The following list includes only those goals and outcomes that are related to the development of an urban parkland, commercial or industrial lands:

- 1) Who We Are: Culture, Education and Leisure Direction:
 - Ensure affordability and accessibility of recreation and leisure programs
- 2) Our Economy: Work and Skills Training Direction:
 - Support and grow local businesses and jobs
 - Support and enable sustainability-based enterprises
 - Ensure a stable and equitable municipal tax base
- 3) Our Infrastructure and Resources: Energy, Water and Waste Direction:
 - Expand and improve recycling and composting facilities and services
 - Increase use of renewable and sustainable energy sources
 - Design and utilize sustainable materials and systems in infrastructure
 - Ensure systems are in place for hazard management
- 4) Our Natural Environment: Air, Water and Wildlife Direction:
 - Increase greenspace and trees throughout the community

¹ City of Lacombe (2015) Municipal Development Plan

² Lacombe Intermunicipal Development Plan – Existing Conditions Report (2015).
<https://www.lacombecounty.com/councilpackage/2015Dec10Council/3.4.1.pdf>

2.3.4 City of Lacombe Strategic Plan 2018 – 2021

Along with the MSP Priority Goals, the City of Lacombe's Strategic Plan 2018-2021 identifies five Strategic Pillars. These pillars are based on the City's MSP and Imagine Lacombe which further provides direction on how the current Council will lead operations within the community to meet residents' needs.

The Pillars of Community Sustainability are:

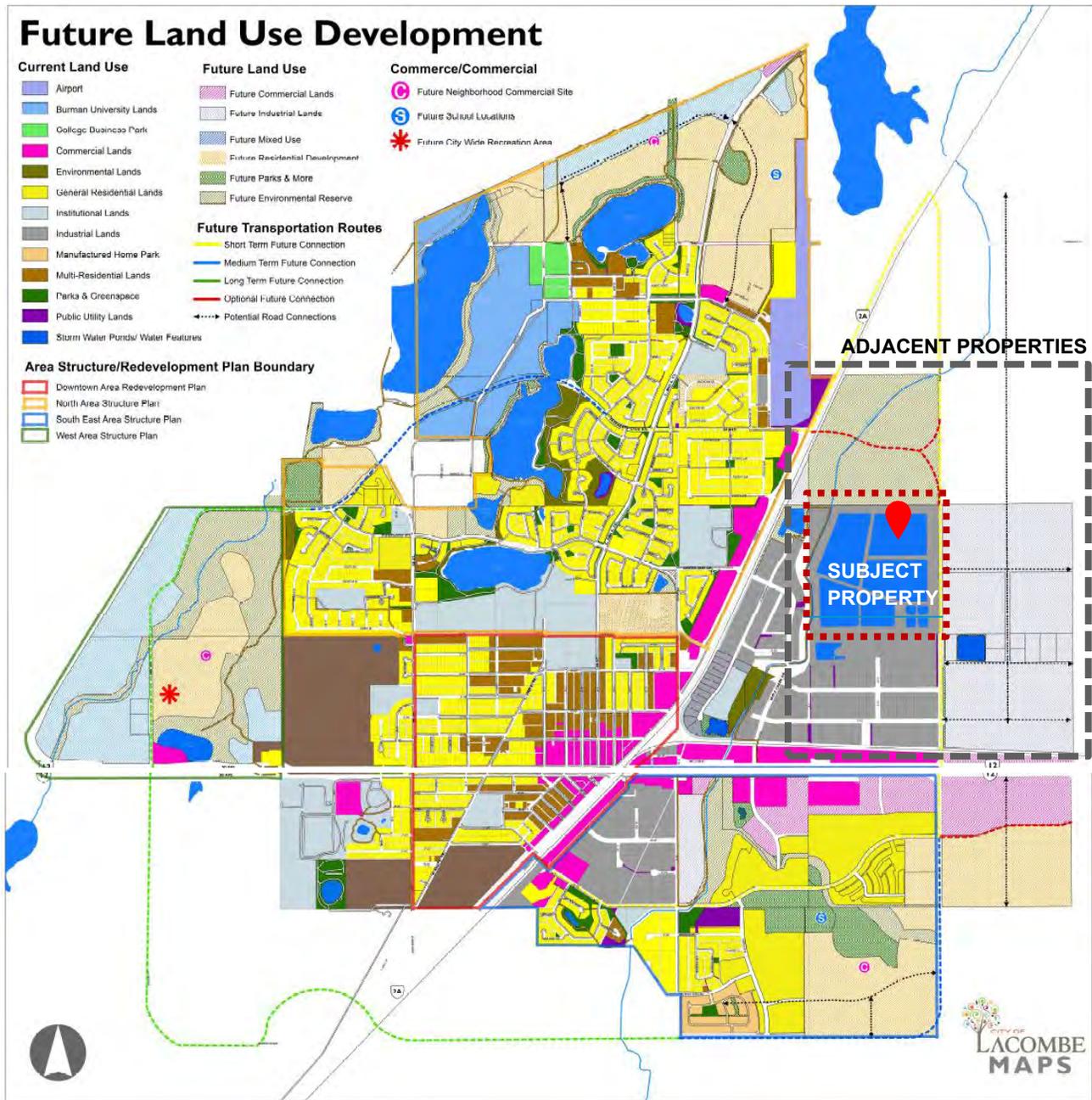
1. Governance
2. Culture
3. Social
4. Economy
5. Environment

2.4 Components of the Municipal Development Plan

2.4.1 Identified Future Land Uses

The MDP contemplates the future land use development map shown below which identifies the existing lagoon and lands to the south as industrial lands which are anticipated to be expanded to the east of the city. Lands north of the lagoon are marked as future environmental reserve. Highways 2A and 12 provide a dominant structure to the city's spatial planning. The quadrant including the lagoon comprises industrial and commercial land as well as small amounts of environmental lands, public utility lands and storm water ponds. Based on the inherent limitations of this existing land-use structure, sections of the development plan speaking materially to the development of residential lands will not be considered in this report.

Figure 2-3 Future Land Use Development



2.4.2 Commercial Development

GOAL

Per the MDP, the primary goal of ongoing commercial development is to facilitate a diverse range of high-quality commercial opportunities across the community, which offer Multi-Modal Connections and support the needs of residents and the surrounding area.

OBJECTIVES

- To identify lands of a variety of sizes for future commercial development at locations across the community which are accessible through a variety of transportation modes
- To minimize conflicts between commercial and non-commercial land uses while ensuring that commercial lands are linked to and part of the surrounding neighbourhood
- To support the delivery of Mixed-Use Developments, incorporating commercial and residential land uses
- To support commercial building and site design standards which support both the small town feel as well as modern design elements

PROJECTED NEED

In 2015, the City had approximately 75ha of commercial land. In 2010 and 2014 studies have been conducted regarding the future needs for commercial lands in the community. These studies identified growth trends for the trade area population which exceeds the municipal boundaries and projected the future needs for 2036. Depending on the actual growth rate of the community and the adjacent trade areas demand for commercial space varies between 20.5ha and 57.12ha in 2036. In any event, roughly 25ha have already been adopted by the outline plan. Additionally, further development areas identified exceed the projected demand for commercial land in the community. This was further confirmed in the 2017 Intermunicipal Development Plan confirmed the City has sufficient commercial land.

The following tables outline commercial development outline plans adopted by the City but not yet developed, or opportunities for development which have not yet moved to outline plan stage.

Table 2-4 Commercial Lands – adopted outline plans, not yet developed

Adopted Outline Plan	Approximate Area of Commercial Lands not yet Developed (ha)	Notes
Lacombe Market Square / Wolf Creek Crossing OP (2014)	8	A mix of Highway Commercial and District Shopping
Metcalf Ridge OP (2014)	12	Highway Commercial Lands
East EHEDI OP (2008)	4.8	(as part of mixed-use opportunities)
Midway Centre – Ph 2 & 3	10.1	Mixed-use community with Highway Commercial
Total	34.9 ha	

Table 2-5 Commercial Lands – opportunities, not yet adopted in outline plans

Delivery Area	Approximate Area of Commercial Lands not yet Developed (ha)	Notes
West Area Structure Plan	12.5 – 25	Land identified for commercial and / or public / institution use
North Area Structure Plan	5+	Opportunities adjacent to the highway and a Neighbouring Commercial site
Portions of NW-21-40-26 (W4)	15 – 35	Highway Commercial Opportunities
Lands south of Metcalf Ridge, forming part of the South East Area Structure Plan	0.5 – 1	Neighbouring Commercial Opportunity
Total	33 – 66+	

2.4.3 Industrial Development

GOAL

To maintain, strengthen and enhance existing industrial development while encouraging compatible new industrial development opportunities that are beneficial to Lacombe.

OBJECTIVES

- To support the continued growth of diverse industrial opportunities, striving for a 30:70 non-residential to residential local property tax ratio
- To locate industrial developments in such a way as to minimize conflicts with adjacent land uses
- To upgrade and enhance existing industrial developments to ensure that they are complimentary to their surroundings in accordance with the LUB

PROJECTED NEED

Within the municipal limits there is a sizeable amount of industrial land identified in outline plans and further opportunity assessments. The listed potential land (NW-28-40-26 (W4)) in the table below is located east of the City’s lagoon. With the prospect of reclamation, the lagoon area and the outlined site could provide a large joint industrial area. However, the Municipal Development Plan does not outline need for industrial lands in excess of the already identified lands that measure a total of 106ha. While considered in the Intermunicipal Development Plan, the lands have not been adopted in outline plans.

Table 2-6 Industrial Lands – outline plans and other opportunities

Delivery Area	Approximate Area of Commercial Lands not yet Developed (ha)	Notes
Adopted Outline Plan Areas		
Lacombe Market Square / Wolf Creek Crossing OP (2014)	10	Light Industrial
East Lacombe Industrial OP (2008)	48	Light Industrial
Other Potential Delivery Areas		
Land East of Lagoon Site	48	Heavy / Light Industrial
Total	106 ha	

2.4.4 Culture, Education and Recreation

GOAL

To support the development and operation of accessible, multi-use community spaces and facilities, and to integrate Natural Areas into the growing community, providing for a broad and diverse range of culture, education and recreational opportunities which contribute towards the quality of life for current and future Lacombe residents.

OBJECTIVES

- Ensure the diverse and affordable delivery of accessible educational, recreational and cultural opportunities
- Expand and promote artistic, cultural, recreational and heritage opportunities throughout the community, ensuring that they are an integral part of Lacombe's identity
- To provide, protect and maintain Open Spaces and water features within Lacombe
- To maintain and expand the system of trails linking parks, Open Space and Natural Areas as the community grows
- To support the development of a range of community services and amenities to meet the needs of the community in appropriate and accessible locations
- To encourage the development of shared spaces and facilities which provide multiple uses or cater to a variety of user groups

2.4.5 Natural Environment

GOAL

To preserve and integrate significant Natural Areas into the Open Space System and built environment, maintaining natural areas while creating an attractive and ecologically responsible and connected Open Space System.

OBJECTIVES

- Promote principles which are environmentally sustainable into land use planning practices and development decisions
- Promote the conservation and incorporation of environmentally significant features into the community
- Provide for environmentally sensitive links to Natural Areas within parks, the Open Space System and broader community
- Implement strategies and policies to protect Natural Areas and ecosystems

2.4.6 Infrastructure and Resources

GOAL

To ensure the community has provision of and access to, environmentally responsible, safe, efficient and reliable utility systems and services.

OBJECTIVES

- To increase the use of renewable and Sustainable Energy Sources
- To design and utilize sustainable materials and systems in infrastructure
- To ensure the current and future provision of sustainable utility systems and services while proactively maintaining and upgrading the systems
- To ensure that land and Rights of Way are protected and available for expansion of these utilities and drainage systems and have been incorporated into the design of the community.
- To transition from a waste management system predominantly focused on landfill activities to one which prioritizes the reduction, reuse and recycling of waste materials
- Work regionally to deliver services and utilities which benefit the community

3.0 Site Analysis

3.1 Location

The existing Lagoon is in the east of the City, which represents a major divider of the municipality. There is agricultural land to the north and east of the lagoon, with predominantly industrial uses to the west and south of the site. Due to the previous / current use of the site a 300m development buffer in place surrounding the lagoon site towards the industrial / commercial developments.

Figure 3-1 City of Lacombe, Lagoon site



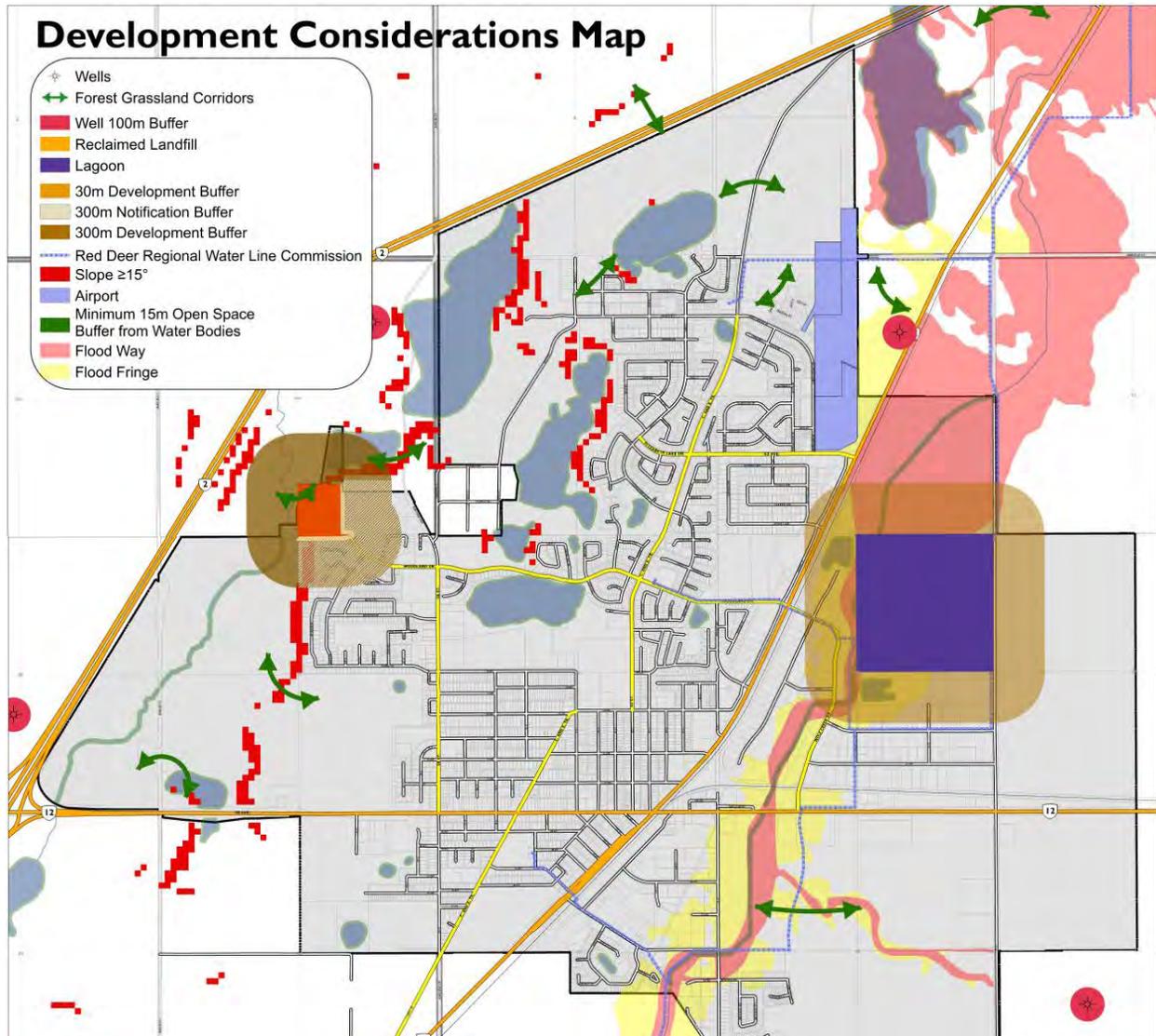
3.1.1 Floodplain

Wolf Creek flows in a northerly direction and its associated floodplain represents a considerable influence on the future growth direction of the City. In addition to the constraint it places on the nature of land uses that can be developed along the creek and proximity of development to the creek, it forms a barrier to eastward and northeastward expansion of the City. At the same time, the floodplain lands along the creek provide opportunities for outdoor recreation uses and permanent open space.³

³ City of Lacombe (2015) Municipal Development Plan: Growing Lacombe (2015 - 2036)

The map below shows the extent of the flood way and fringe relative to the lagoon site. It becomes obvious that a large portion of the lagoon site is located within the flood way. Therefore, any kind of land use other than natural lands would likely require a barrier to be in place and protect the site from flooding.

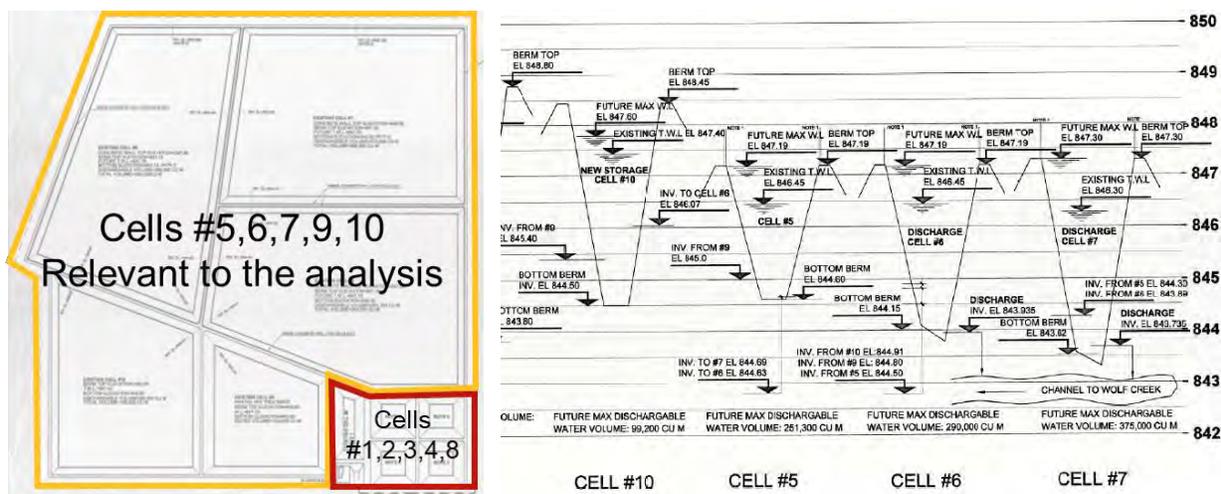
Figure 3-2 Development Considerations Map



3.1.2 Lagoon

The Lagoon itself consists of 10 cells (see figure below). While the five (5) smaller cells will remain in operation, the five (5) large cells will require remediation and the remediated land then would become available for alternative uses. The total area of all cells considered within this study spans roughly 112.5 acres. Additional information regarding the existing sludge volume as well as the required infill to obtain a plain site are included in the quantitative analysis.

Figure 3-3 Lagoon structure (layout and volume cross section)



3.2 Remediation

3.2.1 Provincial Requirements

Under the Alberta framework (ESRD, 2014c), three options are provided for the management of contaminated sites as the proponent proceeds from initial site assessment to regulatory closure. The three options are:

- Tier 1 - Generic remediation guidelines.
- Tier 2 - Site-specific remediation guidelines based on the modification of Tier 1 guidelines.
- Tier 3 - Exposure Control - risk management through exposure barriers or administrative controls based on site-specific risk assessment.⁴

Regardless of the option chosen, the target level of human health and ecological protection afforded by Tier 1, Tier 2, or Exposure Control is the same. The Alberta Framework⁵ provides the following additional information:

- **Tier 1 – Generic Remediation Guidelines**
Generic guidelines are based on identification of the receptors to be protected under various land uses, the applicable exposure pathways, and a corresponding set of parameters that allow reasonably conservative predictions of risk at sites throughout Alberta. Whenever possible, models that incorporate toxicity information, receptor characteristics, and fate and transport mechanisms are used to derive Tier 1 guidelines. Risk-based assessments have not been completed for fluoride, sulphur, antimony, beryllium, cobalt, molybdenum, silver, and tin. The Tier 1 guidelines for these compounds are based on professional judgment. Other compounds have been evaluated for only a limited number of exposure pathways. Where site assessments identify

⁴ Alberta Environment and Parks (AEP) (2019) Alberta Tier 1 Soil and Groundwater Remediation Guidelines. Land Policy Branch, Policy and Planning Division.

⁵ Alberta Environment and Parks (AEP) (2019) Alberta Tier 1 Soil and Groundwater Remediation Guidelines. Land Policy Branch, Policy and Planning Division.

the presence of other influential exposure pathways related to these substances, Tier 2 guidelines may need to be developed.

- **Tier 2 - Modified Generic Remediation Guidelines**
There may be circumstances where site-specific conditions modify potential human and ecological exposure, relative to the generic conditions used to derive Tier 1 guidelines, such that the generic guidelines are unnecessarily conservative. Alternatively, site-specific conditions may increase risks to a level that renders a Tier 1 approach unacceptable. Accordingly, guidance is provided in the companion Tier 2 document (ESRD, 2007 and updates) on ways in which Tier 2 guidelines can be developed. The Tier 2 guidelines will normally be determined by screening out exposure pathways that are not present or by adjusting the Tier 1 models using site-specific values for certain parameters. In either case a more detailed site assessment will be required.
- **Exposure Control - Risk Management**
Exposure Control relies on ongoing risk management to control risks to human health and the environment. This management option is used for sites that require restrictions to the typical activities considered under a given land use or require ongoing risk management.

Tier 1 guidelines are expected to be applied to most contaminated sites in Alberta. However, this report will also consider Exposure Control as a viable option.

3.2.2 Land Use Definitions

For the purpose of developing and implementing soil and groundwater remediation guidelines in Alberta, five generic land uses have been defined by Alberta Environment and Parks – natural areas, agricultural, residential/ parkland, commercial and industrial. A generic land use scenario is envisioned for each category based on typical activities on these lands. The five land uses are defined as follows:⁶

- **Exposure Control**
While not a formal land use designation, Alberta Environment identifies 'Exposure Control' as a remediation option which is intended to control risks to human health and the environment. This option is designed and implemented to ensure that exposures do not result in human and ecological risks.
- **Natural Areas**
Natural areas are defined as being away from human habitation and activities, where the primary concern is the protection of ecological receptors. Much of Alberta's forested land falls into natural areas land use. Natural areas land use must not be applied to areas that may reasonably be expected to be developed, such as those near municipalities and permanent dwellings.
- **Agricultural Lands**
On agricultural land, the primary land use is growing crops or tending livestock as well as necessary human residence. This also includes agricultural lands that provide habitat for resident and transitory wildlife and native flora.
- **Residential/Parkland**
The primary activity on residential/parkland is residential or recreational activity. This land use includes campground areas and urban parks, but not wildlands in provincial parks, which are considered natural areas.

⁶ Alberta Environment and Parks (AEP) (2019) Alberta Tier 1 Soil and Groundwater Remediation Guidelines. Land Policy Branch, Policy and Planning Division.

- **Commercial Land Use**

On commercial land, the primary activity is commercial (e.g., shopping mall) and all members of the public, including children, have unrestricted access. Commercial land does not include operations where food is grown directly in impacted soil on the site. Such operations would fall under agricultural land use.

- **Industrial Land Use**

Industrial land is land where the primary activity is the production, manufacture or construction of goods. Public access is restricted, and children are not permitted continuous access or occupancy.

3.2.3 Assessment of Land Use Opportunities

After an assessment of the remediation guidelines, the designated natural area option was deemed to not be viable as the site is located within the municipal boundary, and as such would be significantly impacted by the proximity of human interaction.

Additionally, due to the proximity/availability/ high supply of agricultural lands surrounding the City, an agriculturally focused land use was also not deemed as viable as the site highest and best use.

Reviewing the City's land use program (see section 2.4.1), the City's long-term residential lands have been identified to be located in the areas to the north. As such due to the long-term planning direction, and anticipated financials associated with remediation the residential land use is not recommended at this time. In addition to Lacombe's long-term planning direction to locate residential use elsewhere, pursuing residential development at the Lagoon site would require additional remediation, and increased costs that would make the development cost prohibitive.

For the purpose of this study this report takes exposure control, parkland, commercial land use and industrial land use into consideration. Given the location of the site and the supply of land within the municipality there appears to be only limited feasibility and viability of transforming the Lagoon site into a natural area, agricultural lands or as residential land.

4.0 Options Development

4.1 Objectives

When developing the options for the subject site, it is important to define the main objectives of this initiative. Objectives can be summarized as minimizing negative environmental effects, ensuring responsible investments, and enabling positive outcomes for the future development of the City.

4.2 Option 1 – Reclamation Only

Option 1 is considered the minimal required effort the City is required to take based on provincial requirements. This includes exposure control and therefore not more than the removal of remaining sludge from the Lagoon cells that are no longer in use. By performing this reclamation, it is ensured that there are no environmental risks posed on the community and surrounding lands. There are no additional measures considered as part of this option. Two different levels of exposure control and remediation may be considered:

- 1A - Sludge removal only (cells will not be filled to achieve a plain site)
- 1B - Sludge removal plus infill of volume (site will remain as a dirt site without any landscaping measures)

This option may also be considered an interim measure until such a time as the City was prepared to proceed with a Tier 1 or 2 remediation. This option is anticipated to be considered an Exposure Control remediation option as remediation would be addressed through risk management strategies such as exposure barriers or administrative controls based on site-specific risk assessment.

4.3 Option 2 – Reclamation & Municipal Land Use

Option 2 entails the remediation according to provincial standards with the preparation of the land for future municipal use. Specific uses are considered which will align with the Alberta Parks and Environment land use options and will be assessed as part of the qualitative analysis. In this option, the land will remain in municipal ownership and contribute to the community either through improved recreational quality or by benefiting the City's operations, depending on the municipal land use.

Municipal uses considered by the City to date can be categorized as either recreational use or operational support. The table below lists a few options that had been named through engagement with the City and other interested stakeholders.

Recreational Use	Operational Use
<ul style="list-style-type: none"> ▪ Park (dog park) ▪ Soccer fields / baseball diamonds ▪ Recreational Pool ▪ Indoor walking area ▪ Municipal Park 	<ul style="list-style-type: none"> ▪ Storm water management (indirectly contribute to support new development) ▪ Hydro backing site ▪ Snow storage facility ▪ Salt storage

Pending the remediation control method chosen, this option may be considered a Tier 1 (generic remediation), or a Tier 2 (if site-specific remediation guidelines are chosen to be developed).

4.3.1 Dog Park

A dog park or “off-leash” dog park is a facility set aside for dogs to exercise and play off-leash in a controlled environment under the supervision of their owners. Parks vary in accoutrements, although a typical dog park offers a 4’ to 6’ fence, separate, double-gated entry and exit points, benches for humans, shade for hot days, parking close to the site, water, tools to pick up and dispose of animal waste in covered trash cans, and regular maintenance and cleaning of the grounds. Dog parks may also feature wheelchair access, a pond for swimming, and a separate enclosure for small dogs.

The presence of a dog park provides a variety of benefits to individual dog owners and the larger community ranging from increased physical and mental health, community safety, enabling of sub-community building amongst dog owners, to healthier, calmer and less aggressive dogs.⁷

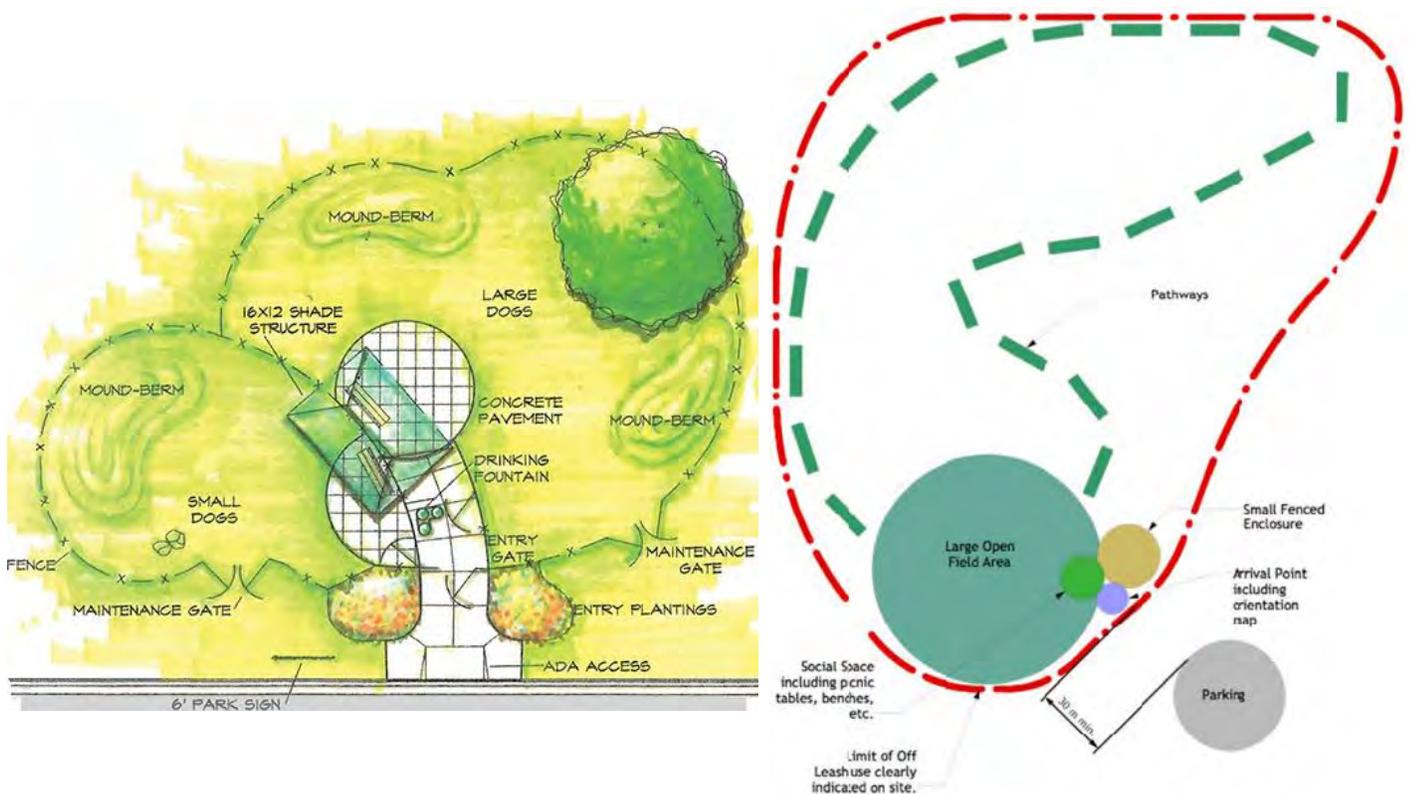
Figure 4-1 Examples for dog parks / off leash areas⁸



⁷ City of Greater Sudbury (2010) Off-Leash Dog Park/Area, Project Proposal

⁸ City of Winnipeg. Guidelines for Off Leash Dog Parks In the City of Winnipeg.

<https://winnipeg.ca/ppd/PublicEngagement/OffLeashAreas/documents/Off-Leash-Park-Guidelines.pdf>



Dog parks are increasingly common, especially in high density residential areas and typically range from 0.8 acres to 10 acres. As there is no shortage of space on the existing lagoon site, we would assume a medium sized dog park⁹ (+/- 5 acres) to increase the recreational quality of the facility. This report further assumes that the site will be operated as a naturalized site with modest levels of maintenance effort being limited to servicing waste receptacles and infrequent grass and weed cuts up to twice a season.¹⁰

4.3.2 Soccer Fields

Recreational activities are very important to Lacombe residents as they provide a variety of programs catering to differing needs and interests. As the City grows, it aims to ensure that these recreational opportunities continue to meet the needs of an increasingly diverse population of residents in the community and surrounding region.

Specific to recreational facilities, in particular softball diamonds and soccer fields, the City of Lacombe currently provides 11 softball/ baseball diamonds and 3 soccer fields to its community, with an additional junior soccer field incorporated as part of the new park development in Metcalf. The majority of the fields are located in Michener Park in the Southwest of the city with the majority of the minor soccer fields played in the Wolf Creek lands between the junior and senior high schools. All three of the soccer fields are small and do not comply with full-sized soccer pitch sizing. As the City continues to grow and plans to attract visitors from the broader region, adding one or more full-sized soccer field(s) appears to be a reasonable option.

⁹ 4 acres represent the medium range for community dog parks.

¹⁰ <https://winnipeg.ca/ppd/PublicEngagement/OffLeashAreas/documents/Off-Leash-Park-Guidelines.pdf>

Figure 4-2 City of Lacombe, Existing soccer pitches



4.3.3 Snow / Salt Storage Site

While the ability to clear snow from the city has been relatively straight forward issues have arrived in the disposal or storage of this material. Recent issues have revealed a concern with the current site not having the capacity to accommodate the large amounts of snow accumulated over a winter season. Should snow plowing be reduced due to snow storage limitations is it anticipated over the course of a typical Lacombe winter, snow would build up along roadways and in parking lots. Areas with limited space for plowed snow storage may develop large snowbanks that can:

- obstruct the line of sight of drivers
- reduce vehicle mobility and available parking
- create a hazard to pedestrians
- form barriers causing drifts to form across pavement, and
- fill snow storage areas thus interfering with future plowing operations.

The current site was not intended to be the City's snow storage site as it has been identified as the future Public Works building and yard which will be required in 1-2 years. This facility was approved by Council for 2020-21, so finding an alternate site that can meet the City's operational needs is critical.

To avoid the above listed hazards, a potential use for one of the cells could be to utilize the existing cell without further infill as a snow storage/ dumping site. Should the City wish to re-purposed one of these cells this would enable the City to construct a snow dump site that is more compliant with Alberta Environment guidelines. With Council proposed service level change (January 2020) in regards snow clearing, repurposing a cell may accommodate significantly more volume than what is being stored at the current snow dump site.

However, there are certain aspects that need to be considered when looking for a suitable site as well as required equipment for a snow storage site. This is primarily caused by the snow potentially being impacted by:

- salts or other snow and ice control chemicals
- oil, grease and heavy metals from vehicles
- litter and debris, and

- normal dirt, dust and airborne pollutants.

Therefore, hauled snow must be handled, stored and disposed of in an appropriate manner that manages these contaminants in a way that protects the environment. Guiding principles for planning a snow storage site include:

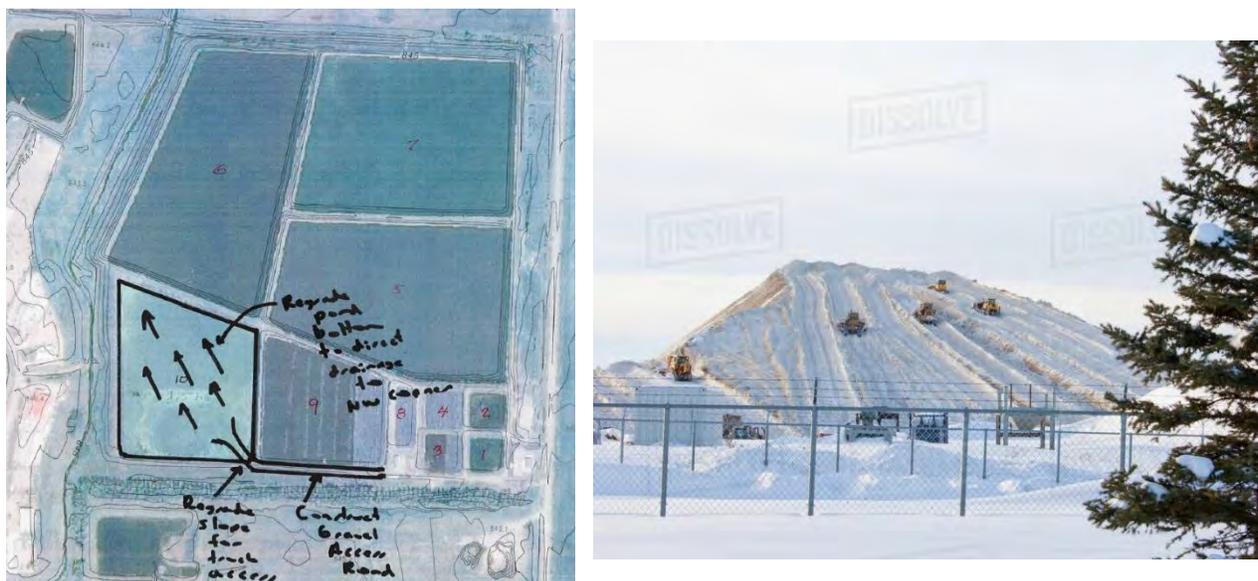
- Public safety as the over-arching priority. Organizations must ensure that the hazards caused by accumulated snow are efficiently and safely addressed.
- Snow disposal sites should be located and operated to minimize impacts to the natural environment and control nuisance effects, including noise, dust, litter and visual intrusion on adjacent landowners.
- Meltwater must be managed in compliance with local water quality regulations and in a manner that protects surface and groundwater resources.
- Onsite litter, debris and sediment from the meltwater settling area must be collected and disposed of in accordance with local waste management legislation.¹¹

Certain land uses (e.g. wetlands, flood prone areas) are incompatible with snow storage and disposal sites and should ideally be avoided. Based on the considerations outlined above, a snow storage site may not represent the optimal long-term use for the existing lagoon. However, snow storage may be an appropriate short-term option, and such, this report recommends for the City to further analyze the feasibility of such a use from an environmental perspective as the outcomes of a detailed environmental assessment may have major impacts on the financial viability. Initial studies have been considered such as the recent study which addressed the repurposing of Cell #10. In that study the consultant identified a layout and cost-effective solution that may satisfy requirements as laid out in the Snow Disposal Guidelines for the Province of Alberta

The same considerations apply to the option of locating a salt storage facility on the lagoon site. There exist specific measures and requirements in place that ensure salt does not run off into ground water or other bodies of water and negatively impact the natural environment. Considering the site is located within the floodplain, this sub-option may require preventative measures which could preclude long-term financial viability. Preventative measures may include but not be limited to specific salt storage facility and the storage of winter sanding material contaminants.

¹¹ Transportation Association Canada (2013) Syntheses of Best Practices, Road Salt Management, Snow Storage and Disposal <https://www.tac-atc.ca/sites/tac-atc.ca/files/site/doc/resources/roadsalt-8.pdf>

Figure 4-3 Sketch of potential snow storage site



4.3.4 Municipal Park

Similar to the dog park option identified in 4.3.1, remediating the existing lagoon to a park may provide a direct benefit to the community. If considered as an interim solution, it may provide The City the opportunity to foster an opportunity which may lead to more long-term economic benefits. This would approach would allow the site to be seen as an industrial land bank available for the right municipal, or private opportunity.

4.4 Option 3 – Reclamation & Land Sale

Option 3 assumes remediation performed by the City to an equal standard as in Option 2, and determination whether the remediation will follow a Tier 1 or 2 remediation guidelines. During the remediation process, the land will be advertised to potential buyers as industrial land, per preceding sections identifying this as the primary market need / opportunity. This will expand the existing industrial area to the east of the Highway.

Remediating and rezoning the site as an industrial property will provide the City with flexibility to attract a wide range of permitted uses. The City of Lacombe Land Use Bylaw includes but is not limited to the following permitted and discretionary industrial district uses:

Table 4-4 Light Industrial District

Permitted Uses	Discretionary Uses
Agricultural implement and industrial equipment sales and service	Auction facility
Building supply and lumber yard	Autobody and paint shop
Car wash	Automotive sales and service
Commercial card lock	Commercial school
Distribution facility	Fitness facility
Equipment Rental	Food production facility
Greenhouses, commercial	Microbrewery

Heavy equipment sales and service	Parks and playgrounds
Manufacturing facility, general	Recycle depot
Veterinary clinic	Restaurant
Veterinary hospital	Service station
Warehousing	Wind turbine generator

In addition to the light industrial uses, the Heavy Industrial District enables the following

Table 4-5 Heavy Industrial District

Permitted Uses	Discretionary Uses
Food production facility – major	Cartage and freight terminal
Industrial support sales	Dangerous good occupancy
Manufacturing facility – intensive	Railway use
	Salvage recycling operation

Unique opportunities which may be permitted in the either industrial land use may include the following:

- Solar farms – Recent announcement such as the Travers Solar Project in Vulcan County has identified a potential market opportunity to sell land to companies involved in the production of solar energy production. In this situation a purchaser would require unencumbered land will full solar access to maximize efficiency and product. Under option 3 this would be largely an industrial land sale with the purchaser responsible for construction and operations.
- Stormwater site – With the City’s projected future residential land development occurring elsewhere there may be an opportunity to develop a community wide stormwater management site to reduce the onsite requirements for the individual developers. While this may be a direct benefit to the developer’s additional analysis is required to determine whether there is an environmental and economic benefit for The City.
- Hydrovac dumpsite - Similar to the snow / salt storage option, there may be an ongoing need for a hydrovacating waste management facilities for private companies. Additional analysis would be required to properly identify whether there is interest for this type of use, the associated risks to the City, and the level of community support to add additional waste facilities within the municipal.

According to Colliers International market research, the industrial property market in Lacombe specifically, and in Alberta more generally, currently presents itself as a buyer’s market as sale prices are on average 14% lower than the asking price. In addition, there is a large inventory available within the neighbouring communities along Highway 2A, 12 and 2, which contributes to the market being favourable for buyers. Therefore, it is important to provide a ready to build site (plain and graded) with easy access to all required utilities.

5.0 Options Analysis

5.1 Quantitative Analysis

5.1.1 Assumptions

The following series of tables identify the project baseline costs to meet Options 1B – 3 as outlined above.

STUDIES, CONSTRUCTION & SOFT COSTS

Table 5-1 Construction Cost Benchmarks¹²

Position	Costs		
Investigative Studies			
Environmental Phase 1&2			\$25,000
Condition Assessment			\$5,000
Topography Survey			\$5,000
Geotechnical Investigation			\$10,000
Environmental Consultant Fee			\$150,000
Total Investigative Studies			\$195,000
Construction cost	Quantity¹³	Costs per Unit	Total Costs
Sludge Removal*	20,134 cu m	\$75 ¹⁴	\$1,510,050
Fill & Compacting	955,800 cu m ¹⁵	\$20	\$19,116,000
Landscaping**	455,000 sq. m ¹⁶	\$20	\$9,100,000
Soft Costs	5%		\$1,486,302
Site Servicing (Certain Options)	112.5 acres	\$100,000	\$11,250,000

Note:

*80-90% of the sludge volume is being removed as part of the remediation project. For the purpose of this options analysis it is assumed that 15% of the sludge volume will need to be removed at the expense on the City.

** General landscaping requirement (i.e. hydroseeding, gross cover) to establish soil stability and erosion control.

¹² Costs based on Colliers Project Leaders local market expertise.

¹³ Quantities listed in the table assume a full remediation of all cells that are no longer in use. Variations of construction costs depending on the option are discussed at the end of the quantitative analysis.

¹⁴ Cost per unit of range of sludge removal has been estimated at \$75 / m³. Cost may range from \$50 – 100 / m³ but will be contingent on the level of contamination, and the costs associated with removal and disposal based on the level of contamination.

¹⁵ Calculated based on the following volumes: Cells 1-4, 8 = N/A (leased North Red Deer Regional Wastewater Services Commission), Cell 5 = 178,100 m³, Cell 6 = 221,800 m³, Cell 7 = 255,400 m³, Cell 9 = 132,000 m³, Cell 10 = 168,500 m³, TOTAL = 955,800 m³

¹⁶ Assumes landscaping required across the full Lagoon site.

MUNICIPAL USE OPTIONS COST ASSUMPTIONS

Construction cost	Quantity	Costs per Unit	Total Costs
Dog Park			
Size	4 acres / 16,200 sq. m		
Landscaping	16,200 sq. m	\$20	\$324,000
Fencing	510 m	\$200	\$102,000
Equipment ¹⁷			\$17,000
Soft Costs	5%		\$22,150
Total Construction Costs			\$465,150
Maintenance	annually		\$20,000
Soccer Field¹⁸			
Size	65,625 sqft/ 6,097 sqm		
Construction Costs (Natural Grass with Sand Cap)	65,625 sqft	\$2.50	\$164,062
Equipment (maintenance)			\$124,150
Equipment (sports)			\$25,000
Soft Costs	5%		\$15,660
Total Construction Costs			\$328,873
Maintenance (material, labor)	annually		\$15,000
Maintenance (grass repair)	Every 5 years		\$25,000

FINANCIAL ASSUMPTIONS

Table 5-2 Financial and Operating Assumptions

Criteria	Assumption	Comment
Discount Rate	3.41%	Government of Canada 10-Year Bond Rate - as at 1-April-2019 plus 1.75% provincial spread
Inflation	2%	annually
Risk Free Rate	2.5%	annually

OTHER ASSUMPTIONS

The City recently achieved sale prices of \$200,000-\$225,000 per acre selling the Len Thompson Industrial Park Phase 2 Lands in the central east of Lacombe. The sites are brownfield (formally agricultural) sites, fully serviced and sold in a majority of one-acre parcels. Colliers International market research determined an average sale price for comparable sites in the region of \$250,000 per acre. For the purpose of this report the high end of the current sale revenue achieved by the City will be applied to the analysis. Refer to Appendix 1 for additional details.

¹⁷ Includes benches, water fountains, signs, obstacles, waste disposal;

https://www.theparkcatalog.com/media/pdf/TheParkCatalog_DogParkEdition.pdf

¹⁸ Costs: Grass vs. Synthetic Turf. <https://www.safehealthyplayingfields.org/cost-grass-vs-synthetic-turf>

Table 5-3 Other Assumptions

Criteria	Assumption
Land Size [Acre]	112.43
Sale Price per Acre	\$225,000
Property Tax income [annually]	\$20,000/ha.

5.1.2 Initial Capital Investment

The three primary identified options have different cost parameters which apply to them. The table below outlines how the options are differentiated from a capital perspective.

Table 5-4 Capital options comparison

Position	Option 1A (Sludge Removal)	Option 1B (Sludge Removal + Infill)	Option 2 (Reclamation & Municipal Land Use)	Option 3 (Reclamation & Land Sale)
Investigative Studies	\$195,000	\$195,000	\$195,000	\$195,000
Sludge Removal	\$1,510,050	\$1,510,050	\$1,510,050	\$1,510,050
Fill & Compact	-	\$19,116,000	\$19,116,000	\$19,116,000
Landscaping	-	-	\$9,100,000	-
Servicing				
Soft Costs	\$75,500	\$515,650	\$1,486,300	\$515,650
Total Reclamation Costs	\$1,780,550	\$21,336,700	\$31,407,350	\$21,336,700
Approx. Cost / Acre (assuming 455,000 sqm. M / 112.43 acres)	\$15,800	\$190,000	\$279,000	\$190,000

Note: While a cost per acre has been provided to assist in comparison some components are not completely scalable.

5.1.3 Long-term Financial Implications

A 30-year financial analysis has been performed on a Net Cash-Flow (NCF) and Net Present Value (NPV) basis. For context and clarity, a definition of relevant financial terms referenced in this section is presented below:

Financial Measure	Description / Mathematical Derivation
Net Cash Flow (NCF)	Net Cash Flow is derived by subtracting capital expenditures (i.e. Construction costs, less any financing activity) from Operating Income (Revenue less Expenses), and then adding any proceeds from asset divestitures.
Net Present Value (NPV)	Net Present Value is derived by discounting future period Net Cash Flows back to the present time using a “discount rate”, which accounts for the Time Value of Money – namely, that a dollar earned in the future won’t be worth as much as one earned in the present. For this analysis, a discount rate of 3.41% is used – representative of Bank of Canada 10-year bond-yields (as at 1-Apr-2019) plus a premium to reflect provincial vs. federal financial strength.

As part of the NCF and NPV analysis, the following aspects have been considered:

- Required studies (Environmental Phase 1&2, Topography Survey, etc.)
- Construction Cost (hard and soft costs);

- Land prices in the City to sell existing land;
- Financial market conditions (inflation, bond rates, etc.);
- Timeline and sequence of revenue and expense streams.

Calculating an NPV allows a financial analysis to evaluate the time value of money and provides the ability to compare different options being considered. By comparing the NPV, and NCF, The City can determine whether one investment opportunity presents a more favourable financial decision than other. While this initial financial analysis can assist decision making qualitative considerations should be incorporated prior to a final decision.

Table 5-5 Long-term financial options comparison

Position	Option 1A (Sludge Removal)	Option 1B (Sludge Removal + Infill)	Option 2 (Reclamation & Municipal Land Use)	Option 3 (Reclamation & Land Sale)
Net Cash Flow (NCF)	(\$1.78M)	(\$19.3M)	(\$31.4M)	\$5.3M
Net Present Value (NPV)	(\$1.72M)	(\$18.4M)	(\$29.9M)	\$3.5M

Based on this initial assessment, Option 3 is anticipated to result in favourable financial returns in comparison to the other options identified. The following outlines specific assumptions used in determining the NPV and NCF.

- Option 1A
 - Construction occurs from Year 1 - 2
- Option 1B
 - Construction occurs from Year 1 - 2
- Option 2
 - Construction occurs from Year 1 - 2
 - Potential municipal use revenues, or taxes to be determined
- Option 3
 - Construction occurs Year 1 - 2
 - Land sale projected in Year 3
 - Tax revenue projected from Year 3 onwards

5.2 Qualitative Analysis

5.2.1 Risk Analysis

As part of the qualitative analysis of options, Colliers developed in consultation with The City the following Risk Analysis.

WHAT IS A RISK?

- Something that MIGHT happen - uncertain event
- Positive or Negative Impact
- Ability to Change Project Outcome
- Something you can plan for in the event it does occur

- A Risk requires a decision or action to assign, analyze and resolve it
- A Risk is different from an issue (Something that HAS happened or IS currently happening – underway)

There are several risk categories commonly found in various projects as outlined below.

Risk Category	Question
Budget + Costs	What risks may affect the financial success of the project?
Resources	What risks may affect the availability, capacity or capability of human resources (internal/external) delivering the project?
Construction	Which specific risks can you foresee that would impact the successful construction (not schedule or cost) of the project?
Site	What are the site related risks that could affect the project and its delivery?
Communication & Stakeholder	What risks do specific stakeholders (or groups of) pose to the success of this project?
Schedule	Which risks could affect achieving important milestones - from project approval, to completion and start of operation?
Quality	What risks can affect the quality of the reclamation, the site's mid and long-term use or sustainability?
Design	If applicable: What aspects of the design could pose risks to the success of the project?
Operations	If applicable: What risks could affect the sustainable, cost effective ongoing operation of the site?

