1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. ITEMS FOR DISCUSSION AND RELATED BUSINESS

3.1 Select Items for Debate

3.2 Vote on Items not Selected for Debate

4. ADOPTION OF PREVIOUS MINUTES

4.1 Approval of Minutes of the Council Meeting held January 13, 2020

5. RECOGNITION ITEMS

6. PUBLIC COMMENTARY

7. PUBLIC HEARING

8. PRESENTATIONS

9. BUSINESS

9.1 Technology Requirements Update

TIME SPECIFIC 7 PM

(J. Graham)

(Presentation Attached)

9.2 2019 - 2022 City of Leduc Strategic Plan - Q3 Update

(M. Hay)

9.3 Census 2020

(S. Davis)
10.  BYLAWS

10.1 Bylaw No.1040-2019 - Amendment to Land Use Bylaw No. 809-2013 (1st Reading)  
(D. Peck)

10.2 Bylaw No. 1042-2019 - Borrowing Bylaw for Protective Services Expansion and Life Cycle Replacements (1st Reading)  
(J. Cannon / B. Knisley)

10.3 Bylaw No. 1043-2019 - Advertising Bylaw (1st Reading)  
(S. Davis)

11.  PUBLIC COMMENTARY

12.  CLOSED SESSION

12.1 Council Appointment of a Public Member to the Youth Council  
FOIP s 24 & 29  
(Councillor L. Hansen)

12.2 Organizational Review Facilitation - Proponent Selection  
FOIP s.16, 19, 24 and 25  
(M Hay)

13.  RISE AND REPORT FROM CLOSED SESSION

14.  INFORMATION REPORTS

14.1 Mayor's Report

15.  ADJOURNMENT
MINUTES OF THE CITY OF LEDUC
COUNCIL MEETING

Monday, January 13, 2020

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

Also Present: M. Pieters, A/City Manager, S. Davis, City Clerk

1. CALL TO ORDER
Mayor B. Young called the meeting to order at 7 pm.

2. ADOPTION OF AGENDA
MOVED by Councillor B. Beckett
That the agenda be adopted as presented.

Motion Carried Unanimously

3. ITEMS FOR DISCUSSION AND RELATED BUSINESS
3.1 Select Items for Debate
The following items were selected for debate:

9. BUSINESS

9.2 Homelessness in Leduc Update for January 13, 2020

3.2 Vote on Items not Selected for Debate
Votes recorded under item headings.

4. ADOPTION OF PREVIOUS MINUTES
4.1 Approval of Minutes of the Council Meeting held December 2, 2019
MOVED by Councillor T. Lazowski
That the minutes of the Council Meeting held December 2, 2019, be approved as presented.

Motion Carried Unanimously

4.2 Approval of Minutes of the Special Council Meeting held January 6, 2020

MOVED by Councillor T. Lazowski

That the minutes of the Special Council Meeting held January 6, 2020, be approved as presented.

Motion Carried Unanimously

5. RECOGNITION ITEMS

There were no Recognition Items for the agenda.

6. PUBLIC COMMENTARY

C. Bellig, a resident of the City of Leduc, expressed concerns about the removal of the basketball hoops from Doris Smith Park. The basketball hoops were removed as a result of residents filing noise complaints.

C. Bellig stated that her family, and other families, use the park daily, particularly the basketball hoops. C. Bellig acknowledged that there is often use of the park after the park is closed and placing a to call authorities is always an option. Options were discussed between residents and Administration; however, the decision to remove the hoops was upheld.

C. Bellig requested that the basketball hoops remain until a compromise can be reached.

D. Melvie, General Manager, Community and Protective Services, answered the Committee’s questions.

7. PUBLIC HEARING

There were no Public Hearings for the agenda.

8. PRESENTATIONS

There were no Presentations for the agenda.
9.  BUSINESS

9.1  Recreation Cost Sharing Agreement Update

MOVED by Councillor T. Lazowski

That Council approve the Recreation Cost Sharing Agreement and direct the City Manager to execute the Agreement on behalf of the City of Leduc.

Motion Carried Unanimously

9.2  Homelessness in Leduc Update for January 13, 2020

D. Brock, Director, Community and Social Development, made a PowerPoint presentation (Attached to the Agenda). D. Brock advised that the homeless population has become more visible in Leduc. Thirty-one (31) different individuals have accessed the services being provided at the Leduc Hub Association's ("HUB") Overnight Winter Shelter.

There is a cost to operating the Overnight Winter Shelter, primarily for security.

D. Brock, D. Melvie, General Manager, Community and Protective Services, and D. Paterson, HUB, answered Council's questions.

MOVED by Councillor B. Beckett

That City Council provide funds, in the amount of $45,000, to Leduc Hub Association to cover the cost of security at the Overnight Winter Shelter.

Motion Carried Unanimously

10.  BYLAWS

There were no Bylaws for the agenda.

11.  PUBLIC COMMENTARY

There was no public commentary.

12.  CLOSED SESSION

There were no Closed Session items for the agenda.

13.  RISE AND REPORT FROM CLOSED SESSION
14. **UPDATES FROM BOARDS & COMMITTEES**

14.1 Council Member Updates from Boards & Committees

There were no updates.

14.2 Council Member Updates from Commissions, Authorities, Other

Councillor B. Beckett advised that the City of Leduc holds the contract to provide administrative services to the Capital Region Southwest Water Commission. The contract is coming up for renewal. If no other municipalities come forward, the City of Leduc will be asked to renew the contract.

15. **INFORMATION REPORTS**

15.1 Mayor’s Report

There was no discussion.

15.2 Building Inspector’s Report

There was no discussion.

15.3 Newly Issued Business Licences

There was no discussion.

16. **ADJOURNMENT**

The Council meeting adjourned at 7:26 pm.

______________________________________________
B. YOUNG, Mayor

______________________________________________
S. DAVIS, City Clerk
EXECUTIVE SUMMARY

The need to upgrade the technology in the City of Leduc Council Chambers came from two business drivers. Firstly, in September 2018, Council members identified issues with the audio and media capabilities in chambers (see Attachment 3 for details). Secondly, the implementation of the eSCRIBE Meeting Management system will provide functionality that requires updated technology in Chambers in order to deliver the expected benefits to Council, the public and administration.

Administration met with the Mayor, members of Council and other stakeholders to understand the needs of each group (see attachment 4 for details). Comtec Associates Ltd were engaged to assist in understanding and identifying the audio-visual options that will meet these business needs.

Options developed by Comtec were presented at Committee of the Whole October 21, 2019. Information from other municipalities was provided on October 28, 2019 at which time a motion was passed requesting Administration to bring forward additional options, with price points. This report provides these additional options for Council’s consideration and decision.

Two lower cost options have been provided in this report. The first option is based on the system design that was presented on October 21, 2019 but is limited to just the components needed to address the “pain points” related to reliably displaying and controlling presentation content. The remainder of the components from the October proposal can be added at a later date to achieve all the audio and visual functions that are needed. This design was proposed as it provides a system that has a high life time value. By integrating multiple components, it is flexible and expandable as components can be added as needed and resilient in that if one component fails the others will still function.

The second option provides media/presentation switching and control and audio processing built into the same device, with lower costs than Option 1 which provides only media/presentation switching and control. However, because it is a single piece of equipment, it cannot be expanded if needed in the future and, if it fails, will leave Chambers without audio-visual functions.

Once an option is selected, Administration will develop the request for proposal (RFP) to procure the solution and work with Facility and Property Services to determine any renovation requirements and develop a complete implementation schedule.

Given the budget constraints expressed by Mayor and Council and the functionality that is desired, Option 2 provides the greatest value for the City.