Risks are rated based on their probability of occurring and the impact it would have on the project outcome in case of a risk event.

The following explanations and tables provide some guidance for the probability and impact ratings.

IMPACTS are often defined as the consequences, or effects of a risk event on the project objectives. These impacts can be beneficial or harmful to the objectives.

The **RISK IMPACT** scale can vary. For simplicity Colliers used a three-point scale for this analysis. Typically, the impacts are described relatively as low, medium, and high, but often also defined using numerical scales. One risk event can affect more than one objective, as such, the impact of all the possible objectives effected must be considered. The qualitative description for the different impact levels are examples and may vary based on specific risk tolerances for an individual project.

Objective	Relative / Numerical Scale		
	Low (1)	Medium (2)	High (3)
Cost	< 10% increase	10-20% increase	> 20% increase
Time	Within 3 years	Within 10 years	Beyond 10 years
Scope	Minor areas affected	Major areas affected	Unacceptable reduction
Quality	Barely noticeable quality degradation	Quality reduction requires sponsor approval	Unacceptable quality reduction

RISK PROBABILITY, or likelihood, is the possibility of a risk event occurring. The likelihood can be expressed in both a qualitative and quantitative manner. When discussing probability in a qualitative manner, terms such as frequent, possible, rare etc. are used. It is also possible to describe the probability in a numerical manner.

Likelihood	Low (1)	Medium (2)	High (3)
Description	Risk will most likely not occur	Possible to occur	Risk is highly likely to occur

The following table on the next page outlines a selection of commonly identified risks and ratings based on The City’s perspective on a risk assessment of the Lagoon project and the different options.

Table 5-6 Risk Analysis

Risk Analysis
Lagoon Reclamation | Options Analysis
City of Lacombe

Risk Category	Project Risk Assessment	Option 1 - "Do nothing"					Option 2 - Reclamation + Municipal Use					Option 3 - Reclamation + Commercial Use				
		Risk Evaluation					Risk Evaluation					Risk Evaluation				
		P	Probability	I	Impact	RR	P	Probability	I	Impact	RR	P	Probability	I	Impact	RR
			High Medium Low		High Medium Low			High Medium Low		High Medium Low			High Medium Low		High Medium Low	
Project Approval	Council rejects proposal	1	Low	1	Low	1	2	Medium	1	Low	2	3	High	1	Low	3
	AEP rejects reclamation plan	1	Low	2	Medium	2	1	Low	2	Medium		1	Low	2	Medium	2
Budget & Costs	Lack of initial funding	1	Low	2	Medium	2	2	Medium	2	Medium	4	3	High	2	Medium	6
	Cost escalation	1	Low	1	Low	1	3	High	3	High	9	3	High	3	High	9
	Capital ROI	1	Low	1	Low	1	2	Medium	2	Medium	4	3	High	3	High	9
	High operating costs	1	Low	1	Low	1	2	Medium	3	High	6	1	Low	1	Low	1
Resources	Availability of Contractor	1	Low	1	Low	1	1	Low	2	Medium	2	1	Low	2	Medium	2
	Availability of Consultants	1	Low	1	Low	1	1	Low	2	Medium	2	1	Low	2	Medium	2
	Availability of internal resources	1	Low	1	Low	1	2	Medium	2	Medium	4	2	Medium	2	Medium	4
Climate	Delays due to weather	1	Low	1	Low	1	1	Low	1	Low	1	1	Low	1	Low	1
Site	Undiscovered conditions	1	Low	1	Low	1	2	Medium	3	High	6	2	Medium	3	High	6
	Higher Water table than assumed (very high)	1	Low	1	Low	1	1	Low	2	Medium	2	1	Low	2	Medium	2
	Higher cost for site servicing than estimated	1	Low	1	Low	1	2	Medium	1	Low	2	1	Low	3	High	3
Stakeholders	Lack of public support	1	Low	2	Medium	2	2	Medium	2	Medium	4	3	High	3	High	9
Schedule	Delays	1	Low	1	Low	1	1	Low	2	Medium	2	3	High	3	High	9
Procurement	Non completion under City Ownership	1	Low	1	Low	1	2	Medium	2	Medium	4	3	High	3	High	9
	Non completion under private ownership	1	Low	1	Low	1	1	Low	2	Medium	2	2	Medium	2	Medium	4
SUM		17		18		20	28		34		56	34		38		81

While the long-term financials provide The City with an important financial consideration, conducting a Risk Analysis provides a glimpse into the various risk categories, and potential risk rating of specific scenarios. While the Risk Analysis identified Option 3 as having greater risk rating (81) compared Option 1 (20) and Option 2 (56), both items should be considered when determining the preferred option. In cases where risk have been identified as high, mitigation strategies can be implemented to reduce chances of the risk occurring. In other circumstances the risk may be accepted if other quantitative or qualitative benefits can be achieved.

6.0 Conclusion & Recommendations

While quantitative analysis would suggest the highest and best use for the site is a commercial/industrial application based on Net Present Value and Net Cash Flow (Option 3), it also carries the highest qualitative risk. Although Option 3 provided a favourable financial benefit, pursuing this option will require The City of Lacombe to identify funding from existing reserves or to pursue additional borrowing capacity in order to move forward. Should this borrowing capacity not be available, or if The City not wish to commit to borrowing, Options 3 is not recommended. Any commercial transaction carries risk and given the relatively low market liquidity in Lacombe and the surrounding area this option may be best deferred at this time.

To mitigate this financial risk in the short term, and to ensure The City maintains maximum options for future consideration, Option 1A is recommended for the following reasons:

- It carries a relatively low capital cost.
- It allows for future flexibility on the site as and when market conditions improve.
- It complies with regulatory requirements in the short to immediate term and decreases a potential liability for The City.
- It allows The City to focus on the marketability of other properties not encumbered by environmental considerations.

While recommending that The City maintain ownership of the lagoon lands for the short term, there is an opportunity to further refine Option 1A by providing a portion of the lands to address the immediate municipal need for a snow / salt storage site. Repurposing a cell, and ensuring the site is compliant with Alberta Environment guidelines would allow The City to accommodate significantly more volume than what is being stored at the current snow dump site.

Accommodating this use in the lagoon site would allow the remaining Option 1A lands to retain their future municipal or development potential, while allowing the current snow / salt storage to be relocated. Providing certainty to the snow / salt storage location will also avoid a future conflict with the planned Public Works building and yard which will be required in 1 – 2 years.

Appendix 1 PROPERTY BENCHMARKS

Information obtained from Colliers International Brokerage

Average sale price achieved \$240,063 / acre

COMPARABLE SALES Industrial Zoned Land					
Address	Date	Size (acres)	Price	\$/Acre	
4510 50A Avenue, Lacombe	OCT '14	0.79	\$210,000	\$265,823	
3906 52 Avenue, Lacombe	MAR '14	0.76	\$180,000	\$236,842	
5356 & 5359 Len Thompson Drive, Lacombe	JAN '17	2.5	\$525,000	\$210,000	
Queens Business Park, Red Deer	MAR '19	4.91	\$1,399,350	\$285,000	* Colliers Sale
3525 61 Avenue, Innisfail	MAY '19	5.63	\$1,262,300	\$224,210	* Colliers Sale
Chiles Industrial Park, Red Deer County	JUL '16	2.37	\$550,000	\$232,068	
40 Queensgate Crescent	SEP '17	4.39	\$1,100,000	\$250,512	
225 Clearview Drive, Red Deer	DEC '18	1.62	\$350,000	\$216,049	

Average asking price \$276,976 / acre

Market	Total Acres	Total Value (\$)	Price / acre (\$)
Lacombe	40.48	\$4,035,350	\$212,871 *
Blackfalds	52.25	\$14,145,754	\$270,732
Sylvan Lake	2.97	\$1,039,500	\$350,000 **
Red Deer	130.78	\$35,490,983	\$274,228

Notes:

* Asking price for Iron Rail Industrial at \$160,000 / acre (individual well & septic)

* We have used current City asking price for Len Thompson Industrial @ \$265,000 per acre however, showing as listed as \$225,000 / acre on MLS.

** Only industrial parcel in Sylvan Lake ready to develop. Higher than average pricing - also for sale with the old STRAIT Projects Building (Colliers Listing)

REQUEST FOR COUNCIL DECISION



SUBJECT: Affordable Housing Projects
PREPARED BY: Guy Lapointe, Manager of Community Economic Development
PRESENTED BY: Guy Lapointe, Manager of Community Economic Development
DATE: April 27, 2020

FILE: 67/951

PURPOSE:

For Council to consider the Affordable Housing Steering Committee's recommended project proposals.

RECOMMENDED MOTION(S):

THAT Council approves the Central Alberta Youth Unlimited Girls' Supportive Housing project for an \$80,000 affordable housing grant, and the Tricon Developments Inc. Lacombe Hotel Redevelopment project for a \$380,000 affordable housing grant as recommended by the Affordable Housing Steering Committee.

RELATED PRIOR MOTION(S):

67/924.02 19MO THAT Council accepts the updated Affordable Housing Strategy as information, s presented in the November 25 memo 19-374

EXECUTIVE SUMMARY:

The General Capital Reserve includes \$460,000 for affordable housing projects. Two projects are recommended for approval:

1. \$80,000 to Central Alberta Youth Unlimited, for 'Girls Supportive Housing'; a supportive living home for girls and women.
2. \$380,000 to Tricon Developments for their affordable housing project in the former Lacombe Hotel.

ANALYSIS:

Council has tasked the Affordable Housing Steering Committee (the 'Committee') with identifying priority project proposals aligning with the City's Affordable Housing Strategy updated in 2019. The deferred revenue earmarked for affordable housing is \$460,000. A Request for Expression of Interest (RFEOI) was released to generate a list of suitable projects for the community, and two were received. The Central Alberta Youth Unlimited proposal for an \$80,000 grant relates to their supportive living home for girls and women; their project will purchase the building and provide stability and sustainability to the program, and lower costs.

REQUEST FOR COUNCIL DECISION



The Tricon Developments proposal for a \$360,000 grant will facilitate its affordable housing project in the former Lacombe Hotel downtown. The Committee compared both proposals to the Strategy goals and confirmed program fit. The City's Planning and Development Department confirmed both projects are permitted uses in their locations, under The City of Lacombe's [Land Use Bylaw](#). Costs for the proposals together equal the available funding through the provincial grant and matching City contribution, and will use the available balance. The Committee recommends Council approve both project proposals.

Background

- Using Municipal Block Funding Conditional Grant Funding, the City of Lacombe's [Affordable Housing Strategy](#) was updated and approved by Council in November 2019.
- The Strategy identified the following current key housing issues in Lacombe:
 - Housing affordability
 - Ownership and rental diversity
 - Aging in Lacombe
 - People living in vulnerable situations
- With needs identified, the study consultant generated four new overarching goals for the Committee to target:
 - Increase affordable rental and home ownership housing supply.
 - Promote rental inventory growth, including a wider range of properties designated for subsidies.
 - Expand seniors housing options to enable aging in place.
 - Explore permanent supportive housing options.
- Applying two distinct strategies as tools to meet these updated goals resulted in the Committee having 13 potential actions to address current affordable housing needs in Lacombe, depending on the interest of potential collaborative partners in the private and not-for-profit sectors.
- In the course of updating the Strategy, the Province offered additional grant funding, bringing the available balance up to \$460,000.
- The City of Lacombe released an RFEOI asking developers, builders and non-profit organizations to submit project proposals in support of the revised Affordable Housing Strategy and its identified priorities; two proposals were received.

REQUEST FOR COUNCIL DECISION



- The next phase was to:
 - Have proponents present to the Committee;
 - Evaluate the submissions and presentations; and
 - Determine which proposals if any the Committee would recommend to Council for consideration.
- The Committee found both proposals facilitated effective affordable housing options in the community, and therefore recommend both proposals for Council consideration.

Yu-Turn Girls Supportive Housing

- Yu-Turn Girls Supportive Housing is a skill development program for girls and women ages 16-24 who require support to become fully independent community contributors.
- The program's focus is to assist girls and women who are required to live independently while lacking adequate skills, training, community networks or supportive relationships to do so successfully.
- The program uses on-site House Parents to provide day-to-day support and guidance to resident participants, aimed to enable the residents to become healthy and thriving citizens.
- The program is already operational and modelled on the successful Yu-Turn Boys Supportive Housing program and will house three female residents along with the House Parents. When the home is purchased, the mortgage cost will be lower than the existing lease payments, and the savings will be passed along making the home more affordable to its occupants.
- Central Alberta Youth Unlimited (CAYU) currently rents the home that hosts the girl's program. The financial contribution requested will be used as a down payment to allow CAYU to purchase the home.
- Monthly house costs are paid by the participants as well as utility and grocery costs, although initially some of the costs are absorbed by CAYU while the residents access CAYU's community network to secure employment, the first step in life skills development. When the current program participants are stabilized with employment, life skills, and a social network, they will leave the program and new participants in need will be enrolled.
- This proposal meets two identified affordable housing strategy actions:
 - Partner with established service agencies to offer permanent supportive housing solutions within Lacombe; and

REQUEST FOR COUNCIL DECISION



- Stimulate purpose-built or outreach permanent supportive housing models that will provide ongoing housing and supports.
- At their March 31, 2020 meeting the Affordable Housing Steering Committee recommended Council approve the Yu-Turn Girl's Home request for \$80,000 contingent upon any required reviews or approvals from the City's planning department.
- The Planning and Development department has now confirmed this proposal is a permitted use under the City's land use bylaw.

Lacombe Hotel Redevelopment

- Tricon Developments Inc. recently purchased the Lacombe Hotel with the intent to renovate the upper two floors into larger affordable rental housing units.
- The redesign reduces the current 21 units to 15 one and two bedroom rental suites.
- The building's main floor will continue to operate as a commercial storefront.
- The funds requested are to be used to lower the upfront renovation costs, thereby advancing lower cost recovery requirements. This allows for the individual unit rent charged to be reduced to prescribed affordable housing levels (at least 10% below market value) and assures long term project sustainability.
- Tricon Developments is seeking a local community agency to collaborate with, to operate these affordable rental units. The agency would manage the application process to ensure qualified candidates are allowed to rent the units and they will act in many respects as the landlord.
- This proposal meets several identified affordable housing strategy actions:
 - Explore shopkeeper housing and concept of developing a downtown attractive to live/work environment
 - Improve the rental supply for low income residents and seniors
 - Seek opportunities to offer rental subsidy programs for low income residents and seniors in conjunction with Lacombe Foundation
 - Create an environment that promotes a range of housing options
- While the proposal meets a number of affordable housing strategy priorities, it also advances downtown revitalization efforts.
- At their March 31, 2020 meeting the Affordable Housing Steering Committee recommended Council also approve the Lacombe Hotel Redevelopment project and Tricon Development's request for the balance of the affordable housing funding support (\$380,000) remaining after the contribution to Yu-Turn. The recommendation

REQUEST FOR COUNCIL DECISION



was also contingent upon any reviews and approvals from the City's Planning and Development department, as well as securing a property management agreement from a local community agency.

- The Planning and Development department confirms this proposal is a permitted use under the City's land use bylaw.

Financial Impact

Available Affordable Housing Funding (from the General Capital Reserve): \$460,000

- Provincial Grant - \$371,500
- City of Lacombe contribution - \$88,500

Yu-Turn Girls Supportive Housing- CAYU

- \$80,000. To be distributed upon the completion of a funding agreement and confirmation of offer to purchase the specified property. As with previously approved projects, the City will register a caveat on title for a prorated portion of these funds to be returned should the property be sold or cease to offer affordable housing.
 - 0-5 years: 100%
 - 5-10 years: 75%
 - 10-15 years: 50%
 - 15-20 years: 25%
 - Over 20 years: no amount to be returned

Lacombe Hotel Redevelopment – Tricon Developments Inc.

- \$380,000. To be distributed upon the completion of a funding agreement and confirmation of community agency participation in the project. As with previously approved projects, the City will register a caveat on title for a prorated portion of these funds to be returned should the property be sold or cease to offer affordable housing.
 - 0-5 years: 100%
 - 5-10 years: 75%
 - 10-15 years: 50%
 - 15-20 years: 25%
 - Over 20 years: no amount to be returned

STRATEGIC PLAN ALIGNMENT:

Approving these affordable housing projects aligns favourably with the following strategic goal:

REQUEST FOR COUNCIL DECISION



- 4.5.4 Housing Options
 - a) Renew the City's affordable housing strategy

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

The City's Communication Coordinator will prepare a media release for immediate distribution following Council's resolution to proceed with the identified affordable housing projects.

ALTERNATIVE MOTION(S):

1. THAT Council approves the Central Alberta Youth Unlimited Girls' Supportive Housing project for an \$80,000 affordable housing grant, and the Tricon Developments Inc. Lacombe Hotel Redevelopment project for a \$380,000 affordable housing grant as recommended by the Affordable Housing Steering Committee; OR
2. THAT Council approves the _____ project(s) for \$_____ in affordable housing grant(s); OR
3. THAT Council returns matter of the projects recommended by the Affordable Housing Steering Committee to Administration with direction; OR
4. THAT Council accepts this report as information.

ATTACHMENTS:

Central Alberta Youth Unlimited Proposal*

Tricon Developments Inc. Lacombe Hotel Redevelopment*

*Unredacted copies available on the in-camera page.



Central Alberta Youth Unlimited

Main office: 5025 50 St Lacombe, AB T4L 1X9
Phone: (403) 789-2298
Email: info@cayu.ca
Web: www.cayu.ca

February 28, 2020

City of Lacombe
5432 56 Avenue
Lacombe AB
T4L 1E9

Attention: **Guy Lapointe,**
Community and Economic Development Manager

AFFORDABLE HOUSING PROJECTS
RFEOI 67/951

YUTurn Girls House
Support Housing for young women

A handwritten signature in blue ink that reads "Penny Ure".

Penny Ure,
Housing Director
youthhousing@cayu.ca
(403) 357-9012

A handwritten signature in black ink that reads "Jerel Peters".

Jerel Peters,
Executive Director
jerelp@cayu.ca
(403) 348-7205

Affordable Housing Projects

Central Alberta Youth Unlimited

5025 50 Street
Lacombe, AB
T4L 1X9

Affordable Housing Project RFEOI 67/951

Attention Guy Lapointe

Who we are:

Central Alberta Youth Unlimited

CAYU is a nonprofit organization which exists to bring hope and wholeness to all youth as we participate in incredible journeys with them, offering mentorship, counselling, friendship and support for the many challenges facing them today. We have been actively working with youth in Central Alberta for over 20 years. Our staff work tirelessly to provide programming and services that give youth an opportunity to thrive and you can find our staff at our youth center, coffee shops or indoor skate park, and partnering with churches, schools and other like minded agencies in the communities where we work and serve. As we move forward organizationally, we strive to provide excellent cross-organizational programming that meets the real needs of youth, ensuring hope and wholeness for their future.

Project Summary:

YUTurn Girls House

The YU-Turn Home is a skill development program for young people ages 16-24 who are in need of, and desire support and encouragement to become holistically healthy, fully independent, community contributors. Within a family style environment, participants journey through a personalized development plan with the support of the house parent, youth worker, and community partners. Built on the premise of change through choice, this relationship based program seeks to see the hope and potential realized in our community's young people.

For most young people, the transition from teen life to independent living contains a mix of excitement, nervousness, setbacks and growth.

For even the most prepared students this transition is challenging, but imagine what it is like for a young person who has not grown up in a safe, stable environment. Increasing populations of young people in Central Alberta have grown up simply surviving. Some have moved from one foster home to another and others have found themselves in families plagued by the consequences of abuse, addiction and neglect. Some have made choices that have left them estranged from family support, and others simply don't know how to accept the support available to them because of the brokenness they have experienced in life. Regardless of the circumstance which led to a lack of healthy skill development for these students, the reality is that they need help. Young people who are forced into independent living without adequate skill training, community networks, and supportive relationships are at a greatly increased risk for lifestyle cycles of poverty, addiction,

under/unemployment, unplanned parenthood, gang involvement and repetition of family abuse and/or victimization.

Resources to effectively provide the day to day support and guidance needed to enable these individuals to become thriving, holistically healthy (mental, physical, emotional, social, spiritual), contributing members of our community are in short supply, however we desire to become part of the solution.

That is why in November 2015 CAYU opened the YU-Turn Boys House; Supported Independence Housing for at risk youth/young men, ages 16 to 24. We are now ready to do the same for at risk young women. Our goal is to come alongside and assist them with the development of skills needed to move successfully into adulthood and provide opportunities for them to earn a good living and enjoy a high quality of life. Offering a unique balance of support and opportunity for independence, our team of youth workers, live-in house mentors and volunteers work together with other community organizations to build a multifaceted development plan for each individual, maximizing their potential through meaningful relationship and appropriate skill development in all areas of life.

We have recently rented the home at **FOIP Section 17(1)** in Lacombe for girls, with the intention of raising enough funds to purchase the house and carry a low mortgage on it by December 2020. A low mortgage would allow us to make the housing affordable for the girls while they work through the program. The home has 3 bedrooms on the main level with a kitchen, living area and full bath which the girls share. The rooms are currently full, with a waiting list. Our two house parents reside in the lower portion of the house with their own bedroom, bathroom and den which has a dual purpose room as an office or respite worker room.

Successes of Previous Experience:

YUTurn Boys House

FOIP Section 17(1)

The youth are encouraged to participate in community activities such as Light up the Night Festival, Lacombe Days and the Santa Parade. Some of our youth have helped with setup and cleanup for the summer picnic at the LMC. Our youth regularly use the library, schools, employment place, walking trails and recreation facilities. We foster community connections as it gives our youth a greater belonging, a sense of community and because of that they are happy and active.

Financially

List price of the house is [FOIP Section 16]
Our goal is to raise [FOIP Section 16] by December 2020 and acquire a mortgage for the remainder. We intend to do this through fundraising, grants, community partners and donors. CAYU has procured [FOIP Section 16] towards the girls house. We have used [FOIP Section 16] for initial setup costs including utility deposits, furniture and household items, bedding, food staples. Cost of rent, utilities, insurance and groceries are mostly covered by rent charged to the girls. The girls may not always have a source of income when they start the program and are unable to pay rent in the beginning but are assisted to find employment/income. As of now [FOIP Section 17(1)] are able to pay rent. A lower mortgage would allow CAYU more flexibility to assist financially where needed.

We are requesting \$80,000 from the City of Lacombe.

CAYU procured

[FOIP Section 16]

Funding to date

CAYU Annual Fundraiser
CAOC Grant (Crossroads Red Deer)
Fundscrip (on going fundraiser)

[FOIP Section 16]

Future Expectations

City of Lacombe Affordable Housing
Grants
FASD Network
Community Partners
Fundraising initiatives
Donors

80000
[FOIP Section 16]

Total

Benefits of the Project

The YUTurn housing program addresses youth homelessness and social needs.

This program teaches the skills necessary and gives the support needed to foster healthy active living and help the participants become happy engaged participants in the community.

We have used educators, the FASD network and health nurses to teach our youth and staff ways to live healthy and it also gives them a way to make community connections.

We have many partners and are well supported in our community.

We can use our community connections to help the tenants reach their personal goals, as stated above when a young man expressed an interest in being a dairy farmer. With our community connections we were able to assist him in getting a job on a dairy farm so he would have the potential to earn a good living and have a better quality of life.

By partnering with CAYU to assist us in obtaining an affordable mortgage you will be helping to reduce youth homelessness as we provide affordable housing through shared accommodation. Shared housing is not only a more affordable housing option for these young people, but a support system in a healthy environment, transitioning them to independence.

YUTurn Program Details

Business Values:

- **Stewardship:** We believe that this project and all of its outcomes are gifts from God and therefore, we will aim to be good stewards of the resources made available to us. This philosophy recognizes that we must remain responsive to God's leading and prompting throughout the entire process and remember that we are stewards, not owners.
- **Responsibility and Professionalism:** We believe that we must be wise and responsible as this program is developed making sure that we do not intentionally or unintentionally bring harm as we try to help. This means that we will make ourselves aware of accessible information throughout the decision making process and foster a high level of professionalism in all aspects of this project.
- **Community:** We believe that community investment and partnership is vital, therefore we will endeavor to build strong, collaborative partnerships with all relevant and willing organizations with the goal of most effectively and efficiently meeting the needs of program participants. Additionally, we will work hard to promote strong local relationships within the programs' neighborhood through service, awareness, and creating opportunities to build relationships between neighbors and program participants. We desire to help build a strong community and assist community members in recognizing their own ability to invest in the future of program participants and by extension, their futures.
- **Faith:** We believe that we are following a vision which God has laid out for this organization, and believe that God will provide for all of the needs we have to support future program participants. While we will plan carefully and be diligent with all the resources we are given, we also recognize that there will be places along the journey forward where we will simply need to step forward in obedience with the faith that God will provide where we are not able to clearly see the outcome

Program Philosophy:

- **Relationship:** All aspects of the program are built on the foundation of healthy relationships. Through both modeling and teaching, principles of healthy relationships will be imparted to participants and facilitated by staff, volunteers and other community organizations.
- **Choice:** We believe that true change comes through choice, therefore, participation in the program will be on an application basis. Staff will work with participants to help them understand and navigate the road toward independence by assisting

participants in recognizing their various options and encouraging them to recognize their ability to make choices rather than become victims of circumstance.

- **Community Partnership:** One of the most significant predictors of future success for at risk youth is a strong support system. A key element of the program will be assisting participants in developing a healthy support network of both individuals and relevant community organizations. By working together with other community organizations, we can assure a strong network is available to the participant once they graduate from the program. Additionally, this allows each organization to maximize their skills and expertise in a particular area without creating the need to duplicate services.
- **Holistic Support:** YU-Turn Housing believes that in order for participants to find lasting and healthy independence, they must be enabled to grow in all areas of life (physical, emotional, spiritual, social, psychological). People cannot be compartmentalized- all aspects of life are interconnected. Therefore, programming will aim to support growth and development in all aspects of the participants life.
- **Individualization:** While there are key components of the program that are able to be appropriately generalized for all participants, each participant will have an individualized program that recognizes their current needs and abilities, future goals, and the various challenges they must walk through to reach those goals. Success will be measured by movement, not comparison.

Program Components: This program uses a multifaceted approach to growth and development, weaving together experience, modeling, hands on training, teaching and self discovery- all within the context of relationship.

- **Intake:** The application has a threefold purpose. First, it creates a context for the person to recognize the choice they have to participate, understanding that they are not applying for housing but rather participation in a program. Second, it helps enable the applicant for future house/ suite rentals by equipping them with the skills required to complete a rental application. Third, it creates a context for our organization to maintain the integrity of the program. Participants agree to program participation as a part of their housing. Should they choose to dismiss themselves from the program, our organization has the ability to refer them to alternate housing and services until such a time they wish to reapply for the program. This is an important aspect in maintaining the integrity of the program, and ensures a healthy and supportive environment for the remaining participants.
- **Family Life:** Participants will be invited into family life by the house mentors. Developing trusting relationships with adults and with other participants as they become accustomed to family rhythms can offer a sense of stability to the

participant as well as strengthen relationships with future authority figures in the participant's life. Family rhythm's include family style sit down meals on weekday evenings, family chores, games and activities together and service projects.

- Coaching: Youth workers will provide one on one goal oriented support and mentoring to participants. Upon intake, workers will come alongside participants to create an individualized program plan based on desired short and long term goals.
- Workshops: Participants and mentors will complete mandatory workshops as a part of program requirements. Workshops will focus on skill development and will frequently be led by other community organizations. Focus areas include mental health, cooking, budgeting, self care, nutrition, social skills and employment skills among others that are deemed appropriate based on the participants' needs.
- Education: Participants will be expected to attend school (unless they are working full time). Educational goals will be a part of the individualized program.
- Employment: Participants will be employed or work toward employment as a part of the program requirements (unless they are attending school full time). Employability training and support will be in place for participants.
- Sobriety: It is our desire to see all participants live a lifestyle of sobriety. While participants who choose not to live with sobriety can participate in the program, the home has a strict drug and alcohol free policy. Drugs, drug paraphernalia, and alcohol may not be stored, consumed, or brought onto the property at any time. Confiscation of disallowed items as well as eviction will be the result of non adherence to this policy.
- Accountability: Within the context of grace and support, participants are held accountable for their commitment to growth and commitment to the various program elements. Participants will be made aware of the program requirements.

Potential Participants Include:

- Youth leaving foster care
- Youth in group care
- Youth who are not 'in the system' but are not coping well in their current family setting
- Youth who are homeless and/or couch surfing
- Youth who struggle with addiction
- Youth with mental health challenges and/or FASD



February 6, 2020

Central Alberta Youth Unlimited
5025 – 50th Street
Lacombe, AB T4L 1X9

RE: Letter of Support “Supported Transitional Housing Project for Girls”

On behalf of Lacombe and District FCSS I am pleased to acknowledge support for Youth Unlimited in their efforts to continue to develop and implement Phase II of YU Supported Housing program for young Girls/Women.

The Phase I “Supported- Transitional Youth Housing” program for young boys/men has been very successful. It is great to see the growth of the program and to know it will reach all genders. Youth Unlimited is very connected to young people in our community, offering a supportive network of leaders and community partners who provide opportunities for youth to grow and succeed.

Lacombe & District FCSS has a great relationship with Youth Unlimited as we work together in the provision of programs such as; Youth Drop in activities @ the UTurn, Stepping Stones, Babysitting & Home Alone courses and Family Special Events.

Our FCSS Community Outreach Program supports individuals and families who need assistance as a result of issues related to poverty such as low income, homelessness, family or relationship changes and other basic needs. On occasion our Outreach Coordinator does work with vulnerable youth who are in need of a safe home and supports to help them through difficult challenges and family situations. The ability to refer to Youth Unlimited as a potential supportive housing alternative enhances our community's capacity to assist youth.

The research, best practices and outcomes from Phase I strongly support the need for expanding the program to offer a supported transitional home for young girls and women. There are many benefits to this innovative approach which focuses on prevention and intervention encompassing a holistic approach to help build resilient youth in a safe and positive community environment.

This is a much needed service in our community and we look forward to being a partner in this very important initiative.

Sincerely,


Susan MacDonald
Executive Director

Supporting People ~ Strengthening Community

[403-782-6637](tel:403-782-6637)

www.lacombefcss.net

#201, 5214 – 50th Ave., Lacombe, AB T4L 0B6

February 21, 2020



The *FIRST STEP* ADULT EDUCATION Center

#1 4737 49B Ave. Lacombe AB T4L 1K1
403-782-5040 afirststep@telus.net

I am pleased to provide a letter of support for the **YU-Turn Housing Initiative**.

Every term, The *FIRST STEP* Adult Education Center has had students who have been challenged in finding affordable housing in Lacombe. Many single parents and young families are able to access accommodation through the *Lacombe Foundation Subsidized Housing Program*. However, single youth are rarely able to find affordable housing while going to school or working entry level jobs.

In order for my Adult students to be successful, they must be *Ready, Willing and Able* to embrace returning to learning. In many cases they have come to the place in their lives where it is the right time –they are *Ready*, and they are now *Willing* to put in the extra effort to juggle a part time job as well as going to school; however, they are not *Able* –as many young people are forced to ‘*couch surf*’ and use the Library to study and do homework. Thankfully, *The YU-Turn House* for young men has provided a safe and supportive home for several of my students.

It is my understanding that there is now a home providing similar services for young women and I am looking forward to partnering with them in providing career and education counselling as well as academic upgrading when needed. I consider the YU-Turn Housing Initiative to be a valuable asset in our community and wish them continued success in working with Youth experiencing or at risk of homelessness.

Audrey Herman

(principal @ The *FIRST STEP* Adult Education Ctr.)

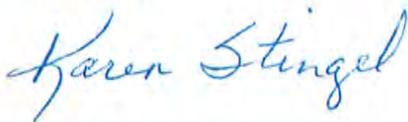
February 20, 2020

Prospective Supportive Partners &
Association of Central Alberta Youth for Christ O/A
Central Alberta Youth Unlimited (CAYU)
5025 50 St
Lacombe, AB T4L 1X9

Please accept this letter in support of the CAYU and of their continuing support of a Girls Yu-Turn project. This project is the mentoring of three young ladies that are currently in need of and desire support and encouragement to become healthy and contributing members of our society.

I have been advised of the current situation with regards to this supportive project and commend CAYU for taking the initiative of this task that will impact our youth and our community in the years to come.

Sincerely,



Karen Stingel

Commercial Insurance Specialist



February 28, 2020

CITY OF LACOMBE
5432 56TH Ave.
Lacombe, Alberta
T4L 1E9

Attention: **Guy Lapointe, Community and Economic Development Manager**

Subject: **Expression of Interest No. 67/951**

We, the undersigned, submit the enclosed Expression of Interest in response to the above-referenced Request for Expressions of Interest.

We have carefully examined the Request for Expressions of Interest and have conducted such other investigations as were prudent and reasonable in preparing this Expression of Interest.

We confirm we are authorized to submit this Expression of Interest on behalf of the Party.

Respectfully,

A handwritten signature in blue ink, appearing to read "Ken Erickson".

Ken Erickson BA
Principal

Name: Ken Erickson
Title: Principal
Phone: 403.782.7985
e-mail: info@tedi.ca
Legal Name of Party: Tricon Developments Inc. / Why Corp.
Date: February 28, 2020

Author: Darcy Stingel, Tricon Group



Lacombe Hotel (Photo Credit: www.realtor.ca)

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Supplementary Documentation

Proposed Floor Plans, 2 nd & 3 rd Floors (A2.1, A2.2)	Attached
Land Title: 4927 50 th Avenue	Attached
Lacombe Hotel 500m Radius	Attached

1. Overview

As a Lacombe-based business, the Tricon Group is an accomplished real estate development company established in 2010 with experience in all aspects of construction. Specializing in commercial and multi-family developments, the Tricon Group has managed projects with budgets ranging from \$100,000 to \$15,000,000 and has built up a foundation of success derived from a single word: *Caring . . .*

Truly caring about the dreams, needs and budgets of clients and partners has provided the Tricon Group with the opportunity to serve a wide variety of Central Alberta communities. Boasting a track record of quality and integrity, the Tricon Group is proud to put their best efforts into the realization of the full potential of any project, often resulting in community enhancement through revitalization and provision of services.

Prior to the issuance of Request for Expression of Interest No. 67/951 on January 17th, 2020, the Tricon Group had completed final paperwork for the purchase of the Lacombe Hotel, located at 4927 50th Avenue.

The interest of the Tricon Group in the Lacombe Hotel property stemmed not from a desire to diversify a portfolio, but rather an increased awareness and understanding of the needs of the community, and the ability to act upon a rare opportunity of circumstances that may otherwise have resulted in a destiny of perpetuated status quo.

Steeped in history as a metaphorical and literal cornerstone of the downtown core, the Lacombe Hotel has long stood as a staple of the neighbourhood. The property encompasses over a century of hospitality and is situated more or less in the centre of our ever-expanding community¹. Though never formally recognized or designated, it is commonly known that the Lacombe Hotel is one of the few options available for citizens who are facing a myriad of financial and personal difficulties².

It is the intent of the Tricon Group to consolidate the existing hotel rooms into larger, liveable and affordable housing suites designed through consideration of *Alberta Health's Minimal Housing And Health Standards* and required building codes to facilitate the needs of potential end-user group(s). Utilizing an existing structure will result in economical and environmental synergies, and will help to create a useable, sustainable space supporting affordable housing in Lacombe's downtown core for generations to come.

The location of the Lacombe Hotel combined with the knowledge and capabilities of the Tricon Group aligns with current opportunities and supports available to help realize this project's full potential. With economic uncertainty in Alberta exerting more and more influence on the day-to-day efforts of businesses, community groups and social support, an opportunity like this may be a long time in returning. 'Luck' is when opportunity meets preparation. The Tricon Group has the knowledge and skill, and is prepared to revitalize a historic building alongside the opportunity available through this request for expression of interest. Together, we can realize this vision.

¹ Town of Lacombe Municipal Heritage Survey 2010 – pg. 2 Lacombe Hotel, Historic Site #20099

² Affordable Housing Strategy, November 2019 – pg. 16 Lived Experience Perspective

The Tricon Group respectfully submits our plan and desired outcomes in the pages following, and offers our sincere appreciation for the invitation to submit our proposal for your consideration.

About the Tricon Group

The Tricon Group depends on dedicated, competent professionals who, at every position in the organization, dare to innovate. They reset current standards of excellence by discovering and implementing efficient solutions in an increasingly complex and evolving marketplace.

Examples of their commitment to excellence and enhancement of the community can be seen in the revitalized Meyers Norris Place on 49B Ave (formerly the Empress Hotel), the recently completed Lacombe Community Health Centre (in the Iron Wolf Crossing development, previously considered un-developable land) as well as multi-family projects such as Valley Crossing Condos in Blackfalds and Palliser Place in Lacombe.

Utilizing local subtrades and suppliers, the Tricon Group contributes to a strengthened local economy and support of businesses of all sizes. They are proud to call Lacombe their home and look forward to providing opportunities to benefit the community as a whole.

For additional information on the Tricon Group, email info@tedi.ca or call (403) 782-7985.



Valley Crossing Condos - Blackfalds



Meyers Norris Place - Lacombe



Palliser Place (Interior) - Lacombe



Lacombe Community Health Centre

Project Outline

As of February 28th, 2020, The Lacombe Hotel consists of a basement, a commercially developed main floor and two upper floors comprised of 21 hotel rooms of varying size and amenities. The unique shape and layout of the building provides access and storefront to three of the City's roadways; 50th Avenue, Highway 2A and 49C Avenue.



The basement houses much of the building's maintenance features, while the main floor was most recently occupied by a restaurant, bar/lounge and liquor store. At publication of this proposal, these commercial spaces are not currently leased. Currently, only 8 of the 21 available hotel rooms are occupied by tenants.

In its current state, the Lacombe Hotel is in obvious need of renovation and revitalization. Engaging a number of resources available to the Tricon Group, including records held by the City of Lacombe Planning & Development office and exhaustive building appraisals, surveys and drawings, a proposed redesign would see the consolidation of the 21 hotel rooms into (15) 1 and 2-bedroom affordable housing suites.

Accounting for requirements and standards outlined in *Alberta Health's Minimal Housing And Health Standards*, these renovated suites were designed for, and are intended to meet, the needs of a variety of tenants, and is not meant to be a singular solution to any one extant issue.

Once redeveloped, the suites will be made available exclusively to local community organizations and user groups who may, at their discretion and approval, consider subsidizing the rent of various suites. The Tricon Group has designed the space to accommodate a variety of end-user groups, and in part to contribute to the longevity and sustainability of the building's affordable housing utilization well into the future.

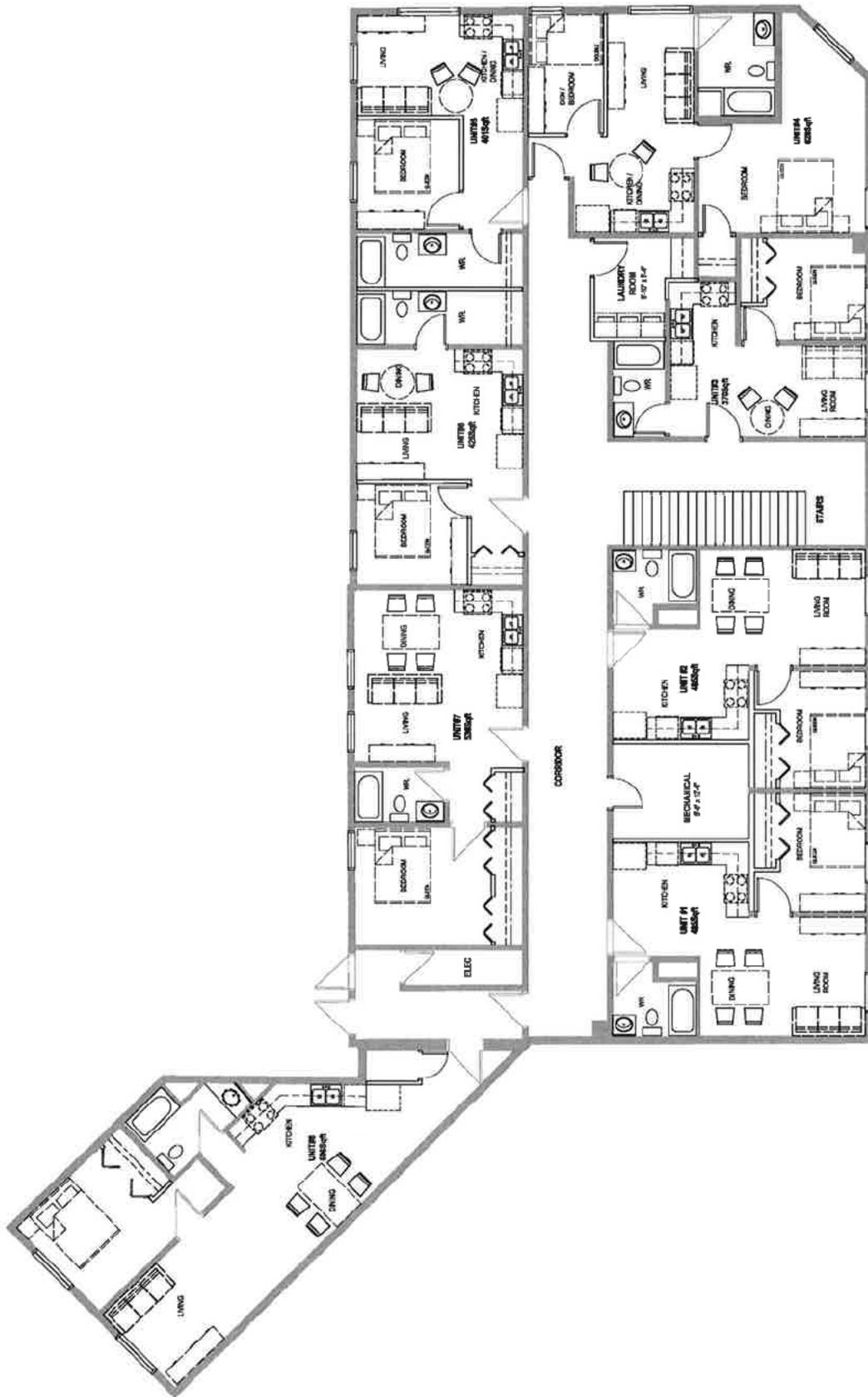
Project Design

Overall project renovation/repurposing design and engineering are ongoing with particular emphasis on the 2nd and 3rd floor leading to permit ready application.

Each of the proposed affordable housing suites are appointed with a separate bedroom, bathroom and cooking facilities as well as living and dining areas and closets for belongings. The floorplan is near identical in layout and design for both the 2nd and 3rd floors with the notable exception of an additional suite jutting out from the 2nd floor.

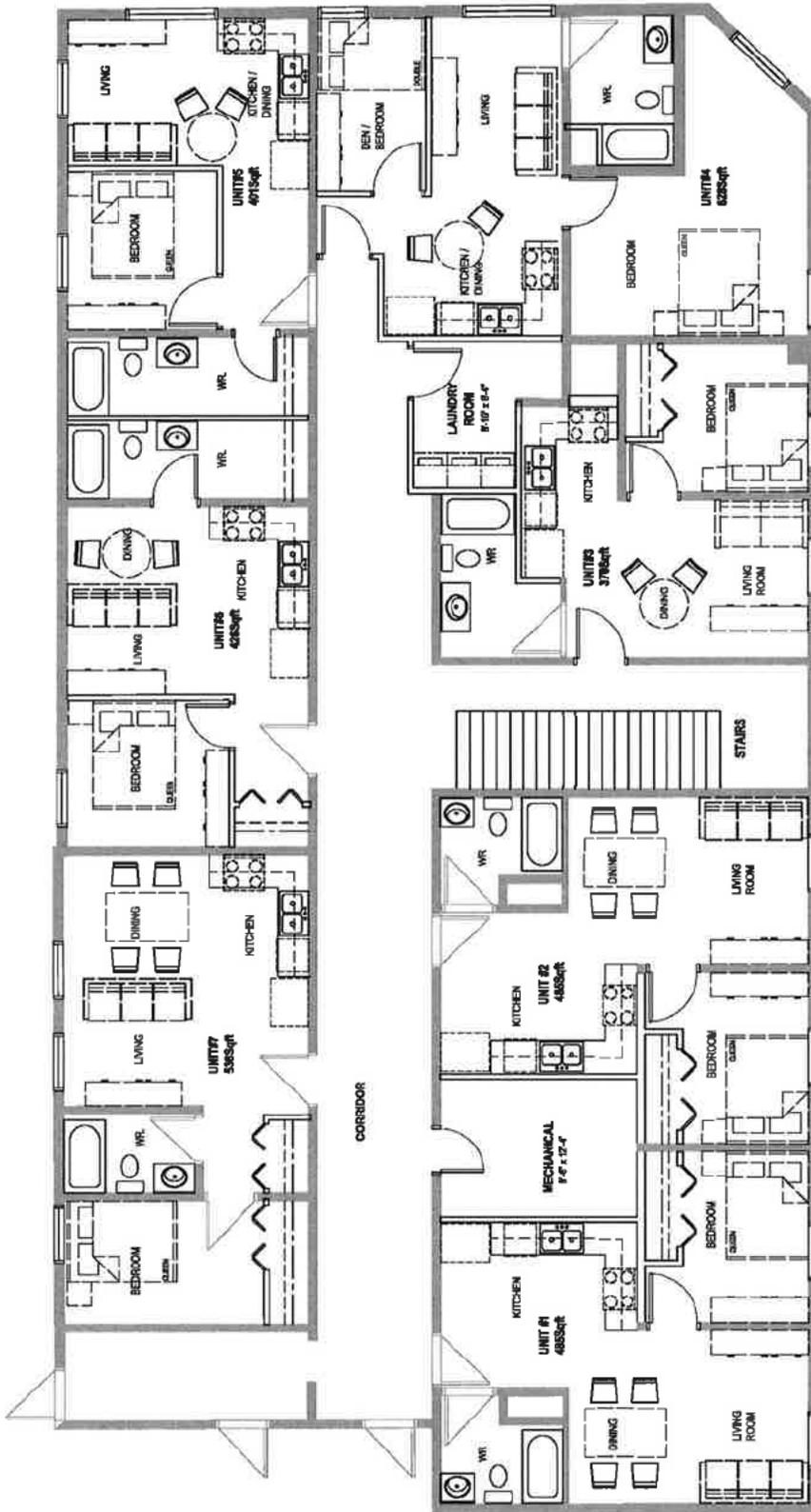
Through the revitalization and renovation of the Lacombe Hotel, an additional 15 affordable housing rentals will become available in the City, supporting the needs of a variety of tenants.

The Tricon Group estimates 2nd and 3rd floors renovation work to be completed late fall 2020 as detailed in the proposed floor plans following;



SECOND FLOOR PLAN
 SCALE: 3/8" = 1'-0"
 FLOOR AREA: 44,321 sq ft (4722 sq m)
 (1) - ONE BEDROOM WITH DEN
 (1) - ONE BEDROOM WITH DEN





THIRD FLOOR PLAN

SCALE: 3/8"=1'-0"
 FLOOR AREA = 47,773sqft (3885sqm)
 (8) - ONE BEDROOMS
 (1) - ONE BEDROOM WITH DEN



Project Cost & Operations

In comparison to industry standards, the Tricon Group breaks the mold when it comes to commercial property acquisition. The intent to utilize the property to accommodate affordable housing options rather than an aggressive redevelopment and profit-driven gentrification of studio apartments is counter-intuitive to traditional commercial property operations.

As the finalization of the purchase of the Lacombe Hotel and the RFEOI 67/951 issuance nearly coincided with one another, priority was given to the completion of the Tricon Group's proposal for EOI over the pursuit of additional funding and grant opportunities. As such, the Tricon Group has no other additional funding secured at a provincial, federal or organizational level at this time, despite knowing that such funding exists.

Despite profitable opportunity among the upper floors, the Tricon Group is interested in the creation of affordable housing options in the heart of downtown Lacombe, and as such considers the purchase price of FOIP Section 16 a considerable initial financial investment towards the realization of that goal.

Currently, the Tricon Group manages and maintains 53 residential units and 10 commercial properties, attending to the operational needs of each. Additionally, utilizing the construction arm of the Tricon Group, initial drawings and design, site preparation, estimates and scheduling are all conducted in-house, eliminating third party involvement and reducing total cost of renovation.

The estimated cost of renovating the upper two floors of the Lacombe Hotel is as follows;

Breakdown

Building Purchase Price (Capital)
Two Floor Residential Component Value
Two Floor Residential Renovation Budget
Residential Component Total
15 Affordable Housing Unit Costs (per)
Capital Affordable Housing Costs
City of Lacombe Capital Grant
Tricon Group Contribution

FOIP Section 16



³ Supplementary Document: Land Title 202037696 – Indicates ownership and purchase price of property.

FOIP Section 16

Given the reduced cost and quick turnaround capability of the Tricon Group to address affordable housing in Lacombe, we are seeking a City of Lacombe contribution of the full amount of \$460,000.00 available as detailed in the Request for Expression of Interest 67/951 to service **FOIP Section 16** the residential floor renovations (5 suites).

Operations

As a real estate development company, the Tricon Group realizes its limitations and working knowledge of the social housing landscape, and would rely upon legitimate and authorized organizations such as the Lacombe Foundation and other user groups capable of the vetting, administration and placement of tenants. These units are not intended to become available through the public market.

The rental rate of each unit will be set in accordance to the definition of affordability as identified by the appropriate administrative body and as measured against CMHC average rental rates for Lacombe. As these rates may fluctuate from time of proposal to completion of renovation, the Tricon Group will meet and exceed requirements as dictated by current market realities at the time of occupancy.

Individual tenants may choose to service their units with amenities outside of operational utilities, but it should be noted that the Mary C. Moore Public Library provides internet access and is within reasonable walking distance of the Lacombe Hotel, meaning tenants would have at least some form of internet access should it be required.

It is the professional opinion of the Tricon Group that with critical renovations, and based on the aforementioned capital cost, the proposed affordable housing units would operate on a break even, if not slightly profitable, operational structure. Sustainability of operations is not only achievable, but highly likely.

A fully-realized mixed-use building in the heart of downtown Lacombe would benefit the community on many levels, providing an opportunity for vibrancy and buzz of activity that has been missing from the heart of the city.