RECOMMENDATION

1. That Council directs Administration to proceed with the procurement processes for the acquisition, installation and implementation of Option 2, and Additions A and B as set out in this report, for estimated hardware, labour, electrical and renovation costs not exceeding $74,600.
COUNCIL REQUEST FOR DECISION

2. That Council approve that the funds allocated for this project being $55,000 in 092.370 Meeting Management Software project and $19,600 from 092.360 IT Governance project, be carried forward into the 2020 Budget.

RATIONALE

At Committee of the Whole 2019 October 21, Mayor and Council reviewed options developed by Comtec to upgrade audio-visual technology for the City of Leduc Council Chambers. Mayor and Council moved that this item be brought forward to the City Council meeting on 2019 October 28 for decision. (Refer to Attachment 5 for report 2019-CoW-031, “Council IT Support Update - Chamber Technology Requirements, 2019 October 21” and to Attachment 6 for details on the Estimates for Audio Visual Technology for City of Leduc Council Chambers, presented on October 21, 2019.)

On October 28, 2019 J. Graham, Chief Information Officer, provided Council with further supporting information on council chamber technology options from neighbouring municipalities. At this time, Council passed a motion to request Administration to bring forward additional options, with price points, relative to the Council Chamber Technology upgrades.

In response to this motion, Comtec has prepared designs and estimates in addition to those that were reviewed on October 21, 2019. Attachment 1 provides details for each new option. These products offer performance, reliability and contractor support while presenting a lower investment approach.

The alternatives provided in the Committee of the Whole report October 21, 2019 were based on mid-range cost technology using a system design that integrates multiple components to provide flexibility for growth and expansion as well as redundancy so that if one component fails, others will still be operational. Option 1 is less expensive than the alternatives presented on October 21, 2019 because it includes just the components from the original design needed for media and presentation control.

Option 2 provides media/presentation switching and control and audio processing built into the same device, with lower cost than Option 1 that provides only media/presentation switching and control. However, because it is a single piece of equipment, it cannot be expanded if needed in the future and, if it fails, will leave Chambers without audio-visual functions.

Costs for additional items are provided for video camera and streaming, for replacement of projectors and wide format screens and for a discussion microphone system and gallery speaker upgrades. These additions A, B or C may be combined with either Option 1 or Option 2.

The following budget estimates include the “turnkey” supply and installation of equipment as well as programming and optimization of all systems. These estimates do not include electrical infrastructure and renovation costs which are estimated at $10,000.

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Option 1: Presentation and Media Delivery System – IP Computer Network</strong></td>
<td>$37,000</td>
</tr>
</tbody>
</table>

This option provides administration with a control panel for easy control of 4 media inputs (e.g. laptops or tablets) so that any laptop or tablet can be shown on any display. It also ensures that audio for video presentations will be heard over the existing speakers.

This option is part of a design for a fully networked system which can change and grow as needed using standard off-the-shelf equipment. It allows devices for audio, displays, control etc. to be connected for a complete system which limits exposure to total system failure if any one piece fails.
It includes the presentation and media portion of the original proposal presented on October 21, 2019 as well as the control systems that allow other components to be added later.

Since this option uses existing microphones, Addition B is needed to increase audio quality within Chambers and especially for recorded and/or streamed audio.

To provide the same functions as Option 2, additional components for audio processing will need to be added at a later date.

Cost Breakdown: Hardware: $27,150 / Labour: $9,850

**Option 2: Presentation and Media Delivery System - Matrix Switcher**

Like Option 1, this system allows administration to control which laptops or tablets are shown on any display. The “Matrix Switcher” includes a control processor, audio signal processor and amplifier, making this option an excellent value when considering its initial investment cost. The device can also be managed over the computer network.

However, this option is based on a proprietary media delivery protocol and is configured with a fixed number of inputs (laptops or tablets) and outputs (monitors, display screens, laptops). This limits the flexibility to expand in the future and requires the right number of inputs and outputs to be purchased upfront to allow for any growth. As well, since this system is all in one component, any failure of this device will result in a total loss of audio-visual operations.

Since this option uses existing microphones, Addition B is needed to increase audio quality within Chambers and especially for recorded and/or streamed audio.

Cost Breakdown: Hardware: $24,500 / Labour: $10,300

**ADDITION A: Fixed Camera and Streaming Video Appliance**

Cost Breakdown: Hardware: $5,100 / Labour: $900

**ADDITION B: Discussion Microphone System and Loudspeaker Upgrade**

The Discussion Microphone System will significantly improve audio clarity, remove feedback and provide improved discussion management for council discussions. It also improves the quality of the audio that is recorded and/or streamed outside the building for public viewing.

The discussion microphone system includes 15 microphone stations and gooseneck mics and a main conference processor. Meeting audio can be recorded on a USB storage device such as a memory stick. Speakers in the gallery will be upgraded to maximize sound quality and coverage.

Can be combined with either Option 1 or Option 2.

Cost Breakdown: Hardware: $18,600 / Labour: $5,200

**ADDITION C: Projectors and Screens Upgrade**

Two 6000 Lumen Laser projectors with lens and two replacement widescreen format motorized screens.

Cost Breakdown: Hardware: $26,500 / Labour: $6000

*Budgetary estimates include the following and will be supplied by the winning bidder.*
COUNCIL REQUEST FOR DECISION

1. Turnkey supply and installation of Audio Visual with Control Systems.
3. Budgetary estimates do not include electrical infrastructure and renovation costs which are estimated at $10,000.

STRATEGIC / RELEVANT PLANS ALIGNMENT

The audio-visual technology upgrade for Council Chambers are in support of the following action identified in the 2019-2022 Strategic Action Plan.

GOAL 1: A City Where People Want to Live, Work and Play
STRATEGY 1: Enhance citizen engagement, with a focus on youth, in shaping and building our community.
ACTION: Implement enhancements to Meeting Management (i.e. document search, meeting recording/live feeds, etc.)

ORGANIZATIONAL IMPLICATIONS

ADMINISTRATION:

Once an option is selected, Comtec will create the infrastructure and specification documents and Corporate Information and Technology will develop the request for proposal to procure the solution.

RISK ANALYSIS: FINANCIAL / LEGAL:

All budget estimates include the “turnkey” supply and installation of audio-visual equipment with control systems as well as programming and optimization of all audio and visual systems. The hardware and labour budget estimates for each option do not include electrical infrastructure and renovations. The budget for electrical infrastructure and renovations is estimated at $10,000 for both options. The RFP and procurement process will determine quoted costs for hardware, labour, electrical infrastructure and renovations.

IMPLEMENTATION / COMMUNICATIONS:

Corporate Information and Technology will plan and execute the implementation project and collaborate with Facility and Property Services to determine physical renovation requirements and develop a complete implementation schedule.

ALTERNATIVES:

1. That Council directs Administration to proceed with the procurement processes for the acquisition, installation and implementation of Option 1 and Additions A and B for estimated hardware and labour costs of $66,800 and estimated electrical renovation costs of $10,000 with additional components needed for a complete audio-visual system (identified in attachment 6) to be acquired at a later date and that funds allocated for this project, that is, $55,000 in 092.370 Meeting Management Software project and $21,800 from 092.360 IT Governance project, be carried forward into the 2020 Budget

2. That Council directs Administration to proceed with the procurement processes for the acquisition, installation and implementation of Option 2 and Additions A and B for estimated hardware and labour costs of $64,600 and estimated electrical renovation costs of $10,000 and that funds allocated for this project, that is, $55,000 in 092.370 Meeting Management Software project and $19,600 from 092.360 IT Governance project, be carried forward into the 2020 Budget.
3. That Council directs Administration to proceed with the procurement processes for the acquisition, installation and implementation of a combination of Option 1 or 2 and Additions A, B and/or C as they deem appropriate and that appropriate funds allocated for this project in 092.370 Meeting Management Software project and 092.360 IT Governance project, be carried forward into the 2020 Budget.