Philosophically speaking, the greatest potential cost of the project is the loss of the rare window of opportunity provided for this building, with this ownership, at this point in time.

Key Housing Issues

The redevelopment of the Lacombe Hotel into affordable housing suites addresses a myriad of housing issues as indicated by the City of Lacombe's Affordable Housing Strategy. Specifically, the Tricon Group acknowledges and responds to the following points as indicated in Appendix A: Guiding Principles⁴;

- Leveraging additional contributions can help to increase the total funds available to the community to address some of its affordable housing needs.
- Establishing an environment that allows the private sector to innovate and build well and affordably is important.
- The City of Lacombe aspires to be a safe, healthy and vibrant community. The fundamental need to provide decent affordable housing for citizens is essential.
- Lacombe wishes to build integrated, comprehensive neighbourhoods where individuals of diverse economic status live in a range of housing styles.
- There is no one silver bullet that will address Lacombe's housing challenges. Multiple approaches and solutions will be required to address existing housing needs.
- Locate affordable housing in areas served by transit as well as in proximity to other services/amenities whenever possible.
- The City does not seek to become a direct housing supplier, rather their resources will target creating an environment that enables Lacombe to provide more affordable housing.

The Tricon Group believes the redevelopment of the Lacombe Hotel responds positively to the aforementioned guiding principles and addresses, if not completely than partially, elements of the Key Affordable Housing Issues as identified in the Affordable Housing Strategy:

Issue 1: Housing Affordability

Goal 1: Increase affordable rental and home ownership housing supply.

With the consolidation of 21 hotel rooms into (15) 1 and 2-bedroom suites designed and intended specifically for the affordable housing market, the Tricon Group increases market availability for both configurations and provides convenient, walkable access to amenities that would otherwise require vehicular transportation. Further, because of the existing infrastructure and building shell, the increase of affordable rental supply would enter the market much sooner than if the same supply were to be serviced, planned and built from the ground up. By converting the hotel into affordable housing suites, goal one is met by an increased supply of units.

Issue 2: Ownership and Rental Diversity

Goal 2: Promote growth of rental inventory, including a range of properties designated for subsidies.

Improving the affordable rental inventory is a primary goal of the Tricon Group's proposed project, as is partnering with identified organizations to provide access to rental inventory intended to address affordable housing needs. By relying on outside administration of units, the Tricon Group aims to have subsidies identified and utilized among these units.

⁴ Affordable Housing Strategy, November 2019 – pg. 14 Appendix A: Guiding Principles

Issue 3: Aging in Lacombe

Admittedly, the overall approach to the proposed redevelopment does not specifically cater to the needs of the senior population of Lacombe. It is worth noting, however, that the room availability and administration thereof was not designed with age restrictions in mind. It is completely feasible that a senior citizen of Lacombe in need of affordable housing accommodation may find themselves able to make use of a redeveloped Lacombe Hotel.

Issue 4: People Living in Vulnerable Situations

According to the City of Lacombe's Affordable Housing Strategy, 'while there may be a limited number of people in the community experiencing street homelessness, there is a significant cohort that, if not attended to, could become chronically homeless and increasingly street involved.'⁵

Further, in consultation with focus group participants, the Lacombe Hotel was specifically identified as the only legitimate local housing option currently available for people experiencing homelessness in this community.

It is the goal that this redevelopment provides a degree of respite for those who are experiencing personal turbulence that prevents them from thriving, and establishes a framework of compassion that others can subscribe to. Though the proposed affordable housing suites are not intended for use as a shelter, emergency or otherwise, perhaps their very existence will help to stabilize and re-socialize individuals in need of options other than homelessness.

⁵ Affordable Housing Strategy, November 2019 – pg.11, Issue 4: People Living in Vulnerable Situations

Policy Synergies

In addition to addressing some of the needs identified in the Affordable Housing Strategy, this proposal also adheres to the guidance and policies outlined in a number of other City documents, including;

Downtown Area Redevelopment & Urban Design Plan (DARP)

In accordance to the DARP Guiding Principles (3.2), the Tricon Group proposal utilizes a downtown property while preserving, celebrating and adaptively reusing a heritage structure;

*'Historic and architecturally significant buildings are assets that play an important role in downtown revitalization. Heritage structure should be celebrated and enhanced in adaptive reuse projects that respect and preserve the building's heritage significance while bringing new life to the structure. Preserving these important assets helps strengthen the downtown's identity while providing value for the future.'*⁶

The repurposing of the Lacombe Hotel into affordable housing units plays directly into the history of the building providing shelter (both temporary and permanent) to visitors and citizens of Lacombe for over a century. The building's footprint in the downtown core will not change, nor will the overall presentation from the street. The Tricon Group respects the history and heritage of the building and will endeavour to maintain its character.

Further into the Downtown Area Redevelopment & Urban Design Plan document is DARP Land Uses (6.2), which identifies the following objectives;

- Promote mixed-use development that encourages round-the-clock activity.
- Avoid land use conflicts by providing logical transitions between existing and proposed land uses.
- Encourage compatible infill and intensification of development and redevelopment sites.
- Preserve the integrity of low-density residential neighbourhoods within the Central Residential District while supporting opportunities for multi-family infill development at strategic locations.
- Establish 50th Avenue as Lacombe's signature main street.
- Provide a wide range of housing choices within the Downtown Plan Area.

The utilization of an existing structure with all required infrastructure such as the Lacombe Hotel supports these objectives while providing a high-impact, timely and economical transformation of disused hotel rooms into affordable housing suites. With commercial viability on the main floor, this building could very well be a prime example of mixed-use development with around-the-clock activity.

Section 7.4 of the DARP outlines the Strategic Priorities and Action Plans, and the Tricon Group feels that the redevelopment of the Lacombe Hotel provides support to:

⁶ City of Lacombe Downtown Area Redevelopment & Urban Design Plan, January 14, 2013 – pg 35

‘Strategic Priority #4: Identify ways and means to make development of high-density housing in and near downtown viable.

The goal behind this strategy is to increase the number of people living in or near the downtown core. This increase in downtown’s population will not only increase the customer base but also give new life to vacant land downtown. A need for more seniors and affordable housing has been identified.’⁷

The creation of affordable housing suites situated in the heart of downtown, and the addition of 15 additional suites adds a number of people who will now be able to live downtown. Further, the proposed redevelopment optimizes the value of the Lacombe Hotel as a community asset and provides access to citizens facing financial or personal hardship. In this manner, redevelopment can facilitate both the recognizance of heritage and the promotion of higher density housing, right in the heart of downtown.

Municipal Sustainability Plan/Imagine Lacombe (MSP)

Established via focus groups, public consultation and professional input, the Municipal Sustainability Plan illustrates the community vision of Lacombe and indicates directions and desired outcomes by the year 2040.

One subtopic – Our Buildings and Sites, indicates key directions aimed at;

- Preserving and enhancing historic buildings, heritage and artworks,
- Ensuring that buildings compliment their surroundings and are integrated and linked to the natural environment and,
- Develop multi-use buildings that are accessible to the community.

Desired outcomes include having buildings preserved and enhanced to celebrate the community’s heritage. Also important is the intent to have Lacombe retain its small town feel through the character of its buildings and neighbourhoods while offering attractive development opportunities for growth. With the integration of affordable housing units, as well as the opportunity to eventually revitalize the commercial operations, this proposal adheres to the directional elements leading to some of the desired outcomes in this section of the MSP.

Under the subtopic- Where We Live and Work: Our Homes and Neighbourhoods, key directions are indicated as;

- Encourage the creation of more diverse and affordable housing options
- Protect historic and heritage homes and neighbourhoods
- Enhance downtown to increase vibrancy and usage
- Ensure neighbourhoods are compact and connected, and land is used efficiently
- Protect and maintain open spaces and water features.

⁷ City of Lacombe Downtown Area Redevelopment & Urban Design Plan, January 14, 2013 – pg 75

The proposed redevelopment is a unique contribution to diverse and affordable housing options. Additionally, efficient use of an existing heritage building will also enhance elements of downtown which would suggest that this proposal runs parallel to the directions outlined in the MSP.⁸

An accompanying excerpt from the summary of the 2013 reality reads as follows;

‘While the older part of the community remains relatively compact, walkable and close to the downtown core, the newer neighbourhoods are more spread out, requiring greater driving distances to shops, schools and recreation. There remains a need for increased diversity in affordable housing options and more assisted living spaces for seniors. As the City continues to grow, ensuring that it creates compact, walkable neighbourhoods and protects green/open spaces will be important, as will be creating a vibrant and well-used downtown.’

The Tricon Group is confident that the proposed redevelopment of a high-profile downtown property speaks directly to some of the needs outlined in the excerpt above.

In relation to the Key Directions are a list of 10 Desired Outcomes by 2040. Of those desired outcomes, this proposal contributes to the following notes;

- A desire for Lacombe residents to have a diverse range of housing choices that meet the needs of all income levels and life stages.
- Historic and heritage homes and neighbourhoods are protected and contribute to the character of the community.
- Lacombe is a connected, walkable and bikeable community, and facilities and services are available to all.
- The community is well-planned and compact, ensuring existing neighbourhoods are used more efficiently, and agricultural land is protected.
- The downtown is vibrant, attractive and well used.

Again, the revitalization and essential repurposing of a heritage downtown building facilitates wayfinding of desired outcomes because of its location, its intent and its ability.

At the time of submission, the MSP remains in place, guiding and pacing the development of services, amenities and opportunities that are outlined as only 20 years away (2040 being the identifying timeline throughout the document).

Throughout the various social, government and public indicators woven together in the MSP is an underlying and undeniable common thread; the need to seek strategic partnerships and opportunities to realize the goals of the MSP and to do so in a responsible, sustainable manner.

As a Lacombe-based company with a passion for this community, the Tricon Group will establish itself as a role model among business peers when considering future partnerships to benefit the goals, visions and policies of the City and its denizens.

⁸ Imagine Lacombe Municipal Sustainability Plan, 2014 – pg 28

Community Enhancement

The Tricon Group firmly believes in making the most of any project, and looks beyond the immediate benefits of a development with a 'bigger picture' mentality. How this project will affect, inspire, contribute or exemplify the desires of the community is arguably just as important as the initial intent of providing affordable housing downtown.

This proposal presents a number of benefits to the community as a whole, and provides an example of leadership and a sustainable vision for the future of downtown.

High-Impact Investment

Utilization of the available Affordable Housing funds offered through this RFEOI on this proposal would serve a high number of citizens based on its design and function. Further, with this structure already in place, renovation work means a quicker turnaround and therefore quicker access than a traditional ground-up build. Measuring dollars committed to the number of citizens potentially served by this proposed redevelopment should equate to an effective and efficient outcome.

Environmental Responsibility

Recycle, reduce, reuse. The Lacombe Hotel is a prime example of responsible resource management. Utilizing the existing structure, infrastructure and building footprint reduces the cost and time associated with developing a bare piece of land. Additionally, material and labour resources will be a fraction of what it would take to construct a building of approximately the same size and scope. Additional upgrades to the building's existing heating operations as well as replacing appliances and lighting with higher efficiency units will also begin to reduce the environmental impact of the building as a whole.

Walkability

With the cancellation of BOLT public transit, some Lacombe citizens are finding it difficult to access products and services from their current living arrangement. The Lacombe Hotel is situated nearly in the centre of Lacombe, boasting a walk score of 75 amongst Lacombe's average of 29.⁹ Within a 500m radius¹⁰ of the building are services and amenities such as retail, restaurants, grocery, postal and registry services, legal and medical professionals, pharmacies, entertainment, financial institutions, dental and chiropractic care, clothing and thrift stores among others. Also within walking distance is one of Lacombe's more prominent civic buildings, The Lacombe Memorial Centre, which boasts Lest We Forget Park, Lacombe FCSS, the Mary C. Moore Public Library and hosts additional festivals, events and presentations. Those citizens who rely upon public transportation, taxi cabs, ride shares or the availability of family or friends may find themselves in a more stable situation closer to the heart of downtown.

⁹ Source: www.walkscore.com

¹⁰ Supplementary document: Lacombe Hotel 500m Radius



500m radius (estimated 10-minute walk) from Lacombe Hotel

Downtown Revitalization

The aphorism ‘a rising tide raises all ships’ rings especially true in our community, and it is anticipated that the Tricon Group’s redevelopment of the Lacombe Hotel, as well as other downtown properties, will create a domino effect encouraging other building owners and businesses to bring their own operations up to a renewed, refreshed standard. Perhaps the addition of affordable downtown suites will inspire other investors and property owners to reassess and investigate their own ability to contribute to liveable downtown space. Every effort to improve the downtown core visually, commercially, residentially and economically benefits everyone in Lacombe, and the Tricon Group will set an example for future redevelopment to meet and exceed.

Social Benefit

The creation of centralized affordable housing options in the City of Lacombe provides many additional benefits, both hypothetical and tangible, stemming from the availability of liveable space downtown. One could assume the addition of 15 suites to the downtown core will inevitably lead to increased foot traffic, highlighting pedestrian amenities and providing downtown businesses with a new pool of potential customers and employees. Additionally, downtown may experience an intangible increase in security, with an increasing number of ‘eyes’ in the neighbourhood capable of reporting suspicious behaviours and incidents that may otherwise go unnoticed in business off-hours. Although the Affordable Housing Strategy revealed only a small contingent of self-identified homeless individuals, it does make a direct connection between increasing shelter cost and homelessness. Perhaps an influx of affordable suites downtown will provide a foundation for an individual to begin regaining control of their situation, diverting a potentially undesirable element from downtown.

Rebrand

What's in a name? A final thought, of no real consequence to the overall purpose or proposal, is the opportunity to use the redevelopment to forge a new name for the property, especially in consideration that it will no longer function as a hotel. The name 'Lacombe Hotel', or 'The LH', is more than just a descriptor – its often thought of by locals as a directional waypoint, a downtown referential guide; a local landmark. For some, it has been home. For others, an opportunity. As a component of the redevelopment, a new name respecting the heritage of the building while promoting the future could be considered. With respect to local slang and reference, the building could still be referred to as 'The L.H.' – perhaps a shorthand for 'Lighthouse', which could symbolize overcoming challenges and adversity as well as guidance. Regardless, the opportunity to rebrand this property could be a catalyst that inspires a downtown renaissance.

Letters of Support

Through informal consultation, careful research and dedication to meeting as many of the community's needs as possible, the Tricon Group is privileged to enclose the following letters of support for the redevelopment of the Lacombe Hotel into affordable housing units;

Ron Orr – MLA, Lacombe-Ponoka

Donna Abma – Executive Director, Broom Tree Foundation

Tye Friesen – President, Kinsmen Club of Lacombe

Rieley Kay – Owner/Operator, Cilantro & Chive and Moe's Pizza Co.

Angelique Hand – Executive Director, Lacombe Regional Tourism

Dan Ahlquist – Owner, Ahlquist Industries

Darrell Marleau – Current Tenant, Lacombe Hotel

Jim Jackson – Current Tenant, Lacombe Hotel

Tamara Noordhof – Social Worker, Lacombe Citizen



LEGISLATIVE ASSEMBLY
ALBERTA

Ron Orr, MLA
Lacombe-Ponoka Constituency

February 27, 2020

To Whom It May Concern:

I am pleased to provide a letter of support to The Tricon Group application for funding with the City of Lacombe.

It is my understanding that these funds would be used for the renovation of the Lacombe Hotel so that affordable housing could be offered to the citizens of Lacombe and surrounding area.

As MLA for the Lacombe-Ponoka constituency, I support their application.

Kind regards,

A handwritten signature in black ink, appearing to read 'Ron Orr'.

Ron Orr, MLA
Lacombe-Ponoka

February 26, 2020 City Hall 5432 56th Ave Lacombe, AB T4L 1E9

To Whom it May Concern:

RE: Affordable Housing Support Letter

On behalf of The Broom Tree Foundation, please accept this letter in support of the Tricon Group in their application of the former Lacombe Hotel to provide affordable housing for the citizens of Lacombe.

I am a long-time resident of Lacombe and have been active in leading women support initiatives including the Stepping Stones program through CAYU. It is through my experience in working with vulnerable people that I have found the desperate need for affordable housing in Lacombe.

The Broom Tree Foundation's vision lines up with the application that would aid in the renovation of these suites to bring them up to better standards of living for the needs of our community and the people we serve. As the BT Foundation moves forward in their Bridges program that supports and walks with the young women and their families in central Alberta, we are aware of this important need. We recognize all the existing supports and community groups that are working toward the same goals and we look forward to supporting the City of Lacombe's quest in providing affordable housing.

I love this community and believe the restoration of the Hotel and the living accommodations will absolutely aid in the bringing forth what this community is and that is a community that cares for one another.

Sincerely,

Donna Abma, Executive Director
Broom Tree Foundation
broomtreefoundation@gmail.com



Kin Canada
Lacombe
Kinsmen Club

Box 5761, Lacombe, AB, T4L 1X3
president@lacombekinsmen.ca

February 18th, 2020

To Whom It May Concern,

The Lacombe Kinsmen Club operates under the motto 'serving the community's greatest need', and as such, we recognize the Tricon Group's efforts in meeting one of those needs in our community: affordable housing.

As a service club operating in the City of Lacombe, the Kinsmen have contributed hundreds of thousands of dollars to projects and initiatives to the benefit of our citizens through event-driven fundraisers and grants. The intent of the Tricon Group to provide affordable housing in downtown through the revitalization of the Lacombe Hotel is an admirable one.

Although we will not be contributing financially to this project at this time, nor have we been asked to be involved at any level, we do recognize its importance to the downtown core and to those in need and to the community as a whole.

Please consider this letter in general support of the application for affordable housing funding presented by the Tricon Group for the benefit of the citizens of Lacombe.

Regards,

Tye Friesen, President
The Lacombe Kinsmen Club
president@lacombekinsmen.ca

Monday, February 24th, 2020

Attention: City of Lacombe

We have recently been approached by The Tricon Group in relation to their proposed development of the Lacombe Hotel and attached retail spaces.

As a business who focuses on the sustainability of the community and supporting creative initiatives, we fully support their vision of creating a long term plan to house and support those in need, while working with the Broom Tree Foundation and other likeminded organizations.

Creating a safe space for those who need a hand up in our downtown check off many boxes for a long term sustainable community. Far too often those who are in need get cast out and pushed out. The "not in my backyard" mentality over rides the common sense approach of getting the resources to those in need.

Having this service in our downtown core limits the need for transportation to necessities like shopping, grocery stores, medical offices and employment, creating more options and greater support for those in need.

One of the concerns we hear from potential employees is accessible transportation to and from work, along with affordable housing. Having an increased opportunity for affordable housing with in our downtown core would drastically help those who are seeking employment with entry level positions.

It is exciting to see businesses and community organizations working together to promote and encourage growth within our community while helping and encouraging.

Rieley Kay
Small Business Owner



Cilantro and Chive
5021 50th Street
Lacombe, AB T4L 1X9



Moe's Pizza Co.
4914 50th Avenue
Lacombe, AB T4L 1Y1

February 21, 2020

Darcy Stingel
Tricon Group
Box 5149
Lacombe, Alberta T4L 1W7

Letter of Support for the Lacombe Affordable Housing Grant by Tricon Developments

Lacombe Regional Tourism is writing to inform you of its support for Tricon Developments and its Expression of Interest in the Lacombe Affordable Housing Grant program.

Lacombe is a progressive City growing at a pace which is now highlighting it's need for more diverse services and opportunities for all sectors of the population. We applaud Tricon Developments for their community partnerships which we feel will add to the historic downtown revitalization through the upgrades proposed to the Lacombe Hotel Property and the addition of more affordable housing units. This proposal will once again showcase Lacombe as a caring and compassionate community that is a safe and inclusive place to live, heal and grow.

We are hopeful that the project will be successful in its application for funding and look forward to its implementation in the near future.

Sincerely,

Angelique Hand

Executive Director
Lacombe Regional Tourism

Ahlquist Industries

February 26, 2020

City Hall
5432 56th Ave
Lacombe, AB
T4L 1E9

To Whom it May Concern:

RE: Affordable Housing Projects Letter of Support

On behalf of Ahlquist Industries, please accept this letter of support of the Tricon Group in their application for the renovation of the former Lacombe Hotel to provide affordable housing to the citizens of Lacombe.

We currently own a Custom Design and Fabrication business located in the Lacombe Black Smith Shop and have been here for twenty years.

We as a business understand and appreciate the value of community groups such as the Broom Tree Foundation, FCSS, Action Group and Lacombe Foundation. We support Tricon's vision to implement and provide affordable housing in Lacombe.

If you require more information, please contact us.

Sincerely,

Dan Ahlquist, Owner

Ahlquist Industries

(403) 782-1915

February 27, 2020

City of Lacombe
5432 56th Ave
Lacombe, AB
T4L 1E9

RE: AFFORDABLE HOUSING

I am writing in support of the Tricon Group's proposed affordable housing project at the Lacombe Hotel.

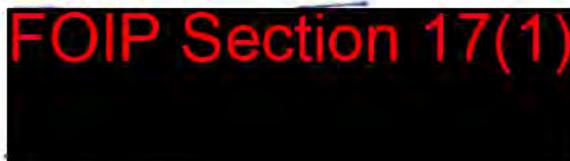
I am a current tenant at the Lacombe Hotel. I think the affordable housing project will benefit everyone in the community including myself and my fellow tenants. I hope to be able to access any services in the future that may be available to help me get affordable housing through the programs and services in our community.

Thank you for your time.

Sincerely,

Tenant Suite 

Darrell Marleau

FOIP Section 17(1)


February 27, 2020

City of Lacombe
5432 56th Ave
Lacombe, AB
T4L 1E9

RE: AFFORDABLE HOUSING

I am writing in support of the Tricon Group's proposed affordable housing project at the Lacombe Hotel.

I am a current tenant at the Lacombe Hotel. I think the affordable housing project will benefit everyone in the community including myself and my fellow tenants. I hope to be able to access any services in the future that may be available to help me get affordable housing through the programs and services in our community.

Thank you for your time.

Sincerely,

Tenant Suite

FOIP Section 17(1)

Jim Jackson

FOIP Section 17(1)

February 20, 2020

City Hall
5432 56th Ave
Lacombe, AB
T4L 1E9

To Whom it May Concern:

RE: Affordable Housing Project Letter of Support

On behalf of myself and my family, please accept this letter of support to the Tricon Group in their application for the renovation of the former Lacombe Hotel building to provide affordable housing to the citizens of Lacombe.

I am a registered social worker and have worked alongside many vulnerable individuals in this community with the Action Group, FCSS, Stephen Ministry and Lacombe Victim Services. In each role I have served, I can attest to the absolute need for affordable and transitional housing. I am in full support of any community-based program or initiative that is dedicated to helping our most vulnerable populations get the services and supports they need to be valued and contributing members of society.

There are many groups who will benefit from the City of Lacombe's commitment to services in this area. We support the Tricon Group's vision to implement and provide affordable housing in Lacombe.

If you require more information, please contact me at 403-598-5921

Sincerely,

Tamara Noordhof

Summary

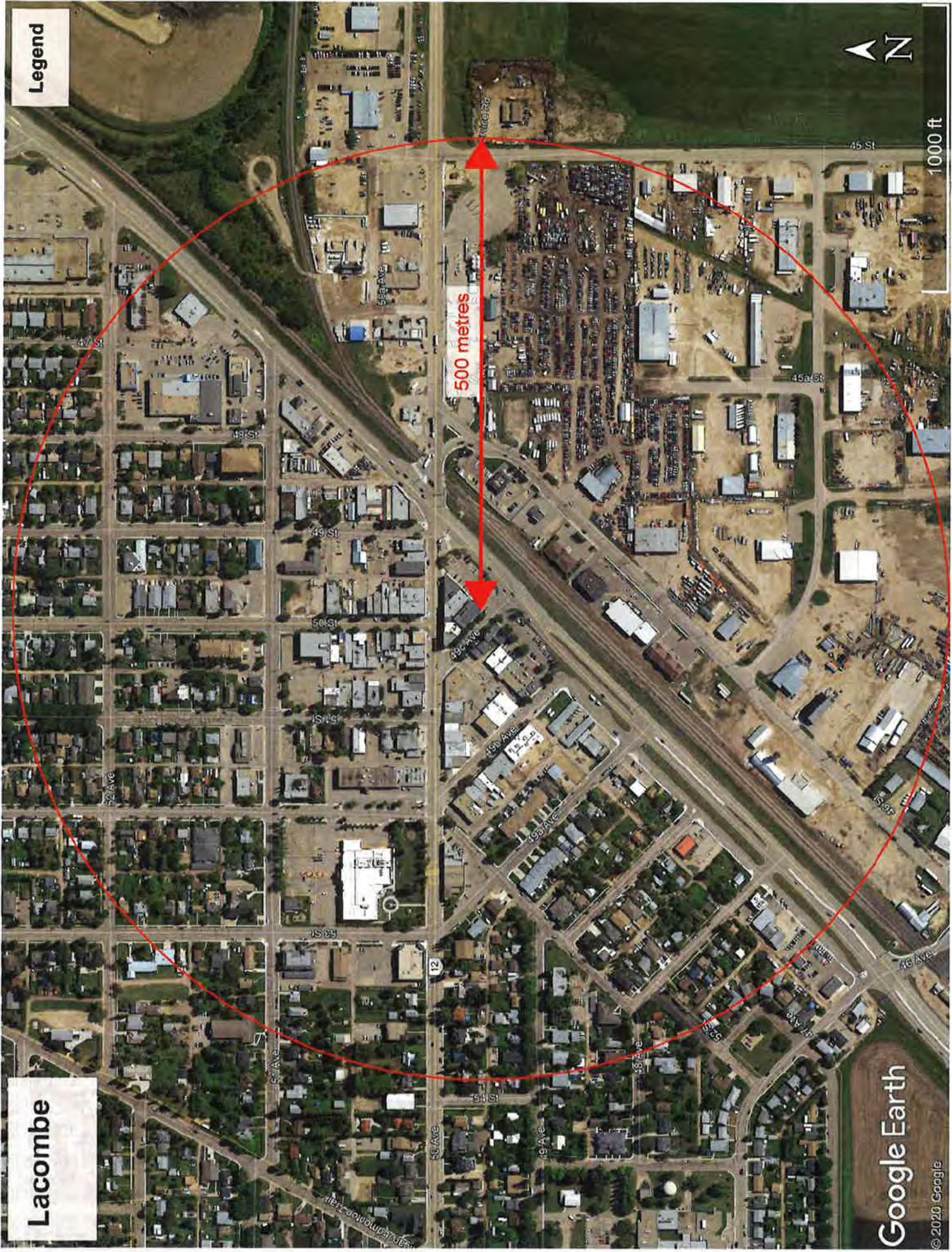
The Tricon Group is responding to the Request for Expressions of Interest 67/951 for Affordable Housing Projects in the City of Lacombe by proposing the redevelopment and revitalization of the residential components of the Lacombe Hotel (4927 50th Avenue) to create an additional (15) affordable housing suites.

Given the estimated costs to meet this goal, the Tricon Group is requesting funding in the full amount of \$460,000.00 available to accommodate the renovation and creation of downtown affordable housing suites.

Because of the nature of the affordable housing component, the Tricon Group realizes its limitations and knowledge in administering of the proposed suites, and will therefore only offer rooms to legitimate and authorized organizations and user groups capable of the vetting, administration and placement of tenants. These units are not intended to become available through public market.

At the time of submission, this proposal makes use of available resources and abilities of all parties involved to revitalize a key downtown structure. Admittedly, there are financial and logistical factors that have not been established in this proposal, as any such indication would be reflective of the current market and social conditions of the date of submission and would not indicate actual conditions at the time of commencement. Therefore, generalized timelines and statements regarding operational sustainability and related funding are intentionally speculative to avoid committing to potentially dated information.

In submitting this proposal, the Tricon Group presents a feasible, practical approach to the optimization of a downtown resource to address the need for affordable housing in the City while simultaneously servicing the goals and visions of a number of other community documents and policies.



Legend

Lacombe

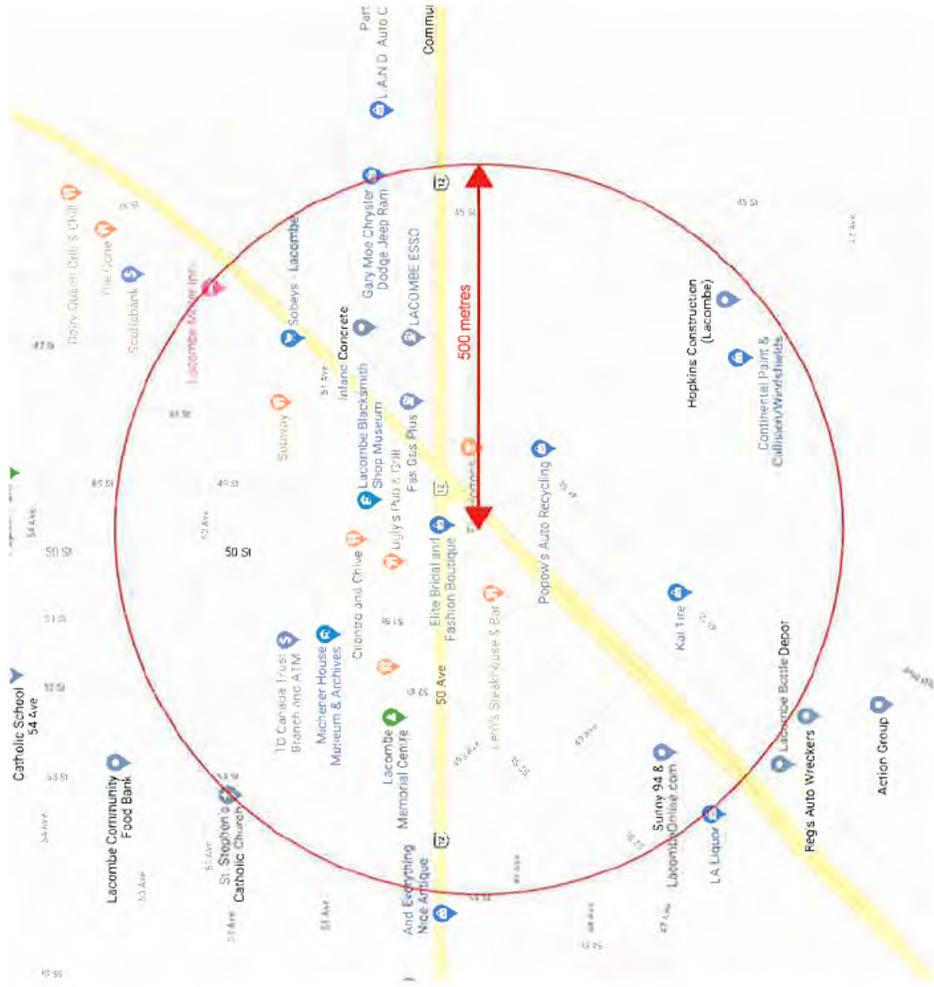
500 metres

1000 ft



Google Earth

© 2020 Google





REQUEST FOR COUNCIL DECISION

SUBJECT: 2nd and 3rd Reading of Bylaw 400.29 (Add “Autobody and paint shop” for Unit 11, Plan 062 8084 up to May 1, 2022 to UC District)
PREPARED BY: Craig Teal, RPP MCIP, Director, PCPS
PRESENTED BY: Craig Teal, RPP MCIP, Director, PCPS
DATE: April 27th, 2020

FILE: 61.201.29 (20)

PURPOSE:

To present Council an option to amend the (UC) University Commercial District to add “autobody and paint shop in Unit 11, Plan 062 8084 up to May 1, 2022” as a permitted use for a limited duration approval of two years.

RECOMMENDED MOTION(S):

1. THAT Council give second reading to Bylaw 400.29 as presented.
2. THAT Council give third reading to Bylaw 400.29 as presented.

RELATED PRIOR MOTION(S):

1. THAT Council amend Bylaw 400.29 so 1a reads: Adding “Autobody and paint shop in Unit 11, Plan 062 8084 up to May 1, 2022” to the list of permitted uses in the (UC) University Commercial District.
2. THAT Council give first reading to Bylaw 400.29 as amended.
3. THAT Council schedule a public hearing for Bylaw 400.29 at 5:30PM on Monday, April 27, 2020.

EXECUTIVE SUMMARY:

A request to amend the Land Use Bylaw to allow a paint and auto body shop in a bay of a multi-bay building in the (UC) University Commercial District has been submitted. The subject site is located in the College Heights Outline Plan area on a site slated for future mixed use comprising commercial, institutional and residential uses. The addition of another industrial use to the UC District is not consistent with the direction given for this area in the Municipal Development Plan and North Area Structure Plan. Administration is recommending a limited duration approval of two years.

REQUEST FOR COUNCIL DECISION

ANALYSIS:

The tenant of Unit 11, Plan 062 8084 is FSK Paint and Body and, with the consent of the owner of Unit 11, has made a request to amend the Land Use Bylaw to allow their auto body shop to continue to operate in Unit 11. Unit 11, Plan 062 8084 (civic address #11 7102 52 Street) is part of multi-bay building located in the (UC) University Commercial District.



The applicant indicates that the shop specializes in restorations, small light repairs, custom work, and support training through apprenticeships. Their shop is low volume, focusing on 2-3 vehicles per month, and they have no outdoor storage needs.

Bylaw 400.29 is a site specific request focusing on the portion of the building used by the tenant and owned by their landlord. The proposed changes would not apply to any other property or bay on the property. The nature of the use being requested is “autobody and paint shop” as defined in the Land Use Bylaw. Bylaw 400.29 proposes to add “autobody and paint shop in Unit

REQUEST FOR COUNCIL DECISION

11, Plan 062 8084 up to May 1, 2022” as a permitted use which would allow for consideration of a development permit for a limited time duration by the Development Officer.

The site subject to Bylaw 400.29 is located north of Beardsley Avenue bounded by 52 Street on the east and University Drive on the west. The location of the property is outlined in pink in the included aerial photograph. Unit 11 is located in the northeast (upper right) portion of the building.

The subject site is identified as Future Mixed Use on the Future Land Use Concept Map of the Municipal Development Plan. Policy COM 5.2 indicates that these locations are intended for a combination of residential and commercial land uses. Uses are subject to consideration of compatibility, access, and commercial land needs.

Under the North Area Structure Plan, the subject site is identified as Future Mixed Use. Policy 4.3.2 allows light industrial uses to be considered in the College Business Park area (formerly the CBP District under Land Use Bylaw 300) if related to the operation of the university campus. Policy 4.3.3 indicates that the College Business Park is meant to transition towards institutional and commercial uses, with some possibility of residential, and away from light industrial uses based on the uses allowed under the Land Use Bylaw.



Town of Lacombe
COLLEGE HEIGHTS
OUTLINE PLAN
CONCEPT PLAN
MAP 2

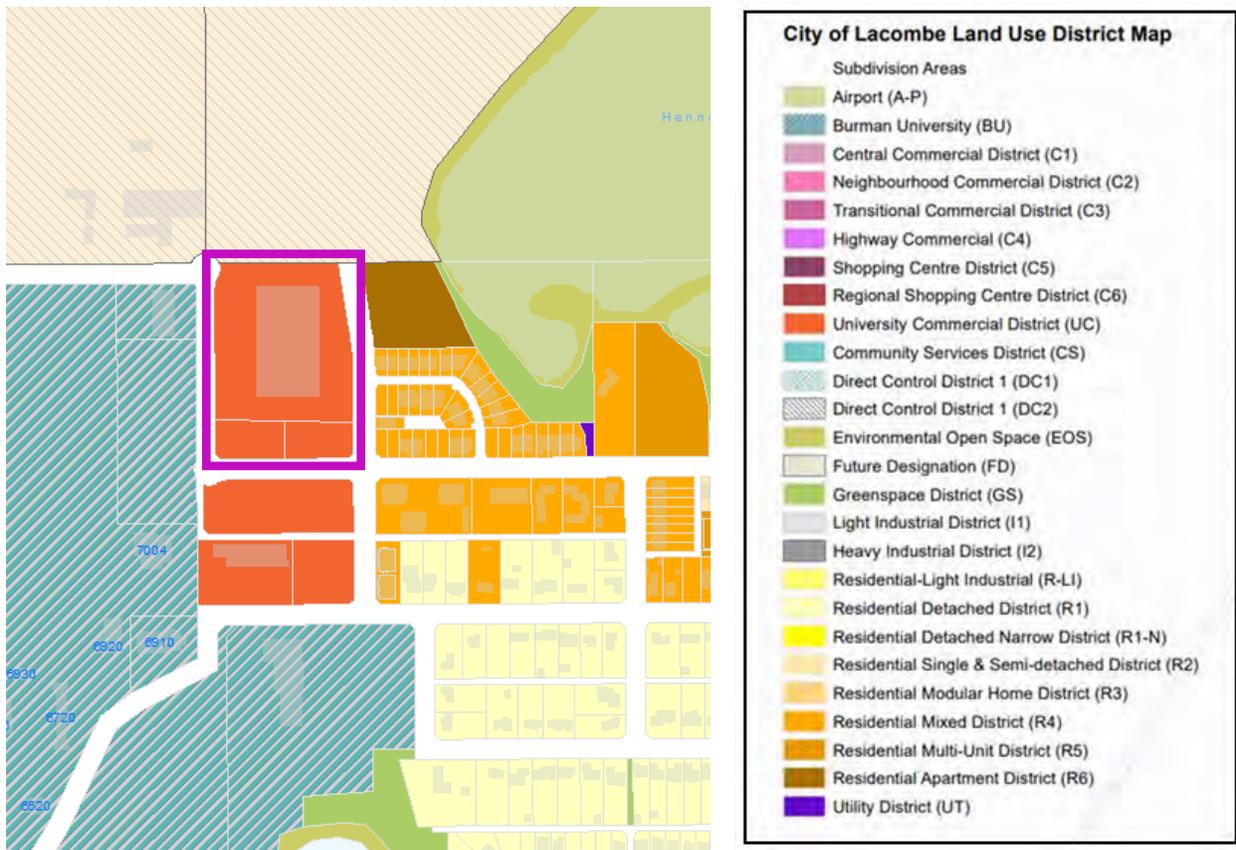
LEGEND:

- PLAN AREA
- COMMERCIAL BUSINESS PARK
- SINGLE FAMILY RESIDENTIAL
- SEMI-DETACHED RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- OPEN SPACE (B-H)
- ENVIRONMENTAL OPEN SPACE (A, I, J)
- PUBLIC UTILITY LOT
- LAGOON RECLAMATION AREA
- COLLECTOR ROAD
- LOCAL ROAD (18m ROW)
- PAVED TRAIL
- MAJOR SIDEWALKS

Dated: January 14, 2002
Date of Amendment: January 23, 2006
Date of Amendment: October 22, 2012
Prepared by: Lacombe Planning & Development Services

REQUEST FOR COUNCIL DECISION

The College Heights Outline Plan shows the subject site, located in northwest corner, as part of the Commercial Business Park. The objective for this area is to create an attractive Commercial Business Park, which includes offices, retail stores, warehousing, and light industrial and manufacturing businesses, which may or may not be related to the operation of the university/college.



The existing zoning in the area aligns with the types of land uses identified in the Municipal Development Plan, North Area Structure Plan and College Heights Outline Plan. The Residential Apartment District site east of the subject site is not developed. The land to the north of the subject site is presently designated Future Designation (FD) and intended for long term residential use under the Municipal Development Plan, the North Area Structure Plan and the Henner Heights Outline Plan.

The subject site is designated University Commercial District (UC). The purpose of the UC District is to provide for a variety of commercial activities and student support services related to the operation of Burman University. Listed permitted and discretionary uses are



REQUEST FOR COUNCIL DECISION

predominantly commercial and includes accessory dwelling unit consistent with the mixed-use opportunity involving residences that is described in the Municipal Development Plan and the North Area Structure Plan.

Listed industrial type uses in the UC District are minor food production facility, distribution facility, general manufacturing, repair facility without outdoor storage yard, veterinary clinic and warehousing. This may reflect the uses allowed under the previous College Business Park District that was in place before the 2015 Municipal Development Plan and the subsequent amendments to the North Area Structure Plan in 2016.

The activities that FSK Paint and Body engage in meet the definition of “autobody and paint shop” in the Land Use Bylaw. The definition in Bylaw 400 is as follows: “autobody and paint shop means development for the repair and/or painting of motor vehicle bodies and frames, and for damaged motor vehicle appraisal services.”

Under Bylaw 400, “autobody and paint shop” is assigned to the Light Industrial District (I1) and Highway Commercial District (C4) as a discretionary use and assigned to the Heavy Industrial District (I2) as a permitted use.

Administration views the addition of another industrial use to the UC District on a permanent basis as inconsistent with the direction given for this area in the Municipal Development Plan and North Area Structure Plan.

Recognizing that the business is operating in Unit 11, Administration supports a limited time approval of the use for a 2 year period. This will provide the applicant the opportunity to obtain a permit for the current location and time to seek out a permanent location with a Land Use Bylaw designation that accommodates autobody and paint shops on a permanent, longer term basis. Administration views the approach proposed by Bylaw 400.29 as still meeting the overall intent of transitioning away from more industrial uses in this area.

The Land Use Bylaw provides the Development Authority the ability to attach conditions that will address potential compatibility issues. This includes conditions prohibiting the creation of any nuisances or impacts that would be apparent from the outside of the building/bay. It also includes the ability to limit the duration of the use to the May 1, 2022 date.

REQUEST FOR COUNCIL DECISION

LEGISLATIVE AUTHORITY:

CITY OF LACOMBE - LAND USE BYLAW 400

- Part 9, Section 10.18 – Land Use Bylaw 400 – UC University Commercial District

MUNICIPAL GOVERNMENT ACT, RSA 2000, C.M-26

- Section 606 – Requirements for Advertising
- Section 640 – Land Use Bylaw
- Section 692 – Planning Bylaws

MUNICIPAL DEVELOPMENT PLAN – GROWING LACOMBE:

- Where We Work: Commercial
 - COM5.2: Mixed Use Development

STRATEGIC PLAN ALIGNMENT:

There is no specific goal or objective that speaks to this type of development. Processing rezoning applications is a core City service.

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

All neighbouring property owners (within 60m) were sent written notification of this application and the public hearing date and time. Broad public notice of the proposed amendment and public hearing was achieved through advertisement in the Lacombe Express and information posted on the City's website.

As of date this RFD was written, Administration received one phone inquiry and one email inquiry from area landowners. The first inquiry was seeking clarification about the nature of the proposed amendment and how the City would limit the time for the use to be on site. No comments were offered. The second inquiry came from the owner of another bay in the same building who had questions about air quality and particulates relating to paint booths and sanding. Their concern relates to potential impact on their bay and its use.

The proposed Land Use Bylaw amendment makes it possible to approve a development permit for the use. This does not absolve the operator of the auto body and paint shop from complying with all other requirements, such as those of the Safety Codes Act and Occupational Health and Safety Act, regarding their business activities and handling of materials. Approvals under other legislation are not needed if a development permit approval is not possible.



REQUEST FOR COUNCIL DECISION

ALTERNATIVE MOTION(S):

1. THAT Council amend Bylaw 400.29 and then give second and third reading.
2. THAT Council refuse second reading of Bylaw 400.29.

ATTACHMENTS:

Bylaw 400.29



Condo Plan 0628084
o/a Lacombe Business Center
Box 5771
Lacombe, AB T4L 1Y9

April 20, 2020

Lacombe City Council
5432 56 Avenue
Lacombe, AB T4L 1E9

Dear Lacombe City Council,

The condominium board for the Lacombe Business centre would like to express our support of the proposed bylaw amendment to add "autobody and paint shop in Unit 11, Plan 062 8084" as a permitted use for FSK paint and body.

FSK Paint and Body is a low volume (2-3 per month) custom vehicle restoration company. They are not a typical "collision repair" business and the operations are of a much more light duty manufacturing nature with a very low impact with respect to traffic, parking, and noise.

The owner has been a regular supporter of other businesses in the building and the board has not received any concerns nor complaints from residential neighbors or other tenants.

Sincerely,

Craig Clark (Unit 11 owner and Condo Board Member)

A handwritten signature in black ink, appearing to read "Craig Clark", written over a horizontal line.

Jordan Jackett (Condo Board Member)

A handwritten signature in black ink, appearing to read "Jordan Jackett", written over a horizontal line.

Curtis Letniak (Owner of neighboring unit 10)

A handwritten signature in black ink, appearing to read "Curtis Letniak", written over a horizontal line.

Ken Erickson (Condo Board Member)

A handwritten signature in blue ink, appearing to read "Ken Erickson", written over a horizontal line.



Condo Plan 0628084
o/a Lacombe Business Center
Box 5771
Lacombe, AB T4L 1Y9

April 20, 2020

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5432 56 Avenue
Lacombe, AB T4L 1E9

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FSK Paint and Body is a low volume (2-3 per month) custom vehicle restoration company. They are not a typical "collision repair" business and the operations are of a much more light duty manufacturing nature with a very low impact with respect to traffic, parking, and noise.

The owner has been a regular supporter of other businesses in the building and the board has not received any concerns nor complaints from residential neighbors or other tenants.

Sincerely,

Craig Clark (Unit 11 owner and Condo Board Member)

Jordan Jackett (Condo Board Member)

Curtis Letniak (Owner of neighboring unit 10)

A handwritten signature in black ink, appearing to read "Curtis Letniak", is written over a horizontal line.

April 21, 2020

Ken Erickson (Condo Board Member)

Craig Teal

From: Gordon Hoffman [REDACTED]
Sent: Wednesday, April 22, 2020 4:01 PM
To: Craig Teal
Cc: Sunreal Property Management Ltd.
Subject: Public Hearing for Bylaw 400.29
Attachments: 1c Letter.pdf

To Whom It May Concern,

I am writing to express our concerns regarding the proposal for "Bylaw 400.29 to Allow 'autobody and paint shop' in Unit 11, Plan 062 8084 (7102 52 Street) in the City of Lacombe, AB," attached below.

It is our belief that this type of business is unsuitable for this location due to its proximity to our residential community, and also to the other businesses in the building, for several reasons:

- **Exposure to toxic and/or noxious airborne chemicals.** Consider, for example, the following:

Auto body and paint shops use caustic, flammable and carcinogenic chemicals in their line of work, more than in the automotive repair trade. The health risks associated with auto body painting materials can be long-lasting and serious to the employee, and even customers, if the proper steps to implement safety precautions and certified equipment are not enforced. Every person entering or in the auto body paint trade, including current employees, should be aware of the numerous health risks they face each day.

(<https://itstillruns.com/health-risks-associated-auto-body-painting-materials-12171111.html>)

- **Exposure to irritating and/or bothersome smells.** Consider, for example, the following study:

The aim of this study was to assess which compounds contribute to isocyanate exposure in car body repair shops and industrial painting companies, and to identify tasks with a high risk of isocyanate exposure. This is the first study in which the occurrence of a wide range of individual isocyanate compounds, including monomers, oligomers and products of thermal degradation has been assessed separately on a large scale.

From the 23 analysed isocyanate compounds, 20 can be detected. The results indicate that despite their relatively low vapour pressure, oligomers of HDI are present more frequently and exposure levels are higher than for all other compounds in both car body repair shops and industrial painting companies. [emphasis added]

(<https://academic.oup.com/annweh/article/50/1/1/156685>)

- **Proximity to seniors.** It is worth noting, for the above reasons, that the condominium development immediately adjacent to this property, Henner's Lakeside Villas, is a seniors development.

- **Unsightliness of damaged motor vehicles in proximity to a residential neighbourhood.** The storage of damaged vehicles requiring the services of an autobody shop would be unsightly next to a clean and well-maintained residential neighbourhood, and detract from enjoyment of the neighbourhood for this reason.

It is for these reasons that we believe that this type of business is better suited to be located an industrial area, not a commercial area in proximity to a residential area.

Thank you for your time and attention.

Gordon and Peggy Hoffman



**City of Lacombe – Public Hearing for Bylaw 400.29 (auto body and paint shop)
Comments Received on Monday, April 27, 2020**

In Opposition – Judy Stang, neighbouring property owner (via email)

Please be advised of my opposition to amend the Land Use Bylaw No. 400.29 for "auto-body and paint shop" in Unit 11, Plan 062 8084 (7102 52 Street) in the City of Lacombe, AB.

I feel that the City of Lacombe must listen to the neighbouring Community of Henners Lakeside Villas who definitely oppose this change due to the impact it would have on the peaceful neighbourhood & increased traffic in the quiet residential area. The current residents, mostly either seniors or students, deserve the right to maintain the current levels of traffic congestion via Beardsley Avenue that are already increased by access to Burman University.

This prime living location near nature on the edge of the city should permit residents the right to maintain the beautiful views of the lake and adjacent prairie fields without being adversely impacted by unsightly 'parts cars' and parking lot debris if this proposal was approved.

Please do not allow change to the tranquil dynamics of the adjacent community by adding more unnecessary industrial development.

In Opposition – Mrs. Zacarias, neighbouring property owner (via phone)

I am concerned about the noise from the auto body and paint shop; especially in the warmer months if the bay/shop doors are open. These doors point towards our deck. Even staff playing radios can be loud and disruptive. Will there be noise and will they have the bay/shop door open?

I wish to know if they will have the right filters and equipment to catch any fumes or chemicals from the paint shop.

**In Opposition – Gordon Hoffman, neighbouring property owner
(additional email)**

I don't have anything more to contribute beyond what I have included in my email (see other materials), except to mention that Council may want to also consider as part of the review that there are businesses in the multi-bay building that bring in members of the public on a regular basis, like Lacombe Karate and Kickboxing in Bay 20, for example. (<https://www.lacombekarateandkickboxing.com>).

In Favour – Paulette Kurylo, neighbouring property owner (via phone)

I have not noticed much from the current operator but am concerned about possible noise from radios and loud music in warmer months.

I also want to know if the proper seals will be provided to deal with fumes and smells from the painting.

**CITY OF LACOMBE
BYLAW 400.29**

A Bylaw of the City of Lacombe to amend the Land Use Bylaw No. 400 by adding a use to the (UC) University Commercial District

WHEREAS, Notice of the intention of Council to pass a bylaw has been published in the Lacombe Express on April 16, 2020 and April 23, 2020 in accordance with section 606 of the Municipal Government Act, and

WHEREAS, notification letters have been mailed to adjacent landowners on April 6, 2020;

WHEREAS, a Public Hearing was held on April 27, 2020 to allow the general public to provide input into the proposed Bylaw amendments;

NOW THEREFORE the Municipal Council of the City of Lacombe, in the Province of Alberta, duly assembled in accordance with the Municipal Government Act, R.S.A. 2000, c. M-26, and amendments thereto, enacts the amendments to Bylaw 400 as follows:

1. Schedule A of Bylaw 400 is amended as follows:
 - a) Adding "Autobody and paint shop in Unit 11, Plan 062 8084 up to May 1, 2022" to the list of Permitted Uses in the (UC) University Commercial District.
2. This bylaw shall come into force and effect when it receives third reading and is duly signed.
3. If any portion of this bylaw is declared invalid by a court of competent jurisdiction, then the invalid portion must be severed and the remainder of the bylaw is deemed valid.