ATTACHMENTS
Attachment 1: Estimates for Audio Visual Technology for City of Leduc Council Chambers, 2020 January 27
Attachment 2: Chamber Audio Visual Technology Presentation, January 27, 2020
Attachment 3: Information Technology Services and Support Model for Leduc City Council, September 18, 2018
Attachment 4: Council Chambers Audio Visual Business Requirements
Attachment 6: Estimates for Audio Visual Technology for City of Leduc Council Chambers, 2019 October 21
Attachment 1: Estimates for Audio and Visual Technology for Council Chambers January 27, 2020

Item Budget Estimates

Option 1: Presentation and Media Delivery System – IP Computer Network $37,000

This Presentation and Media Delivery option provides administration with a control panel for flexible and easy control of 4 media inputs allowing any input such as laptop or tablet to be displayed on any or all displays such as projectors. It also ensures that audio for video presentations will be heard over the existing speakers.

This option follows the original intent to implement a fully networked system approach, which ensures full scalability using standard off-the-shelf ethernet switches. It provides the presentation and media portion of the original proposal presented on October 21, 2019 as well as the backend control systems in a way that allows other components to be added at a later date.

This approach enables all devices (audio, control, etc) to be integrated for a complete system once all components are upgraded, which limits Council’s exposure to a total system failure should any one device fail.

This option uses existing microphones. Addition B is needed to increase audio quality within Chambers and especially for recorded and/or streamed audio.

This option does not include audio processing which would need to be added later to address sound quality.

a) Cost Breakdown: Hardware: $27,150 / Labour: $9,850

b) Control System
   - 10” Touch screen panel at Administration’s desk to control system power and switching between media inputs

c) Video over IP technology provides a flexible roadmap to add additional inputs and outputs in the future. This option includes the following.
   - 4 input plates and IP encoders for presenters and administration
   - 2 outputs and IP decoders to existing projectors
   - 1 input and IP encoder from E-scribe voting system
   - VLAN switch
   - Category 6 wiring throughout the system

d) Components Details

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Component Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Touchpanel - 10” tabletop</td>
<td>1</td>
<td>AMX MT-1002 or Crestron TSW-1060</td>
</tr>
<tr>
<td>Control Processor</td>
<td>1</td>
<td>AMX NX-2200 or Crestron CP3N</td>
</tr>
<tr>
<td>VLAN Layer 3 MNG switch</td>
<td>1</td>
<td>CISCO SG350 series</td>
</tr>
<tr>
<td>HDMI wallplate encoder</td>
<td>4</td>
<td>AMX SVSI 2300 series or Crestron NVX series</td>
</tr>
<tr>
<td>IP media decoders</td>
<td>3</td>
<td>AMX SVSI 2300 series or Crestron NVX series</td>
</tr>
<tr>
<td>IP media encoders</td>
<td>2</td>
<td>AMX SVSI 2300 series or Crestron NVX SERIES</td>
</tr>
<tr>
<td>Cable package</td>
<td>1</td>
<td>Custom</td>
</tr>
<tr>
<td>Motorized screens</td>
<td>2 - existing</td>
<td></td>
</tr>
<tr>
<td>Projectors</td>
<td>2 - existing</td>
<td></td>
</tr>
<tr>
<td>Wireless presentation system</td>
<td>1 - existing</td>
<td></td>
</tr>
</tbody>
</table>

e) Audio output from the Media Delivery system will feed into the existing audio hardware (no additional audio processing or upgrades are included in this option)

f) New equipment will be mounted in existing equipment rack
Option 2: Presentation and Media Delivery System - Matrix Switcher

Like Option 1, the system provides full presentation and media switching control allowing any input to be displayed on any or all displays. Included in the Matrix Switcher is a full featured control processor, audio signal processor, and amplifier, making this option an excellent value when considering its initial investment cost. The device can also be managed over the IP computer network.

Option 2 provides the added benefit of the control and audio processing built into the same device, with lower cost than option 1 that provides media switching and control only. It includes extra audio processing that would need to be added later with Option 1.

However, this option is not open architecture, meaning that the device must be purchased with enough connections to meet future needs which limits the flexibility to expand in the future. As well, there is a slight liability in that the majority of the functionality is contained in a single box, which, if it fails, will result in a total loss of operations.

This option uses existing microphones. Addition B is needed to increase audio quality within Chambers and especially for recorded and/or streamed audio.

a) Cost Breakdown: Hardware: $24,500 / Labour: $10,300

b) Control System Processor Integrated into Matrix Switcher hardware
   - 10” Touch screen panel at admin desk to control system power and media input switching

c) Media Delivery system based on a fixed input/output count matrix switcher frame
   - 4 input plates distributed at Council desk
   - Outputs (2) to existing projectors
   - Input from e-Scribe voting system

d) Matrix Switcher includes built-in audio processing and Audio Amplifier for media inputs and two (2) external microphone inputs.
   - Audio processing will assist in maximizing performance of Media inputs and existing loudspeakers.
   - Existing microphone system hardware to feed into Matrix switcher. No significant benefit is realized for the existing microphone system performance.

e) Component Details

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Component Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Touchpanel - 10” tabletop</td>
<td>1</td>
<td>Extron TLP PRO 1025T</td>
</tr>
<tr>
<td>Ethernet Swith with PoE</td>
<td>1</td>
<td>CISCO, LUXUL</td>
</tr>
<tr>
<td>Matrix Switcher</td>
<td>1</td>
<td>Extron DTPCrossPoint 108 4K with Link license / controller</td>
</tr>
<tr>
<td>Power sequencer</td>
<td>1</td>
<td>Furman CN-2400S, Surgex SEQ-1U</td>
</tr>
<tr>
<td>Equipment rack &amp; accessories</td>
<td>1</td>
<td>Middle Atlantic ERK series</td>
</tr>
<tr>
<td>HDMI receivers</td>
<td>2</td>
<td>Extron DTP HDMI 4K 230 RX</td>
</tr>
<tr>
<td>HDMI transmitters</td>
<td>2</td>
<td>Extron DTP HDMI 4K 230 TX</td>
</tr>
<tr>
<td>HDMI wallplate transmitter</td>
<td>1</td>
<td>Extron DTP T UWP 4K 232D</td>
</tr>
<tr>
<td>Motorized screens</td>
<td>2 - existing</td>
<td></td>
</tr>
<tr>
<td>Projectors</td>
<td>2 - existing</td>
<td></td>
</tr>
<tr>
<td>Wireless presentation system</td>
<td>1 - existing</td>
<td></td>
</tr>
</tbody>
</table>

f) Includes supply and installation of new lockable, metal equipment rack.
**ADDITION A: Fixed Camera and Streaming Appliance**

- **Cost Breakdown:** Hardware: $5100 / Labour: $900
- **b)** High resolution, wide angle lens fixed position camera
- **c)** Streaming encoder
- **d)** Component Details

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Component Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed, wide angle lens camera</td>
<td>1</td>
<td>Panasonic AW-UE4,</td>
</tr>
<tr>
<td>Streaming encoder</td>
<td>1</td>
<td>Matrox Monarch HD, AJA HELO</td>
</tr>
<tr>
<td>Streaming encoder rack kit</td>
<td>1</td>
<td>Matrox, AJA</td>
</tr>
<tr>
<td>Camera wall mount</td>
<td>1</td>
<td>Panasonic</td>
</tr>
<tr>
<td>Cable package</td>
<td>1</td>
<td>Custom</td>
</tr>
</tbody>
</table>

**ADDITION B: Discussion Microphone System and Loudspeaker Upgrade**

This addition will significantly improve the audio clarity, deliver feedback free performance, and offer improved discussion management for council discussions. It can be combined with either Option 1 or Option 2.

The addition of the discussion system also directly impacts the quality of the audio that is recorded and/or streamed outside the building for public viewing.