INTRODUCED AND GIVEN FIRST READING THIS 23rd day of March, 2020.

GIVEN SECOND READING THIS ____day of _____, 20__.

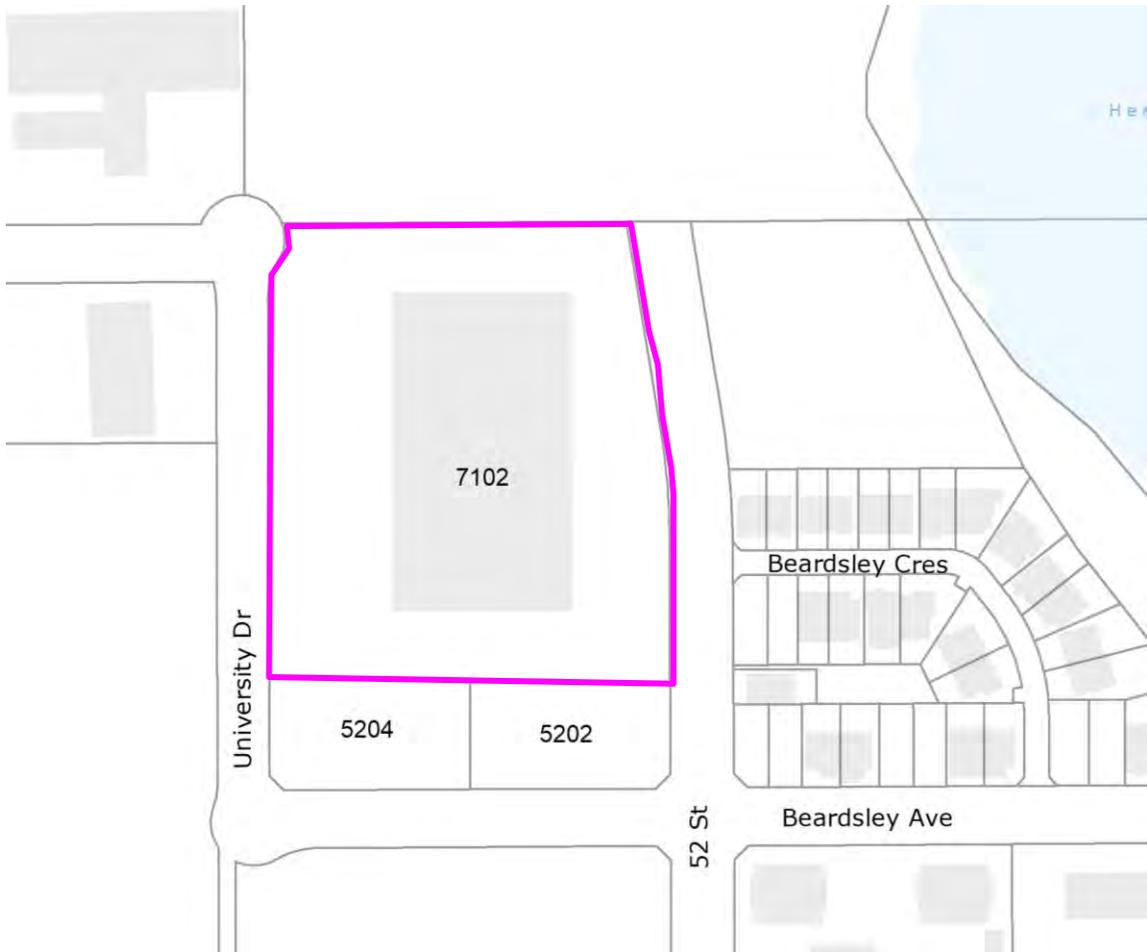
GIVEN THIRD AND FINAL READING THIS ____day of _____, 20__.

Mayor

Chief Administrative Officer

City of Lacombe Bylaw 400.29
Attachment A – Location Map

Location of Plan 062 8084 is outlined with the pink boundary.





REQUEST FOR COUNCIL DECISION

SUBJECT: Bylaw 476 – Central Alberta Regional Assessment Review Board
PREPARED BY: Mauricio Reyes, Senior Manager of Financial Services
PRESENTED BY: Mauricio Reyes, Senior Manager of Financial Services
DATE: April 27, 2020

FILE: 13/417

PURPOSE:

The purpose of Bylaw 476 is to establish a joint assessment review board with partner municipalities that will enable partner municipalities to provide a mechanism for citizens to appeal their property assessment and tax notices.

RECOMMENDED MOTION(S):

1. THAT Council give **second** reading to Bylaw 476 – Central Alberta Regional Assessment Review Board
2. THAT Council give **third** reading to Bylaw 476 – Central Alberta Regional Assessment Review Board

RELATED PRIOR MOTION(S):

1. (April 14, 2020): THAT Council give first reading to Bylaw 476 – Central Alberta Regional Assessment Review Board
2. (March 26, 2018): THAT Council give first reading of Bylaw 456 – Regional Assessment Review Board
3. (April 9, 2018): THAT Council give second and third reading of Bylaw 456 – Regional Assessment Review Board

EXECUTIVE SUMMARY:

In December 2019, Bill 25 was passed by the Legislative Assembly of Alberta. The passing of Bill 25 and recommendations from Municipal Affairs' Municipal Accountability Program have triggered the need to update the City's current Bylaw. By passing Bylaw 476, the City will comply with Bill 25 and will maintain its membership in the joint assessment review board with partner municipalities.

ANALYSIS:

In 2012, The City of Red Deer and the partner municipalities jointly established a Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB) under the provisions of the Municipal Government Act in respect of assessment complaints made by their respective taxpayers of a partner Municipality. The City of Lacombe has been a member of the Regional Assessment Review Board since its creation.



REQUEST FOR COUNCIL DECISION

Section 455 of the Municipal Government Act permits two or more Councils to jointly establish assessment review boards to have jurisdiction in their respective municipalities.

The current Bylaw requires amendments to comply with Bill 25 passed on December 5, 2019, to enact recommendations from Municipal Affairs' Municipal Accountability Program and for general housekeeping. There are no direct operational impacts and no financial impacts related to this bylaw.

The major changes between the current bylaw and the proposed bylaw include:

- Improved language to ensure the Board is established in compliance with legislation
- Improved language related to the Board Member appointments
- Clarified language related to the establishment and responsibilities of the Regional Board Review Committee
- Improved language related to the Regional Advisory Group
- General housekeeping and consistency

Financial Implications

The City is required to pay the annual membership fee of \$2,000 which covers fixed operational costs. The annual fee is included in the 2020 Operating Budget. If complaints are filed and hearings are needed, the City will be required to pay for the costs of holding those hearings. The costs vary depending on the complexity of each complaint review.

Legislative Authority

- Sections 455 MGA RSA 2000 Chapter M-26
- Part 11 of the Municipal Government Act

STRATEGIC PLAN ALIGNMENT:

Establishing Bylaw 476 aligns favourably with the following Strategic Objective:

4.1.2 Maintaining Relationships with Citizens and Regional Partners

Review required services to determine which can best be offered regionally and which should remain City-run.

REQUEST FOR COUNCIL DECISION

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

N/A

ALTERNATIVE MOTION(S):

1. THAT Council give second reading to Bylaw 476 – Central Alberta Regional Assessment Review Board
2. THAT Council NOT give second reading to Bylaw 476 – Central Alberta Regional Assessment Review Board
3. THAT Council give third reading to Bylaw 476 – Central Alberta Regional Assessment Review Board
4. THAT Council NOT give third reading to Bylaw 476 – Central Alberta Regional Assessment Review Board

ATTACHMENTS:

City of Lacombe Bylaw 476 – Central Alberta Regional Assessment Review Board

City of Lacombe Bylaw 456 – Regional Assessment Review Board

BYLAW NO. 476

Being a bylaw of the City of Lacombe, Alberta to establish a Joint Assessment Review Board.

WHEREAS Section 455 of the *Municipal Government Act*, permits two or more Councils to jointly establish assessment review boards to have jurisdiction in their respective municipalities;

The City of Red Deer and the Partner Municipalities jointly wish to establish the Central Alberta Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB) under the provisions of the *Municipal Government Act* in respect of assessment complaints made by their respective taxpayers of a Partner Municipality;

COUNCIL OF THE CITY OF LACOMBE ENACTS AS FOLLOWS:

Short Title

- 1 The short title of this Bylaw shall be the “Central Alberta Regional Assessment Review Board Bylaw”.

Purpose

- 2 The purpose of this bylaw is to establish a joint assessment review board that will enable municipalities to provide a mechanism for citizens to appeal their property assessment and tax notices.

Definitions

- 3 (1) Except as otherwise provided herein, words in this Bylaw shall have the meanings prescribed in section 453 of the *Municipal Government Act (MGA)*.
- (2) In this bylaw the following terms shall have the meanings shown:
 - (a) “Board” means the Central Alberta Regional Assessment Review Board;
 - (b) “Composite Assessment Review Board” or “CARB” means the Composite Assessment Review Board established in accordance with the *MGA* hears complaints on assessment notices for property other than the property described in section 3(2)(d) of this bylaw and section 460.1 of the *MGA*;
 - (c) “Designated Officer of the Central Alberta Regional Assessment Review Board (Designated Officer)” means the person appointed to carry out the duties and functions of the clerk of the assessment review boards in accordance with section 456 of the *MGA*;

- (d) “Local Assessment Review Board” or “LARB” means the Local Assessment Review Board established in accordance with the *MGA* who hears complaints about assessment notices for:
- i. residential property with 3 or fewer dwelling units, or
 - ii. farm land, or
- a tax notice other than a property tax notice, business tax notice or improvement tax notice;
- (e) “Member” means a member of the Central Alberta Regional Assessment Review Board;
- (f) “Minister” means the Minister determined by the Province to be responsible for the *MGA*;
- (g) “Partner Municipality” means a municipality who enters into an agreement with The City of Red Deer to jointly establish the Central Alberta Regional Assessment Review Board and who enacts a bylaw substantially in the form of this bylaw, as well as The City of Red Deer;
- (h) “Provincial Member” means a person appointed as a provincial member to a CARB by the Minister.

Partner Municipalities

4 (1) The Partner Municipalities, which includes The City of Red Deer, hereby jointly establish the Central Alberta Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board and the functions of a Composite Assessment Review Board to have jurisdiction in their municipalities and those of the Partner Municipalities.

(2) Each Partner Municipality is responsible for establishing filing fees and administering policies in respect of refunding filing fees in accordance with the *Municipal Government Act* and the *Matters Relating to Assessment Complaints Regulation*.

Regional Board Review Committee

5 (1) The Regional Board Review Committee is established and will consist of 5 Administrators who volunteer from the Partner Municipalities.

(2) The term for Regional Board Review Committee volunteers is one year.

(3) The Regional Board Review Committee may establish their own procedures to carry out their function, but in doing so, they shall have due regard for procedural fairness.

(4) The Regional Board Review Committee:

- (a) reviews applications from persons applying to be Members and makes recommendations to the Designated Officer concerning the appointment of Members from the applicants; and
- (b) may make recommendations to the Designated Officer concerning the revocation of appointment of a Member.

Appointment of Board Members

- 6 (1) The Designated Officer shall appoint not more than 20 citizens-at-large to be Members of the Board.
- (2) The total number of Members appointed shall be determined by the Designated Officer.

Establishment of Boards

- 7 (1) The following joint Central Alberta Regional Assessment Review Boards are established:
- (a) a LARB that hears complaints referred to in section 460.1(1) of the *MGA*; and
 - (b) a CARB that hears complaints referred to in section 460.1(2) of the *MGA*.

Jurisdiction of the Board

- 8 (1) The Boards shall have jurisdiction to exercise the functions of a Local Assessment Review Board and the functions of a Composite Assessment Review Board under the provisions of the *MGA* in respect of assessment complaints made by taxpayers of a Partner Municipality.

Terms of Appointment

- 9 (1) Unless otherwise stated in their appointment letters, all Members are appointed for three year terms.
- (2) If a vacancy on the Board occurs at any time the Regional Board Review Committee may recommend the appointment of a new person to fill the vacancy for the remainder of that term.

- (3) A Member may be re-appointed to the Board at the expiration of his/her term.
- (4) A Member may resign from the Board at any time on written notice to the Designated Officer to that effect.
- (5) The Designated Officer may remove a Member for cause or misconduct, or on the recommendation of the Regional Board Review Committee.
- (6) Upon being appointed, the Member must successfully complete the training as prescribed by the Minister prior to participating in a hearing.

Regional Advisory Group

- 10 (1) Members will elect from among themselves a Regional Advisory Group consisting of up to 4 members, and comprised of one Advisory Group Chair and up to 3 Vice Chairs.
- (2) The Regional Advisory Group will report to the Designated Officer on all matters affecting the Board and will:
 - (a) assist the Designated Officer in developing policies governing hearings, conduct of Members, and other Board matters;
 - (b) evaluate Member performance to identify areas where additional training may be required and prepare reports regarding performance and re-appointment of Members;
 - (c) ensure other Members are provided mentoring; and
 - (d) act as a liaison between the Members and the Designated Officer.
- (3) The duties of the Regional Advisory Group Chair include:
 - (a) chairing meetings of the Regional Advisory Group;
 - (b) establishing agendas for the Regional Advisory Group meetings in consultation with the Designated Officer;
 - (c) liaising with the Designated Officer, Councils, and Partner Municipalities on behalf of the Board;
 - (d) appointing a Regional Advisory Group member as Acting Chair of the Regional Advisory Group;

- (e) signing correspondence on behalf of the Regional Advisory Group.
- (4) If the Regional Advisory Group Chair ceases to be a Member or is unable or unwilling to fulfil the Chair's duties, the Designated Officer may appoint one of the Vice Chairs to serve as Acting Chair until the Chair resumes the Chair's duties or the Members elect a new Chair.

Designated Officer of the Central Alberta Regional Assessment Review Board

- 11 (1) The position of Designated Officer of the Central Alberta Regional Assessment Review Board to carry out the duties and functions of the Assessment Review Board Clerk is established.
- (2) The City of Lacombe jointly appoints The City of Red Deer Legislative Services Manager as the Assessment Review Board Clerk of the Central Alberta Regional Assessment Review Board.
- (3) The salary of the Designated Officer will be made routinely available in the City of Red Deer annual Financial Statements.
- (4) The Designated Officer is authorized to enter into agreements on behalf of the Board with other non-partner municipalities to provide Assessment Review Board Services.
- (5) The Designated Officer:
- (a) shall assist the Board in fulfilling its mandate;
 - (b) may delegate to an employee, the duties and functions of the Assessment Review Board Clerk provided they have successfully completed the training as prescribed by the Minister;
 - (c) shall consult with the Regional Advisory Group to set policies, procedures and directives governing hearing processes, Member conduct and other Board matters;
 - (d) shall consult with the Regional Advisory Group and Members on matters affecting the Boards;
 - (e) shall issue instructions to independent legal counsel for the Boards when required

- (f) may, at the request of a Presiding Officer of a panel of the Board sign orders, decisions and documents issued by the Board;
- (g) may, at the request of the Chair of the Regional Advisory Group, sign documents issued by the Regional Advisory Group;
- (h) may set fees payable for persons to obtain copies of the Board's decisions and documents.

Hearings

- 12 (1) Hearings will be held at such time and place as determined by the Designated Officer.
- (2) The proceedings of the Board must be conducted in public except where the Board deals with information protected from disclosure under the provisions of the *Freedom of Information and Protection of Privacy Act* and section 464.1 of the MGA.

Commencement of Complaints

- 13 (1) In accordance with the MGA, a taxpayer may commence an assessment complaint by:
- (a) mailing or delivering to the address specified on the assessment or tax notice a complaint in the form set out in the *'Matters Relating to Assessment Complaints Regulation'*, Alberta Regulation 201/2017 (Regulations) and within the time limits specified in the MGA; and
 - (b) paying the applicable fee.

Rules of Order

- 14 (1) The Board will conduct hearings in accordance with:
- (a) the provisions of the MGA and related regulations;
 - (b) principles of natural justice and procedural fairness; and
 - (c) its policies and procedures.

Notice of Decisions & Record of Hearing

- 15 (1) After the hearing of a complaint, the Designated Officer shall:

- (a) under direction of the Presiding Officer, assist with the preparation of the decision or order of the Board and the reasons for the decision in compliance with the *MGA*; and
 - (b) arrange for the order or decision of the Board to be signed; and distributed in accordance with the requirements under the *MGA* and Regulations.
- (2) The Designated Officer will maintain a Record of Hearing in accordance with the *MGA* and the Regulations.

Delegation of Authority

- 16 (1) In accordance with its authority under *MGA*, Council hereby delegates to the Designated Officer the authority to:
- (a) appoint members to the Central Alberta Regional Assessment Review Board;
 - (b) jointly prescribe the remuneration and expenses payable to each Member of the Board;
 - (c) jointly appoint a Member as the Chair of the LARB and the CARB and prescribe the term of office and the remuneration and expenses, if any, payable to the Chair; and
 - (d) set fees payable by persons wishing to be involved as a party or intervenor in a hearing before an assessment review board and for obtaining copies of an assessment review board's decisions and other documents.

Reimbursement of Costs

- 17 (1) The City of **Lacombe** shall pay for the administrative costs associated with the operation of the Board as set out in the agreement with the City of Red Deer.

Transitional

- 18 (1) Bylaw 456 is repealed and this Bylaw comes into effect at time of passage.

Assessment Fees

- 19 (1) In accordance with section 482(1) of the Municipal Government Act, Council sets the fees payable by persons filing a complaint as follows:
 - a) Residential \$50
 - b) Non-residential \$650

READ A FIRST TIME IN OPEN COUNCIL this day of 2020.

READ A SECOND TIME IN OPEN COUNCIL this day of 2020.

READ A THIRD TIME IN OPEN COUNCIL this day of 2020.

AND SIGNED BY THE MAYOR AND CAO this day of 2020.

Mayor

Chief Administrative Officer

City of Lacombe
Bylaw 456

A Bylaw of the City of Lacombe, in the Province of Alberta (hereinafter referred to as "the Municipality"), to establish a Regional Assessment Review Board.

WHEREAS Section 456 of the Municipal Government Act, permits two or more Councils to jointly establish assessment review boards to have jurisdiction in their respective municipalities;

AND WHEREAS, The City of Red Deer and the Partner Municipalities jointly wish to establish a Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB) under the provisions of the Municipal Government Act in respect of assessment complaints made by their respective taxpayers of a Partner Municipality;

NOW THEREFORE, the Council of the City of Lacombe, duly assembled hereby enacts as follows:

1. BYLAW TITLE

1.1. The bylaw shall be referred to as the "Regional Assessment Review Board Bylaw"

2. DEFINITIONS

2.1. Except as otherwise provided herein, words in this Bylaw shall have the meanings prescribed in section 453 of the *Municipal Government Act*.

2.2. In this bylaw:

- a. "Board" means the Regional Assessment Review Board;
- b. "CARB" means the Composite Assessment Review Board established in accordance with the Municipal Government Act that hears complaints on assessment notices for property other than the property described in section 2(2)(d) of this bylaw and section 460.1(1) of the *Municipal Government Act*;
- c. "Designated Officer" means the person appointed to carry out the duties and functions of the clerk of the assessment review boards in accordance with section 456 of the *Municipal Government Act*;
- d. "LARB" means the Local Assessment Review Board established in accordance with the *Municipal Government Act* who hears complaints about assessment notices for:
 - (i) residential property with 3 or fewer dwelling units, or
 - (ii) farm land;about a tax notice other than a property tax notice, business tax notice or improvement tax notice
- e. "Member" means a member of the Regional Assessment Review Board;
- f. "Minister" means the Minister determined by the Province to be responsible for the *Municipal Government Act*;
- g. "Partner Municipality" means all those municipalities who enter into an agreement with the City to jointly establish a Regional Assessment Review Board and who enact a bylaw substantially in the form of this bylaw, as well as the City of Red Deer;
- h. "Provincial Member" means a person appointed as a provincial member to a CARB by the Minister.

3. MEMBER MUNICIPALITIES

- 3.1. The City of Lacombe and The City of Red Deer hereby jointly establish a Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board and the functions of a Composite Assessment Review Board to have jurisdiction in their municipalities and those of the Partner Municipalities.

4. REGIONAL BOARD REVIEW COMMITTEE

- 4.1. The Regional Board Review Committee will consist of 5 Administrators who volunteer from the Partner Municipalities.
- 4.2. The term for volunteer Regional Board Review Committee Members is one year.
- 4.3. The Regional Board Review Committee may establish their own procedures to carry out their function, but in doing so, they shall have due regard for procedural fairness.

5. APPOINTMENT OF BOARD MEMBERS

- 5.1. The Regional Board Review Committee shall appoint not more than 20 citizens-at-large to be Members of the Regional Assessment Review Board.
- 5.2. The total number of Members shall be determined by the Designated Officer.

6. ESTABLISHMENT OF BOARDS

- 6.1. The following Central Alberta Regional Assessment Review Boards are established:
 - a. one or more LARB's that consist of one (1) Member;
 - b. one or more LARB's that consist of three (3) Members;
 - c. one or more CARB's that consist of one (1) Provincial Member
 - d. one or more CARB's that consist of one (1) Provincial Member and two (2) Members.

7. TERMS OF APPOINTMENT

- 7.1. Unless otherwise stated, all Members are appointed for three year terms except in the initial year where one-third is appointed for three year term; one-third is appointed for a two year term and the remaining one-third are appointed for a one year term.
- 7.2. If a vacancy on the Board occurs at any time the Regional Board Review Committee may appoint a new person to fill the vacancy for the remainder of that term.
- 7.3. A Member may be re-appointed to the Board at the expiration of his/her term.
- 7.4. A Member may resign from the Board at any time on written notice to the Designated Officer to that effect.
- 7.5. The Regional Board Review Committee may remove a Member for cause or misconduct on the recommendation of the Designated Officer.
- 7.6. Upon being appointed, the Member must successfully complete the training as prescribed by the Minister prior to participating in a hearing.

8. PRESIDING OFFICER

- 8.1. The Members of every Board established under section 6(b) of this bylaw will select a Presiding Officer from among themselves who will:
 - a. preside over and be responsible for the conduct of hearings;
 - b. vote on matters submitted to the Board unless otherwise disqualified;
 - c. sign orders, decisions and documents issued by the Board.

9. JURISDICTION OF THE BOARD

- 9.1. The Board shall have jurisdiction to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB) under the provisions of the *Municipal Government Act* in respect of assessment complaints made by taxpayers of a Partner Municipality.

10. REGIONAL ADVISORY GROUP

- 10.1. Board Members will elect from among themselves a Regional Advisory Group consisting of up to 4 members, and comprised of one Chair and up to 3 Vice Chairs.
- 10.2. The Regional Advisory Group will report to the Designated Officer on all matters affecting the Board and will:
 - a. assist the Designated Officer in developing policies governing hearings, conduct of Members, and other Board matters;
 - b. evaluate Member performance to identify areas where additional training may be required and prepare reports regarding performance and re-appointment of Members;
 - c. ensure other Members are provided mentoring;
 - d. act as a liaison between the Members, board administration and the Designated Officer;
- 10.3. The duties of the Chair of the Regional Advisory Group include:
 - a. Chairing meetings of the Regional Assessment Review Board and the Regional Advisory Group;
 - b. establishing agendas for the Regional Advisory Group and the Regional Assessment Review Board meetings in consultation with the Designated Officer;
 - c. liaising with the Designated Officer, Councils, and Partner Municipalities on behalf of the Regional Assessment Review Board;
 - d. appointing an Acting Chair from the Regional Advisory Group;
 - e. signing correspondence on behalf of the Regional Advisory Group.
- 10.4. If the Chair ceases to be a Member or is unable or unwilling to fulfil the Chair's duties, the Clerk may appoint one of the Vice Chairs to serve as Acting Chair until the Chair resumes the Chair's duties or the Members elect a new Chair.

11. DESIGNATED OFFICER OF THE BOARD

- 11.1. The City of Lacombe appoints the City of Red Deer Legislative Services Manager as the Designated Officer of the Board. The remuneration and duties of the Designated Officer are as set out in section 11(1) of the City of Red Deer's Regional Assessment Review Board Bylaw.
- 11.2. The Designated Officer is authorized to enter into agreements on behalf of the Board with other non-partner municipalities to provide Assessment Review Board Services.
- 11.3. The Designated Officer shall assist the Board in fulfilling its mandate.
- 11.4. The Designated Officer may appoint Acting Clerks to perform the Designated Officer duties and functions provided they have successfully completed the training as prescribed by the Minister.
- 11.5. The Designated Officer shall consult with the Regional Advisory Group to set policies, procedures and directives governing hearing processes, Member conduct and other Board matters.

- 11.6. The Designated Officer will consult with the Regional Advisory Group and Members on matters affecting the Boards.
- 11.7. The Designated Officer will make arrangements for issuing refunds of filing fees in accordance with the MGA and related regulations.
- 11.8. The Designated Officer will issue instructions to independent legal counsel for the Boards when required.
- 11.9. The Designated Officer may, at the request of a Presiding Officer of a Board sign orders, decisions and documents issued by the Board.
- 11.10. The Designated Officer may, at the request of the Chair of the Regional Advisory Group, sign documents issued by the Regional Advisory Group.
- 11.11. The Designated Officer may set fees payable for persons to obtain copies of the Board's decisions and documents.

12. HEARINGS

- 12.1. Hearings will be held at such time and place as determined by the Designated Officer.
- 12.2. The proceedings of the Board must be conducted in public except where the Board deals with information protected from disclosure under the provisions of the *Freedom of Information and Protection of Privacy Act* and section 464.1 of the MGA.

13. QUORUM AND VOTING AT HEARINGS

- 13.1. In accordance with section 458 of the MGA, quorum for the Boards shall be as follows:
 - a. two Members, for LARB's established under section 6(1)(b) of this bylaw; and
 - b. one Provincial Member and one other Member, for CARB's established under section 6(1)(d) of this bylaw.
- 13.2. All Members must vote on all matters before the Board unless a pecuniary interest or a conflict of interest is declared.
- 13.3. The majority vote of those Members present and voting constitutes the decision of the Board.

14. CONFLICT OF INTEREST

- 14.1. Where a Member is of the opinion that he or she has a conflict of interest in respect of a matter before the Board, the Member may absent himself or herself from the hearing, provided that prior to leaving the hearing, the Member:
 - a. declares that he or she has a conflict of interest; and
 - b. describes in general terms the nature of the conflict of interest.
- 14.2. The Designated Officer shall cause a record to be made in the Record of Hearing of the Members' absence and the reasons for it.
- 14.3. For the purposes of this provision, a Member has a conflict of interest in a respect of a matter before the Board when he or she is of the opinion that:
 - a. he or she has a personal interest in the matter which would conflict with his or her obligation as a Member to fairly consider the issue; or
 - b. substantial doubt as to the ethical integrity of the Member would be raised in the minds of a reasonable observer, if that Member were to participate in the consideration of that matter.

15. PECUNIARY INTEREST

- 15.1. The pecuniary interest provisions of the MGA apply to hearings and meetings of the Board, as though Members were councillors attending meetings of council.
- 15.2. A Member who fails to declare a pecuniary interest in a matter before the Board, or fails to absent himself or herself from proceedings dealing with such a matter, ceases to be a Member of the Board.

16. COMMENCEMENT OF COMPLAINTS

- 16.1. In accordance with section 460 of the MGA, a taxpayer may commence an assessment complaint by:
 - a. mailing or delivering to the address specified on the assessment or tax notice a complaint in the form set out in the '*Matters Relating to Assessment Complaints Regulation*', Alberta Regulation 201/2017 and within the time limits specified in the MGA; and
 - b. paying the applicable fee.

17. RULE OF ORDER

- 17.1. The Board will conduct hearings in accordance with
 - a. the express provisions of the MGA and related regulations;
 - b. principles of natural justice and procedural fairness; and
 - c. policies and procedures approved by the Board.

18. NOTICE OF DECISIONS & RECORD OF HEARING

- 18.1. After the hearing of a complaint, the Designated Officer shall:
 - a. under direction of the Presiding Officer, assist with the preparation of the decision or order of the Board and the reasons for the decision in compliance with the MGA; and
 - b. arrange for the order or decision of the Board to be signed; and distributed in accordance with the requirements under the MGA and the '*Matters Relating to Assessment Complaints Regulation*' Alberta Regulation 201/2017.

19. DELEGATION OF AUTHORITY

- 19.1. In accordance with its authority under MGA section 203(1) to delegate power, Council hereby delegates:
 - a. to the Regional Board Review Committee, its authority under MGA s. 454.1(1)(a) & s. 454.2(1)(a) to appoint members of the Assessment Review Boards;
 - b. to the Designated Officer, its authority under MGA s. 454.1(1)(c) & 454.2(1)(c) to prescribe the remuneration and expenses payable to each Member of the assessment review board; and
 - c. to the Designated Officer, its authority under MGA s. 454.1(2), s. 454.2(2) and s. 455(2) to appoint a Member as the Chair of the LARB and the CARB and prescribe the term of office and the remuneration and expenses, if any, payable to the Chair.

20. REIMBURSEMENT OF COSTS

- 20.1. The City of Lacombe shall pay for the administrative costs associated with the operation of the Regional Assessment Review Board as set out in the agreement with the City of Red Deer.

REQUEST FOR COUNCIL DECISION



SUBJECT: City of Lacombe 2019 Year in Review
PREPARED BY: Deven Kumar, Communications Coordinator
PRESENTED BY: Deborah Juch, Director of Community Services
DATE: April 27, 2020

FILE: 12/016

PURPOSE:

This report accompanies presentation of the City of Lacombe's 2019 Year in Review for Council's consideration.

RECOMMENDED MOTION(S):

THAT Council approves the City of Lacombe 2019 Year in Review for public release.

RELATED PRIOR MOTION(S):

N/A

EXECUTIVE SUMMARY:

The City of Lacombe 2019 Year in Review is presented for Council's information and for public release. Published continuously since 2011 in print and online versions, the Year in Review's purpose is to account to the public by highlighting activities of City departments and of municipally-supported service delivery agencies; to build community pride; and to archive municipal history. The publication consumes more than 40 hours of City staff time to write, edit, compile and layout, in addition to time needed by external agencies for their contributions. Typically published in March following the reviewed 12-month period, the 2019 Review is approximately one month late due to reallocation of the communications function to pandemic responses.

ANALYSIS:

The City of Lacombe Year in Review was first published in 2011 to inform the public about City activities in the prior calendar year. At the time of the publications inception, Council noted an absence of adequate print media coverage and "uptake" of City social media. In its first year, the Review had a print run of 4,500 copies, which were mailed to each household at a cost of approximately \$20,000.

In 2019, the three primary functions of the Year in Review continue to be to assist Council and Administration to account to ratepayers for use of City resources in the past fiscal year, to build community pride in efforts and accomplishments, and to archive a permanent public record of the municipality's activities.

In addition to other news, the review restates many strategic goals and showcases the leadership, management, and project work done to achieve them. The 2019 review is the ninth consecutive issue to

REQUEST FOR COUNCIL DECISION



record the milestones of departments and of agencies utilizing City resources. Because it is a review, the public does not provide an in-depth recounting of all work performed during the year; these annual publications are a focus on good-news facts and highlights only, with the overall aim of building community pride and celebrating achievements. In this way, the document has been a useful promotional communication tool. The current format is a typical annual review, magazine-style, published by many municipalities across Canada now and in the past and therefore is representative of a best practice.

The publication takes many hours for the Departmental staff to compile and external agencies to write the reports and gather photos. The Review is usually published in March; this year the process was interrupted by the COVID-19 pandemic, which required reallocation of the communications function away from some routine corporate communications tasks.

In recent years, the City has published the review as a downloadable and printable digital document accessible through the City website, both to save printing costs and to provide access the majority of the public prefers. The link is posted under the “City Publications” tab. However, a limited run of printed Year in Reviews are still produced for the public preferring hard copies.

STRATEGIC PLAN ALIGNMENT:

The 2019 Year in Review aligns favourably with a high priority commitment in Council’s 2018-21 Strategic Plan:

- 4.1.1a: Governance – Make the work of Council more accessible.

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

Following the launch of the 2019 Year in Review at this Council meeting, the document will be published and promoted online to the media and the public, and a related media release prepared. A limited number of print copies will be available at City Hall and at other municipal facilities for pickup and casual on-site reading.

ALTERNATIVE MOTION(S):

1. THAT Council approves the City of Lacombe 2019 Year in Review for public release; OR
2. THAT Council approves the City of Lacombe 2019 Year in Review for public release with direction to Administration regarding future Reviews.

ATTACHMENTS:

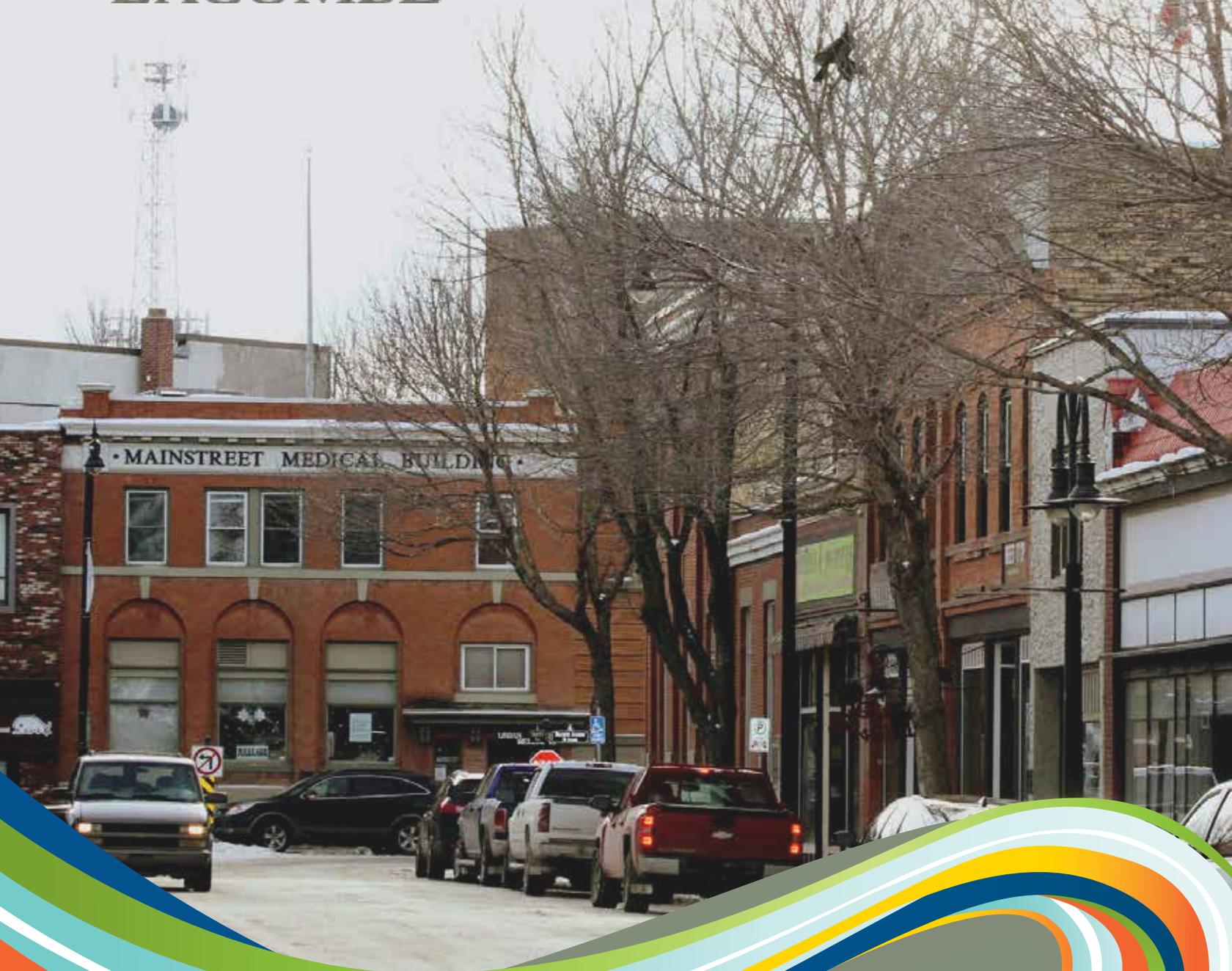
REQUEST FOR COUNCIL DECISION



The City of Lacombe 2019 Year in Review



Year in Review
2019



Celebrating 2019: a year of community progress



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The *Year in Review* is an annual publication that aims to increase public knowledge of City of Lacombe projects, municipal planning initiatives, and the progress Council and staff have made toward achieving the City's goals and objectives. Every effort has been made to ensure that information used for this publication is correct, and that there are no factual errors or misleading statements.

If you have questions about the content of this publication, please contact the City of Lacombe Communications Coordinator at 403-782-1236.

Your City Council

2017—2021



Mayor Grant Creasey



Councillor Don Gullekson



Councillor Thalia Hibbs



Councillor Cora Hoekstra



Councillor Jonathan Jacobson



Councillor Reuben Konnik



Councillor Chris Ross



Chief Administrative Officer
Matthew Goudy

Message from the Mayor



Mayor Grant Creasey

On behalf of City Council and municipal staff, I am pleased to present our *2019 Year in Review*.

It seems like only yesterday, but September 2020 will mark the 10-year anniversary of Lacombe officially becoming Alberta's 17th city. Our community has evolved over the past decade—a steadily rising population, new residential and commercial development, and increased economic activity have all been drivers of Lacombe's growth and progress. Throughout these changes, we've cherished and enhanced the unique characteristics and lifestyle that make Lacombe such an outstanding place to put down roots and raise families. The small-town vibe runs strongly within our community.

Throughout 2019, Lacombe residents celebrated innovative ideas and projects that added immeasurably to the quality of life in our community. We enthusiastically embraced small, simple things like the addition of an outdoor skating rink to our Light Up the Night festival, a new Connex bus, installation of the World's Largest Fishing Lure tourist attraction, and creation of a community garden at Terrace Ridge School. The official opening of the Lacombe Performing Arts Centre was the long-sought realization of a dream that added another sparkling gem to our city's cultural crown.

Lacombe's quality of life has always been clearly demonstrated in our community's passion for local culture and the fine arts. The City's public art collection enjoyed a banner year for creative contributions in 2019, and the City continued to encourage arts development through a variety of grants and programs. Lacombe's highly successful hosting of the 2019 Allan Cup hockey final not only resulted in a great win for our home team, it showcased the top-notch quality of our recreational facilities and the capability of the community's tourism sector.

We proudly celebrated the accomplishments of a pair of outstanding citizens: ELCHS teacher Steven Schultz was honoured for his unique contributions to science education, and dedicated volunteer Jason Lunn earned Citizen of the Year recognition for his many years of community service. These individuals exemplify the values and commitment shared by so many of the people who call Lacombe home. Collectively, your contributions add incredible richness to our community's quality of life.

The 2019 municipal census confirmed that our 13,935-strong community growth rate remains slow but steady—an addition of approximately two new households every week. While the demographic information collected via the census is a valuable tool for decision making today, it also underlines Council's need to focus on strategic planning and policy development that will shape the Lacombe that our children and grandchildren will live in.

Lacombe's local economy in 2019 certainly reflected the province-wide impacts faced by every Alberta community. Despite its challenges, 2019 has given our community ample reasons to celebrate progress, and to look confidently toward the year ahead.

Sincerely,

Grant Creasey,
Mayor

Message from the CAO



Chief Administrative Officer
Matthew Goudy

Following the road map provided by Council in its *2018–2021 Strategic Plan*, the City is successfully integrating sustainability-based planning across all departments and service areas.

Effective public engagement supports one of the five pillars of community sustainability. The City's 2019 citizen satisfaction survey and Coffee with Council sessions gave elected officials and City staff opportunities to seek valuable input from the citizens we serve. The City increased its social media presence to better connect with Lacombe residents, experimented with a new YouTube channel, and began development of a revamped website that will launch in the spring of 2020.

Council authorized a municipal census for spring 2019, with results showing a population of 13,935 residents that is growing by 2.4 per cent annually.

Population growth inevitably spurs corresponding development, both residential and commercial. The extension of utilities services to the West Area (Midway Centre and across Highway 2 into Lacombe County) began construction in 2019; completion of these waterworks projects in the fall of 2020 will stimulate development activity.

The City's 2019 capital works program benefited from highly competitive pricing that led to projects coming in significantly under budget. Council seized that unexpected opportunity to approve the advancement of three road improvement projects originally slated for 2020.

Members of Council made a pair of difficult choices in 2019, deciding to discontinue the City's partnership in the regional BOLT public transit service effective September 2020, and to conclude its curbside recycling program.

In the final analysis, these decisions came down to being good stewards of taxpayer dollars. Despite promotional efforts, BOLT ridership over a five-year span did not reach a level that warranted the prohibitive cost of providing transit service.

While Lacombe residents embraced the environmental benefits of curbside recycling, the other end of the global recycling pipeline has not kept pace with this enthusiasm. Without a viable market for its recyclable materials, the economics of Lacombe's program became unworkable. However, the City plans to monitor industry developments for new, economically feasible opportunities to re-establish its curbside recycling program in the future.

Sincerely,

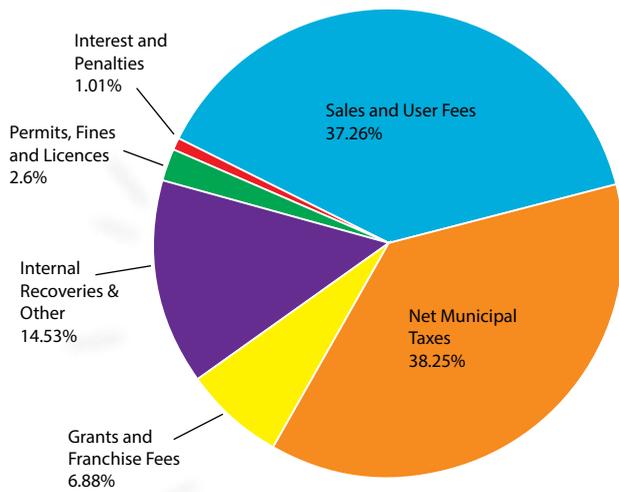
Matthew Goudy,
Chief Administrative Officer

2019 budget highlights

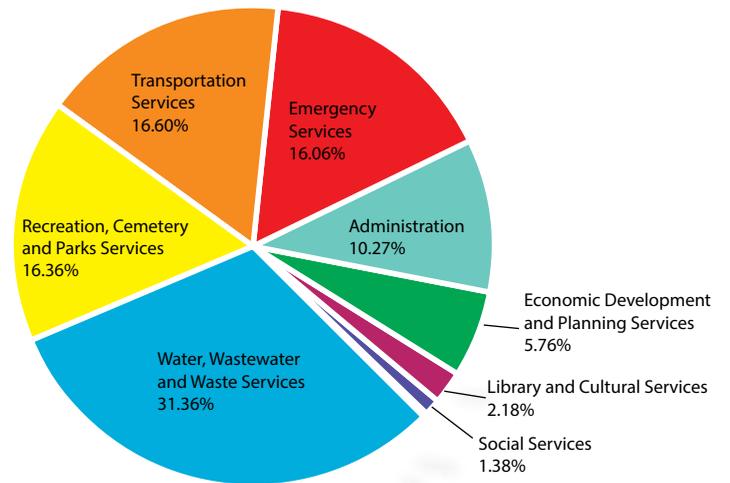
The 2019 operating budget was presented with total revenues of \$38,756,656, excluding school requisitions. Municipal expenditures totalled \$38,756,656, resulting in a balanced budget.

Consistent with Council's guidelines, the budget incorporated a 2.8 per cent increase in the property tax rate. For information purposes, in 2019 a one per cent tax increase equated to \$148,000 in additional municipal revenue.

Revenue by Source



Expenditures by Service Area



Revenue 2019	Budget (\$)
Net Municipal Taxes	14,824,846
Sales and User Fees	14,439,718
Grants and Franchise Fees	2,667,130
Internal Recoveries & Other	5,633,063
Permits, Fines and Licences	799,755
Interest and Penalties	392,144
Total	38,756,656

Expenditures 2019	Budget (\$)
Water, Wastewater and Waste Services	12,155,524
Recreation, Cemetery and Park Services	6,346,092
Transportation Services	6,435,160
Emergency Services	6,226,011
Administration	3,981,220
Economic Development and Planning Services	2,232,094
Library and Cultural Services	846,362
Social Services	534,193
Total	38,756,656



Sustainability-based planning

Principles of good governance and various funding arrangements require strategic planning in order to achieve the Pillars of Community Sustainability, a concept referenced throughout the City of Lacombe's *2018–2021 Strategic Plan*.

Based on the City's municipal sustainability plan *Imagine Lacombe* (adopted in January 2014), Council has created this strategic plan around five pillars: Governance, Culture, Social, Economy, and Environment, to provide clarity of focus and a road map for the strategic priorities that Council intends to advance.

Culture

Includes shared values, community events and recreational activities that reflect the diverse history, heritage, culture and identity of Lacombe.

Economy

Includes achieving economic vitality, growth and development that simultaneously improves quality of life and the environment. This pillar also includes employment, income levels plus the quantity, quality and diversity of employers, businesses and non-profit organizations in the community.

Environment

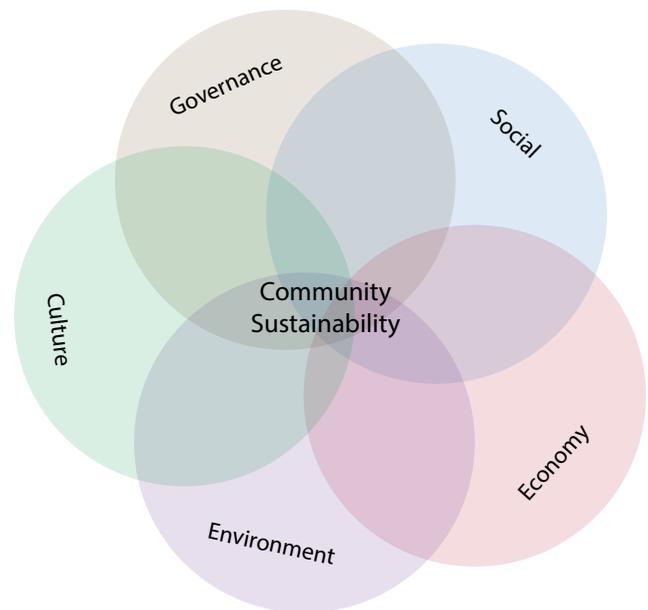
Includes community environmental stewardship; the health, quality, diversity and abundance of local and global ecosystems; the state of the man-made and natural environments and the services that support them.

Governance

Includes municipal election processes; the City's capacity to manage resources and develop and implement sound public policy; the ways in which Council engages with regional and provincial organizations and governments; and mechanisms for citizens and groups to engage and interact with each other, Council and City administrators.

Social

Includes the health, safety, well-being and quality of life of individuals, families and the community.





Representatives from Stantec and the North Red Deer Regional Wastewater Services Commission with the 2019 APEGA Project Achievement Award. L to R: Samuel Fritz, Project Engineer, Stantec; Hoa Nguyen, Project Engineer, Stantec; Todd Simenson, Vice-President, Regional Leader (Alberta North and Territories), Stantec; Mayor Grant Creasey, NRDRWWSC Director, City of Lacombe; Ken Wigmore, NRDRWWSC Chair, Lacombe County (with award); Ian Cotton, Senior Electrical and Controls Engineer, Stantec; Joel Sawatzky, Project Manager, Water Managing Leader, Stantec; Mayor Richard Poole, NRDRWWSC Vice-Chair, Town of Blackfalds; Jordan Thompson, Director of Operations and Planning, City of Lacombe; Nima Dorjee, APEGA President; Matthew Goudy, NRDRWWSC Chief Administrative Officer, City of Lacombe.

North Red Deer Regional Wastewater System wins awards

In April 2019, the North Red Deer Regional Wastewater System earned the prestigious Project Achievement Award from the Association of Professional Engineers and Geoscientists of Alberta (APEGA).

APEGA's Project Achievement Award recognizes an outstanding engineering or geoscience project that represents a substantial contribution to technological progress and the betterment of society. This award was last presented in 2016.

The North Red Deer Regional Wastewater System also received Project of the Year honours (projects over \$10 million category) from the Alberta chapter of the American Public Works Association (APWA). The award was presented in October at the chapter's 2019 APWA Excellence in Public Works Conference.

The APWA award promotes excellence in the management and administration of public works projects. It recognizes the alliance between the managing agency, the consultant/architect/engineer and the contractor, who work together to advance public works projects from the drawing board to operational reality.

Designed by Stantec and completed on time and on budget, the North Red Deer Regional Wastewater System promises a cleaner future for central Alberta communities. The project incorporates

innovative approaches and leading-edge technologies to provide a modern wastewater solution for 25,000 residents, while protecting the sensitive watershed that supplies drinking water for 150,000 Albertans.

Commissioned in April 2018, the transmission system pumps wastewater to a state-of-the-art regional treatment plant in Red Deer. The project consists of a 28-kilometre pipeline, one odour management facility and two major lift stations.

The City of Red Deer wastewater treatment plant also underwent extensive upgrades in order to accept wastewater from the North Red Deer Regional Wastewater System. The upgrades significantly increased the capacity of the plant, and it now serves a population of more than 150,000.

Local teacher recognized for professional excellence



L to R: Mark McWhinnie, WCPS assistant superintendent; Steven Schultz (with award); and Mayor Grant Creasey.

École Lacombe Composite High School (ELCHS) teacher Steven Schultz was honoured in June by the school community for receiving the 2019 Prime Minister's Award for Teaching Excellence in Science, Technology, Engineering and Mathematics.

"It was my pleasure to nominate Steven for a 2019 Prime Minister's Award," said Mayor Grant Creasey. "In addition to performing his teaching duties at an exemplary level, Steven continues to demonstrate an extraordinary passion and commitment to his students, the environment and his community."

Schultz and his students pioneered several environmental initiatives—including a beekeeping program, in which the City of Lacombe is a proud partner. His long-standing environmental education work led to ELCHS being co-named in 2018 as Canada's Greenest School, alongside Trinity College in Ontario.

Schultz also facilitated development of several competitive robotics programs in central Alberta, which have helped generate interest in science, technology, engineering and mathematics among students throughout the region.

Sky's the limit: Lacombe Regional Airport celebrates reopening

With some major renovations complete, the Lacombe Regional Airport officially reopened its doors in June. The event, including the unveiling of a unique new sign, celebrated the airport's bright future and successful partnership with the City of Lacombe and Lacombe County.

"This is another positive step for Lacombe, as it connects us to the wider region to promote trade, attract visitors and improve our area's economic vitality," said Mayor Grant Creasey.

"Council is proud of our successful partnership with the Lacombe Flying Club and Lacombe County, and looks forward to providing such value-added services to area residents."

Following a 2016 feasibility study, the Lacombe Flying Club, City of Lacombe and Lacombe County forged a strong relationship. They undertook several improvement projects at the airport, including extending the north taxiway and upgrading runway lighting.

The new entrance sign was made possible through donations of supplies and skills from club volunteers, individuals and local businesses. Joe McBryan of Buffalo Airways in Yellowknife, Northwest Territories donated the aircraft propeller mounted atop the sign. Sauder Electric donated staff to help with electrical work and installation of the propeller. Downton's Transport helped move the sign to the shop where it was retrofitted, and JC Welding provided welding and modification work.

The Lacombe Regional Airport, established in 1962, is a public-use, registered aerodrome with a 914-metre asphalt runway. The airport serves a wide variety of users: recreational pilots, STARS and provincial air ambulance services, the RCMP, civil air search and rescue, government, and business travellers.



L to R: MP Blaine Calkins, City of Lacombe Councillor Chris Ross, Lacombe County Reeve Paula Law, Lacombe Flying Club President Jon From, and MLA Ron Orr participate in the ribbon-cutting ceremony to reopen the airport.



L to R: Lacombe AA Generals head coach Jordan Koopmans, Generals forward Scott Doucet, former Generals General Manager Boyd Williams, current Generals general manager Jared Williams, Lacombe County Reeve Paula Law, and City of Lacombe Mayor Grant Creasey at the jersey handover ceremony

Senior men's hockey action returns to Lacombe faceoff circle

The Lacombe Generals Senior Hockey Club and the Wildrose Athletic Corporation, with significant support from the City of Lacombe, announced in December that competitive men's hockey will return to Lacombe ice for the 2019-2020 season, thanks to relocation of the Senior AA North Central Hockey League (NCHL) Eckville Eagles.

The Lacombe Generals withdrew their team from the Senior Men's AAA Allan Cup Hockey West League in May 2019, when the league failed to maintain a reasonable number of teams for viable competition.

The Generals subsequently advised the City that they had reached an agreement with the Wildrose Athletic Corporation, a hockey club owned by Lacombians and fielding the Senior AA NCHL Eckville Eagles. The two clubs agreed to work together to relocate the Eagles to Lacombe and retain the Generals name.

Senior men's competitive ice hockey, hosted in the City's arena, is an important recreation service that provides residents with access to a high calibre of competitive hockey within the community, so that they can partake in the community spirit generated by a winning team. This concept formed the basis for proceeding with renovations at the arena, including the addition of a professional dressing room.

Coffee with Council sessions provide valuable dialogue

Coffee with Council sessions, held in the spring at the Lacombe Trade Show and in the fall at the Active Living Fair, provide elected officials with opportunities to interact with residents in informal settings, and allow residents to meet their councillors face-to-face and discuss municipal issues, concerns, ideas and suggestions.

The sessions give City administration opportunities to update residents on programs and initiatives underway or projects under consideration. Resident input at these sessions is gathered and subsequently presented to Council for review.

"Council discussed over 50 items of public feedback, including concerns, inquiries, suggestions and compliments from engaged residents this year," said Mayor Grant Creasey. "City administration has provided responses where appropriate, which we are pleased to share with citizens. As well, resident feedback will be considered during the 2020 budget deliberations."

"The Coffee with Council sessions are part of an effective, broad-based municipal communication strategy that is vital in fostering public awareness and support for municipal programs, plans and policies," said Chief Administrative Officer Matthew Goudy. "The sessions are essential for building and maintaining positive relations with various stakeholders, and especially our residents."



L to R: Alberta Health Services (AHS) Area Manager Kimberley Sommerville, Lacombe County Reeve Paula Law, City of Lacombe Mayor Grant Creasey, AHS Director for Lacombe and Red Deer Counties Valerie Thompson, Lacombe-Ponoka MLA Ron Orr, Site Manager Dale MacDonald, and Tricon Developments representatives Jessica Pell and Darcy Stingel, cut the ribbon marking the grand opening of the new Lacombe Community Health Centre.

New health centre offers one-stop access to patient services

The new 1,600 square metre Alberta Health Services (AHS) Lacombe Community Health Centre, located at 4580 46 Street, opened its doors in mid-December, bringing important services such as home care, public health, immunization clinics, pre- and post-natal support and children's rehabilitation services, addiction services and mental health supports under one roof.

"This modern facility is the culmination of years of planning, and enables better health care outcomes for Lacombe area residents. It provides families and seniors with greater access to the medical care and supports they need, all in one location," said Mayor Grant Creasey.

"Bringing our community health care providers together in one facility will be a great benefit for patients and staff, allowing for easier collaboration to provide the best care possible," said Kimberley Sommerville, Lacombe and Bentley Area Manager for AHS Central Zone. "This new, larger space also provides room to grow in the future, which will ensure we're able to continue meeting the needs of our community in the long term."

City helps Lacombe Performing Arts Centre take centre stage

In September, Council awarded \$140,937 to the Lacombe Performing Arts Centre Foundation (LPACF) through the City's Community Builder Partnership Grant. The decision followed a recommendation from the Lacombe and District Recreation, Parks and Culture Board.

"Council is pleased the Foundation has secured financing and has an agreement to purchase the Trinity Lutheran Church for a permanent arts facility," said Mayor Grant Creasey. "One of our strategic goals is to support community groups to advance the arts in Lacombe. This grant will enhance the financial feasibility of this project."

The LPACF is a key provider of cultural services in Lacombe and surrounding communities. The group will use the City grant to reduce the principal amount of the mortgage, resulting in lower mortgage payments for the Lacombe Performing Arts Centre.

"We are over the moon to finally have a permanent performance space in the community, and we are grateful that City Council sees the many benefits of this initiative," said LPACF Chair Grant Harder. "The grant money the City has given us will go a long way to making the purchase of the building more affordable."

2019 citizen satisfaction survey

The City of Lacombe contracted Yardstick Research Inc. of Edmonton to survey residents in May 2019 to discover their views on quality of life in the community, and their satisfaction level with municipal services.

The consultant completed 461 telephone interviews of residents over a two-week period and sought additional input through an online platform. The survey methodology used was probability sampling, which gave researchers the best chance to create a sample that was truly representative of Lacombe's population.

Interviewers used random telephone dialing to reach a representative demographic (200 respondents), plus targeted social media advertisements (261 respondents). The City also provided an open weblink for any citizens wanting to express their opinions.

The survey revealed that majority of residents (79 per cent) rated their quality of life as good or very good, and 82 per cent said Lacombe is a great place to raise a family. Top contributing factors were the community's small-town atmosphere (28 per cent), friendly people (22 per cent), and historic buildings (22 per cent).

Another thumbs-up survey result: 76 per cent of respondents said they would be likely to recommend Lacombe as a place to live.

Some of the City's key strengths included water and sewer services, waste services, the Lacombe Police Service and Lacombe Fire Department, trails, sports fields and green spaces, and the Lacombe Memorial Centre.

Primary areas identified for improvement included road and sidewalk maintenance, and snow removal. A recent review of snow clearing practices has resulted in Council considering improvements for this essential service. As well, the City's Asset Management Plan seeks to improve the quality and lower the cost of Lacombe's built infrastructure.

Attracting and supporting local business was also near the top of a list of important municipal services. Council's strategic economic development goals include downtown beautification and investment, advancing partnerships to build business-supporting infrastructure, and developing forward-looking taxation principles.

One of Council's strategic plan performance measures stipulates that at least 60 per cent of Lacombe citizens indicate they receive excellent or good value for their property tax dollars. At present, 44 per cent of survey respondents agree. Another question found that a further 14 per cent of citizens are satisfied with either the current taxation policy or current service levels.



Municipal census: we're still growing

A total of 13,935 people now officially call Lacombe home. That's according to the 2019 municipal census, conducted from April to June.

The population growth rate for the City of Lacombe is calculated at 7.1 per cent for the 2016–2019 period. The community's yearly growth rate is 2.4 per cent, with an average of 26 people arriving in Lacombe each month—or just over two new households per week.

The updated demographic information provided via the census will allow the City to better allocate resources and maximize grant funding that is based on per capita formulas. The City receives \$210 per capita in grant funding from the provincial and federal governments, and the new census data will provide an estimated boost of \$195,000 over previous years.

In addition to grants from other levels of government, municipal decisions regarding future infrastructure needs and facilities are based, in part, on population growth statistics collected in the municipal census. The data is also used by a variety of outside agencies such as businesses, charities and researchers.



BOLT transit service in Lacombe will end in September 2020. The service is being discontinued due to high operating costs and low ridership.

Curbside recycling discontinued

Council voted to allow the contract with Environmental 360 Solutions for residential curbside recycling collection to expire in May, and directed City administration to monitor the state of the recycling industry and report on opportunities to re-establish curbside recycling in Lacombe when it became viable.

“Council made this difficult decision following a request-for-proposals process that saw only one bid submitted—to collect fewer types of recyclables for a 66 per cent increase in costs,” said Mayor Grant Creasey.

“I want people to appreciate the fact that Council is not turning its back on recycling. Due to the significant challenges faced by the recycling industry nationwide, only a fraction of the materials currently placed in residential blue bins is actually recycled. Significant changes to Lacombe’s residential recycling program are needed if it’s to continue.”

The City is also conducting a comprehensive solid waste system review, which will provide more information to help set the future direction of solid waste collection in Lacombe.

In the interim, residents are encouraged to use their blue boxes to drop off accepted recyclable materials at the Wolf Creek Recycle Site, located at 5214 Wolf Creek Drive.

Lacombe to exit BOLT partnership

In September, Council directed City administration to immediately initiate the process for discontinuing the BOLT transit service in Lacombe.

“The difficult decision to end the regional public transit service was not taken lightly by Council,” said Mayor Grant Creasey. “We evaluated all the data we had, and it became painfully obvious that the expectations of the public to turn this into a sustainable service far exceeded the ability of the City to pay for it.”

“Council reasoned that the cost of the program and the low ridership simply did not match up. This, combined with the current fiscal realities facing Alberta, make it more of a priority for us to eliminate programs that are not providing a wider benefit to our citizens.”

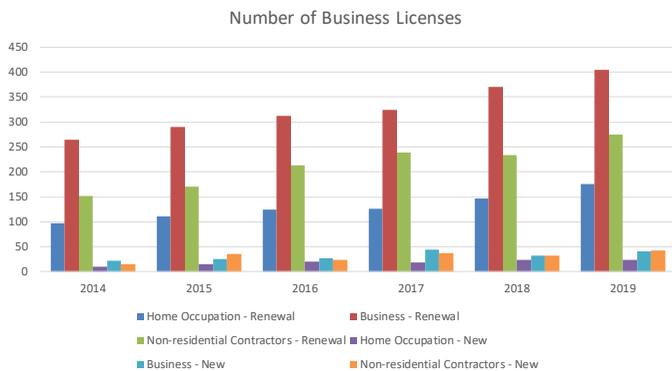
City staff and the Intermunicipal BOLT Governance Committee worked diligently with transit partners to grow the service and improve ridership over the past five years, but public demand was inadequate.

Following Council’s direction, City administration has reviewed its contracts and service agreements, and provided the required one-year notification to the Town of Blackfalds, Red Deer Transit and Burman University of the City of Lacombe’s intention to exit the regional public transit partnership.

Community Services

Community Economic Development

Lacombe continued to enjoy stable business growth in 2019 despite a challenging economic environment. The graph below is a five-year summary that illustrates the total number of business licences issued, and the composition of those licences. The trend indicates positive business attraction and retention tendencies.



In early 2019, Community Economic Development led a process that will help the City collaborate with private sector partners to revitalize underperforming municipal properties. The City received a range of proposals that are currently under review.

In the spring, Lacombe embraced the opportunity to host the 2019 Allan Cup tournament. This event attracted the best senior men's hockey teams from across Canada, and generated significant economic benefits for Lacombe's tourism and hospitality industry.



The Lacombe Generals celebrate their 2019 Allan Cup win.

Council reaffirmed its commitment to the popular Downtown Storefront Enhancement Program, providing funding support through Echo Lacombe Association, which administers the program on the City's behalf. The program was over-subscribed once again, with nine businesses receiving funding to improve their exterior facades.

The City partners with Lacombe Regional Tourism to offer the annual Light Up the Night festival. The 2019 event set an attendance record, with thousands of spectators taking in the colourful celebration. To add to the fun, the City constructed a new downtown skating surface in the Lacombe Memorial Centre courtyard, and it became an instant hit with residents and visitors alike. Plans to enhance this outdoor amenity for 2020 are already in the works.



Leisure skating under the lights at the Lacombe Memorial Centre.

Affordable housing

The City's Affordable Housing Steering Committee, an advisory body to City Council, commissioned a housing needs assessment in 2019 to update Lacombe's Affordable Housing Strategy, in order to plan for ways to use \$430,000 affordable housing grant funding held by the municipality.

The report showed that housing affordability is an ongoing challenge in Lacombe, in both the rental and ownership markets. The needs assessment also identified other core housing issues, such as aging in place, and those living in vulnerable situations.

The City now looks forward to receiving submissions from industry partners in early 2020 that align with the strategy's newly revised goals and actions.

Echo Lacombe Association

The mission of the Echo Lacombe Association is to improve Lacombe's quality of life through collaboration that leads to sustainable growth, innovation, a business-friendly culture, and an inclusive, vibrant community.

Association members include the City, Burman University and the Lacombe and District Chamber of Commerce, plus five representatives from the community at large.

Two grants were awarded from the Echo Lacombe Fund in 2019. The first was provided to the Lacombe Fish and Game Association to support construction of the World's Largest Fishing Lure tourist attraction. Len Thompson Fishing Lures and Comet Welding were key community partners in the unusual project.

Terrace Ridge School received the other grant, which supported development of a community garden. This project created an attractive natural area where students and residents can connect and relax.



Catch the World's Largest Fishing Lure at the Len Thompson Fish Pond Park.

Echo Energy

The Echo Energy program continues to grow, closing the year with 450 accounts, generating a projected contribution of over \$60,000 to the Echo Lacombe Fund.

The electricity utility continues its sponsorship of community events and programs, including Light Up the Night, the Culture and Harvest Festival, Social Media Breakfast Lacombe, the Ecolé Lacombe Composite High School honeybee program, and Small Business Week.

Echo Energy has confirmed its intent to offer internet services in 2020. This new initiative will allow Echo Lacombe to diversify its current revenue stream and expand its focus to pursue additional business attraction and expansion activities.

Communications

Along with day-to-day activities, comprehensive communications planning work was undertaken in 2019 to support major City initiatives: the 2019 municipal census, the 2019 citizen satisfaction survey, and the West Area servicing project.

City staff provided communications support for the new *Responsible Animal Ownership Bylaw*, the *Community Standards Bylaw*, Council's decisions to discontinue curbside recycling collection and BOLT public transit, the annual budget process, and strategic plan review.

Communications staff also provided media relations support for the Lacombe Regional Airport grand reopening, the return of the Lacombe Generals hockey team, and the launch of the new Lacombe Community Health Centre.

The year was marked by sustained media coverage as a result of ongoing, proactive media relations, along with a number of special events and community outreach activities. Staff issued 82 media releases, advisories and information bulletins in 2019, and this helped garner over 300 positive/neutral print and online media stories, plus increased radio, television and social media coverage.

The City continued to enhance its social media presence in 2019, with greater incorporation of videos into the publishing cycle, thereby increasing engagement. By year-end, the City's Facebook page had over 4,476 "likes" (4,528 followers), its Twitter page had over 3,649 followers, and over 160 people subscribed to its YouTube channel.

Marketing

The marketing team assisted in development of the municipal census campaign, which included promotional items for census staff. New signage was created for the Wolf Creek Recycle Depot to help simplify the recycling process, and plaques displaying the City's vision and values were installed in Council chambers, the office of the Chief Administrative Officer and in the conference room.

As part of a document review project, the team designed new templates for organizational and Council letterheads and documents, report covers and PowerPoint presentations. The team assisted with PerfectMind online marketing materials, and worked with a videographer to create an economic development video and 2019 Light Up the Night video.

The marketing team also began collaborating with the multi-department website committee on its re-design of the City website, which is expected to launch in spring 2020.

Arts and culture

Public art

The City of Lacombe's public art collection enjoyed incredible growth in 2019, receiving 23 donations of original artwork from artists, their families, and from other Lacombians.

The Art Collection Committee purchased artwork with specific focuses in 2019. Family and child-oriented artwork was acquired for the upper foyer of the Lacombe Memorial Centre, where the offices of Family and Community Support Services and Parent Link are located. A whimsical, free-standing "sweater lamp" of English walnut and wool fiber, created by former Lacombian Kathryn Miller, was also acquired and placed in the same area to encourage a cozy, homelike atmosphere.

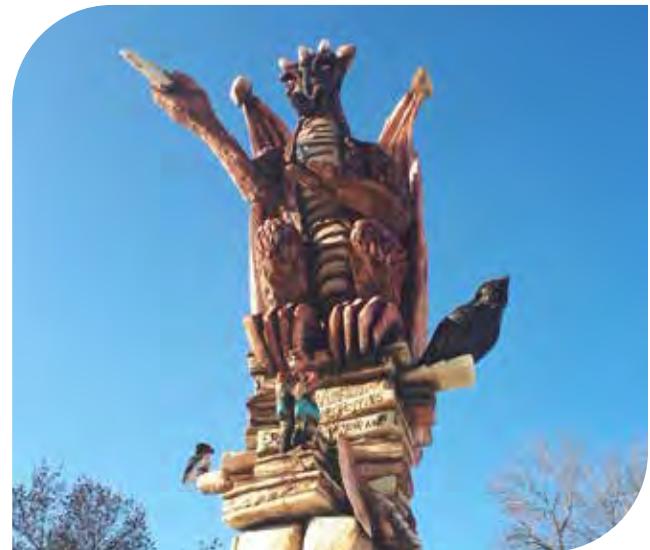


Artist Kathryn Miller and her "sweater lamp" at the Lacombe Memorial Centre.

Committee members sought art pieces that used mediums not previously found in the City's collection, such as encaustic (hot wax painting), aggregates and fibres. They also sourced additions from two in-community events: Behind the Words and the Under \$100 Art Sale, which promote and support local artists. Three-dimensional works now in the collection include several small metal sculptures, a painted feather, paper sculpture, slab-built pottery, and a carved wooden vase.

To augment art in outdoor public spaces, the committee commissioned a second tree sculpture in Popow's Park from Mr. Cab Studio. Located next to the tree wizard that has delighted park visitors for a few years now, the 2019 addition promotes the magic of reading for children.

It features a large dragon reading a book to a wee mouse sitting in his hand. Below the dragon are elves, trolls and other magical creatures often found in tales for children, all sitting atop stacks of the books they emerge from. Public input was sought to determine the titles depicted on the book spines. The days-long sculpting process drew many spectators, and the resulting piece is already attracting visitors from outside Lacombe.



Detail of a new fantasy-themed dragon tree carving by Darren Jones.

Arts endowment

The City staged three 2019 events to support the Lacombe Arts Endowment Fund and provide a venue for local artists. Proceeds from the annual Encore Art Sale, Behind the Words and the Under \$100 Art Market, along with citizen donations, totalled a \$7,400 addition to the Arts Endowment Fund.

The Art Endowment Committee awarded 2019 grants to four individuals to support their continued development and education in the arts. Grants went to Catherine Butcher and Holly Parker for violin studies, Chloe Kikstra for ballet school, and Henrietta Verwey for metal sculpture.

Student Art Awards were presented at the Encore Art Sale. Recipients included Lily Overacker, winner of the Dustin Peers Memorial Drawing Award for a submission that subsequently won more awards at the Alberta Community Art Clubs Association exhibitions later in the year. Samantha Swanson received the Jan Holoboff Junior High School Art Award, and Brianna Campbell captured the Charlie Donald Memorial Art Award.

Other cultural events

In response to a federal survey that indicated Canadians want more experiential opportunities to enjoy, the City hosted a demonstration of First Nations powwow dancing and an elders sharing circle during the 2019 Alberta Culture Days celebration in Lacombe. These events highlighted some of our shared history and cultures, while also supporting the “Spirit of Alberta” focus on culture.

Members of City Council and the Art Collection Committee represented Lacombe by attending the Lt.-Governor of Alberta Distinguished Artist Awards, an event hosted in Maskwacis. Other committee members attended Night of Artists in St. Albert, and the Alberta Public Art Network conference.

Recreation

Community wellness

Find the Right Fit had a successful year, attracting more than 500 participants. Each received a coupon booklet that encouraged discovery of new health-related activities in Lacombe. The 2020 program will expand by including more facilities to help residents learn about available local options that support their well-being.

The Winter Active Challenge was revamped as the Winter Wellness Challenge and updated to include more aspects of health. A total of 235 people improved their well-being through participation in a series of small daily challenges.

2019 Recreation and Culture Grants		
Organization	Project	Grant
Dopamain Gym (in association with Red Deer Boxing Club and Parkinson Alberta)	Dopamain Gym	\$1,800
Lacombe & District Historical Society	Vintage Photo Booth	\$1,700
Lacombe & District Fcss	Opening Minds Through Art	\$4,489
One Smart Cookie K9 Services	Begging For Beginners	\$500
Crystal Watson	Youth Athletic Development Series	\$4,011
Total Grant Allocations (\$12,500 Available)		\$12,500

Facilities

Lacombe Memorial Centre

Lacombe Memorial Centre		
Bookings	2018	2019
Centennial Hall	205	201
County Room	249	286
Meeting Rooms	369	422
Kitchen	102	97
Total	925	1,006
Revenues	2018	2019
Centennial Hall	\$123,730	\$114,649
County Room	\$43,278	\$40,688
Meeting Rooms	\$32,194	\$29,209
Kitchen	\$3,394	\$11,579
Total	\$202,596	\$196,126

The Lacombe Memorial Centre (LMC) hosted 1,006 events in 2019—an increase of nine per cent over the previous year; however, rental revenues declined by three per cent.

A new operator assumed management of Anna Maria's Café, reopening the facility in May. Renovation of the café was also approved in 2019, with work scheduled for early 2020.

The LMC opened its new courtyard skating pond under the festive glow of Christmas lights. The colourful attraction was an instant hit, and an expanded version of the site is planned for December 2020.

Kinsmen Aquatic Centre

The Kinsmen Aquatic Centre (KAC) continued to be a training site for leaders in recreation. Lifeguards travelled to Calgary to represent the City of Lacombe for the first time at the annual Alberta Lifeguard Games, and were pleased to achieve a second-place overall result.

Courses in aquatics, leadership and first aid were offered several times each season. This was also the first year that the facility was chosen to host one of the Canadian Red Cross water safety instructor training courses.



KAC lifeguards placed second overall at the 2019 Alberta Lifeguard Games.

The Lifesaving Society once again recognized KAC for its contribution to advanced leadership courses in the province. Staff were presented with the Marlin Moore National Lifeguard Recognition Award for the largest national lifeguard program in a community of up to 15,000 people. The Aquatic Centre was also recognized with the Governor Bruce Hogle Lifesaving Program Recognition Award for the large number of lifesavers trained at the facility throughout the year.

PerfectMind, the new recreation software, was launched in May at KAC and achieved great success. The program integrates with the pool's access gate, allowing current members to enter without having to stop at the front desk. Users are now able to go online to purchase memberships and register for courses.

KAC staff were invited to present at the annual Red Cross Swimming and Water Safety Conference in Edmonton. Aquatic Programmer Kim Fraser was a co-presenter with City of Edmonton staff, leading conference attendees through a team-building session. Aquatic Supervisor Sheri Mitchell presented on the popular Lifeguard in Training Program, a volunteer and mentorship program for youth 12-to-16 years of age.



Aquatic Centre staff promoted water safety on National Lifejacket Day.

KAC hosted several successful events, including the Pool Easter Egg Hunt, Halloween Bash, National Lifejacket Day, National Drowning Prevention Week, and the Christmas Candy Cane Swim. Staff delivered numerous presentations on water safety at local schools, leading students through practical safety and awareness activities.

This year, KAC's colourful parade float was created by pool users and highlighted boat safety, winning a first-place ribbon.

The Lacombe Sea Lions Junior Lifeguard Club hosted its first-ever sanctioned JLC Swim Meet—a wonderful learning opportunity for parents, athletes, coaches and volunteers. The 2019-2020 JLC season once again attracted record-breaking registration. This year's team was opened to adults seeking a good workout, with optional competitions.

Several new programs were added to the pool schedule this year. A new Low Impact Water Fitness class received strong and steadily growing attendance. A morning adult swimming lesson class was added to complement the Friday evening class.

In March and April, the Kinsmen Aquatic Centre was granted use of the Alberta Whitewater Association's fleet of indoor kayaks. Staff were trained to teach kayaking and certified through the Coaching Association of Canada.

Kayaking classes and open paddle time offered to schools and the public proved to be very popular during the five weeks when the boats were in Lacombe.

To the delight of participants, weekly Aqua Zumba sessions ran during the autumn months. These fun-filled, energetic water dance classes continued into early 2020.

Corporate Services

The Corporate Services department includes Financial and Assessment Services, Computer and Information Services, Fire Services, Enforcement Services, and the Lacombe Emergency Management Agency.

In addition, the department provides administrative oversight to the North Red Deer River Water Services Commission and the North Red Deer Regional Wastewater Services Commission.

Financial Services

In 2019, Financial Services was involved in several projects:

- Staff began development of a three-year operating budget, which allows the City to take a longer view of its operating activities.
- A new pet licensing process was introduced, which eliminates the need to renew pet licences every year. Pet owners can now enjoy a lifetime licence for each dog or cat they own, provided the owner can provide proof of spaying/neutering and microchip identification on the animal. If no proof can be provided, but the animal has been altered and microchipped, the owner may attest to this in front of a Commissioner of Oaths (provided by the municipality at City Hall).
- Customer service was improved at City Hall by adding a casual staff position to provide front counter service.

2019 Finance Department Year-end Statistics

Cemetery lots sold	29
Columbarium niches sold	12
Taxpayers on monthly tax payment plan	2,216
New water meter installs	82
Dog licences sold	883
Utility accounts signed up for e-billing	828
Utility accounts on pre-authorized payment	1,343
Business licences issued:	
Residential	404
Non-residential	272
Home occupations	176

Computer and Information Services

Information Services (IS) completed and started a number of projects in 2019:

- The City released a Request for Proposals for a website refresh. The contract was awarded to CivicPlus, with a revised online experience scheduled for release in 2020. The new-look website will provide citizens with an easy way to interact with the City and find updates on community events.
- A Lacombe Police Service request to develop a standalone website was completed with assistance from IS staff. The new website provides more flexibility for the Lacombe Police Service to issue media releases and daily logs, making it more transparent to the community.
- Information Services moved all staff from Microsoft Office 2016 computer software to Office 365, helping City departments and staff to collaborate more effectively. This was the first step in an organization-wide transition to SharePoint, scheduled to begin in early 2020.
- The IS department trained an additional eight staff members on in-house compliance with the *Freedom of Information and Protection of Privacy Act* (FOIP). Specialized FOIP training was provided to municipal census workers and Kinsmen Aquatic Centre lifeguards.
- Council approved the *Routine Disclosure Policy* in 2019. The FOIP program continued to provide support to all City departments, the Lacombe Police Commission, the North Red Deer Regional Water Services Commission and the North Red Deer Regional Wastewater Services Commission.



Columbarium at Lacombe Fairview Cemetery.

Enforcement Services

Enforcement Services made a significant operational adjustment in 2019, extending its service level to 11 hours daily, six days per week.

Bylaw enforcement officers will now be available to serve Lacombe residents outside of typical business hours: 8 a.m. to 7 p.m., Monday through Saturday.

The operational change was one of several implemented following a 2018 service review. Other changes resulting from the review include an update to the *Responsible Animal Ownership Bylaw #469*, and a new *Community Standards Bylaw #468*.

The *Responsible Animal Ownership Bylaw* changed how animals are licensed in Lacombe. Instead of renewing the animal licence annually, the City moved to a lifetime licence that offers incentives for residents to spay or neuter their animals and add microchip identification. If an animal is spayed/neutered and microchipped, the lifetime licence fee is \$15.

The bylaw also made licensing of cats mandatory, a move that greatly improves the identification of stray animals.

The new *Community Standards Bylaw #468* merges the old version and the *Nuisance Bylaw* into one piece of municipal legislation. The new bylaw also improves sections that address light pollution, excessive vehicle idling, and noise-related issues.

Lacombe Enforcement Services 2019 Bylaw Violation Statistics

Responsible Pet Ownership	14
Fire	0
Land Use	0
Nuisance (includes complaints)	46
Traffic (complaints and tickets issued)	282
Ice and Snow	1
Parks	5
Trespass	0
Business	1
Utility	1



The *Responsible Animal Ownership Bylaw* provides for a one-time licence that is valid for the lifetime of both cats and dogs, rather than requiring an annual renewal. The only exception is if an animal is declared to be a nuisance or vicious.

Operations and Planning



The Henner's Pond and William's Slough outlet project.

Engineering Services

Henner's Pond–William's Slough outlet project

In recent years, Henner's Pond has experienced issues with bank stability and a slowly rising water level. As a result of existing and proposed development around Henner's Pond and nearby William's Slough, an outlet for stormwater runoff was required to ensure the water levels of these water bodies remain consistent and predictable.

In August 2019 the City awarded construction of the Henner's Pond outlet project to Northside Construction Partnership of Red Deer. A structure with weir walls and an orifice was installed at Henner's Pond to control the rate of stormwater released from the outlet. Stormwater will travel via underground pipe from Henner's Pond across C&E Trail. The drainage channel will outlet into the existing wetlands surrounding William's Slough.

Stormwater leaving Henner's Pond will meet the quality requirements laid out by Alberta Environment and Parks:

- Chemical treatment is not used in Henner's Pond
- Sediment will have adequate time to settle prior to arriving at the outlet as a result of all runoff from development passing through a storm pond or forebay prior to releasing into Henner's Pond
- A control structure with weir wall will be installed above the pond floor to avoid intake of sediment

Similar to Henner's Pond, a weir structure will be used at William's Slough to provide the same control of water levels and sediment release.

Stormwater will leave William's Slough through an underground storm pipe to the east side of the private access road. A drainage channel was constructed to convey the stormwater from the east side of the access road to Wolf Creek. This will maintain a consistent and controlled water level protecting the naturalized area around the pond, and allow for new developments in the area to proceed.

Because some elements of the project were environmentally sensitive, much of the construction was completed in winter under frozen conditions. Project cleanup, fine grading, seeding and road repairs to C&E Trail will be completed in the spring of 2020.

2019 capital works program

Lacombe's 2019 capital works program initially included four main components: utility replacement and road reconstruction on Northstar Drive, storm main repairs in Opal Crescent, sanitary sewer rehabilitation in 59 Street Crescent, and drainage and intersection improvements for Knightsbridge Road.

The program came in significantly under budget due to competitive pricing, so Council approved advancing additional work planned for 2020. This included improvements for the 54 Avenue–58 Street intersection, the 48 Avenue–58 Street intersection, and road repairs to 34 Street near 53 Avenue.

Paving 50 Avenue

The west side of 50 Avenue is the busiest roadway in Lacombe and the primary entrance to the city for motorists. In 2018 ATCO installed a new gas line under the eastbound lanes of 50 Avenue, and in 2019 the City installed a new water line under the westbound lanes. Both projects resulted in large patches to the asphalt road.

Due to the competitive pricing received for its 2019 capital works program, the City was able to fund the resurfacing of 50 Avenue between 76 Street and 58 Avenue. Resurfacing of the existing asphalt by milling off the top 50 millimetres and repaving with hot asphalt provided a level, seam-free surface, and increased the lifespan of 50 Avenue by up to 15 years.

Mill-and-pave programs can be completed at a fraction of the cost of full road rehabilitation, and provide great value for municipalities when the existing road structure is still in good shape, as was the case for 50 Avenue.

West Area servicing program

Council awarded three construction contracts in early 2019 to bring services to the Midway Centre development, and across Highway 2 into Lacombe County. The County partnered with the City to enable this project to move forward.

These contracts include the installation of water, sanitary sewer and storm services, a new sanitary sewer pump station and intersection improvements for 76 Street and Highway 12. Construction began in January 2019 and will be completed by the fall of 2020.

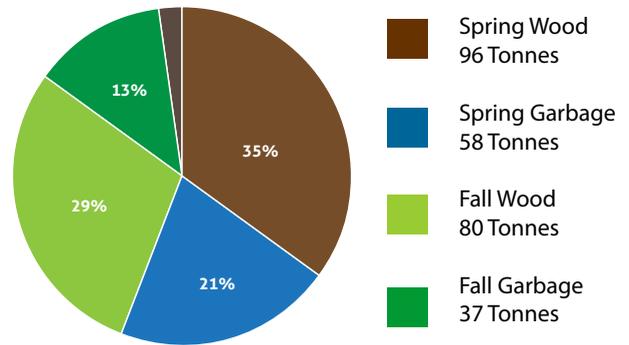


Midway Centre is Lacombe's newest mixed-use community. It integrates residential, shopping, services and recreation amenities into an accessible, neighbourhood-style context to serve residents and visitors alike.

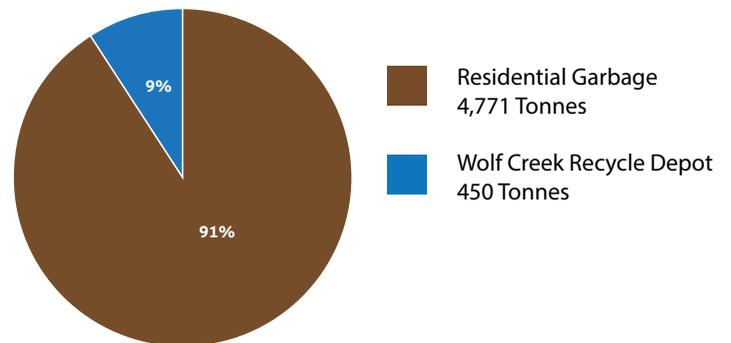
Solid Waste

Waste collection statistics

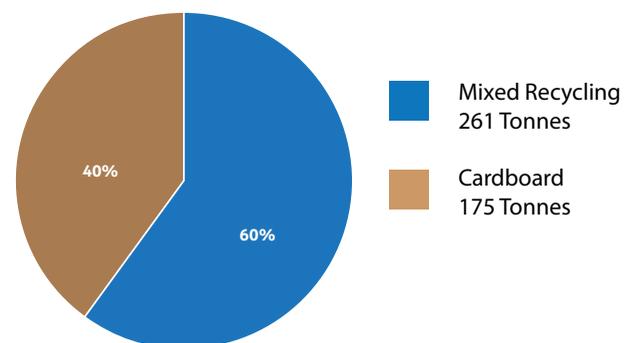
2019 Community Clean Up campaigns



2019 garbage and recycling collection

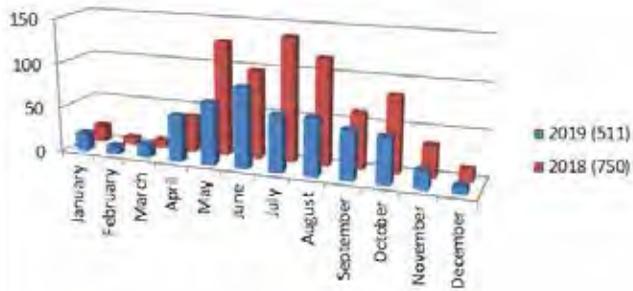


2019 Wolf Creek Recycle Depot

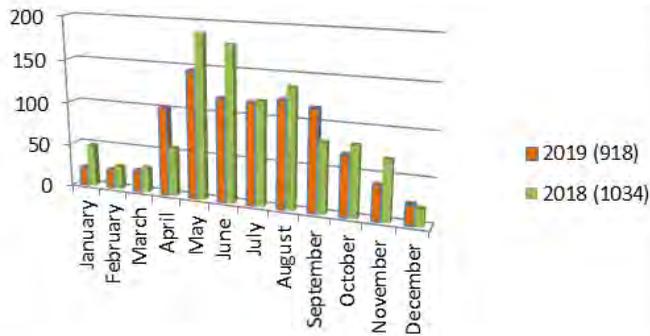


Utilities

Utilities staff responded to 511 Alberta One-Call requests within Lacombe in 2019—a 32 per cent decline in call volume from the previous year.



North Red Deer Regional Wastewater Services Commission operators responded to 918 Alberta One-Call requests for the regional wastewater line running through Ponoka, Lacombe and Blackfalds to Red Deer.



Water

Utilities staff were able to complete the third year of a five-year program to flush water from fire hydrants. This program targets small areas of the water distribution system; it isolates sections of the water mains, creating high velocity water that scours the inside of the water mains and ejects the scoured material out through the hydrants.

This program is set to continue in 2020, completing the fourth year of five.

Solid waste

Council opted to cancel the curbside recycling program in 2019 and expedite a solid waste review rather than waiting to start the review in 2020. In July 2019, Tetra Tech Canada Inc. was awarded the project to review the City's solid waste system and present results in early 2020.



New signage at the Wolf Creek Recycle Depot.

Following Council's decision to end the City's curbside recycling program, Utilities staff increased the number of drop-off bins at the Wolf Creek Recycle Depot, and installed new signage to assist users.

The City conducted community waste collection events throughout 2019, including Trash to Treasure weeks in May and October—held a week before the Spring and Fall Community Clean Up events—and the Toxic/E-waste Roundup held annually in September.



City staff participate in the bi-annual Community Clean Up event.

Planning and Development; Heritage Services

While implementing the *Land Use Bylaw*, Planning and Development Services also recommended further improvements to the bylaw. Staff presented a number of amendments to Council in 2019. The following amendments were approved:

- Increasing the number of signs allowed in C5 and C6 districts
- Reducing instances where site improvements are to be made to existing commercial and industrial parcels
- Adjusting landscaping requirements for higher-density residential projects, and certain commercial and industrial districts
- Reducing parking requirements for certain industrial projects
- Increasing allowable secondary suite floor areas
- Amending wording of various clauses to allow more flexibility

Seven properties were rezoned in 2019, including parcels located within the new Iron Wolf Crossing subdivision, which was rezoned to Direct Control 2 (DC2). DC2 areas act as a gateway to Lacombe for integrated residential, public and community uses, while being compatible with the adjacent residential and institutional neighbourhoods.

In preparation for future commercial development, the City closed a portion of road south of Highway 12 and east of 45 Street, rezoning it to C4. Redesignation of Lots 2 and 3, Block 8, Plan 032 6218 (also known as 5101 Beardsley Avenue and 5102 College Avenue) from University Commercial District (UC) to Burman University District (BU), occurred in order to facilitate the development of an Educational Facility.

Three subdivision applications from 2018–2019 were completed. These included residential and commercial lots. Of the number of subdivision applications submitted last year, three were completed, including:

- Midway Centre lift station
- Midway Centre entirely
- Iron Wolf Crossing
- Subdivision of one large I2 Heavy Industrial lot into two heavy industrial lots

The department piloted an outdoor patio policy that allows businesses to use City land for outdoor patios during the warmer months of the season. This policy streamlines the application process and provides clear guidelines for local business owners.

Heritage Resources Committee

The Fraser-MacDonald Building was officially designated as the seventh Municipal Historic Resource in Lacombe. An educational plaque was installed on the building and a celebration event was held in November 2019.

In partnership with the Lacombe & District Historical Society, the Heritage Resources Committee (HRC) commissioned the development of a virtual exhibit focusing on the history of the Kangiesser Building.

St. Andrew's United Church received \$10,000 in grant funding to assist with masonry repairs to the iconic red brick. The grant funding will help ensure that the building is well maintained and continues to be an asset to the community.

The HRC reviewed three demolition applications in 2019, a decrease from 2018. The review of each application requires background research, a site visit, photography, and the preparation of a report detailing the history and architecture of the building. The report also highlights any architectural features that would be ideal for salvage. The HRC makes recommendations to the Municipal Planning Commission regarding demolitions and salvaging.

The HRC has continued to develop a salvage program, and has taken donations of wood windows in anticipation of future educational workshops. The committee has salvaged windows, light fixtures, glass doorknobs and heating grates. As more materials are salvaged, the HRC will establish a method for selling the pieces, including the use of the Lacombe Heritage Facebook page. All money raised will be placed in the Heritage Resources Fund.



St. Andrew's United Church received City grant funding in 2019 to assist with masonry repairs.

Development statistics

Development Permits Issued	2019	2018
Single Family (includes Manufactured Homes)	25	33
Secondary Suites	2	3
Semi-detached	0	2
All Other Multi-family*	17	22
TOTAL	44	60

*The multi-family figure includes all triplexes, fourplexes, row housing, apartments and second floor suites in commercial buildings.

For a second year, Lacombe saw growth in the total dollar values of development permits issued. The number of permits issued for single detached dwelling units decreased slightly with in comparison to previous years, but residential renovations saw an increase.

Multi-family residential construction was up slightly from 2018. Commercial/industrial development remained consistent with the previous year, while commercial renovations and additions were on the rise.

Monthly report breakdowns are available in the Development Activity Statistics section of the Planning and Development webpage, located at lacombe.ca.

Major projects approved in 2019 include:

- A biorefinery
- An industrial multi-tenant lease bay building
- A large industrial shop to accommodate a compressor manufacturer
- A retail drug store
- A master development permit for a large-scale commercial retail development at Midway Centre
- A regional library distribution centre
- The World’s Largest Fishing Lure tourist attraction

In 2019, several new businesses located within existing commercial and/or industrial space in Lacombe. These included a furniture store, medical and health services facility, thrift stores, a dog grooming salon, auto servicing, an arts and crafts studio, a fitness facility, tattoo shop, equipment rentals and sales, and a salon.

Staff also approved 31 new home occupations.

2019 Building Permit Values

Table represents total permits issued for the year. Comparison figures for the previous year are included.

Development Type	2019 Permits Issued	2019 Permit Value	2018 Permits Issued	2018 Permit Value
Single Family Dwelling	25	\$6,352,654	33	\$8,321,284
Residential Renovation	74	\$1,534,742	59	\$1,510,797
Garage/Carport/Shed	15	\$255,224	25	\$415,801
Secondary Suite	2	\$252,500	3	\$369,040
Semi-detached Dwelling	0	\$0	2	\$520,000
Multi-family Housing	17	\$15,704,558	16	\$9,205,200
New Commercial/Industrial	5	\$6,323,000	5	\$4,897,013
Reno/Addition to Commercial/Industrial	28	\$1,255,275	24	\$2,054,050
Institutional/Church	2	\$1,964,457	6	\$2,119,179
Other—Signage	0	\$0	0	
Other—Demolition	5	\$56,000	8	\$248,910
TOTAL	173	\$33,698,412	181	\$29,661,275

For more information, contact Planning and Development Services at 403-782-1264.

Emergency Services highlights



Lacombe firefighters are professionally trained under Alberta's provincial training accreditation program.

Lacombe Fire Department

The Lacombe Fire Department responded to 294 calls for service in 2019. Most of the call volume came from fire alarm activations (115 calls) and vehicle collisions (84 calls)—an increase in both categories from 2018.

The number of structure fires decreased in 2019, with nine incidents in Lacombe and only one incident in the fire department's Lacombe County response area.

Firefighter recruitment and training continues to be a success. Fourteen students from across the region completed the training program. Participating fire departments included Bentley, Blackfalds, Eckville, Lacombe, Nova Chemicals and Penhold.

The Lacombe Fire Department's goal is to provide the best possible training so students are ready to respond safely and effectively at any incident. The 2020 program will be enhanced by including first aid and hazardous materials training components.

In May, Fire Chief Ed van Delden retired and Deputy Chief Eric Graham temporarily assumed the role during the selection process for a new chief. To maintain department operations during this transition period, a Training Coordinator position was introduced and Captain Trevor Wilton was the successful candidate. Captain Wilton is a five-year veteran of the Lacombe Fire Department, and has been an invaluable asset while awaiting the new fire chief.

The department currently has 30 members that are active firefighters, with one support member, and four new recruit firefighters enrolled in the training program as of February 2020.

2019 Fire Calls	In City	In County
Fire alarms (includes detector activated/no fire; false alarms)	98	17
Outside fires	11	12
Structure fires	9	1
Hazardous materials (includes spills/leaks at collisions)	12	7
Vehicle fires	4	12
Agency assist (police and EMS)	11	2
Mutual aid (other departments or fire districts)	0	10
Vehicle collisions/rollovers	29	55
Miscellaneous	4	0
TOTAL	178	116

Lacombe Police Service



A 2019 survey found that the Lacombe Police Service achieved an 82 per cent community satisfaction rating.

The Lacombe Police Service (LPS) launched a new three-year strategic plan in 2019. Top priorities include:

- Exemplifying excellence in policing
- Achieving excellence in service delivery
- Reducing crime and victimization
- Strengthening community partnerships
- Improving traffic safety
- Recruiting and retaining personnel

A review of the previous three-year plan showed that all LPS objectives were either achieved or saw significant advancements made.

During 2019, the LPS provided enhanced service delivery to Lacombians in multiple ways. The Community Liaison Officer position enabled collaboration, education and partnerships with the LPS's crime prevention partners and groups. It was also the first full year of operation for the Crime Reduction Team, which focused on crime reduction initiatives and investigation of serious crimes

In support of rural communities and law enforcement agencies, the LPS Community Liaison Officer and Crime Reduction Team members shared information, education and resources to assist in identifying and apprehending prolific offenders.

In 2019, the LPS expanded dispatch services to include monitoring for Community Peace Officers in Lacombe and neighbouring counties. This enhanced officer safety for its law enforcement partners, and supported the LPS' strategic priority of strengthening community partnerships.

The LPS continued to provide timely, effective local dispatch service and 24/7 response to service calls. Extending front counter service hours from 4:30 p.m. to 9 p.m. on weekdays measurably enhanced customer service and accessibility.

To address its strategic goal of improved traffic safety, the LPS focused on enforcement at high-collision locations, traffic education initiatives, and maintaining the number of checkstops throughout the year.

To fill vacancies and advance its recruitment and retention goal, Cst. Kristy Walker graduated from recruit training in June 2019. Cst. Brett Marsollier was also hired, bringing the total authorized sworn strength of the service to 22.

The LPS continued to maintain compliance standards and training to ensure excellence in policing. In October 2019 the service underwent a Provincial Standards Audit and met or exceeded requirements in all areas.

The Lacombe Police Commission (LPC) conducted a community survey in 2019, which resulted in the LPS achieving an 82 per cent satisfaction rating. The LPS also works with the LPC's Public Complaints Director to ensure any complaints are addressed within established guidelines.

In 2019, the LPS received 6,953 calls for service, a single percentage point decrease from 7,042 calls in 2018, but also seven per cent above the five-year average.

Crimes against persons rose by five per cent and property crimes by eight per cent, while drug offences dropped dramatically, by 55 per cent.

Other Criminal Code offences increased by 12 per cent in 2019, while impaired driving declined slightly, by seven per cent. The LPS laid a total of 3,194 charges in 2019, a two per cent drop from the previous year.

Detailed statistics will appear in the 2019 annual report of the Lacombe Police Commission, available in spring 2020.

Lacombe and District FCSS

Lacombe and District Family and Community Support Services (FCSS) is a non-profit organization committed to enhancing the social well-being of individuals, families and the community. Lacombe has been part of this unique-to-Alberta provincial program since 1970.

FCSS' preventative programs and services promote well-being, resilience and active participation in the community. By investing in programs that strengthen individuals, families and the community before problems occur, we can equip them with knowledge, skills and proactive behaviours that contribute to their overall well-being. Research has shown that for every \$1 invested in preventative services, \$7 to \$12 in future spending is saved.

2019 FCSS quick facts

- 4,782 unique participants benefited from participating in one of the 34 programs and services funded by Lacombe and District FCSS.
- 596 volunteers contributed 12,046 volunteer hours, valued at \$180,690.
- 76 per cent of respondents in the City of Lacombe's 2019 citizen satisfaction survey reported they are satisfied with FCSS services. FCSS is well known as the number to call for assistance.
- 88 per cent of respondents identified FCSS as the number one referral for those needing support with social issues or concerns. Knowledgeable staff at the front desk answered an average of 756 inquiries each month.
- 451 income tax returns were e-filed from our FCSS office by a team of five volunteers, resulting in many citizen benefit claims returned for spending in our community.
- We reached our goal of \$60,000 to help eligible families purchase groceries last Christmas.

Opening minds through art



With grant funding from the City of Lacombe, a new intergenerational program, Opening Minds through Art (OMA), was introduced. OMA is an art-based program designed to serve those living with dementia. Ten participants were paired with Red Deer College second-year nursing students trained extensively in dementia, communication and the creative process of the OMA journey through carefully staged steps aimed at building self-expression, autonomy and self-esteem.

Over the 10 weeks of the program, meaningful relationships were formed and personal growth and awareness increased in both artists and students. "We accomplished something today. I feel good about it. I had no idea how this was going to turn out but now it's beautiful art," said one OMA participant.

At the conclusion of the program, family, friends and community members were invited to enjoy the collective art and share the experience of the artists and the students. The artists, with new awareness of abilities still intact despite living with dementia, were celebrated and their creations displayed at an art show and silent auction. Funds raised will go toward offering further OMA classes in Lacombe.

New Connex bus

The City of Lacombe added a new bus to the Connex fleet in September 2019. The new vehicle has 16 seats with the option of accommodating up to seven wheelchairs. This specialized accessible transportation service is offered in partnership with Lacombe and District FCSS. Weekly service includes medical trips to Red Deer, dialysis client rides, transportation for Lacombe Action Group residents, Lacombe Hospital Nursing Home outings, Wednesday Co-op shopping trips, and individual appointments.



The new Connex bus entered service in late 2019.

Family theatre

In July 2019, nearly 500 children attended the Family Theatre presentations by magician Steve Harmer during Lacombe Days.



Magician Steve Harmer performs for an appreciative audience.

2019 FCSS community grant program

The City of Lacombe provides additional FCSS funds each year to facilitate the community grant program. The program provided a total of \$31,500 to seven community projects in 2019.

Community Group	2019 Projects	Grants
Big Brothers Big Sisters	Community mentoring	\$11,950
Youth Unlimited	Youth drop-in program	\$3,990
Youth Unlimited	Stepping Stones	\$2,380
Volunteer Link	Community assistance	\$6,990
Lacombe Lifelong Learning	Connect parent group	\$3,825
Kozy Korner Seniors	Special event	\$900
Centre for Peace and Justice	Conflict resolution	\$1,465

Alberta Children’s Services: new well-being and resiliency model

In November 2019, Alberta Children’s Services Family and Community Resiliency Division announced the establishment of a province-wide Family Resource Network for delivering services for children aged 0–18 years under the well-being and resiliency model, *A Framework for Supporting Safe and Healthy Children*.

This new framework will replace the existing network of children’s services such as parent link centres, home visitation services, family resource centres, and other child development programs. Future opportunities will be announced in 2020.

Lacombe and District FCSS looks forward to celebrating its 50th anniversary with the Lacombe community in 2020.

Mary C. Moore Public Library

The Mary C. Moore Public Library spent a hectic 2019 delivering library programs and services to Lacombe and area residents.

Earning the *Lacombe Express* 2019 Gold Award for Customer Service was a major highlight for the library. Dedicated staff always go the extra mile to assist patrons with their library needs.

The library continues to be a community hub. It sells tickets for Lacombe Performing Arts Centre concerts and events, and, until September 2020, serves as the BOLT transit reload station.



Inside the Mary C. Moore Library.

Staff collaborated with Parkview Manor by selling raffle tickets at the library, with proceeds supporting Parkview's in-house art program for residents. The library participated in the hugely successful Chairs for Charity summer raffle and looks forward to supporting this community fundraiser in 2020. It also supported Street Ties in Red Deer by collecting donations to help at-risk youth.

The library participated in the Find the Right Fit program coordinated by the City's recreation department. Staff encouraged residents to register for the program and receive a coupon booklet for local products and services—including a coupon for a free library membership.

The Mary C. Moore Public Library provided opportunities for locals to share their unique stories, talents and experiences through its Local History and Armchair Travel series, its support of the Lacombe Writers Guild, local authors, and presentations from the École Lacombe Composite High School Robotics Club.

The library is always recruiting new members for its Friends of the Library group that meets monthly.

Lacombe Performing Arts Centre



The newly-opened Lacombe Performing Arts Centre was thriving in 2019.

The ribbon-cutting ceremony was only one highlight among many for the new Lacombe Performing Arts Centre (LPAC), as 2019 quickly exceeded expectations and turned into a benchmark year.

LPAC presented two concert series featuring musicians from local, provincial and national areas; hosted recitals, workshops, dance classes, three different theatre groups, visiting artist concerts, a market, art classes, and private socials; and programmed free Music in the Park summer concerts.

LPAC officially celebrated its grand opening during the Culture and Harvest Festival in September 2019, and took ownership of the building the following month.

In November, LPAC purchased a grand piano—already a beautiful addition to concerts and recitals.

Grant funds, including the Community Builder Partnership grant through the City of Lacombe, were invaluable in helping to reduce LPAC's mortgage.

The community has offered LPAC so much support through its presence at the facility, enthusiastic volunteer commitment, and through community fundraising. It promises to be another astounding year in 2020.

Lacombe & District Historical Society

When the Lacombe & District Historical Society (LDHS) wasn't immersed in a 300-hour policy rewriting project, the organization devoted itself to community volunteer opportunities and raising public awareness of its two museums and archives centre.

The Society's checklist for 2019 included staffing a casino event, hosting a Christmas Market, increases to public programming, updates to virtual exhibits, and renewal of its Recognized Museum Status. The Society was also nominated for a museum leadership role by the Alberta Museums Association, and Michener House Museum was recognized as a certified wildlife-friendly habitat by the Canadian Wildlife Federation.



The Lacombe Blacksmith Shop Museum underwent conservation work in 2019.

The LDHS completed historical conservation work at the Blacksmith Shop Museum, and improved accessibility by adding a wheelchair ramp.

Between hosting 14 community events at the museums, the Society developed five curriculum-based programs for central Alberta students and mentored four summer students and four interns. One part-time archives assistant and a part-time visitor services agent were employed.

Other 2019 LDHS checklist items:

- Making impressive headway on processing a backlog of artifact donations stretching back to 2012, and producing an inventory of items on display
- Creating an exhibit for the Allan Cup tournament
- Saving the *Lacombe Globe* archives from destruction
- Hosting a quilting exhibit for the opening of the Lacombe Performing Arts Centre
- Starting development of brand-new outreach programming for seniors, homeschool groups and special interest groups

For 48 years LDHS has operated in an ever-evolving field; the Society expects that 2020 will be no different. Challenges include ongoing funding, forward motion on the Society's capital project plan, changes to its board of directors and membership—plus more policy updates.

While plenty of work awaits, the LDHS envisions 2020 to be a year of successes and great achievements.

LACOMBE MUSEUMS

A non-profit organization aiming to collect, preserve and interpret the tangible & intangible histories of the greater Lacombe area.

OVER THE 2019 CALENDAR YEAR

6800 VISITORS

including school programs, special interest groups, family drop-in programs, special events, exhibit openings and heritage demos & tours

PROGRAMS

56

5 curriculum based programs professional developed for Lacombe students; 37 family friendly programs created; hosted 14 public events on sites.

1210 ARTIFACTS

including 410 backlogged objects categorized & accessioned; & 800 photographs added to our digitized collections database

DONATIONS

\$1500

was raised in general donations & through volunteer fundraising efforts to continue the work into 2020

DISCOVER. LEARN. CONNECT.

Sign up and join us! Visit www.lacombemuseum.com
email us at info@lacombemuseum.com

Lacombe Regional Tourism

Marketing the Lacombe Region

Marketing the Lacombe region as a tourism destination and raising awareness of visitor experiences available is key to growing the economic impact of tourism in Lacombe.

Annually, Lacombe Regional Tourism (LRT) prints and distributes 10,000 copies of the *Lacombe Region Visitor's Guide* to visitors, information centres, attractions and program partners throughout Alberta. Through online and social media platforms, LRT has been busy sharing the unique experiences Lacombe has to offer and connecting to new and existing audiences to draw them to visit our community.

New to the Lacombe Tourism website and VisitCentralAlberta.com in 2019 was a trip-planning and itinerary tool that visitors can use to enhance their experience and plan their visit.

Tourism product development continues with local business and attractions, as well as in partnership with the Central Alberta Tourism Alliance (CATA). In 2019 CATA worked on establishing a tourism trails study to identify signature trails throughout the region to be promoted as opportunities.

Tourism product development



Lacombe Tourism participated in a contest to be considered Canada's Most Rider Friendly Community and achieved second place. Part of our marketing package was awarded as the runner-up in the contest. The second-place finish resulted in several radio interviews across North America that showcased Lacombe and region as a great destination for motorcycle tourists. This is another new market segment worth exploring.

In 2019, the World's Largest Fishing Lure was fabricated and installed at Len Thompson Fishing Pond. This inventive idea is a wonderful addition to Lacombe's list of tourist attractions.



The World's Largest Fishing Lure is now angling for tourists at Len Thompson Fish Pond Park.

Community events

Lacombe had another successful event and festival season in 2019. The Allan Cup hockey tournament, hosted by the Lacombe Generals, brought the historic trophy to Lacombe as the host team claimed yet another title.

In September, Minister of Culture, Multiculturalism and Status of Women Leela Aheer toured Lacombe during the Culture and Harvest Festival, taking in some of the events and addressing a welcoming reception.



Alberta Minister of Culture, Multiculturalism and Status of Women Leela Aheer (in coach) with members of City and County councils.

Citizen of the Year



Mayor Grant Creasey presented the 2019 Lacombe Citizen of the Year Award to Jason Lunn at the annual Lacombe and District Chamber of Commerce awards gala.

In October 2019, Mayor Grant Creasey was very pleased to present the 2019 Citizen of the Year Award to Jason Lunn, a Lacombe resident with a strong history in local volunteerism and community service.

"Jason, we are all in awe of your strength and resiliency, and your endless capacity for caring and selflessness," said Mayor Creasey. "Thank you so much for all that you do, despite great personal adversity, to make our community a better, more welcoming place for all residents."

Lunn has served as a board member of Lacombe Minor Football for nine years. His involvement with the Lacombe Athletic Park Association spans a full decade—five of them in the role of treasurer. Lunn is also a six-year board member of the Lacombe Health Trust, and his service as a Kinsmen member dates from 24 years ago.

Jason Lunn has served as a spokesperson for STARS air ambulance, including appearances in several videos, and was part of the television launch of the STARS lottery campaign. He's been a VIP (Very Important Patient) for major STARS fundraisers.

Participation in so many community activities has demonstrated the characteristics of a selfless and caring leader.

"It's important to give back to the community that raised you—to give back and make community a better place," Lunn said. "I was raised in a family where parents were always involved in the community, and grew up learning that is what you do. You can't create change if you aren't involved."

Jason Lunn has owned and operated his family business, D&M Concrete Products, for 25 years. A vehicle accident nine years ago paralyzed him from the neck down but did nothing to diminish his strength and resilience.

Long before his accident, Lunn was continually involved in the community, dedicated to making it a better place for his family and others to grow. His life in a wheelchair has not prevented Lunn from reaching out and helping others. He radiates positivity and never lets a bad day bring him down.

Lunn's years of devoted community service have gradually made an impact on Lacombe. He continuously strives for greatness, and to bring his community together to make change.

City Council is proud of Jason's many contributions to our community, and we congratulate him on this well-deserved honour.

The City of Lacombe is proud to sponsor the Citizen of the Year Award, presented at the annual Lacombe and District Chamber of Commerce awards gala.

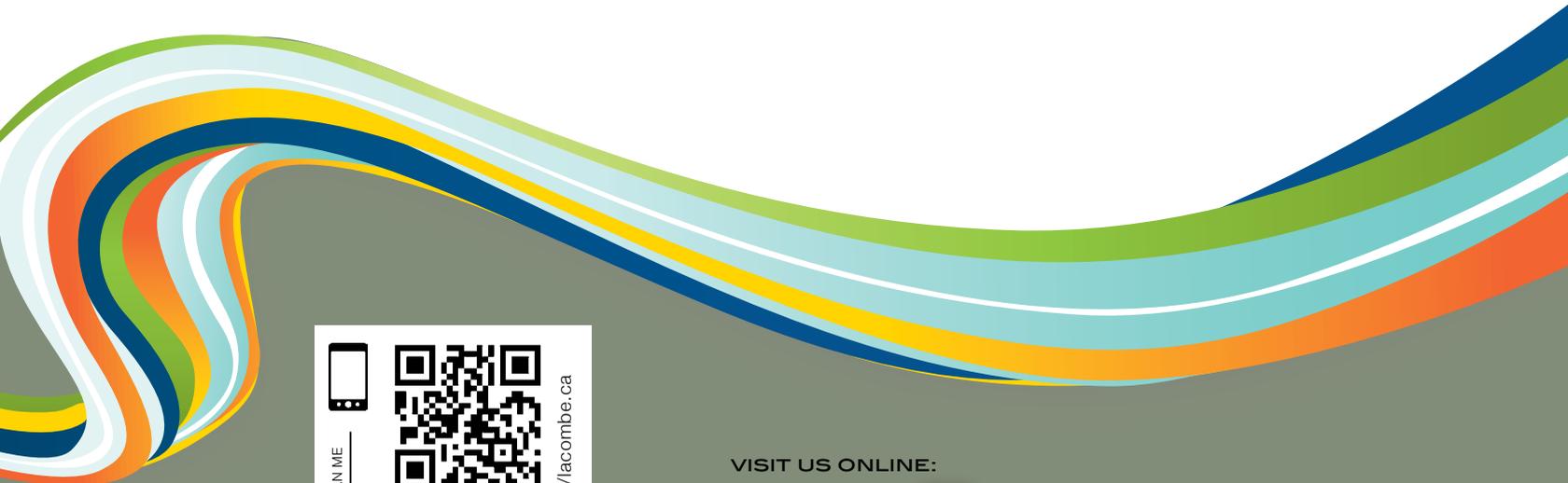
The Citizen of the Year award recipient is a resident who has demonstrated significant dedication to the community, and whose commitment to improving the quality of life for all Lacombians deserves public recognition.

Thank you, Jason Lunn!



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VISIT US ONLINE:



REQUEST FOR COUNCIL DECISION



SUBJECT: Board Appointment for Citizens-at-Large
PREPARED BY: Ross Pettibone, Legislative Coordinator/Executive Support
PRESENTED BY: Matthew Goudy, Chief Administrative Officer
DATE: April 27, 2020

FILE: 11/117/2020

PURPOSE:

To bring to Council for approval one appointment for a Citizen-at-Large on the Municipal Library Board as established by Lacombe City Council, through [Bylaw 391](#).

RECOMMENDED MOTION(S):

1. THAT Council appoint Larry Mousseau to the Municipal Library Board with a term ending December 31, 2022.

RELATED PRIOR MOTION(S):

1. (October 28, 2019): THAT Council approve the Board appointments and reappointments as presented, with remaining vacancies to be advertised.

EXECUTIVE SUMMARY:

For all Citizens-at-Large positions on Boards and Committees, administration conducts public advertising, obtains approval from the Mayor, distributes applications to the receiving Board or Committee for information, with recommended appointments/reappointments presented to City Council for ratification.

The proposed reappointment will:

- Fill one of two vacancies (minimum five members, maximum ten) on the Municipal Library Board.

ANALYSIS:

The candidate and the Library Board are aware of, and endorse, the proposed appointment.

Advertising continues for unfilled 2020 vacancies on the Municipal Planning Commission, Art Collection Committee, Arts Endowment Committee, and Lacombe Library Board.

REQUEST FOR COUNCIL DECISION



Municipal Library Board (Bylaw 391/Libraries Act)

(Terms up to three years, can be reappointed up to two additional terms, up to nine years consecutive)

- Council: Don Gullekson, 2019, - At Pleasure
- Citizen at Large: Lynda Nicholls, Jan 1/19 – Dec 31/21 (*Appointed 2019*)
- Citizen at Large: Nancy Lightbown, Jan 1/19 – Dec 31/21 (*Appointed 2016*)
- Citizen at Large: Della Quick, Jan 1/18 – Dec 31/20 (*Appointed 2018*)
- Citizen at Large: Ingrid Luymes, Jan 1/19 – Dec 31/21 (*Appointed 2016*)
- Citizen at Large: Christina Lister, Aug 13/19 – Aug 13/22 (*Appointed 2019*)
- Citizen at Large: Tamara Helder, Jan 8/18 – Dec 31/20 (*Appointed 2018*)
- Citizen at Large: VACANT, to Dec 31/22
- Citizen at Large: VACANT, to Dec 31/22

STRATEGIC PLAN ALIGNMENT:

Ensuring the City's Library Board has sufficient, qualified board members aligns favourably with Strategic Objective 4.5.8:

Encourage Volunteerism: To Support Volunteerism in the Community.

A. Strongly support volunteerism.

B. Advertise volunteerism partnering opportunities to build a growing sense of community.

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

Positions are publicly advertised per policy.

ALTERNATIVE MOTION(S):

1. THAT Council approve the appointment of Larry Mousseau to the Municipal Library Board with a term ending December 31, 2022.
2. THAT Council not ratify the appointment and direct the administration on how they wish to proceed

ATTACHMENTS:

Board Appointments/Reappointments for Citizens-at-Large

REQUEST FOR COUNCIL DECISION



Citizen-at-Large Board/Committee/Commission Appointments

City of Lacombe Municipal Library Board

Appoint Larry Mousseau for a term ending December 31, 2022.

MONTHLY SIGNIFICANT EVENTS REPORT

Chief Administrative Officer

Date: to April 21st, 2020

COVID-19 Response

- Emergency Coordination Centre remains active, in response to COVID19 pandemic
- Promoting and re-iterating Provincial recommendations to avoid use of playgrounds
- No active cases in Lacombe at the time of writing report
- Bylaw Enforcement monitoring for general compliance issues in the community
 - Some anecdotal reports received about recreation facility use not in compliance with social distancing requirements
- Programs and facilities closed until end of May
- Staff on modified shifts to minimize risk of service interruptions
- No administrative recommendation for the declaration of a State of Local Emergency (SOLE) at this time

Administrative

- Department level Action Planning underway
- Website work continues – looking to launch near end of summer
- Identifying capital projects that may be suitable for anticipated infrastructure stimulus spending

Planning & Development

- Permits continue to be strong – lots of residential renovations underway in the City

Regional Matters

- Nothing to report

Utilities

- 2021 water and wastewater flow projections created for City of Red Deer

External Recognition

- Nothing to report

Age-Friendly Alberta Newsletter




Message from Honourable Josephine Pon Minister of Seniors and Housing April 9, 2020

Special Minister's Statement on COVID-19

We continue to face a great challenge with the COVID-19 pandemic. Our government is doing everything it can to prevent the spread of COVID-19 and protect the most vulnerable Albertans.

I want to thank everyone who is taking special care to look out for seniors and low income Albertans. I also want to thank all of those on the front lines, doctors and nurses, all healthcare professionals and first responders, who are working so hard to treat those who are sick and keep us all well.

Albertans are demonstrating acts of caring and generosity to their family, friends, neighbours – and to perfect strangers.

As Premier Kenney said in his address to the province, “the character of Albertans is coming through in countless acts of kindness.”

We are all in this fight together.

There are a number of new developments I would like to update you on.

Province wide ban on visitors to various facilities

A province wide ban on visitors to long-term care facilities, seniors' lodges, licensed group homes and other facilities is now in place. Under an amended public health order, no visitors will be allowed unless a resident is palliative, or the visitor is essential for delivering care that cannot be delivered by staff.

Family, friends and religious leaders will still be allowed to visit palliative residents. In these cases, only one visitor can enter at a time and they must undergo a health assessment. Exceptions will also be made if an essential visitor is needed to provide specialized care for a resident.

Any visitor to these facilities must undergo a health screening prior to entering.

Alberta Health Services testing criteria

Alberta Health Services (AHS) has expanded its testing criteria for COVID-19:

- hospitalized patients with respiratory illness
- symptomatic people living in continuing care facilities, group homes or similar congregate settings
- symptomatic people 65 or older or who are living with someone 65 or older
- symptomatic front-line health care workers, law enforcement, first responders, correctional staff, essential service, group home and shelter workers
- symptomatic people living in the Calgary zone

The full list of individuals being tested can be found by clicking [here](#).

To determine if you need to be tested and next steps, complete the [COVID-19 self-assessment for Albertans](#) or the [COVID-10 self-assessment for healthcare and shelter workers, enforcement personnel and first responders](#).

Elder abuse

There is heightened concern with the spread of COVID-19 for the potential increase of elder abuse.

We define elder abuse as any action or inaction to self or others that jeopardizes the health or well-being of any older adult. Forms of elder abuse include financial, emotional, physical, sexual, medication and neglect.

We know that rates of abuse of all types, including elder abuse, increase significantly during crises and disasters.

As family members, service providers or caregivers, you can:

- Make regular phone calls with older adults in your neighbourhood
- Offer to pick up or arrange for delivery of groceries or pharmacy items
- Educate yourself on the signs and symptoms of elder abuse, frauds and scams so you can help inform others

To learn more, visit [family violence during COVID-19](#).

Call 911 if you or someone you know is in immediate danger. Police and RCMP will respond even if you have COVID-19 or are in self-isolation or quarantine and experiencing symptoms.

In many locations across Alberta, organizations have come together in a co-ordinated community response to support older adults who are experiencing elder abuse.

- Family Violence Info Line (310-1818) can assist with information on elder abuse, shelters and co-ordinated community response resources. To learn more, visit alberta.ca/seniors-and-housing.aspx.

New Horizons for Seniors Program

My counterpart, the Honourable Deb Schulte, federal minister of Seniors, announced flexibility for organizations under the New Horizons for Seniors Program (NHSP) to use funding previously received through the community-based stream to provide immediate and essential services to seniors impacted by COVID-19.

Regardless of the nature of the previously approved project, organizations with approved projects in 2019-20 can now use their funding to provide support for seniors due to COVID-19.

Activities can start immediately and can include:

- Supporting seniors in staying connected with their community and family by providing electronic devices, virtual activities and remote tutorials.
- Supporting the delivery of food and medication to self-isolated seniors at home.
- Assisting seniors to undertake essential activities, such as visits to the doctor.

- Hiring staff to replace a loss of a senior volunteer due to the outbreak.
- Providing information to seniors regarding how to care for themselves during the pandemic.

Mental health supports

Albertans can call the Mental Health Help Line at 1-877-303-2642 or the Addiction Help Line at 1-866-332-2322 24 hours a day, seven days a week, for confidential support, information and referrals.

It is important to remember during this time of uncertainty to stay connected with your loved ones. Please phone your family, friends and neighbours who are isolating.

Up-to-date information

As the situation continues to evolve rapidly, I encourage you to visit alberta.ca/COVID19 for the most up-to-date information on COVID-19 and details on the measures in place to help prevent the spread and support Albertans.

My best wishes to all who will celebrate Easter and Passover. Even if it is a more modest celebration than usual and physically distant from family and friends, I hope it is a peaceful and enjoyable time for all Albertans.

Thank you and stay safe.

Josephine Pon
Minister of Seniors and Housing

April 9, 2020



Website



Email

For a print-friendly version click on "Read it online" at the top of the page.



ALBERTA
MUNICIPAL AFFAIRS

Office of the Minister
MLA, Edmonton - South West

Dear Mayors, Reeves and Councils:

Earlier this spring, Municipal Affairs put in place a Ministerial Order that extended timeframes under the Municipal Government Act for a wide variety of activities for municipalities and your residents. The intent of these extensions was to relieve pressure on municipalities and allow you to focus on supporting your communities through the current public health emergency, and to preserve the right to a meaningful appeal process at a time when it was not yet clear how or when council meetings, appeal hearings or similar proceedings could be conducted.

Unfortunately, some of the time extensions were leading to unintended consequences. As a result, today I have signed two new Ministerial Orders to replace the previous Order. A copy of each of the new Ministerial Orders is attached for your information.

Ministerial Order MAG: 014/20 deals specifically with various assessment-related timelines, and makes important changes to clarify and shorten some of the original timeline extensions.

Ministerial Order MSD: 036/20 addresses the non-assessment items from the original Ministerial Order. This Order retains some timeline extensions for things like financial reporting and other routine activities that can easily be deferred for now. However, for the most part, timelines for things like appeal processes have been returned to the standard timelines under the Municipal Government Act.

To ensure that some Albertans are not deprived of their right of appeal, this second Ministerial Order includes transitional provisions. If a legislated timeline for a particular matter either ended or started between the date of the original Ministerial Order and this one (March 25 to April 17, 2020), these transitional provisions "restart the clock" for the applicable appeal periods. This ensures that anyone who might have considered an appeal of a municipal decision, but chose to defer filing that appeal because they thought they had until October 1, will not inadvertently lose their right to appeal through a return to the normal timelines.

I want to thank key partners like the AUMA, RMA, City of Edmonton, City of Calgary, and BILD Alberta for helping us work through these issues to arrive at this solution. Working together, we have again showed our ability to collaborate to identify and solve problems quickly and efficiently.

I trust that these new Ministerial Orders will address the concerns that many of you have raised with me in recent days. As new issues and challenges arise, please do not hesitate to reach out to me and/or to ministry officials so that we can be aware of those issues and work with you to find solutions.

Sincerely,



Kaycee Madu, QC
Minister of Municipal Affairs



ALBERTA
MUNICIPAL AFFAIRS

Office of the Minister
MLA, Edmonton - South West

MINISTERIAL ORDER NO. MAG:014/20

I, Kelechi Madu, QC, Minister of Municipal Affairs, pursuant to Section 605(2) of the *Municipal Government Act* make the following order:

1. The complaint deadline pursuant to Section 284(4) of the *Municipal Government Act*, for an assessment notice with a notice of assessment date that falls on or after January 31, 2020 is extended to July 1, 2020 or 60 days from the notice of assessment date, whichever time is later.
2. The date by which a municipality must perform the actions articulated under Sections 412 and 436.03(1) of the *Municipal Government Act* is extended to June 30, 2020.
3. For properties for which a tax sale was required to be held between March 31, 2019 and March 31, 2020 pursuant to Section 418(2) of the *Municipal Government Act*, the time to complete a sale is extended to October 1, 2020.
4. The date by which municipalities, persons, or entities must perform the actions articulated under Sections 417 and 436.08(1) of the *Municipal Government Act* is extended to October 1, 2020.
5. The time set out in Section 295(4) for a person to provide information requested pursuant to Section 295(1) of the *Municipal Government Act* is extended to July 1, 2020 or within 60 days from the date of request, whichever time is later.
6. The time set out in Sections 34 and 35 of the *Matters Relating to Assessment and Taxation Regulation, 2018* for an assessor to provide information requested pursuant to Sections 299, 299.1, 300, and 300.1 of the *Municipal Government Act* is extended to July 1, 2020 or within 15 days of receiving the request, whichever time is later.
7. The time for municipalities, persons, or entities to perform the actions required under Section 364.3(1) of the *Municipal Government Act*, and Section 36(3) of the *Matters Relating to Assessment and Taxation Regulation, 2018* is extended to October 1, 2020 or within the time specified in the sections, whichever is later.

8. Anything that, under normal timelines pursuant to Parts 9, 10, 11, 12 of the *Municipal Government Act* and its associated regulations, would have been required to be done between the period of March 25, 2020 and the date this Order is signed, which as a result of Ministerial Order MSD 022/20 was not done, and which is not otherwise addressed in this Order, must be completed no later than May 31, 2020.

Dated at Edmonton, Alberta, this 17th day of April, 2020.



Kelechi Madu, QC
Minister of Municipal Affairs



ALBERTA
MUNICIPAL AFFAIRS

Office of the Minister
MLA, Edmonton - South West

MINISTERIAL ORDER NO. MSD:036/20

I, Kelechi Madu, QC, Minister of Municipal Affairs, pursuant to Sections 577 and 605(2) of the *Municipal Government Act*, make the following order:

1. Each municipality must complete a 2019 Statistical Information Return in accordance with the instructions prepared by Municipal Affairs.
2. The Statistical Information Return must be signed by the Chief Administrative Officer or designated officer and submitted to Municipal Affairs by October 1, 2020.
3. The time for a municipality to make publically available its financial statements or a summary of them and the auditor's report of the financial statements pursuant to Section 276(3) of the *Municipal Government Act* is extended to October 1, 2020 from May 1, 2020.
4. The time for a municipality to submit its financial information return, the auditor's report on the financial information return, its financial statements and the auditor's report on the financial statements to the Minister pursuant to Section 278 of the *Municipal Government Act* is extended to October 1, 2020 from May 1, 2020.
5. The time for a regional services commission to submit its financial information return and audited annual financial statements to the Minister and each member of the commission pursuant to Section 602.34 of the *Municipal Government Act* is extended to October 1, 2020 from May 1, 2020.
6. The time for a summer village to hold an organizational meeting under Section 192(2) of the *Municipal Government Act* is extended to October 1, 2020 from August 31, 2020.
7. The 120 day period for a growth management board to submit a report to the Minister under Section 708.09(1) of the *Municipal Government Act* is extended so that the report must be filed by October 1, 2020.

8. Where the normal timeline associated with a requirement under the sections of the *Municipal Government Act* or its associated regulations as listed in the attached Appendix either began or ended during the period between March 25, 2020 and the date this Order is signed, the timeline is hereby modified such that the timeframe for taking action is to be calculated as starting on the date this Order is signed.

9. Ministerial Order MSD: 022/20 is hereby rescinded.

Dated at Edmonton, Alberta, this 17th day of April, 2020.



Kelechi Madu, QC
Minister of Municipal Affairs

APPENDIX

s.226(1)
s.229
s.231(3)
s.231(4)
s.233(2)
s.233(3)
s.233(4)
s.233(5)
s.233(6)
s.233(7)
s.234(3)
s.235
s.531(2)
s.534
s.537
s.547(1)(a)
s.547(1)(b)
s.548(1.1)(a)
s.548(1.1)(b)
s.606(2)
s.606(5)
s.608(2)
s.610(1)
s.610(4)
s.653.1(1)
s.657(1)
s.657(5)
s.664.2(2)
s.667(1)(a)
s.678(2)
s.678(3)
s.678(5)
s.679(1)
s.679(2)
s.680(3)
s.680(4)
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s.681(2)
s.683.1(1)
s.684(1)
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s.686(3)
s.687(2)
s.688(2)
s.688(2.1)
s.688(4.3)

Off-site Levies Regulation (AR 187/2017)
s.11

Age-Friendly Alberta Newsletter



Message from Honourable Josephine Pon Minister of Seniors and Housing April 18, 2020

Special Minister's Statement on COVID-19

We face a great challenge with the COVID-19 pandemic, and I want to express my gratitude to all Albertans who continue to practise physical distancing and do their part to flatten the curve.

The Government of Alberta is here to support you and do everything it can to prevent the spread of COVID-19 and protect vulnerable Albertans.

This week I am pleased to update you on our support for caregivers and other important matters.

Increased supports for Alberta caregivers

Our government has announced it is providing \$3 million to Caregivers Alberta to expand supports for caregivers during the COVID-19 pandemic and into the future.

Funding to the non-profit organization will help expand support programs and resources for the almost one million Albertans who are caregivers for family and friends.

As my colleague, Minister Shandro, said, "Caregivers are essential to the well-being and quality of life of over one million Albertans. This is particularly true as we deal with the COVID-19 pandemic."

Effective caregiver supports will allow Albertans to age well in their homes and communities. This funding will make a big difference in the lives of many Albertans and I look forward to seeing the positive impact these additional supports will have on the lives of caregivers and those of their loved ones.

Caregivers Alberta is the only community organization in Alberta dedicated to the diverse needs of all Alberta caregivers. Supports include:

- Compiling an inventory of caregiver supports across the province.
- Expanding the hours of the Caregiver Advisor phone line.
- Establishing a referral system to link caregivers and Caregivers Alberta through health-care providers.
- Updating and expanding support programs.
- Providing employers with resources to support caregivers in the workplace.
- Developing a coaching program for caregivers.

- Developing a public awareness campaign to highlight the importance of caregivers and their work.

We are grateful for the support of leaders like Sandra Sereda, executive director, Caregivers Alberta, who said, “Without family and friend caregivers, our health-care system would simply collapse – especially during the COVID-19 pandemic. This funding will help support the almost one million caregivers across the province with caregiver-focused programs and services.”

Psychosocial, along with other peer and community supports, are available through the toll-free caregiver advisor line at 1-877-453-5088 and online at caregiversalberta.ca for all caregivers, including those caring for someone with COVID-19 or in self-isolation. Medical concerns or questions about COVID-19 or how best to care for someone with COVID-19, should be directed to Alberta Health Services’ Health Link at 811. For up-to-date information on COVID-19 and tips on how to reduce your risk, visit [Help prevent the spread](#).

Increasing mental health supports

More funding will [improve access to mental health and addiction recovery services, supports and resources](#) for all Albertans.

Our government is spending more than \$53 million to implement more online, phone and in-person mental health and addiction recovery support to make it easier for Albertans to access services from anywhere in Alberta during and after the COVID-19 pandemic.

Mental health and addiction COVID-19 community funding grant

Organizations can [apply for funding](#) for projects that enhance community mental health and addiction recovery. Government will provide one-time grant funding of up to a total of \$25 million for eligible projects and services.

The first call for proposals will provide up to \$5 million to fund community initiatives that aim to improve mental health and addiction recovery by providing information about, and navigation to community services and supports.

Information for non-health care volunteers

Volunteers play many important roles in communities across our province. Volunteers and volunteer organizations must follow all necessary precautions to prevent the spread of COVID-19 to protect themselves and those they help, including the following:

- Volunteer organizations must take actions to prevent the transmission of infection among employees, volunteers and the people they are helping.
- Proper hygiene and cleaning practices must be followed within the volunteer organization.
- Any employee or volunteer with symptoms, including cough, fever, shortness of breath, runny nose, or sore throat, is required by law to isolate and may not participate in volunteer or workplace activities.

Volunteer organizations must undertake actions to prevent the transmission of infection among employees, volunteers and the people they are helping, and are permitted to have more than 15 volunteers and/or employees in one location. Further, where unavoidable, volunteers and employees may work together at distances of less than two metres.

Personal protective equipment for non-AHS facilities

We are working hard to provide personal protective equipment (PPE) to groups and organizations in need as quickly as possible. Many organizations have already received supply shipments over the past weeks.

If they have not already done so, non-Alberta Health Services (AHS) facilities, such as pharmacies, disability service providers, social service and civil society groups, and independent medical clinics, should submit requests for PPE by emailing pessecc-logistics@gov.ab.ca or <https://www.alberta.ca/ppe-request>

We will quickly process requests through the Provincial Operations Centre based on specific need. We continue to procure PPE through both traditional methods and the [Alberta](#)

Bits and Pieces Program.

We are helping to obtain equipment and manufacturing opportunities close to home at a time when Albertans need it most.

Mental health supports

Albertans can call the Mental Health Help Line at 1-877-303-2642 or the Addiction Help Line at 1-866-332-2322, 24 hours a day, seven days a week, for confidential support, information and referrals.

It is important to remember during this time of uncertainty to stay connected with your loved ones. Please phone your family, friends and neighbours who are isolating.

Up-to-date information

As the situation continues to evolve rapidly, I encourage you to visit alberta.ca/COVID19 for the most up-to-date information on COVID-19 and details on the measures in place to help prevent the spread and support Albertans.

Thank you.

Josephine Pon
Minister of Seniors and Housing

April 18, 2020



Website



Email

For a print-friendly version click on "Read it online" at the top of the page.

**LACOMBE POLICE COMMISSION
REGULAR MEETING MINUTES
Thursday, March 19, 2020**

Attendees: Corey Gish, Chair
Judy Lucht, Vice-Chair
Reuben Konnik, City of Lacombe Councillor
Sonja Dykslag, Commission Member at Large
Elaine Willette-Larsen, Commission Member at Large
Edith McKinlay, Commission Member at Large
John Walker, Commission Member at Large

Others: Chief Lorne Blumhagen, Lacombe Police Service
Brad Pears, Public Complaint Director
Tabatha Robbins-Deutsch, Secretary

Regrets: Diane Piche, Director of Corporate Services

1. CALL TO ORDER

Chair Gish called the meeting to order at 9:02 a.m.

2. ADOPTION OF AGENDA

2.1 March 19, 2020 LPC Agenda.

(20.19) **MOVED by John Walker** to adopt the agenda as presented.

CARRIED UNANIMOUSLY

3. ADOPTION OF MINUTES

3.1 February 20, 2020 Lacombe Police Commission meeting minutes.

(20.20) **MOVED by Elaine Willette-Larsen** to adopt the February 20, 2020 meeting minutes as presented.

CARRIED UNANIMOUSLY

3.2 No Business arising from minutes.

4. PRESENTATIONS

N/A

5. REPORTS

5.1 *Chief of Police Monthly Report: February 1, 2020 – March 1, 2020

5.1a *School Resource Officer Report and Statistics (February)

5.2 *Quarterly Budget Report (to December 31, 2019)

5.3 *Public Complaints Director Report (No complaints)

Discussion Items / Action Plans:

Chief Blumhagen provided the Commission with an overview of activities, statistical information, budget, and human resources. The following items from the above reports were highlighted:

- Community order to shut down a city property for 90 days was received and implemented.
- Hired 2 new casuals and have begun training
- Ordered replacement SRO vehicle
- Calls to Johnson Controls are from sensors in the HVAC system
- Identified member for Alert
- Unaudited Financial Report to December 2019: Chief Blumhagen updated the commission on this topic in the agenda package. Net total is in a deficit for 2019. Questions were posed to the Chief by the members and discussion of the budget process was held.

5.4 Chair Report

Chair Gish provided her report on meetings with the LPS Chief.

5.5 Vice-Chair Report

Vice-Chair Lucht reported on recent activities verbally.

5.6 Council Rep. Report

Councillor Konnik provided his report on council business.

(20.21) **MOVED by Edith McKinlay** to accept reports (5.1/5.1a/5.2/5.3/5.4/5.5/5.6) as information.

CARRIED UNANIMOUSLY

6. OLD BUSINESS

6.1 Sub-Committees Formation

Membership in the budget committee and policy manual review were confirmed, with further discussion as needed for the April meeting.

Budget Committee:

All Commission members were invited to attend meetings regarding budget.

Strategic Plan Review Committee:

Reuben Konnik and Judy Lucht volunteered as members to this Committee.

Policy Manual Review Committee:

Commission members were invited to take a thorough review of the policy

manual before the next meeting.

6.2 LPC Policy Manual

Commissioner Walker discussed record-keeping policies and discussions from Edmonton group and wondered if this should be part of the policy review. A potential conflict was identified in Section 2.2 (6) Selection of replacement members “may” be appointed for a 3-year term; Section 2.2 (9) has members appointed for remainder of the term should an incumbent depart early.

He will look at Edmonton’s policy and compare it to the Commissions policy and report back to the whole Commission.

Until City changes their policy the Commission will keep our policy as is.

It was clarified that the Policy manual is reviewed annually (not monthly). Further review comments will be brought forward to the April meeting.

6.3 April 24/25 Trade Show Volunteers List (Gary Moe Auto Group Sportsplex)

The Tradeshow has been cancelled.

7. NEW BUSINESS

7.1 Next Meeting Confirmation (April 16, 2020)

Commission members confirmed April 16, 2020 as the next meeting. The meeting will be moved to Lacombe Police Station instead of City Hall Council Chambers.

7.2 2019 Annual Report

Chief Blumhagen provided a verbal report and will follow up with an email of the full report to the Commission.

The Annual Report includes a letter from the chair, summary by the Chief including the LPS staff complement, ratios of service, calls for service statistics, etc., highlighting the new webpage, property crime statistics, ability to have a 5-year trend of crime statistics, and traffic collisions & enforcement, statistics. Also included were strategic priorities and budget breakdowns, staff medals and service awards, and school resource officer programs.

A discussion of national crime severity index vs. Lacombe’s crime statistics was held.

The final 2019 Annual Report will be presented for approval at the April meeting.

7.3 Commission Photo Update

Commissioners deferred the photo update to the April meeting.

8. INFORMATION

Commissioners discussed the following information items.

- 8.1 Alert Position: Chief Blumhagen updated the commission on the position status and commencement date.
- 8.2 LPS 2019 Provincial Police Standards Audit (Draft Report): Chief Blumhagen updated the commission on this document.
- 8.3 Covid-19 Preparedness: Chief Blumhagen and Chair Gish updated the commission on this topic. The City and the Police Service have both opened Emergency Command Centres. External mail is being quarantined for 24 hours. The Police Service front counter is being kept open. We continue to maintain public safety in the Community. Patrol and dispatch are primary functions and temporarily staff may be reassigned to these areas from other duties as needed. The Chief responded to questions from members.

Commissioner Dykslag joined the meeting via conference call from 10:12 am to 11:42 a.m.

9. IN CAMERA

(20.22) **MOVED by Elaine Willette-Larsen** to enter *In Camera* at 10:40 a.m. for discussion of a labour item.

CARRIED UNANIMOUSLY

(20.23) **MOVED by John Walker** to return to *Open Meeting* at 10:58 a.m.

CARRIED UNANIMOUSLY

10. STANDING ITEMS

Commissioners reviewed the following standing items for information.

- 10.1 LPC Annual Work Plan -- Amendments were discussed. Budget meetings will set for June/July.
- 10.2 Adjustments and Personnel – No changes pending Covid-19
- 10.3 Human Resource Plan revisions (April) – Discussion of HR Planning and budget planning process was held regarding keeping the HR Plan realistic and achievable.

11. ADJOURNMENT

(20.24) **MOVED by John Walker** to adjourn the meeting at 12:00 p.m.

CARRIED UNANIMOUSLY

<Original Signed>

Chairperson

Secretary



Direct Line: 403-782-1287
E-mail: policecommission@lacombe.ca
Main Office: 403-782-6666
Fax: 403-782-5655

5432 56th Avenue
Lacombe, AB T4L 1E9

File #21-071

April 20, 2020

City of Lacombe
5432-56 Ave
Lacombe, AB T4L 1E9

Attention: City Council, Matthew Goudy, CAO

Dear Sirs/Madams:

Re: 2019 Annual Report – Lacombe Police Commission/Lacombe Police Service

Please find attached the above Annual Report. Should Council desire a presentation of same at a council meeting, Commission members would be happy to accommodate.

The Report has been published to the Police Commission website at the link here: (<https://lacombspolicecommission.com/reports/>) and submitted for inclusion in your next Council Mailbox.

Sincerely,

Corey Gish
Chair, Lacombe Police Commission

cc Lorne Blumhagen, Chief, LPS



**LACOMBE POLICE
COMMISSION**

&

LACOMBE POLICE SERVICE

2019

ANNUAL REPORT



PHOTO - Kids & Kops 2019

***TO PROVIDE A SAFE AND SECURE
COMMUNITY FOR ALL IN WHICH TO
LIVE, WORK AND PLAY***



*Policing Excellence through
Leadership and Community
Partnership*

LACOMBE POLICE SERVICE

**LACOMBE POLICE SERVICE
LACOMBE POLICE COMMISSION
Annual Report 2019****Message from the Chair of the Police Commission**

On behalf of my colleagues on the Lacombe Police Commission, I am pleased to contribute to the Lacombe Police Service Annual Report to the Community.

The Lacombe Police Commission serves a vital role by providing civilian oversight to the Lacombe Police Service. The commission is the vital link between the community and the police with a mandate to balance requirements of public accountability with those of police independence. In accordance with the Alberta Police Act, the commission is responsible to:

- * allocate the funds that are provided by the council;
- * establish policies providing for efficient and effective policing;
- * issue instructions, as necessary, to the chief of police in respect of those policies;
- * ensure that sufficient persons are employed for the police service for the purposes of carrying out the functions of the police service.

This past year has seen the Commission continuing to be an effective governing body. Through the work of several sub-committees, we have updated our policy, clarified our selection and training procedures, confirmed through policy adjustment the role of the Public Complaints Director, identified future staffing needs and developed a new three-year Strategic Plan. The Commission strives to meet the objectives set out in our Strategic Plan, as well as the Oversight Standards Audit. We are pleased to report that in 2019 the Lacombe Police Commission completed a Community Survey with the citizens of Lacombe in which the Police Service received an 82% satisfaction rating.

I would like to give a special thank you to my Commission colleagues: Bob Huff (Chair 2019), Judy Lucht, John Walker, Sonja Dykslag, Edith McKinlay, Reuben Konnik and Brad Pears (our public complaints director) who willingly give of their time to allow us to be an effective governance body in 2019. As well thank you to Bob Huff who retired from the Commission at the end of 2019 and Tom Tack who stepped down as Public Complaints Director. We also welcome new Commission member Elaine Willette-Larsen who joins us in 2020.

So, it is with a great sense of pride and accomplishment that we finish our year. Pride in the brave men and women of the LPS; and pride in the accomplishment in our governing achievements. We look forward to working together with the community and the LPS to keep Lacombe a safe and vibrant community.

Corey Gish
Commission Chair



Lacombe Police Service - Annual Report 2019

Message from the Chief of Police

In partnership with the Lacombe Police Commission, I am pleased to present the 2019 Annual Report to the community.

2019 continued to see growth and change for our Service. In 2019 a new (2019 to 2021) 3-year strategic plan was developed which includes priorities in the areas of Exemplifying Excellence in Policing, Recruiting and Retention of Staff, Reducing Crime and Victimization, Strengthening Community Partnerships, Improved Traffic Safety, Excellence in Police Service Delivery.

In meeting our strategic priorities, we continued to provide enhanced service delivery to the citizens of Lacombe through our Community Liaison Officer position which enables additional community collaboration, education and partnerships with our crime prevention partners and groups. Our Crime Reduction Team focused on serious crime investigations and crime reduction initiatives. In support of our rural communities and law enforcement agencies, both our Community Liaison Officer and Crime Reduction Team members shared information, education and resources to assist in identifying and apprehending prolific offenders who commit crime in our communities.

In 2019 the Service expanded their dispatch services to include monitoring for Community Peace Officers in Lacombe and neighbouring Counties. This helps enhance officer safety for our law enforcement partners and falls within our Strategic Priorities on Strengthening Community Partnerships.

We continue to provide 24 hours, 7 days a week response to calls for service and our localized dispatch continues to ensure calls are answered and dispatched in a timely manner. The Service also maintains extended front counter service hours from 4:30 pm to 9:00 pm Monday to Friday for enhanced customer service and accessibility.

In the area of Improved Traffic Safety, we focused on enforcement around high collision locations, traffic education initiatives and maintained our number of enhanced check stops throughout the year.

To fill vacancies and support expansion of personnel, while addressing Recruitment and Retention, 2019 saw Cst. Walker graduate from recruit training in June of 2019 after she was hired in 2018. Cst. Marsollier was hired in 2019 bringing total authorized sworn member strength to 22 police members

The Service continues to maintain compliance standards and training to ensure Excellence in Policing. In October 2019 the Service underwent a Provincial Standards Audit conducted by the Alberta Solicitor Generals Department and at the conclusion of the audit the Lacombe Police Service met or exceeded the requirements in all areas. In 2019 the Lacombe Police Commission also completed a Community Survey with the citizens of Lacombe in which the Police Service received an 82% satisfaction rating. We also work with our Public Complaints Director to ensure any complaints against the Service or members are addressed within the set guidelines.

In 2019, the Lacombe Police Service received 6953 calls for service. This figure represents a 1.25% decrease from 2018 where there were a total of 7,042 calls for service. 2019 calls for service were 7% above the 5-year average of 6507. 2019 recognized a 5% increase in crimes against a person, 8% increase in crimes against property, 55% decrease in drug offences, and 12% increase in other criminal code offences with impaired driving down 7%. Provincial Act offences remained relatively the same at a 1% increase. In all categories the number of charges laid decreased to 3194 which represents a 1.75% decrease over 2018 in 2019.

The Lacombe Police Service remains committed to enhancing public safety and meeting the needs of our community.

*Lorne Blumhagen
Chief of Police*



Human Resources



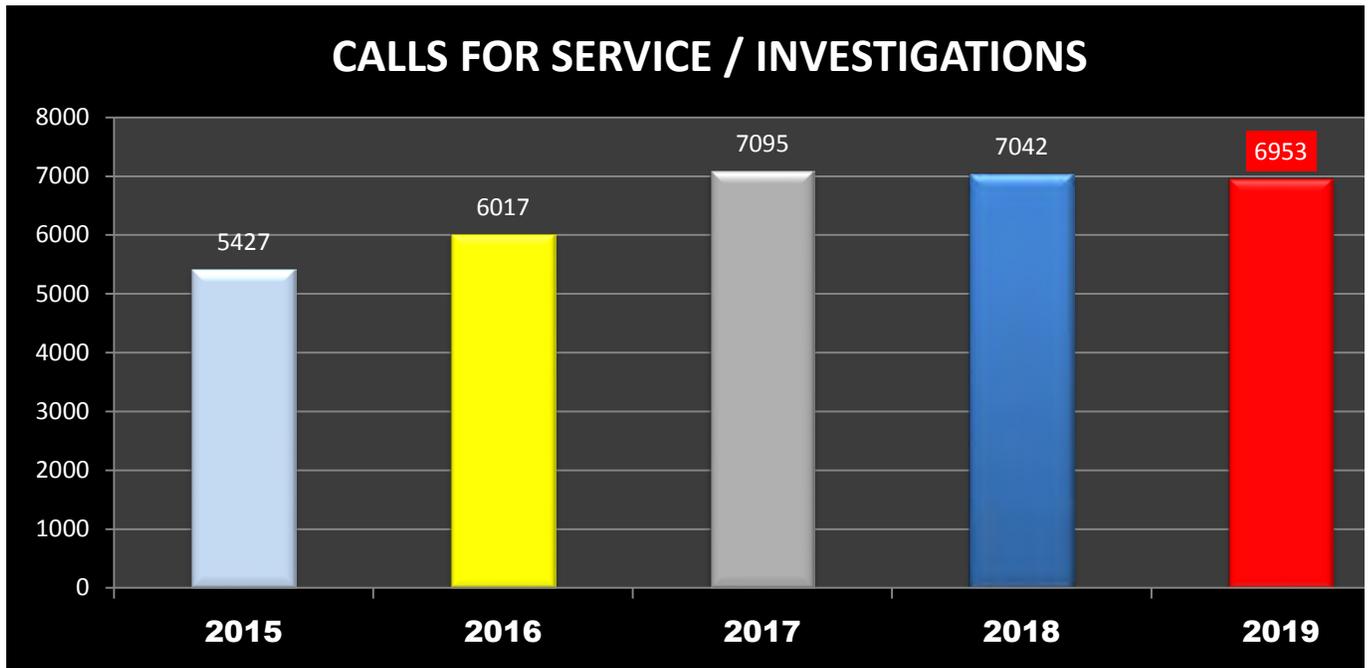
In 2019 LPS experienced some staffing changes. The Police service maintained 4 positions outside of general duties. The Crime Reduction Unit with 2 members along with the Community Liaison and School Resource Positions. A recruit constable hired in 2018 graduated from training in June 2019. The LPS hired 1 new police recruit 2019 to fill a vacancy within the sworn members. The new recruit was hired in August and is attending training with the Edmonton Police Service and will complete training in 2020. On the civilian side 2-part time positions were created to accommodate extended front counter hours to 9:00 pm. An open dispatch position was filled as the result of a staff member successfully moving through our recruiting process to become a sworn member, with a starting date in November 2018 and graduating in 2019. The 2018 authorized staffing complement for LPS was:

- ***22 sworn police officers***
- ***8 full time and 2 part-time civilian support staff, with 5 Casual civilian support staff***

This represents a “Police to Population’ ratio of 635 to 1 which is in line with the Human Resource Plan. This is approximately 15% lower than the national average of 541 and 7% lower than the Alberta average of 593. In 2019, the enumerated population of Lacombe census was 13,985, which represents a change of 9.9% from 2014. This compares to the provincial average of 6.6% and the national average of 5.7% for the same time period.



Operational Highlights – Calls for Service



CALLS FOR SERVICE

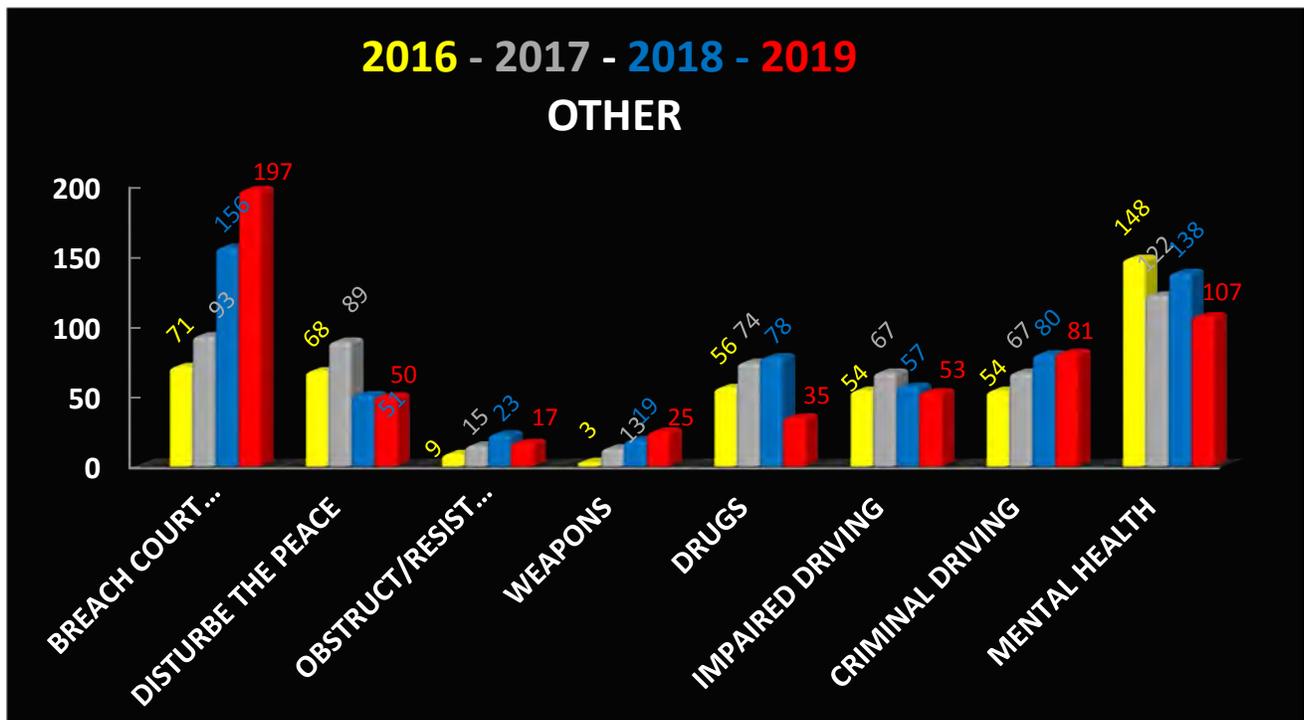
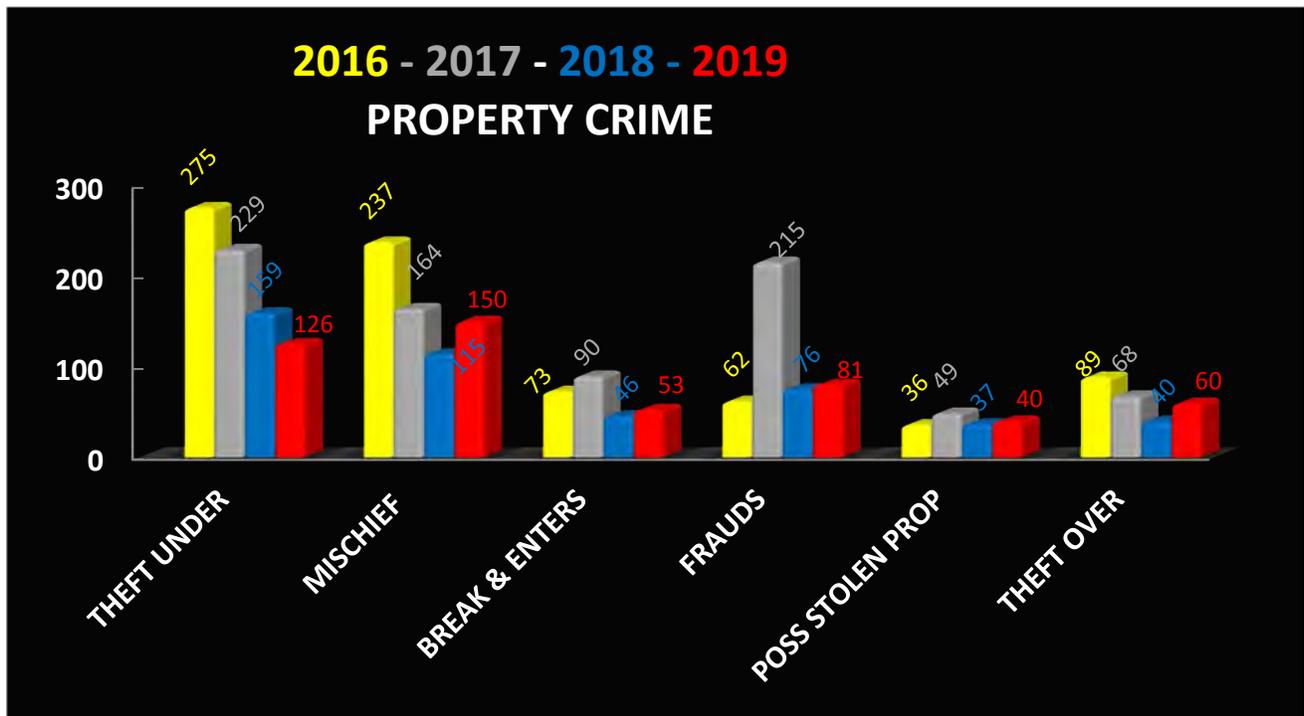
In 2019, the total reported calls for service was 6953. This figure represents a 1.25% decrease from 2018 where there was a total of 7,042 calls for service. 2019 shows 7% above the 5-year average of 6507 calls for service. The numerical breakdown of offences can be found under the operational highlights (Crime Stats)

A review of the categories over the past year shows an increase in most sub categories with uttering threats and assaults showing the greatest. These increases can be attributed to online threats made on platforms such as (but not limited to) Facebook and Instagram. Domestic violence increased 5% which is up from a 17% decrease shown in the previous year. Another statistical decrease is attributed to the legalization of cannabis, the service showed a 55% decrease in drug offences from 2018.

With the new recourses in place such as the Community Liaison member and the Crime Reduction Team, Lacombe Police Service is able to co ordinate investigations with front line members and focus on emerging crime trends which has lead to the implementation of initiatives to reduce crime. This can be attributed to partnering in joint force projects and focusing on prolific offenders in Lacombe and surrounding communities. These targeted investigations have been very successful in 2019. Another successful initiative was the creation of social media; this is a beneficial tool used to educate the community on crime preventions programs and inform residences of the current crime trends affecting Lacombe.

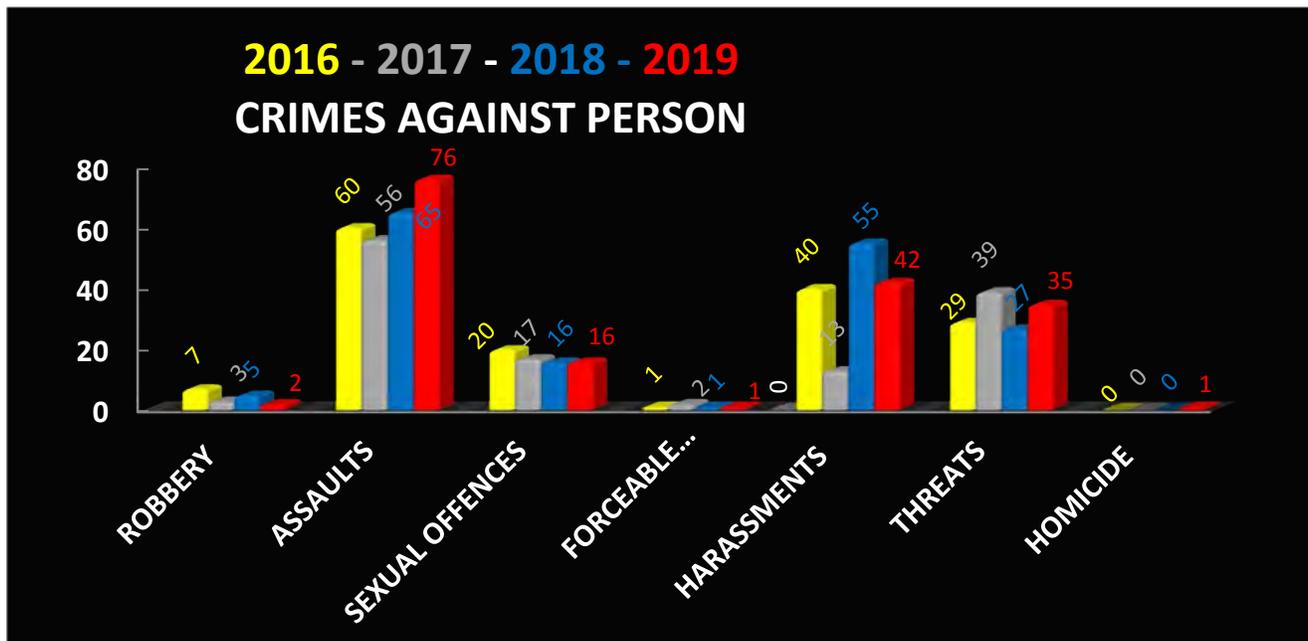


Operational Highlights – Property Crime / Other Stats





Operational Highlights – Crime Against Persons Stats



CRIME STATS ↓ ↑ BETWEEN 2019 - 2018

- ↑ **PROPERTY CRIME (8%)**
- ↑ **CRIMES AGAINST PERSONS (5%)**
- ↓ **IMPAIRED DRIVING (-7%)**
- ↑ **FAMILY DISPUTES (6%)**
- ↓ **DRUG CHARGES (-55%)**
(Legalization of Cannabis)
- ↑ **BREAK AND ENTERS (15%)**
- ↑ **FRAUDS (7%)**
- ↓ **MENTAL HEALTH (-22%)**

There was a 5% increase in crimes against a person, an 8% increase in crimes against property, 55% decrease in drug offences, and 12% increase in other criminal code offences with impaired driving showing a 7% decrease. Provincial Act offences increased by 1% for 2019. In 2018 a total of 3251 charges were laid in comparison to 2019 where there were 3,194 charges laid. This represents a 1.75 % decrease in charges laid in 2019. Of note, the 55% decrease in Drug offences aligns with the legalization of cannabis which took affect in the fall of 2018.

Overall the Lacombe Police Service CSI (Crime Severity Index) was favorable again in 2018 at 66 from 2017 at 84. In the violent crime category of the CSI, LPS was ranked at 210 in 2018 compared to 239 in 2017. The non violent crime did decrease to 74 in 2018 from 58 in 2017. Future strategic plans will give consideration to the above ends when developing new service initiatives and crime analysis reports will continue to monitor these trends and the impacts these have on the community.



Operational Highlights – Traffic Stats

Figure 1: 2017-2018-2019 Collision Breakdown

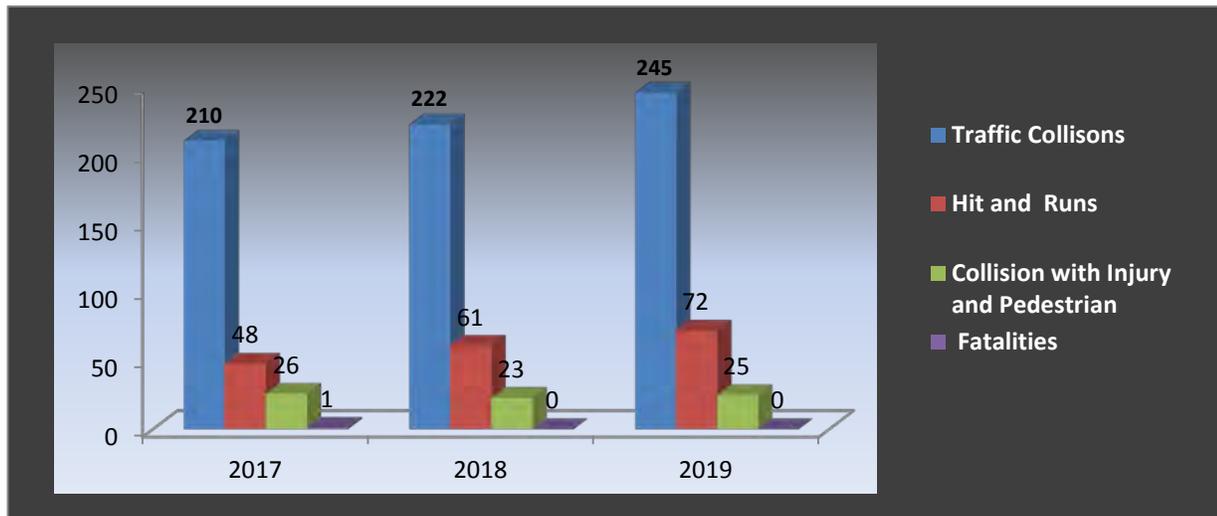
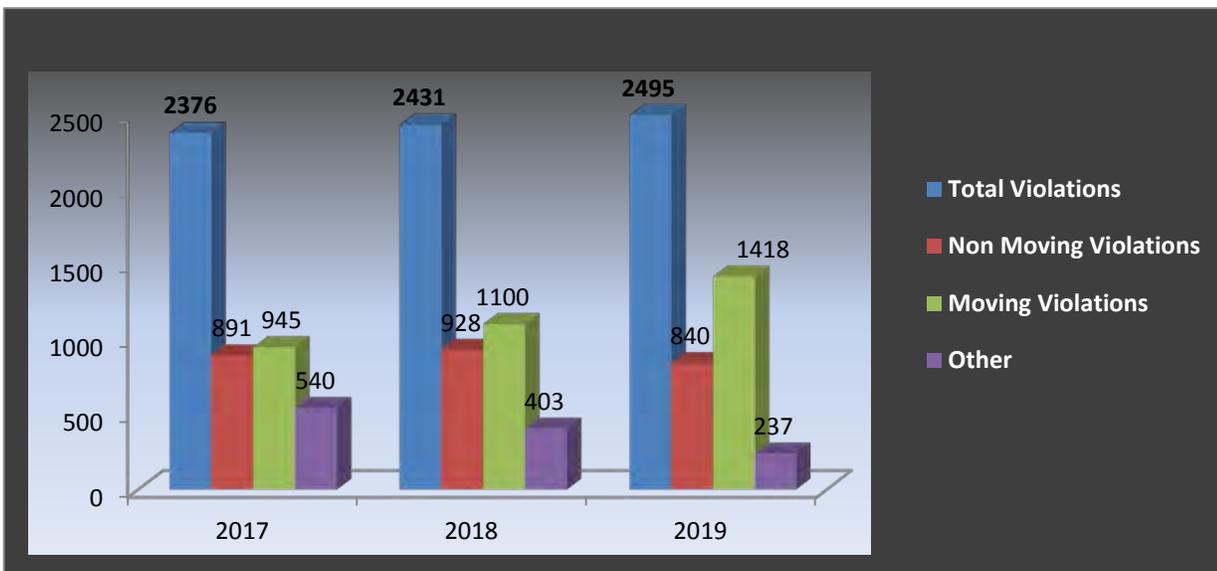


Figure 2: 2017- 2018- 2019 Traffic Enforcement Breakdown





Operational Highlights – Traffic

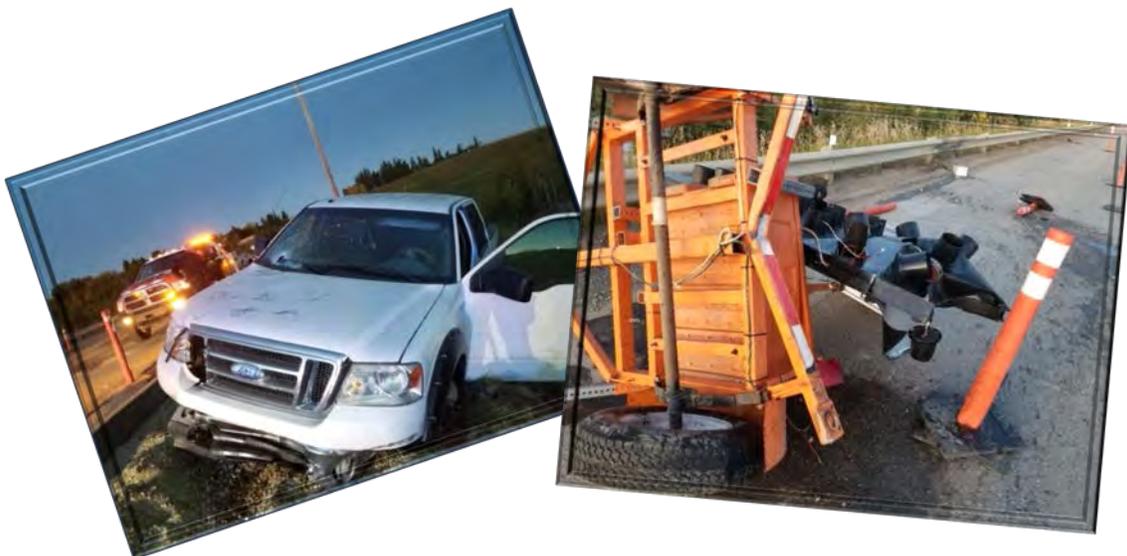
A collision analysis shows the breakdown of statistics for traffic offences and its related collisions that occur within the city limits of Lacombe in 2019. These statistics will also be compared to ones gathered in previous years to give an indication of areas of concern and will assist with logistic, infrastructure and enforcement plans.

The highest concentration of collisions is still noted to be at the intersection of Highway 12 and Highway 2A with a second area of concern at Woodland Drive and Highway 2A. During peak times these areas continues to be one of the busiest locations in the city especially factoring in the stoppages for trains. It should be noted that both locations are also truck routes having numerous commercial vehicles traveling in all directions.

In 2019 the City of Lacombe had 245 reported collisions 25 resulted in injuries with no fatalities. The majority of collisions remain consistent between the hours of 8:00am and 8:00 pm.

A continued goal of the Lacombe Police Service is visibility and enforcement throughout the city with concentration in heavier high priority areas such as school zones and high traffic areas. As the Lacombe Police Service resource numbers increase, education and enforcement will be the focus for 2020. The Police Service will also work with the City to assist with roadway infrastructure issues to enhance traffic safety, this will assist in continuing our trend of reducing property damage and injury related collisions with the City limits.

Provincial Check Stops conducted in the spring and summer were successful as the service noticed a decrease in impaired driving and 24hrs suspensions. This also provided members an opportunity to educate the community on the mandatory road side checks that came into effect this year.





Operational and Organizational Priorities

RESPONDING TO COMMUNITY PRIORITIES AND EMERGING TRENDS

Every four years the Police Service conducts a Community survey. In 2019 a survey was conducted and was designed to evaluate our performance and gauge community perceptions and priorities about crime and community safety issues. The results showed that 84% of respondents felt our members were polite, courteous, and helpful and professional while 82% felt we did a good job overall on the various functions we perform.

The survey respondents felt our policing priorities should include:

- 1. Crimes against persons**
- 2. Drugs**
- 3. Impaired Drivers**
- 4. Property crime**
- 5. Traffic safety**
- 6. Frauds and scams**

As we saw the increasing and emerging crime trends central Alberta was experiencing, we realized we needed to re-evaluate our Policing Performance and Strategic Plan to not only reflect the citizen survey priorities, but also to properly respond to emerging crime trends impacting Lacombe.

In our three-year strategic plan (2019-2021), we have identified strategies to achieve the following priorities and goals:

- 1. EXEMPLIFY EXCELLENCE IN POLICING**
 - 1.1 Provide Professional Service Delivery*
 - 1.2 Maintain High Professional Standards*
 - 1.3 Cost Effective Service Delivery*
 - 1.4 Improve Professional Standards*
- 2. RECRUITING, SELECTION AND RETENTION OF QUALITY STAFF**
 - 2.1 Recruit and Select Quality Applicants*
 - 2.2 Retention of Staff*
- 3. REDUCE CRIME AND VICTIMIZATION**
 - 2.1 Reduce Violent Crime*
 - 2.2 Reduce Domestic Violence*
 - 2.3 Reduce Property Crime*



Operational and Organizational Priorities

RESPONDING TO COMMUNITY PRIORITIES AND EMERGING TRENDS

4. STRENGTHENING COMMUNITY PARTNERSHIPS

- 4.1 Crime Prevention and Education*
- 4.2 Youth Safety and Empowerment*

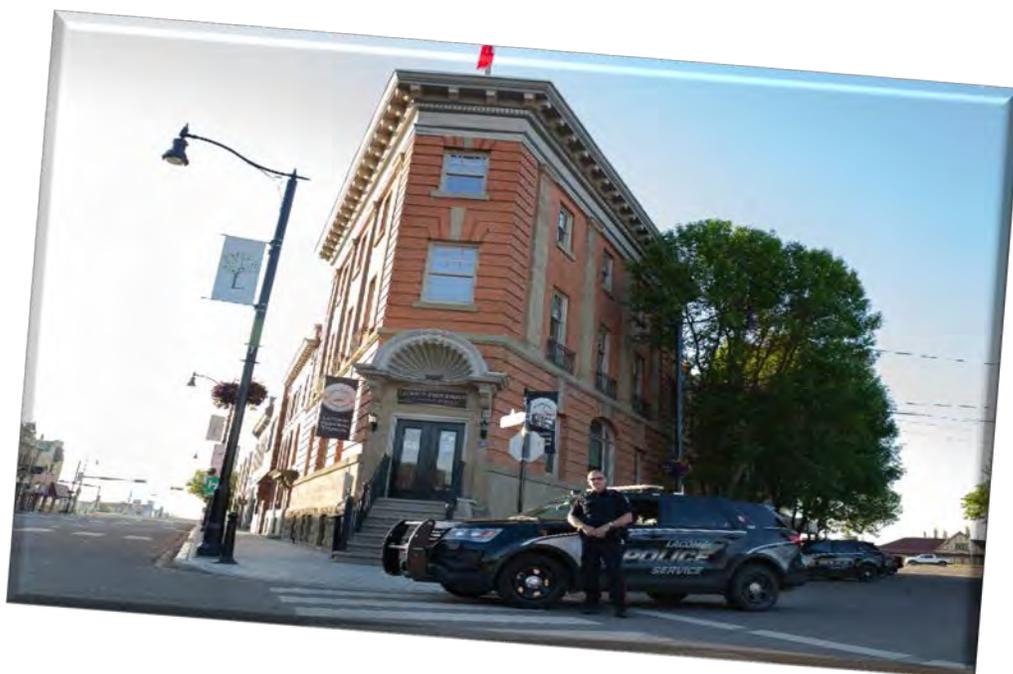
5. IMPROVE TRAFFIC SAFETY

- 5.1 Reduce Traffic Collisions*

6. EXCELLENCE IN POLICE SERVICE DELIVERY

- 6.1 Improve clearance (solve) rates*
- 6.2 Enhance Collaboration and Partnerships*
- 6.3 Focus on Diversity and Inclusion*

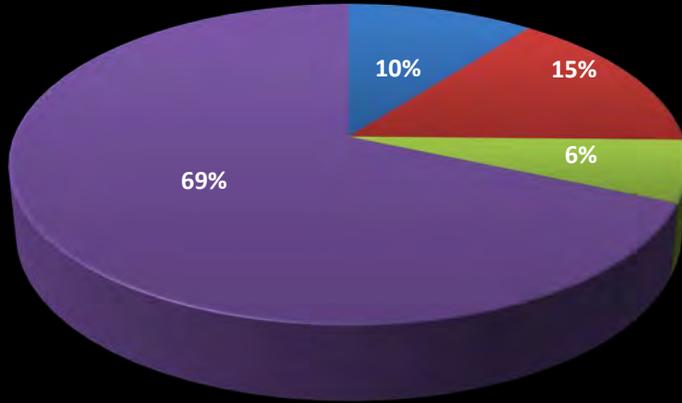
In the fall of 2018 and throughout 2019 the Police Service extended their front counter service hours to 8:00 am to 9:00 pm. This change addressed issues including improved public access, barrier free accessibility and extended hours to accommodate Local Police Information Checks. We also continue to provide 24/7 local call answering, police dispatch and policing services.





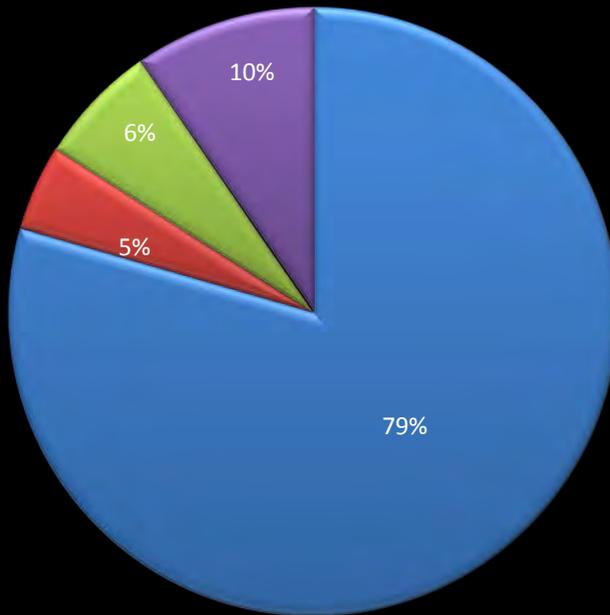
Budget – Revenue and Expenditures

2019 REVENUE SOURCES



- GOVERNMENT GRANTS
- SALE OF GOODS/SERVICES
- FINE REVENUE
- TAX SUPPORTED

2019 EXPENDITURES



- SALARY / BENEFITS
- EXTERNAL CONTRACTS
- INTERNAL CHARGES
- OPERATIONS

The 2019 Operating Budget of \$4,814,058.00 for the Police Service was approved by Council and is highlighted by percentage above. \$3,295,014.00 of the budget was tax supported. (\$235.00 per capita cost based on population of 13,985).



Professional Standards – Complaints, Concerns, Compliments

Police officers are not only in positions of authority; they are more importantly in positions of trust. Through our own internal policies and processes, as well as provincial legislation, we hold police officers to the highest legal and ethical standards. If one of our members does not live up to these expectations, whether as a result of a public complaint or an internal review, we investigate the matter, or cause it to be investigated by an independent agency with a view of not only holding people accountable for their actions, but also to provide us with opportunities for learning and best practices.

The Lacombe Police Commission monitors the public complaints process, handles complaints regarding the Chief of Police, and handles appeals regarding the policies of, or services provided by the Lacombe Police Service. The Lacombe Police Commission and LPS track all citizen complaints and concerns.

Under the Alberta *Police Act*, the responsibility for the investigation of complaints against Police Service policies or service provided, as well as against specific police officers lies with the Chief of Police. The Police Commission is the civilian body which is empowered to oversee the complaints process and act as the appeal body for complaints regarding the policies of, or services provided by, the Lacombe Police Service. The Lacombe Police Commission has a Public Complaint Director who:

- **Provides an independent review of the citizen complaints process of the Lacombe Police Service;**
- **Monitors the Police Service investigation of public complaints to ensure the investigations are impartial, fair, thorough and timely;**
- **Reports his or her findings directly to the Lacombe Police Commission;**
- **Makes public presentations to interested groups concerning the complaint process; and**
- **Receives complaints from the public. The purpose of the complaint process is to resolve issues between citizens and the Lacombe Police Service in a fair, transparent and reasonable manner.**

In 2019, LPS received one (1) complaint in relation to a civilian employee of the Service, this complaint was dismissed as it did not meet the criteria under the police act as the service has no jurisdiction over civilian employees, however it was addressed as a training opportunity.

The Lacombe Police Service initiated Four (4) internal and received (5) public complaint reviews from the actions of our members and all investigated under the Police Service Regulations. The following Misconduct investigations were resolved through internal guidance and performance supplements; (1) Discreditable Conduct, (2) Neglect of Duty) and (1) Excessive Use of Force. Training, mentorship and guidance will continue to be a priority of LPS to ensure compliance in accordance with the Provisions of the Police Act. *(We always welcome your comments, feedback or concerns. We can be reached in person, by phone or by email: 5301 Wolf Creek Drive, Lacombe, AB T4L 2H8; (403)782-3279; police@lacombe.ca)*



2019 Organizational Awards & Recognition

In 2019 members and staff of the Lacombe Police Service were presented with a number of awards and recognition for long service:

- ❖ Sgt. Bryan ZENS received the 20 year Alberta Long Service Medal
- ❖ Sgt. Bryan ZENS received the Canadian 20 Year Police Exemplary Service Medal

- ❖ Sgt. Richard KOHUT received a Lacombe twenty-year service award
- ❖ Sgt. Nicole MARTIN received a Lacombe ten-year service award
- ❖ Chief Lorne BLUMHAGEN received a Lacombe five-year service award
- ❖ Cst. Travis MARCOTT received a Lacombe five-year service award
- ❖ Cst. Vaughan BLEASDALE received a Lacombe five-year service award
- ❖ Cell Guard, Teresa MALAINEY received a Lacombe five-year service award

- ❖ Cst. Brett GIRARD was advanced to Senior Level 2 Constable
- ❖ Cst. Reuben GELEYNSE was advanced to 1st Class Constable
- ❖ Cst. Derek LEWKO was advanced to 2nd Class Constable
- ❖ Cst. Kraig REID was advanced to 1st Class Constable
- ❖ Cst. Chris BARRETT was advanced to 3rd Class Constable
- ❖ Cst. Mackenzie JORDAN was advanced to 4th Class Constable
- ❖ Cst. Kristy WALKER was advanced to 4th Class Constable

We recognize and appreciate the dedication, commitment and service our members and staff provide to the community! Thank You!



Community Involvement

SCHOOL RESOURCE OFFICER

Thanks to our continued partnership with Wolf Creek Public Schools and Lacombe County, we are able to have a **School Resource Officer (SRO)** dedicated full time to all the public schools within the City. In cooperation with the Wolf Creek School Division and involved RCMP agencies, new guidelines were developed and implemented in 2018 for SRO's and Schools in the Division. The primary role of the SRO is to build relationships with the students and staff to help foster a safe learning environment.



VICTIM SERVICES UNIT

Lacombe Victim Services worked on 380 files in 2019, assisting 704 individuals. Out of those, 20 were Crisis Call outs, 267 service and resource referrals provided, 100 financial and restitution requests completed and 44 Victim Impact statements forwarded to Crown.

VSU raised funds through various events including the Comedy Cabaret and receives donations from Royal Lepage Real Estate. Their Shelter Foundation supports victims of Domestic Violence. Lacombe VSU also partnered with MADD (Mothers Against Drunk Drivers) and Big Brothers & Sisters during the annual charity check stop where funds were raised for all the groups.

“Our volunteer advocates complete online training and security screening prior to assisting victims, last year our advocates attended First Responders to Sexual Assault and Abuse Training, the annual Diverse Voices in Edmonton that deals with Domestic Violence and the Provincial Victim Service Conference in Banff. Our advocates also receive in house training.”



Community Involvement

COMMUNITY LIASON OFFICER (CLO): This sworn member position represents the Lacombe Police Service on a number of Community, Provincial and Police working groups. The CLO continues to be proactive in developing programs to reduce crime in the community, this includes working with various groups and receiving input on program initiatives to ensure all voices are being heard. The CLO will liaise through social media and local media resources to keep the community informed and up to date on current concerns and potential problems that impact both the police and the community.

KIDS N' KOPS: We were once again proud to partner in 2019, with Big Brothers Big Sisters, Blackfalds RCMP and a dozen volunteers to offer our **KIDS N KOPS** program for the ninth year. This four-day program has proven to be very successful and popular for the 24 young citizens we can accommodate each year and is an excellent opportunity for us to shed some light on the daily life of a police officer and build relationships with our youth.

LACOMBE COMMUNITY WATCH: Established in 2014, Lacombe Community Watch Association (LCWA) is a collaborative response by concerned local citizens in order to proactively counteract the measurable increase in crime.

LCWA is a registered non-profit, volunteer based, local crime watch initiative whose mandate is to create and maintain safe communities through partnership and training with local law enforcement and provincial groups.

As a banner organization encompassing **Block Parent, Citizens on Patrol and Neighborhood Watch**, LCWA endeavors to recruit, support and educate community members on the importance of individual involvement, commitment and responsibility with regards to community crime reduction and prevention efforts.





COUNCIL MEMBER'S REPORT

TO	Members of Council
FROM	Chris Ross
SUBJECT	<ul style="list-style-type: none"> Councillor Report
DATE OF REPORT	April-27-2020
ORGANIZATION	KEY POINTS OF DISCUSSION AND/OR DECISIONS
FCSS	Budget Audit Discussions - Review of Program Supports - Community Group Applications Forwarded to FCSS
Lacombe Regional Tourism	Discussed future Regional Tourism direction , budget .
Lacombe Days	Committee has decided to cancel 2020 event . Uncertainty of Covid does not allow sufficient time to plan . Also economic uncertainty to business community to prospect for sponsorship would not be appropriate.

CITY OF LACOMBE
MINUTES OF COUNCIL MEETING 20-07

Minutes of the Regular Meeting of Council held on **April 14, 2020** in the Council Chambers of the City Administration Office.

Present: Mayor Grant Creasey
Deputy Mayor Cora Hoekstra (remote)
Councillor Don Gullekson
Councillor Thalia Hibbs (remote)
Councillor Jonathan Jacobson
Councillor Reuben Konnik
Councillor Chris Ross (remote)

Staff Present: Matthew Goudy, Chief Administrative Officer
Deborah Juch, Director of Community Services
Jordan Thompson, Director of Operations and Planning Services
Guy Lapointe, Economic Development Manager (remote)
Ross Pettibone, Legislative Coordinator/Executive Support (remote)

Regrets Diane Piche, Director of Corporate Services
Mauricio Reyes, Senior Finance Manager
Deven Kumar, Communications Coordinator

Media Present: None

Others Present: Scott Pickles, Senior Manager, - Colliers Project Leaders (remote)

CALL TO ORDER – Regular Meeting of Council

Mayor Creasey called the meeting to order at 5:03 p.m. with some Council members and others connecting by video link.

ADOPTION OF AGENDA

11/178.07 20MO
THAT the Tuesday April
14, 2020 regular
meeting agenda be
adopted as presented.
20-119

MOVED BY Councillor Konnik:

THAT the Tuesday April 14, 2020 regular meeting agenda be adopted as presented.

CARRIED UNANIMOUSLY

PRESENTATIONS

Lagoon Reclamation Options

Mr. Scott Pickles, Senior Manager, Colliers Project Leaders, presented Council with analysis of lagoon reclamation options with costs to reclaim the no longer utilized city lagoon area to the north east of the City of Lacombe. Three options were presented to Council for consideration in the context of population growth and commercial/industrial land availability. The options were reclamation only, reclamation with municipal land use, and reclamation with land sale.

REQUESTS FOR DECISION

Bylaw 476 – Joint Assessment Review Board

Matthew Goudy, Chief Administrative Officer, presented Bylaw 476 for first reading, to establish a joint assessment review board with partner municipalities to enable a mechanism for citizens to appeal their property assessment and tax notices.

11/175.16 20MO
THAT Council give first
reading to bylaw 476 –
Central Alberta
Regional Assessment
Review Board.
20-120

MOVED BY Councillor Jacobson:

THAT Council give first reading to bylaw 476 – Central Alberta Regional Assessment Review Board.

CARRIED UNANIMOUSLY

Lagoon Reclamation Plan Options

Jordan Thompson, Director of Operations and Planning Services, presented Council with options and recommendations further to the presentation from Scott Pickles, Colliers Project Leaders. Adopting a reclamation plan for the former lagoons was a requirement of Alberta Environment and Parks and administration recommended courses of action through seven next steps, with amendments suggested by Council.

MOVED BY Councillor Konnik:

44/742.01 20MO
THAT Council remove
course of action number
five (DEFEATED).
20-121

THAT Council remove course of action number five.

AGAINST:

Councillor Hibbs
Councillor Hoekstra
Councillor Jacobson
Councillor Ross

FOR:

Mayor Creasey
Councillor Gullekson
Councillor Konnik

DEFEATED

44/742.02 20MO
THAT Council direct
administration to return
the amended list of next
steps for the lagoon site
to the next meeting.
20-122

MOVED BY Councillor Jacobson:

THAT Council direct administration to return the amended list of next steps for the lagoon site to the next meeting.

CARRIED UNANIMOUSLY

Bylaws 405.1 and 400.30 (Land Use Bylaw Amendment - Rezoning)

Jordan Thompson, Director of Operations and Planning Services, presented recommendations to allow rezoning of the former Chamber of Commerce lands, through amending Bylaws. Bylaw 405.1 amends the Future Land Use Concept Map of the Municipal Development Plan to identify "Commercial Lands" on Part of Lot P, Block 50, Plan 3583NY. Bylaw 400.30 rezones Part of Lot P, Block 50, Plan 3583NY from (CS) Community Services District to (C4) Highway Commercial District and zones Closed Portions of Road as (C4) Highway Commercial District.

11/175.17 20MO
THAT Council give first
reading to Bylaw 405.1
20-123

MOVED BY Councillor Gullekson:

THAT Council give first reading to Bylaw 405.1.

CARRIED UNANIMOUSLY

11/175.18 20MO
THAT Council give first
reading to Bylaw 400.30
20-124

MOVED BY Councillor Jacobson:

THAT Council give first reading to Bylaw 400.30.

CARRIED UNANIMOUSLY

11/135.03 20MO
THAT Council schedule
a public hearing for
Bylaw 405.1 and Bylaw
400.30 at 5:30PM on
Monday, May 11, 2020.
20-125

MOVED BY Councillor Konnik:

THAT Council schedule a public hearing for Bylaw 405.1 and Bylaw 400.30 at 5:30PM on Monday, May 11, 2020.

CARRIED UNANIMOUSLY

11/135.04 20MO
THAT Council schedule
a public hearing for
removal of the reserve
designation from part of
Lot P at 5:30PM on
Monday, May 11, 2020.
20-126

MOVED BY Councillor Jacobson:

THAT Council schedule a public hearing for removal of the reserve designation from part of Lot P at 5:30PM on Monday, May 11, 2020.

CARRIED UNANIMOUSLY

Bylaw 481 (Road Closure)

Jordan Thompson, Director of Operations and Planning Services, presented Bylaw 481 to close portions of road plans used as a service road along the south side of 50th Avenue to allow for consolidation with lands from Lot P, Block 50, Plan 3583NY to create parcel(s) for future commercial use and development.

11/175.19 20MO
THAT Council give first
reading to Bylaw 481.
20-127

MOVED BY Councillor Konnik:

THAT Council give first reading to Bylaw 481.

CARRIED UNANIMOUSLY

11/135.05 20MO
THAT Council schedule
a public hearing for
Bylaw 481 at 5:30PM
on Monday, May 11,
2020.
20-128

MOVED BY Councillor Hibbs:

THAT Council schedule a public hearing for Bylaw 481 at 5:30PM on Monday, May 11, 2020.

CARRIED UNANIMOUSLY

Economic Recovery Task Team

Guy Lapointe, Economic Development Manager, presented a request for funding and in-kind support to Echo Lacombe Association's newly established Lacombe Economic Action Partnership initiative (LEAP).

62/141.01 20MO
THAT Council accept
this report for
information
20-129

MOVED BY Councillor Konnik:

THAT Council accept this report for information.

CARRIED UNANIMOUSLY

62/141.02 20MO
THAT Council allocate
up to \$20,000 free
rental of space at the
Lacombe Memorial
Centre in 2020 for the
Lacombe economic
action partnership.
20-130

MOVED BY Councillor Jacobson:

THAT Council allocate up to \$20,000 free rental of space at the Lacombe Memorial Centre in 2020 for the Lacombe economic action partnership.

CARRIED UNANIMOUSLY

Social Services Report

Deborah Juch, Director of Community Services, presented a report outlining current social services actions to mitigate the negative effects of social restrictions to suppress the COVID-19 pandemic, and to propose actions to facilitate resiliency and recovery in Lacombe post-pandemic.

51/918.01 20MO
THAT Council accepts
the report on social
services during and
after the COVID-19
pandemic as
information
20-131

MOVED BY Councillor Ross:

THAT Council accepts the report on social services during and after the COVID-19 pandemic as information.

CARRIED UNANIMOUSLY

51/918.02 20MO
THAT Council directs
Administration to
develop a terms of
reference for a social
resiliency task team, for
further consideration.
20-132

MOVED BY Councillor Konnik:

THAT Council directs Administration to develop a terms of reference for a social resiliency task team, for further consideration.

CARRIED UNANIMOUSLY

Contract Awards – Arena Acoustic Treatment & Sound System

Deborah Juch, Director of Community Services, presented a recommendation to award two contracts to improve the acoustics and upgrade the sound system in Arena 1 to mitigate echo and improve sound clarity for events and games.

74/781.01 20MO
THAT Council directs
Administration to
contract with Seal Team
for the supply and
installation of sound
panels in Arena 1, at a
total value of
\$93,391.00 and with
Parkland Audio for the
supply and installation
of upgraded speakers in
Arena 1, at a total value
of \$51,112.00.
20-133

MOVED BY Councillor Jacobson:

THAT Council directs Administration to contract with Seal Team for the supply and installation of sound panels in Arena 1, at a total value of \$93,391.00 and with Parkland Audio for the supply and installation of upgraded speakers in Arena 1, at a total value of \$51,112.00.

AGAINST:

Mayor Creasey
Councillor Hibbs

FOR:

Councillor Hoekstra
Councillor Gullekson
Councillor Jacobson
Councillor Konnik
Councillor Ross

CARRIED

Lacombe & District Rikubetsu Society

Councillor Hoekstra presented a summary of her motion for the Lacombe and District Rikubetsu Society. Administration would include the Rikubetsu Society in the first group of committees reviewed at a subsequent Council meeting.

62/321.01 20MO
THAT Council direct administration to investigate and gauge the future level of municipal support for the activities of the Lacombe & District Rikubetsu Society.
20-134

MOVED BY Councillor Hoekstra:

THAT Council direct administration to investigate and gauge the future level of municipal support for the activities of the Lacombe & District Rikubetsu Society.

CARRIED UNANIMOUSLY

Council Committee Appointment

Matthew Goudy, Chief Administrative Officer, presented a recommended appointment of a citizen-at-large for ratification, to the Arts Endowment Committee.

11/117.04 20MO
THAT Council approve the appointment of Janine Borger to the Arts Endowment Committee with a term ending April 14, 2023
20-135

MOVED BY Councillor Gullekson:

THAT Council approve the appointment of Janine Borger to the Arts Endowment Committee with a term ending April 14, 2023.

CARRIED UNANIMOUSLY

ITEMS FOR INFORMATION

1. CAO Report
2. Parkland Regional Library Board Highlights, Feb. 20
3. Gov AB Memo – Public Health & Seniors, Mar 21
4. Gov AB Memo – Economic Supports for Students & Others, Mar 23
5. Gov AB Memo – Education Property Tax Deferral, Mar 23
6. Invitation – July 11 Golf Tournament, Mar 25
7. Gov AB Memo – Seniors & Housing, Mar 28
8. Gov AB Letter – Alberta Community Partnership Grant, Mar 31
9. Gov AB Memo – Seniors & Housing, Apr 3
10. Thank you letter re: Municipal Leaders, Mar 31
11. Lacombe & District Parks & Culture Board Minutes, Nov 19
12. Municipal Planning Commission Minutes, Jan 8
13. Municipal Planning Commission Minutes, Jan 22
14. Lacombe & District Parks & Culture Board Minutes, Feb 11
15. Municipal Planning Commission Minutes, Feb 19
16. Municipal Planning Commission Minutes, Mar 18

11/173.07 20MO
THAT Council receive all reports and items as information
20-136

MOVED BY Councillor Gullekson:

THAT Council receive all reports and items as information.

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

11/179.07 20MO
THAT the March 23, 2020 regular council meeting minutes be confirmed as presented.
20-137

MOVED BY Councillor Hoekstra:

THAT the March 23, 2020 regular council meeting minutes be confirmed as presented.

CARRIED UNANIMOUSLY

NOTICES OF MOTION

Councillor Ross:

A Notice of Motion was submitted to administration which read:

“THAT Council direct Administration to send a letter to Lacombe area doctors (cc'd to Ron Orr, MLA and Honourable Tyler Shandro, Minister of Health), identifying the high value our community places on their services, and Council's support as they continue to negotiate with the Provincial government.”

Any submitted Notices of Motion are dealt with at a subsequent regular meeting of Council per City of Lacombe Procedural Bylaw No. 370 Section 6.14(10).

11/177.26 20MO
THAT Council (with
Matthew Goudy, and
Ross Pettibone
(remote) to support
Council) move In
Camera at 8:14 PM to
discuss the following
items:
Legal (FOIP Section 24)
Labour (FOIP Section
17); Monthly Update
(FOIP Sections 24,
16)).
20-138

IN CAMERA

MOVED BY Councillor Hoekstra:

THAT Council (with Matthew Goudy, and Ross Pettibone (remote) to support Council) move In Camera at 8:14 PM to discuss the following items:

Legal (*FOIP Section 24*)
Labour (*FOIP Section 17*)
Monthly Update (*FOIP Sections 24, 16*)

CARRIED UNANIMOUSLY

Meeting recessed at 8:15 p.m.
Meeting resumed at 8:20 p.m.

11/177.27 20MO
THAT Council return to
Open Meeting at 8:53
PM.
20-139

MOVED BY Councillor Hoekstra:

THAT Council return to Open Meeting at 8:53 PM.

CARRIED UNANIMOUSLY

ADJOURNMENT

11/177.28 20MO
Adjournment
20-140

MOVED BY Councillor Hoekstra

THAT the meeting be adjourned at 8:54 PM.

CARRIED UNANIMOUSLY

Mayor

Chief Administrative Officer

AGENDA



REGULAR MEETING AGENDA

Council of the City of Lacombe
 Monday, April 27, 2020 at 5:00 p.m.
 in Council Chambers

Time	Agenda Item	Representative
5:00	1. CALL TO ORDER	
	2. ADOPTION OF AGENDA	
	2.1 Additions	
	2.2 Deletions	
	2.3 Reordering	
	3. PRESENTATIONS	
5:05	3.1 City of Lacombe 2019 Audited Financial Statements – B.D.O.	<i>Ryan Wachter Allan Litster Steven Sypkas</i>
	4. PUBLIC HEARINGS	
5:30	4.1 Paint & Autobody Use: Bylaw 400.29 (University Commercial District)	<i>Dir Thompson</i>
	5. REQUESTS FOR DECISION	
	5.1 2019 Operating Surplus Allocation	<i>Sr Mgr Reyes</i>
	5.2 Audited 2019 Financial Statements (BDO)	<i>Sr Mgr Reyes</i>
	5.3 Lagoon Reclamation Options: Amended Next Steps	<i>Dir Thompson</i>
	5.4 Affordable Housing Strategy Steering Committee – Project Selection	<i>Mgr Lapointe</i>
	5.5 Bylaw 400.29 Paint & Autobody Use in University Commercial District	<i>Dir Thompson</i>
	5.6 Bylaw 476 - Central Alberta Regional Assessment Review Board	<i>Sr Mgr Reyes</i>
	5.7 2019 Year in Review	<i>Dir Juch</i>
	5.8 Council Board Appointment	<i>CAO</i>
	5.9 Letter to Lacombe Doctors	<i>Clr. Ross</i>
	<i>(THAT Council direct Administration to send a letter to Lacombe area doctors (cc'd to Ron Orr, MLA and Honourable Tyler Shandro, Minister of Health), identifying the high value our community places on their services, and Council's support as they continue to negotiate with the Provincial government).</i>	
	6. INFORMATION	
	6.1 Administrative Reports	
	6.1.a Chief Administrative Officer Report	<i>CAO Goudy</i>

6.2 Council Mailbox

6.2.a Gov AB Memo Re: Seniors and Housing, April 9

6.2.b Gov AB Letter Re: Assessment, April 17

6.2.c Gov AB Memo Re: Seniors and Housing, April 18

6.3 Commission, Board, Committee Reports and Minutes

6.3.a Lacombe Police Commission Minutes March 19

Clr. Konnik

6.3.b Lacombe Police Service/Commission Annual Report 2019

6.4 Councillor Reports

6.4.a Mayor Creasey

6.4.b Councillor Gullekson

6.4.c Councillor Ross

6.4.d Councillor Hoekstra

6.4.e Councillor Jacobson

6.4.f Councillor Hibbs

6.4.g Councillor Konnik

7. ADOPTION OF MINUTES

7.1 April 14, 2020 Regular Council Meeting Minutes

8. NOTICES OF MOTION

8.1 Councillor Ross:

CAO

“In light of the current pandemic, and possible changes to provincial funding, halt further spending on the Public Works Building until quarter 3, 2020, with the expectation that the future financial position of the City will be more certain at that time.”

9. IN CAMERA

9.1 Legal (FOIP Section 16)

Dir Juch

9.2 Legal (FOIP Section 16)

Dir Juch

9.3 Legal (FOIP Section 24)

CAO Goudy

9.4 Legal (FOIP Section 24)

Mgr Lapointe

9.5 Labour (FOIP Section 17)

CAO Goudy

10. ADJOURNMENT

Next Meetings:

- Monday, May 11, 2020
 - Regular Council Meeting: 5:00 p.m., Council Chambers
- Tuesday, May 25, 2020
 - Regular Council Meeting: 5:00 p.m., Council Chambers
- Monday, June 1, 2020
 - Council Committee Meeting: 5:00 p.m., Council Chambers

REQUEST FOR COUNCIL DECISION



SUBJECT: 2019 Operating Surplus Allocation
PREPARED BY: Mauricio Reyes, Senior Manager of Financial Services
PRESENTED BY: Mauricio Reyes, Senior Manager of Financial Services
DATE: April 27, 2020

FILE: 13/941

PURPOSE:

To present recommendations for the allocation of the 2019 operating surplus.

RECOMMENDED MOTION(S):

1. THAT Council direct Administration to transfer \$165,637 surplus to the General Operating Reserve.

RELATED PRIOR MOTION(S):

1. Motion #19-133 April 23, 2019 – MOVED BY Councillor Ross: THAT Council direct Administration to transfer \$142,963 from the Lacombe Police operating reserve to Department 21 – Police, THAT Council direct Administration to transfer \$94,289 surplus from wages and benefits to the General Operating Reserve, and THAT Council direct Administration to transfer \$367,581 to fund the 76th Street and Highway 12 intersection upgrades. CARRIED UNANIMOUSLY

EXECUTIVE SUMMARY:

The City's 2019 year end resulted in an overall operating surplus of \$165,637. This result is a combination of unforeseen changes that followed adoption of the 2019 Operating Budget:

- Increased investment & penalty revenue (\$104,110)
- Lower net tax revenue (\$152,916)
- Lower than expected debenture payments related to west area servicing (\$199,079),
- Lower wages and benefits costs (\$154,380)
- Minor variations in departments (\$70,777)

Administration's proposed surplus allocation includes the City absorbing the Lacombe Police Service deficit of \$68,239 in 2019, rather than transferring the \$50,000 balance in the Lacombe Police Service Operating Reserve. This recommendation has been made after discussions with the Lacombe Police Service, to ensure the Service has funds available should emergent needs arise throughout the year.

REQUEST FOR COUNCIL DECISION



ANALYSIS:

In 2018, Council reviewed and approved the [Annual Budget and Taxation Preparation Policy](#). Within this review, Council made the following changes relating to the allocation of surplus:

Section 4d.

- ii. Lacombe Police Service surplus will be applied to the Police Operating Reserve
- iii. Surplus from wages and benefits will be applied to the General Operating Reserve

All self-supported utility departments (Water, Wastewater and Solid Waste) were balanced with the necessary transfer to reserves.

In 2019, the Lacombe Police Commission incurred a deficit of \$68,239 which mainly relates to actual revenues being lower than budgeted. At the end of 2019, The Lacombe Police Commission has an operating reserve of \$50,000 and a capital reserve of \$119,500

At July 9th 2018 Council meeting, the Lacombe Police Commission also presented an administrative directive requesting that any surplus be allocated to the Police Operating Reserve. The directive states the Commission may utilize the General Operating Reserve to offset any unanticipated deficits they may incur at the end of a budget year. This change was later incorporated into [Annual Budget and Taxation Preparation Policy](#).

Despite the \$68,239 deficit realized by the Lacombe Police Service, Administration is recommending that the balance of \$50,000 in the Lacombe Police Service Operating Reserve be maintained for emergent needs in a future year. Consequently, the proposed surplus allocation includes absorbing the \$68,239 LPS deficit in 2019.

Table 1 provides a breakdown of significant budget items that make up the 2019 surplus. Major contributors include salary and wages savings of approximately \$144,000 and debt servicing savings of approximately \$199,000. The City's surplus before the Lacombe Police Commission's deficit is \$233,876. Administration recommends that \$165,637 remaining surplus be transferred to the General Operating Reserve with the intent to be used for unforeseen events in future years.

REQUEST FOR COUNCIL DECISION



Table 1 – Operating Surplus Breakdown and Allocation

2019 Operating Budget Results	Recommended Allocation of Surplus
Investment & Penalty Income	\$104,110
Net Municipal Taxes	(\$152,916)
Wages & Benefits	\$154,380
Debt Servicing	\$199,079
Various Departments	(\$70,777)
Lacombe Police Service Deficit	(\$68,239)
City Surplus	\$165,637
Surplus Allocation	\$165,637
General Operating Reserve	(\$165,637)
Unallocated	0

STRATEGIC PLAN ALIGNMENT:

Ensuring the City uses surplus funds in a responsible way aligns favorably with Strategic Objective

4.1.4: Fiscal Prudence

To manage the City to allow for Property tax increases near inflation.

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

N/A

ALTERNATIVE MOTION(S):

1. Recommendations:
 - a) THAT Council direct Administration to transfer \$165,637 surplus to the General Operating Reserve.

REQUEST FOR COUNCIL DECISION



2. If Council decides to transfer the funds in the Lacombe Police Service Operating Reserve to fund the Lacombe Police deficit:
 - a) THAT Council direct Administration to transfer \$50,000 surplus from the Lacombe Police operating reserve to Department 21 - Police
 - b) THAT Council direct Administration to transfer \$215,637 to the General Operating Reserve
3. Councils' direction:
 - a) Council can direct Administration to modify the allocation of surplus.

ATTACHMENTS:

- Lacombe Police Commission Surplus Directive
- [Reserve and Equity Accounts Policy #13/201/01\(2012\)](#)
- [Annual Budget and Taxation Preparation Policy #13/210.03 2019PO](#)

REQUEST FOR COUNCIL DECISION



SUBJECT: 2019 Audited Financial Statements
PREPARED BY: Mauricio Reyes, Senior Manager – Financial Services
PRESENTED BY: Mauricio Reyes, Senior Manager – Financial Services
DATE: April 23, 2019

FILE: 13/941

PURPOSE:

To present City of Lacombe's 2019 audited financial statements for Councils approval.

RECOMMENDED MOTION(S):

1. THAT Council approve the 2019 Audited Financial Statements as presented.

RELATED PRIOR MOTION(S):

1. Motion #19-131 April 23, 2019 – MOVED BY Councillor Ross: THAT Council approve the 2018 Audited Financial Statements as amended. CARRIED UNANIMOUSLY

EXECUTIVE SUMMARY:

As per section 276(1) of the Municipal Government Act, each municipality must prepare annual financial statements in accordance with the Canadian generally accepted accounting principles for municipal governments. The 2019 Audited Financial Statements being presented to Council reflect an unqualified (i.e. no 'qualifying' statements that would indicate a concern) opinion for independent auditors.

ANALYSIS:

The statements reflect the financial position for the City as of December 31, 2019 and have been prepared in accordance with the recommendations outlined in the *Canadian Institute of Chartered Accountant's (CICA) Public Sector Accounting Board Handbook*, and in particular section 3150 of the Handbook. Administration recommends Council approve the statements as presented.

Financial Position Statement (page 2):

The statements show the net financial position of the City in 2018 and 2019.

Financial Assets

- Cash holdings and short-term investments increased by \$2.1M

REQUEST FOR COUNCIL DECISION



- Accounts Receivable decreased by \$1.4M. The 2018 balance includes 2018 MSI funding that was receivable at year-end. In 2019, MSI funding was received during the year.
- Overall financial assets increased by approximately \$760,000.

Liabilities

- Accounts payable and accrued liabilities increased by \$1.8M. The main reason for the increase is higher payables relating to capital projects in 2019
- Deferred revenue increased by approximately \$1.0M mainly due to additional Federal Gas Tax funding received in 2019
- Long term debt increased by approximately \$4.3M. Although approximately \$1.5M in principal payments were made in 2019, new loans were issued to fund the following capital projects:
 - 76th St Intersection Upgrades
 - Midway Lift Station and Mains
 - West Area Structure Plan Upgrades

Statement of Operations (page 3)

Revenue

- Net municipal taxes (Note 11) were under budget mainly due to slower growth than previously anticipated
- Government Transfers (Note 12). Transfers were under-budget for 2019. Actual capital grants are recognized in the year in which the funds were spent.
- Sales and user fees were under-budget by approximately \$926,000 mainly due to lower utility user fees for Water, Wastewater and Solid waste.
- Development levies. Development levies are a non-budgeted item. The City collected approximately \$91,000 in development levies in 2019

REQUEST FOR COUNCIL DECISION



- Contributed Assets consisted of infrastructure built by developers in the areas of Metcalf Ridge, Henner's Village, Mackenzie Ranch and Mulvee Hill – Wilson

Expenditures

Total expenditures were lower by approximately \$820,000 than budgeted mainly due to lower utility costs paid to the Water and Wastewater Commissions in 2019.

Statement of Change in Net Financial Debt (page 4)

This is a new statement and is intended to show the liquidity of the municipality. In 2019 the municipality's overall liquidity decreased by approximately \$5M due to high investments in tangible capital assets during the year.

Statement of Cash Flows (page 5)

This statement shows the breakdown of where and how cash was used by the organization throughout the year. Overall, the City's cash position increased by approximately \$13.2M mainly due to lower short-term investments.

Notes to the Financial Statements (pages 6 to 28)

- Note 10 - Accumulated Surplus (page 17)
Accumulated surplus increased by approximately \$6.4M mainly due to additional investments in tangible capital assets during the year.
- Note 11 – Taxation Net (page 18)
Net Municipal taxes were approximately \$153,000 lower than budgeted mainly due to lower growth than expected.
- Note 16 – Debt Limits
As of December 31, 2019, the City has used 51% of the statutory debt limit and 27% of the debt servicing limit. (See note 16 on page 23) The total available debt limit decreased by approximately \$1.0 million over 2018 levels.

REQUEST FOR COUNCIL DECISION



- Note 17 (Page 23)
This note reconciles the surplus identified in page 3 which is prepared in accordance with the CICA handbook and the surplus identified in the operating budget. Based on the operating budget, the City had an operating Surplus of \$165,637 in 2019.

Financial Implications.

Direction on surplus allocation is addressed in a separate memorandum.

Legislative Implications:

The statements are prepared in accordance with the following:

- The CICA's Public Sector Accounting Handbook.
- The Municipal Finance Clarification Regulation A.R. 235/2008
- The Debt Limit Regulations 255/2000
- Annual Financial Statements - S. 276 of the Municipal Government Act.

STRATEGIC PLAN ALIGNMENT:

Publishing the 2019 Audited financial results aligns favourably with Strategic Objective:

4.1.1 Open and Accessible Government

4.1.4 Fiscal Prudence

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

Administration will post the approved audited financial statements on the City's website.

ALTERNATIVE MOTION(S):

1. Recommendation:
 - a) THAT Council approve the 2019 Audited Financial Statements as presented.
2. If Council does not agree with the Audited Financial Statements
 - b) THAT Council provide direction on proposed changes.

ATTACHMENTS:

- City of Lacombe's 2019 Audited Financial Statements (Draft).

REQUEST FOR COUNCIL DECISION



SUBJECT: Lagoon Reclamation Plan Options
PREPARED BY: Jordan Thompson, Director of Operations and Planning
PRESENTED BY: Jordan Thompson, Director of Operations and Planning
DATE: ~~April 7th, 2020~~ April 27, 2020

FILE: 44/742

PURPOSE:

To present options for the reclamation of the City's former wastewater lagoons. The adoption of a plan for the former lagoons is a requirement from Alberta Environment and Parks. There are no legislated timelines for implementation of the adopted plan.

RECOMMENDED MOTION(S):

1. THAT Council endorses the recommended **amended** next steps as outlined in this report.

RELATED PRIOR MOTION(S):

1. THAT Council direct Administration to bring forward amended next steps for Council's consideration.

EXECUTIVE SUMMARY:

With the City connecting to the regional wastewater system in 2018, the former wastewater treatment lagoons no longer serve their original purpose making them an underutilized City asset. Colliers Project Leaders (Colliers) assisted the City in understanding feasibility of several reclamation options available for the former lagoon site. Options for the former lagoon site were considered if they advanced the City's internal strategic goals, augmented economic development, or were likely to provide a positive rate of return for the City.

Colliers found the cost to reclaim and develop the site as industrial land is offset over 25 years by the land sale and additional tax revenue. However, this is highly dependent on being able to sell the reclaimed lagoon site at current market value. Other uses for the site such as a solar farm or stormwater management facility require further study to quantify the costs and benefits of these uses.

In the interim, Colliers recommends the City remove the remaining sludge from the lagoon cells and construct a fence around the site at an estimated cost of \$1.8M to reduce the risk of unwanted access to the site by people and animals. Administration also recommends Council consider the development of a snow / salt storage facility on the site during its 2021 budget deliberations.

REQUEST FOR COUNCIL DECISION



Since a substantial portion of the proposed costs is attributed to sludge removal, Administration is confirming with Alberta Environmental and Parks that this is a requirement to satisfy its current regulatory obligations.

Administration is also actively pursuing a long-term revenue generating use for the rest of the lagoon site with an interested industry partner.

Upon receiving direction from Council, Administration will request confirmation from Alberta Environment and Parks that it has satisfied its requirement to develop a reclamation plan for the lagoon site.

ANALYSIS:

The 2019 RFEOI process included information on the lagoon site. However, none of the submissions contemplated a reclamation project for the site so Administration engaged Colliers International to assist in evaluating the feasibility of several reclamation options. The site can be repurposed for several potential uses which broadly fall under one of the following categories:

- Option 1 – “reclamation only” (minimize immediate expenses, and respond to future opportunities for the site)
- Option 2 - reclaim the site for municipal use (ie: stormwater management facility, solar farm, snow dump, dog park etc.)
- Option 3 - reclaim the site for industrial land sale

Industrial Land Sale

Colliers’ review concluded reclamation of the site for industrial land sale would produce a positive rate of return for the City if there is a buyer for the land at current market value.

The berms that surround the site contained the wastewater effluent and protect the cells from the flooding of Wolf Creek. For this reason, Colliers assumed the complete filling of the lagoon cells in their cost estimates. Most of the reclamation costs are attributed to nearly 1 million cubic meters of compacted material required to fill the lagoon cells to the top of the existing berms. However even with this high up front cost Colliers estimates it will be offset by the land sale additional tax revenue over 25 years.

Administration cautions the substantial reclamation cost (\$21M+), the availability of undeveloped industrial land adjacent to this site and a slow market for industrial land overall

REQUEST FOR COUNCIL DECISION



make the likelihood of such a major land transaction, at current market value, in the foreseeable future very low. Administration does not recommend Council consider the redevelopment of the site for industrial land sale at this time.

Reclamation for Municipal Use

The cost of reclaiming the site for municipal use is highly dependent on actual proposals for the land.

Park space

The site presents many opportunities for a large community park development however the cost to infill all the cells and invest in a major park development is exorbitantly prohibitive (\$20M-\$30M) with little opportunity to generate offsetting revenue. Any park development on the site would be more feasible on a smaller scale incorporating the existing topography wherever possible to minimize costs. For example, a 2.5ha (6.1 acre) park (the size of the Blackfalds off-leash dog park) would cost approximately \$1.5M-\$3.0M in this location. This size of park would reclaim approximately 5% of the available land at the site.

When new park space proposals are considered by Council and Administration, Administration recommends the feasibility of reclaiming all or a portion of this site be re-evaluated.

Municipal Snow / Salt Storage

This topic was covered in a [January 13th report to Council](#):

“The potential service level change to snow clearing operations, combined with the construction of a new Infrastructure Services facility in Phase 2 of the Len Thompson Industrial Park are major factors for the relocation of the City’s snow dump site locations. It is also important to note that Alberta Environment and Parks (AEP) regulates municipal activities that may impact ground/surface water. Ensuring the City meets these regulations, AEP recommends snow dump sites be “...designed to maximize treatment, minimize safety hazards and control the rate and location of snow melt discharges...The location of snow disposal sites, especially permanent sites, must be well planned in order to minimize environmental impacts and other impacts such as noise”. The two snow dump sites currently used by the City should be either reviewed to determine alignment with these recommendations or a new site be constructed to current standards...One cost-effective municipal use option for

REQUEST FOR COUNCIL DECISION



consideration is to re-purpose Cell 10 at the Lagoons Site into a long term snow storage site. Stantec completed a site visit of the lagoon cell and provided a concept-level budget estimate of \$500,000 to re-purpose the 6 hectare (15 acre) cell into a snow dump site that meets future operational needs, and takes into account potential environmental service considerations.”

Colliers recommends the City reclaim the 6-hectare lagoon cell in the short term to address the current need for a municipal snow dump. The snow dump would reclaim approximately 10% of the available land at the site.

Community stormwater management facility

Conceptually, the site may be retrofitted to divert Wolf Creek into the lagoon cells to attenuate runoff and rainwater surges in the creek. Nearly all the City’s stormwater system drains to Wolf Creek. New developments in Lacombe must build or connect to a stormwater management facility that provide this attenuation within their development boundaries which requires a significant area of otherwise developable land to accomplish. If stormwater can be attenuated in the lagoon cells instead, developers may be able to construct smaller stormwater management facilities on their sites allowing for more taxable development. Colliers report does not cover the engineering nor regulatory requirements of this concept so further study is required to estimate costs and analyze the return on investment through the increased tax base.

Solar Farm

The construction of a solar farm in this location could generate 12MW/year of green power according to an unsolicited proposal the City received from a major electrical utility provider. 12MW more than offsets the annual power demands of the City’s facilities. However, distribution charges levied against generators to sell power back to the grid makes the economics of this option less attractive. However, the North Red Deer Regional Wastewater Commission lift station on site consumes approximately 600MW/year potentially allowing power to be sold directly to Commission rather than the grid. Ideally, this would generate revenue for the City and reduce costs for the Commission. However, the economics of micro-power generation can be complex, and Administration recommends further analysis if Council wishes to proceed with this option.

REQUEST FOR COUNCIL DECISION



Recommended Next Steps: “reclamation only/explore future opportunities”

Reclamation of the site is unfortunately not feasible in the short term primarily due high up-front capital costs. Colliers recommends the City reclaim the site in the short term and in doing so also address the current need for a municipal snow dump. This will allow the City to respond to future opportunities for the remainder of the land when it is in a better position to make a large municipal use investment and/or when market conditions for industrial land are more favourable.

Moving forward Administration recommends the following course of action **which is amended based on Council’s direction on April 13, 2020:**

1. Administration request confirmation from Alberta Environment and Parks it has met its requirement to develop a reclamation plan for the lagoon site,
2. Administration continues pursuing a long-term revenue generating use for the lagoon site with an interested industry party,
3. Council consider the redevelopment of cell 6 into a snow dump facility during their 2021 budget deliberations,
4. Council consider fencing the site and, if required, remove the remaining sludge in the cells during their 2021 budget deliberations,
5. If the opportunity referred to in #12 becomes no longer viable, **market list for sale** the lagoon site for sale as-is (excluding the portion allocated to the snow dump facility),
- ~~6. Further evaluate the community stormwater management facility and solar farm concepts **and report findings back to Council. This will require budget for third party expertise which will be brought forward during the 2021 budget deliberations as opportunities arise,**~~
7. Include the lagoon site in future RFEOI opportunities from the City and continue to re-evaluate reclamation as other opportunities arise for parks and industrial uses.

STRATEGIC PLAN ALIGNMENT:

The completion of the Colliers report is a directly tied to accomplishing Council’s strategic goal 4.3.3(c): “Create a plan for sewage lagoon reclamation”.

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

No public engagement is planned.

REQUEST FOR COUNCIL DECISION



ALTERNATIVE MOTION(S):

1. THAT Council endorses the recommended **amended** next steps as outlined in this report.
2. THAT Council endorses the following next steps outlined in this report (*list which steps are proposed for endorsement*).
3. THAT Council directs Administration how it wishes to proceed.

ATTACHMENTS:

Options Analysis: Lagoon Reclamation Plan - Colliers International April 7, 2020.

REQUEST FOR COUNCIL DECISION



SUBJECT: Affordable Housing Projects
PREPARED BY: Guy Lapointe, Manager of Community Economic Development
PRESENTED BY: Guy Lapointe, Manager of Community Economic Development
DATE: April 27, 2020

FILE: 67/951

PURPOSE:

For Council to consider the Affordable Housing Steering Committee's recommended project proposals.

RECOMMENDED MOTION(S):

THAT Council approves the Central Alberta Youth Unlimited Girls' Supportive Housing project for an \$80,000 affordable housing grant, and the Tricon Developments Inc. Lacombe Hotel Redevelopment project for a \$380,000 affordable housing grant as recommended by the Affordable Housing Steering Committee.

RELATED PRIOR MOTION(S):

67/924.02 19MO THAT Council accepts the updated Affordable Housing Strategy as information, s presented in the November 25 memo 19-374

EXECUTIVE SUMMARY:

The General Capital Reserve includes \$460,000 for affordable housing projects. Two projects are recommended for approval:

1. \$80,000 to Central Alberta Youth Unlimited, for 'Girls Supportive Housing'; a supportive living home for girls and women.
2. \$380,000 to Tricon Developments for their affordable housing project in the former Lacombe Hotel.

ANALYSIS:

Council has tasked the Affordable Housing Steering Committee (the 'Committee') with identifying priority project proposals aligning with the City's Affordable Housing Strategy updated in 2019. The deferred revenue earmarked for affordable housing is \$460,000. A Request for Expression of Interest (RFEOI) was released to generate a list of suitable projects for the community, and two were received. The Central Alberta Youth Unlimited proposal for an \$80,000 grant relates to their supportive living home for girls and women; their project will purchase the building and provide stability and sustainability to the program, and lower costs.

REQUEST FOR COUNCIL DECISION



The Tricon Developments proposal for a \$360,000 grant will facilitate its affordable housing project in the former Lacombe Hotel downtown. The Committee compared both proposals to the Strategy goals and confirmed program fit. The City's Planning and Development Department confirmed both projects are permitted uses in their locations, under The City of Lacombe's [Land Use Bylaw](#). Costs for the proposals together equal the available funding through the provincial grant and matching City contribution, and will use the available balance. The Committee recommends Council approve both project proposals.

Background

- Using Municipal Block Funding Conditional Grant Funding, the City of Lacombe's [Affordable Housing Strategy](#) was updated and approved by Council in November 2019.
- The Strategy identified the following current key housing issues in Lacombe:
 - Housing affordability
 - Ownership and rental diversity
 - Aging in Lacombe
 - People living in vulnerable situations
- With needs identified, the study consultant generated four new overarching goals for the Committee to target:
 - Increase affordable rental and home ownership housing supply.
 - Promote rental inventory growth, including a wider range of properties designated for subsidies.
 - Expand seniors housing options to enable aging in place.
 - Explore permanent supportive housing options.
- Applying two distinct strategies as tools to meet these updated goals resulted in the Committee having 13 potential actions to address current affordable housing needs in Lacombe, depending on the interest of potential collaborative partners in the private and not-for-profit sectors.
- In the course of updating the Strategy, the Province offered additional grant funding, bringing the available balance up to \$460,000.
- The City of Lacombe released an RFEOI asking developers, builders and non-profit organizations to submit project proposals in support of the revised Affordable Housing Strategy and its identified priorities; two proposals were received.

REQUEST FOR COUNCIL DECISION



- The next phase was to:
 - Have proponents present to the Committee;
 - Evaluate the submissions and presentations; and
 - Determine which proposals if any the Committee would recommend to Council for consideration.
- The Committee found both proposals facilitated effective affordable housing options in the community, and therefore recommend both proposals for Council consideration.

Yu-Turn Girls Supportive Housing

- Yu-Turn Girls Supportive Housing is a skill development program for girls and women ages 16-24 who require support to become fully independent community contributors.
- The program's focus is to assist girls and women who are required to live independently while lacking adequate skills, training, community networks or supportive relationships to do so successfully.
- The program uses on-site House Parents to provide day-to-day support and guidance to resident participants, aimed to enable the residents to become healthy and thriving citizens.
- The program is already operational and modelled on the successful Yu-Turn Boys Supportive Housing program and will house three female residents along with the House Parents. When the home is purchased, the mortgage cost will be lower than the existing lease payments, and the savings will be passed along making the home more affordable to its occupants.
- Central Alberta Youth Unlimited (CAYU) currently rents the home that hosts the girl's program. The financial contribution requested will be used as a down payment to allow CAYU to purchase the home.
- Monthly house costs are paid by the participants as well as utility and grocery costs, although initially some of the costs are absorbed by CAYU while the residents access CAYU's community network to secure employment, the first step in life skills development. When the current program participants are stabilized with employment, life skills, and a social network, they will leave the program and new participants in need will be enrolled.
- This proposal meets two identified affordable housing strategy actions:
 - Partner with established service agencies to offer permanent supportive housing solutions within Lacombe; and

REQUEST FOR COUNCIL DECISION



- Stimulate purpose-built or outreach permanent supportive housing models that will provide ongoing housing and supports.
- At their March 31, 2020 meeting the Affordable Housing Steering Committee recommended Council approve the Yu-Turn Girl's Home request for \$80,000 contingent upon any required reviews or approvals from the City's planning department.
- The Planning and Development department has now confirmed this proposal is a permitted use under the City's land use bylaw.

Lacombe Hotel Redevelopment

- Tricon Developments Inc. recently purchased the Lacombe Hotel with the intent to renovate the upper two floors into larger affordable rental housing units.
- The redesign reduces the current 21 units to 15 one and two bedroom rental suites.
- The building's main floor will continue to operate as a commercial storefront.
- The funds requested are to be used to lower the upfront renovation costs, thereby advancing lower cost recovery requirements. This allows for the individual unit rent charged to be reduced to prescribed affordable housing levels (at least 10% below market value) and assures long term project sustainability.
- Tricon Developments is seeking a local community agency to collaborate with, to operate these affordable rental units. The agency would manage the application process to ensure qualified candidates are allowed to rent the units and they will act in many respects as the landlord.
- This proposal meets several identified affordable housing strategy actions:
 - Explore shopkeeper housing and concept of developing a downtown attractive to live/work environment
 - Improve the rental supply for low income residents and seniors
 - Seek opportunities to offer rental subsidy programs for low income residents and seniors in conjunction with Lacombe Foundation
 - Create an environment that promotes a range of housing options
- While the proposal meets a number of affordable housing strategy priorities, it also advances downtown revitalization efforts.
- At their March 31, 2020 meeting the Affordable Housing Steering Committee recommended Council also approve the Lacombe Hotel Redevelopment project and Tricon Development's request for the balance of the affordable housing funding support (\$380,000) remaining after the contribution to Yu-Turn. The recommendation

REQUEST FOR COUNCIL DECISION



was also contingent upon any reviews and approvals from the City's Planning and Development department, as well as securing a property management agreement from a local community agency.

- The Planning and Development department confirms this proposal is a permitted use under the City's land use bylaw.

Financial Impact

Available Affordable Housing Funding (from the General Capital Reserve): \$460,000

- Provincial Grant - \$371,500
- City of Lacombe contribution - \$88,500

Yu-Turn Girls Supportive Housing- CAYU

- \$80,000. To be distributed upon the completion of a funding agreement and confirmation of offer to purchase the specified property. As with previously approved projects, the City will register a caveat on title for a prorated portion of these funds to be returned should the property be sold or cease to offer affordable housing.
 - 0-5 years: 100%
 - 5-10 years: 75%
 - 10-15 years: 50%
 - 15-20 years: 25%
 - Over 20 years: no amount to be returned

Lacombe Hotel Redevelopment – Tricon Developments Inc.

- \$380,000. To be distributed upon the completion of a funding agreement and confirmation of community agency participation in the project. As with previously approved projects, the City will register a caveat on title for a prorated portion of these funds to be returned should the property be sold or cease to offer affordable housing.
 - 0-5 years: 100%
 - 5-10 years: 75%
 - 10-15 years: 50%
 - 15-20 years: 25%
 - Over 20 years: no amount to be returned

STRATEGIC PLAN ALIGNMENT:

Approving these affordable housing projects aligns favourably with the following strategic goal:

REQUEST FOR COUNCIL DECISION



- 4.5.4 Housing Options
 - a) Renew the City's affordable housing strategy

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

The City's Communication Coordinator will prepare a media release for immediate distribution following Council's resolution to proceed with the identified affordable housing projects.

ALTERNATIVE MOTION(S):

1. THAT Council approves the Central Alberta Youth Unlimited Girls' Supportive Housing project for an \$80,000 affordable housing grant, and the Tricon Developments Inc. Lacombe Hotel Redevelopment project for a \$380,000 affordable housing grant as recommended by the Affordable Housing Steering Committee; OR
2. THAT Council approves the _____ project(s) for \$_____ in affordable housing grant(s); OR
3. THAT Council returns matter of the projects recommended by the Affordable Housing Steering Committee to Administration with direction; OR
4. THAT Council accepts this report as information.

ATTACHMENTS:

Central Alberta Youth Unlimited Proposal*

Tricon Developments Inc. Lacombe Hotel Redevelopment*

*Unredacted copies available on the in-camera page.



REQUEST FOR COUNCIL DECISION

SUBJECT: 2nd and 3rd Reading of Bylaw 400.29 (Add “Autobody and paint shop” for Unit 11, Plan 062 8084 up to May 1, 2022 to UC District)
PREPARED BY: Craig Teal, RPP MCIP, Director, PCPS
PRESENTED BY: Craig Teal, RPP MCIP, Director, PCPS
DATE: April 27th, 2020

FILE: 61.201.29 (20)

PURPOSE:

To present Council an option to amend the (UC) University Commercial District to add “autobody and paint shop in Unit 11, Plan 062 8084 up to May 1, 2022” as a permitted use for a limited duration approval of two years.

RECOMMENDED MOTION(S):

1. THAT Council give second reading to Bylaw 400.29 as presented.
2. THAT Council give third reading to Bylaw 400.29 as presented.

RELATED PRIOR MOTION(S):

1. THAT Council amend Bylaw 400.29 so 1a reads: Adding “Autobody and paint shop in Unit 11, Plan 062 8084 up to May 1, 2022” to the list of permitted uses in the (UC) University Commercial District.
2. THAT Council give first reading to Bylaw 400.29 as amended.
3. THAT Council schedule a public hearing for Bylaw 400.29 at 5:30PM on Monday, April 27, 2020.

EXECUTIVE SUMMARY:

A request to amend the Land Use Bylaw to allow a paint and auto body shop in a bay of a multi-bay building in the (UC) University Commercial District has been submitted. The subject site is located in the College Heights Outline Plan area on a site slated for future mixed use comprising commercial, institutional and residential uses. The addition of another industrial use to the UC District is not consistent with the direction given for this area in the Municipal Development Plan and North Area Structure Plan. Administration is recommending a limited duration approval of two years.

REQUEST FOR COUNCIL DECISION

ANALYSIS:

The tenant of Unit 11, Plan 062 8084 is FSK Paint and Body and, with the consent of the owner of Unit 11, has made a request to amend the Land Use Bylaw to allow their auto body shop to continue to operate in Unit 11. Unit 11, Plan 062 8084 (civic address #11 7102 52 Street) is part of multi-bay building located in the (UC) University Commercial District.



The applicant indicates that the shop specializes in restorations, small light repairs, custom work, and support training through apprenticeships. Their shop is low volume, focusing on 2-3 vehicles per month, and they have no outdoor storage needs.

Bylaw 400.29 is a site specific request focusing on the portion of the building used by the tenant and owned by their landlord. The proposed changes would not apply to any other property or bay on the property. The nature of the use being requested is “autobody and paint shop” as defined in the Land Use Bylaw. Bylaw 400.29 proposes to add “autobody and paint shop in Unit

REQUEST FOR COUNCIL DECISION

11, Plan 062 8084 up to May 1, 2022” as a permitted use which would allow for consideration of a development permit for a limited time duration by the Development Officer.

The site subject to Bylaw 400.29 is located north of Beardsley Avenue bounded by 52 Street on the east and University Drive on the west. The location of the property is outlined in pink in the included aerial photograph. Unit 11 is located in the northeast (upper right) portion of the building.

The subject site is identified as Future Mixed Use on the Future Land Use Concept Map of the Municipal Development Plan. Policy COM 5.2 indicates that these locations are intended for a combination of residential and commercial land uses. Uses are subject to consideration of compatibility, access, and commercial land needs.

Under the North Area Structure Plan, the subject site is identified as Future Mixed Use. Policy 4.3.2 allows light industrial uses to be considered in the College Business Park area (formerly the CBP District under Land Use Bylaw 300) if related to the operation of the university campus. Policy 4.3.3 indicates that the College Business Park is meant to transition towards institutional and commercial uses, with some possibility of residential, and away from light industrial uses based on the uses allowed under the Land Use Bylaw.



Town of Lacombe
COLLEGE HEIGHTS
OUTLINE PLAN
CONCEPT PLAN
MAP 2

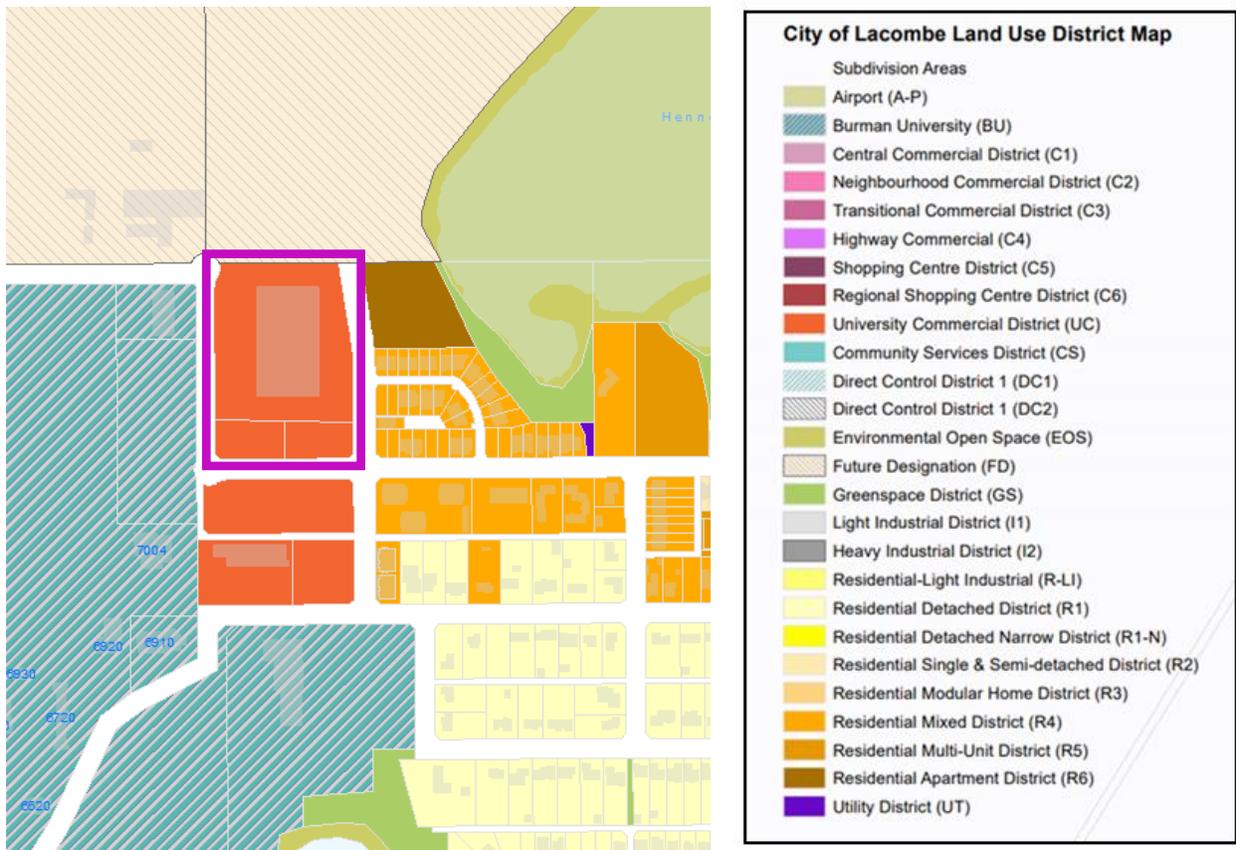
LEGEND:

- PLAN AREA
- COMMERCIAL BUSINESS PARK
- SINGLE FAMILY RESIDENTIAL
- SEMI-DETACHED RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- OPEN SPACE (B-H)
- ENVIRONMENTAL OPEN SPACE (A, I, J)
- PUBLIC UTILITY LOT
- LAGOON RECLAMATION AREA
- COLLECTOR ROAD
- LOCAL ROAD (18m ROW)
- PAVED TRAIL
- MAJOR SIDEWALKS

Dated: January 14, 2002
Date of Amendment: January 23, 2006
Date of Amendment: October 22, 2012
Prepared by: Lacombe Planning & Development Services

REQUEST FOR COUNCIL DECISION

The College Heights Outline Plan shows the subject site, located in northwest corner, as part of the Commercial Business Park. The objective for this area is to create an attractive Commercial Business Park, which includes offices, retail stores, warehousing, and light industrial and manufacturing businesses, which may or may not be related to the operation of the university/college.



The existing zoning in the area aligns with the types of land uses identified in the Municipal Development Plan, North Area Structure Plan and College Heights Outline Plan. The Residential Apartment District site east of the subject site is not developed. The land to the north of the subject site is presently designated Future Designation (FD) and intended for long term residential use under the Municipal Development Plan, the North Area Structure Plan and the Henner Heights Outline Plan.

The subject site is designated University Commercial District (UC). The purpose of the UC District is to provide for a variety of commercial activities and student support services related to the operation of Burman University. Listed permitted and discretionary uses are



REQUEST FOR COUNCIL DECISION

predominantly commercial and includes accessory dwelling unit consistent with the mixed-use opportunity involving residences that is described in the Municipal Development Plan and the North Area Structure Plan.

Listed industrial type uses in the UC District are minor food production facility, distribution facility, general manufacturing, repair facility without outdoor storage yard, veterinary clinic and warehousing. This may reflect the uses allowed under the previous College Business Park District that was in place before the 2015 Municipal Development Plan and the subsequent amendments to the North Area Structure Plan in 2016.

The activities that FSK Paint and Body engage in meet the definition of “autobody and paint shop” in the Land Use Bylaw. The definition in Bylaw 400 is as follows: “autobody and paint shop means development for the repair and/or painting of motor vehicle bodies and frames, and for damaged motor vehicle appraisal services.”

Under Bylaw 400, “autobody and paint shop” is assigned to the Light Industrial District (I1) and Highway Commercial District (C4) as a discretionary use and assigned to the Heavy Industrial District (I2) as a permitted use.

Administration views the addition of another industrial use to the UC District on a permanent basis as inconsistent with the direction given for this area in the Municipal Development Plan and North Area Structure Plan.

Recognizing that the business is operating in Unit 11, Administration supports a limited time approval of the use for a 2 year period. This will provide the applicant the opportunity to obtain a permit for the current location and time to seek out a permanent location with a Land Use Bylaw designation that accommodates autobody and paint shops on a permanent, longer term basis. Administration views the approach proposed by Bylaw 400.29 as still meeting the overall intent of transitioning away from more industrial uses in this area.

The Land Use Bylaw provides the Development Authority the ability to attach conditions that will address potential compatibility issues. This includes conditions prohibiting the creation of any nuisances or impacts that would be apparent from the outside of the building/bay. It also includes the ability to limit the duration of the use to the May 1, 2022 date.

REQUEST FOR COUNCIL DECISION

LEGISLATIVE AUTHORITY:

CITY OF LACOMBE - LAND USE BYLAW 400

- Part 9, Section 10.18 – Land Use Bylaw 400 – UC University Commercial District

MUNICIPAL GOVERNMENT ACT, RSA 2000, C.M-26

- Section 606 – Requirements for Advertising
- Section 640 – Land Use Bylaw
- Section 692 – Planning Bylaws

MUNICIPAL DEVELOPMENT PLAN – GROWING LACOMBE:

- Where We Work: Commercial
 - COM5.2: Mixed Use Development

STRATEGIC PLAN ALIGNMENT:

There is no specific goal or objective that speaks to this type of development. Processing rezoning applications is a core City service.

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

All neighbouring property owners (within 60m) were sent written notification of this application and the public hearing date and time. Broad public notice of the proposed amendment and public hearing was achieved through advertisement in the Lacombe Express and information posted on the City's website.

As of date this RFD was written, Administration received one phone inquiry and one email inquiry from area landowners. The first inquiry was seeking clarification about the nature of the proposed amendment and how the City would limit the time for the use to be on site. No comments were offered. The second inquiry came from the owner of another bay in the same building who had questions about air quality and particulates relating to paint booths and sanding. Their concern relates to potential impact on their bay and its use.

The proposed Land Use Bylaw amendment makes it possible to approve a development permit for the use. This does not absolve the operator of the auto body and paint shop from complying with all other requirements, such as those of the Safety Codes Act and Occupational Health and Safety Act, regarding their business activities and handling of materials. Approvals under other legislation are not needed if a development permit approval is not possible.



REQUEST FOR COUNCIL DECISION

ALTERNATIVE MOTION(S):

1. THAT Council amend Bylaw 400.29 and then give second and third reading.
2. THAT Council refuse second reading of Bylaw 400.29.

ATTACHMENTS:

Bylaw 400.29



REQUEST FOR COUNCIL DECISION

SUBJECT: Bylaw 476 – Central Alberta Regional Assessment Review Board
PREPARED BY: Mauricio Reyes, Senior Manager of Financial Services
PRESENTED BY: Mauricio Reyes, Senior Manager of Financial Services
DATE: April 27, 2020

FILE: 13/417

PURPOSE:

The purpose of Bylaw 476 is to establish a joint assessment review board with partner municipalities that will enable partner municipalities to provide a mechanism for citizens to appeal their property assessment and tax notices.

RECOMMENDED MOTION(S):

1. THAT Council give **second** reading to Bylaw 476 – Central Alberta Regional Assessment Review Board
2. THAT Council give **third** reading to Bylaw 476 – Central Alberta Regional Assessment Review Board

RELATED PRIOR MOTION(S):

1. (April 14, 2020): THAT Council give first reading to Bylaw 476 – Central Alberta Regional Assessment Review Board
2. (March 26, 2018): THAT Council give first reading of Bylaw 456 – Regional Assessment Review Board
3. (April 9, 2018): THAT Council give second and third reading of Bylaw 456 – Regional Assessment Review Board

EXECUTIVE SUMMARY:

In December 2019, Bill 25 was passed by the Legislative Assembly of Alberta. The passing of Bill 25 and recommendations from Municipal Affairs' Municipal Accountability Program have triggered the need to update the City's current Bylaw. By passing Bylaw 476, the City will comply with Bill 25 and will maintain its membership in the joint assessment review board with partner municipalities.

ANALYSIS:

In 2012, The City of Red Deer and the partner municipalities jointly established a Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB) under the provisions of the Municipal Government Act in respect of assessment complaints made by their respective taxpayers of a partner Municipality. The City of Lacombe has been a member of the Regional Assessment Review Board since its creation.



REQUEST FOR COUNCIL DECISION

Section 455 of the Municipal Government Act permits two or more Councils to jointly establish assessment review boards to have jurisdiction in their respective municipalities.

The current Bylaw requires amendments to comply with Bill 25 passed on December 5, 2019, to enact recommendations from Municipal Affairs' Municipal Accountability Program and for general housekeeping. There are no direct operational impacts and no financial impacts related to this bylaw.

The major changes between the current bylaw and the proposed bylaw include:

- Improved language to ensure the Board is established in compliance with legislation
- Improved language related to the Board Member appointments
- Clarified language related to the establishment and responsibilities of the Regional Board Review Committee
- Improved language related to the Regional Advisory Group
- General housekeeping and consistency

Financial Implications

The City is required to pay the annual membership fee of \$2,000 which covers fixed operational costs. The annual fee is included in the 2020 Operating Budget. If complaints are filed and hearings are needed, the City will be required to pay for the costs of holding those hearings. The costs vary depending on the complexity of each complaint review.

Legislative Authority

- Sections 455 MGA RSA 2000 Chapter M-26
- Part 11 of the Municipal Government Act

STRATEGIC PLAN ALIGNMENT:

Establishing Bylaw 476 aligns favourably with the following Strategic Objective:

4.1.2 Maintaining Relationships with Citizens and Regional Partners

Review required services to determine which can best be offered regionally and which should remain City-run.

REQUEST FOR COUNCIL DECISION

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

N/A

ALTERNATIVE MOTION(S):

1. THAT Council give second reading to Bylaw 476 – Central Alberta Regional Assessment Review Board
2. THAT Council NOT give second reading to Bylaw 476 – Central Alberta Regional Assessment Review Board
3. THAT Council give third reading to Bylaw 476 – Central Alberta Regional Assessment Review Board
4. THAT Council NOT give third reading to Bylaw 476 – Central Alberta Regional Assessment Review Board

ATTACHMENTS:

City of Lacombe Bylaw 476 – Central Alberta Regional Assessment Review Board

City of Lacombe Bylaw 456 – Regional Assessment Review Board

REQUEST FOR COUNCIL DECISION



SUBJECT: City of Lacombe 2019 Year in Review
PREPARED BY: Deven Kumar, Communications Coordinator
PRESENTED BY: Deborah Juch, Director of Community Services
DATE: April 27, 2020

FILE: 12/016

PURPOSE:

This report accompanies presentation of the City of Lacombe's 2019 Year in Review for Council's consideration.

RECOMMENDED MOTION(S):

THAT Council approves the City of Lacombe 2019 Year in Review for public release.

RELATED PRIOR MOTION(S):

N/A

EXECUTIVE SUMMARY:

The City of Lacombe 2019 Year in Review is presented for Council's information and for public release. Published continuously since 2011 in print and online versions, the Year in Review's purpose is to account to the public by highlighting activities of City departments and of municipally-supported service delivery agencies; to build community pride; and to archive municipal history. The publication consumes more than 40 hours of City staff time to write, edit, compile and layout, in addition to time needed by external agencies for their contributions. Typically published in March following the reviewed 12-month period, the 2019 Review is approximately one month late due to reallocation of the communications function to pandemic responses.

ANALYSIS:

The City of Lacombe Year in Review was first published in 2011 to inform the public about City activities in the prior calendar year. At the time of the publications inception, Council noted an absence of adequate print media coverage and "uptake" of City social media. In its first year, the Review had a print run of 4,500 copies, which were mailed to each household at a cost of approximately \$20,000.

In 2019, the three primary functions of the Year in Review continue to be to assist Council and Administration to account to ratepayers for use of City resources in the past fiscal year, to build community pride in efforts and accomplishments, and to archive a permanent public record of the municipality's activities.

In addition to other news, the review restates many strategic goals and showcases the leadership, management, and project work done to achieve them. The 2019 review is the ninth consecutive issue to

REQUEST FOR COUNCIL DECISION



record the milestones of departments and of agencies utilizing City resources. Because it is a review, the public does not provide an in-depth recounting of all work performed during the year; these annual publications are a focus on good-news facts and highlights only, with the overall aim of building community pride and celebrating achievements. In this way, the document has been a useful promotional communication tool. The current format is a typical annual review, magazine-style, published by many municipalities across Canada now and in the past and therefore is representative of a best practice.

The publication takes many hours for the Departmental staff to compile and external agencies to write the reports and gather photos. The Review is usually published in March; this year the process was interrupted by the COVID-19 pandemic, which required reallocation of the communications function away from some routine corporate communications tasks.

In recent years, the City has published the review as a downloadable and printable digital document accessible through the City website, both to save printing costs and to provide access the majority of the public prefers. The link is posted under the “City Publications” tab. However, a limited run of printed Year in Reviews are still produced for the public preferring hard copies.

STRATEGIC PLAN ALIGNMENT:

The 2019 Year in Review aligns favourably with a high priority commitment in Council’s 2018-21 Strategic Plan:

- 4.1.1a: Governance – Make the work of Council more accessible.

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

Following the launch of the 2019 Year in Review at this Council meeting, the document will be published and promoted online to the media and the public, and a related media release prepared. A limited number of print copies will be available at City Hall and at other municipal facilities for pickup and casual on-site reading.

ALTERNATIVE MOTION(S):

1. THAT Council approves the City of Lacombe 2019 Year in Review for public release; OR
2. THAT Council approves the City of Lacombe 2019 Year in Review for public release with direction to Administration regarding future Reviews.

ATTACHMENTS:

REQUEST FOR COUNCIL DECISION



The City of Lacombe 2019 Year in Review

REQUEST FOR COUNCIL DECISION



SUBJECT: Board Appointment for Citizens-at-Large
PREPARED BY: Ross Pettibone, Legislative Coordinator/Executive Support
PRESENTED BY: Matthew Goudy, Chief Administrative Officer
DATE: April 27, 2020

FILE: 11/117/2020

PURPOSE:

To bring to Council for approval one appointment for a Citizen-at-Large on the Municipal Library Board as established by Lacombe City Council, through [Bylaw 391](#).

RECOMMENDED MOTION(S):

1. THAT Council appoint Larry Mousseau to the Municipal Library Board with a term ending December 31, 2022.

RELATED PRIOR MOTION(S):

1. (October 28, 2019): THAT Council approve the Board appointments and reappointments as presented, with remaining vacancies to be advertised.

EXECUTIVE SUMMARY:

For all Citizens-at-Large positions on Boards and Committees, administration conducts public advertising, obtains approval from the Mayor, distributes applications to the receiving Board or Committee for information, with recommended appointments/reappointments presented to City Council for ratification.

The proposed reappointment will:

- Fill one of two vacancies (minimum five members, maximum ten) on the Municipal Library Board.

ANALYSIS:

The candidate and the Library Board are aware of, and endorse, the proposed appointment.

Advertising continues for unfilled 2020 vacancies on the Municipal Planning Commission, Art Collection Committee, Arts Endowment Committee, and Lacombe Library Board.

REQUEST FOR COUNCIL DECISION



Municipal Library Board (Bylaw 391/Libraries Act)

(Terms up to three years, can be reappointed up to two additional terms, up to nine years consecutive)

- Council: Don Gullekson, 2019, - At Pleasure
- Citizen at Large: Lynda Nicholls, Jan 1/19 – Dec 31/21 (*Appointed 2019*)
- Citizen at Large: Nancy Lightbown, Jan 1/19 – Dec 31/21 (*Appointed 2016*)
- Citizen at Large: Della Quick, Jan 1/18 – Dec 31/20 (*Appointed 2018*)
- Citizen at Large: Ingrid Luymes, Jan 1/19 – Dec 31/21 (*Appointed 2016*)
- Citizen at Large: Christina Lister, Aug 13/19 – Aug 13/22 (*Appointed 2019*)
- Citizen at Large: Tamara Helder, Jan 8/18 – Dec 31/20 (*Appointed 2018*)
- Citizen at Large: VACANT, to Dec 31/22
- Citizen at Large: VACANT, to Dec 31/22

STRATEGIC PLAN ALIGNMENT:

Ensuring the City's Library Board has sufficient, qualified board members aligns favourably with Strategic Objective 4.5.8:

Encourage Volunteerism: To Support Volunteerism in the Community.

A. Strongly support volunteerism.

B. Advertise volunteerism partnering opportunities to build a growing sense of community.

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

Positions are publicly advertised per policy.

ALTERNATIVE MOTION(S):

1. THAT Council approve the appointment of Larry Mousseau to the Municipal Library Board with a term ending December 31, 2022.
2. THAT Council not ratify the appointment and direct the administration on how they wish to proceed

ATTACHMENTS:

Board Appointments/Reappointments for Citizens-at-Large

REQUEST FOR COUNCIL DECISION



Citizen-at-Large Board/Committee/Commission Appointments

City of Lacombe Municipal Library Board

Appoint Larry Mousseau for a term ending December 31, 2022.