- **Cost Breakdown:** Hardware: $18,600 / Labour: $5200
- **b)** Wired Discussion Microphone System
  - 15 Microphone stations
  - 15 Gooseneck mics with Tricolor LED rings
  - Main conference processor
  - Capable of recording meeting discussion audio to connected USB storage device
- **c)** Upgraded loudspeakers to maximize sound quality and coverage for gallery area
- **d)** Component Details

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Component Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion control unit</td>
<td>1</td>
<td>Audio Technica ATUC-50CU</td>
</tr>
<tr>
<td>Delegate station</td>
<td>15</td>
<td>Audio Technica ATUC-50DU</td>
</tr>
<tr>
<td>Gooseneck microphone</td>
<td>15</td>
<td>Audio Technica ATUC-M58H</td>
</tr>
<tr>
<td>Ceiling speakers</td>
<td>8</td>
<td>Community D6, Martin Audio C6.8T</td>
</tr>
<tr>
<td>Cable package</td>
<td>1</td>
<td>Custom</td>
</tr>
</tbody>
</table>

**ADDITION C: Projector and Screen Upgrade**

- **Cost Breakdown:** Hardware: $26,500 / Labour: $6000
- **f)** 6000 Lumen Laser projector with lens
- **g)** Replacement widescreen format motorized screens
- **h)** Component Details

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Component Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laser projector</td>
<td>2</td>
<td>Epson PRO L1100 with lens or Panasonic PT-MZ670U with lens</td>
</tr>
<tr>
<td>Motorized screen</td>
<td>2</td>
<td>DA-LITE or Draper</td>
</tr>
<tr>
<td>Projector mounts</td>
<td>2</td>
<td>Chief, Peerless, or Crimson AV</td>
</tr>
</tbody>
</table>
Presentation/Media Switching & Control

Option 1 – Incremental/Open Approach

- control panel - any source can be displayed on any or all displays
- presentation/media & control of proposal from October 21 - other components added later
- original networked system approach to ensure full scalability using standard off-the-shelf equipment
- limits exposure to a total system failure if any one device fails
- does not include audio processing which would need to be added later
- uses existing microphones - Addition B is needed to increase audio quality within Chambers and especially for recorded and/or streamed audio

Option 2 – Proprietary Vendor Approach

- control panel - any source (can be displayed on any or all displays
- control and audio processing built into the same device
- not open architecture - must be purchased with enough connections to meet future needs - limits flexibility to expand in the future
- majority of the functionality is in a single box - if it fails chambers will loose all operations
- includes audio processing that would need to be added later with Option 1
- uses existing microphones - Addition B is needed to increase audio quality within Chambers and especially for recorded and/or streamed audio
Option 1: Presentation/Media Switching & Control

The “Front End”

Tabletop Control Touch Panel

AMX or Crestron
Option 1: Presentation/Media Switching & Control

The “Back End”

AMX or Crestron

Control Processor

Switch

CISCO
Option 1: Presentation/Media Switching & Control

The "Back End"

Media Encoders/Decoders

Encoders and Decoders distribute 4K visual quality quickly to anyplace you need video.

Expand without replacing infrastructure - add an Encoder to each video source and a Decoder to each display or projector.

Wall Plates

AMX or Crestron
Option 2: The “Front End” & The “Back End”

**Front End:**
- Council, Admin, Media

- Media Audio Distribution
- Microphone Stations
- Laptops / Computers
- Wireless Tablets etc.
- Touch Panel

**Back End**
- Extron Matrix Switcher
- Streaming Encoder

**Front End:**
- Gallery

- Speakers
- Fixed Camera
- Existing Projectors

**Legend**
- Addition A
- Addition B
The “Front End”

Control which sources get sent to which destinations

Sources - computers, cameras, Blu-ray players, etc.

Destinations - projectors, flat panel displays and video conference etc.
Option 2: Presentation/Media Switching & Control

The “Back End”

Extron Matrix Switcher

HDMI Receivers & Transmitters

Extron Transmitter

Extron Receiver
Option 2: Presentation/Media Switching & Control

The “Back End”

Extron Wall Plates

Power Sequencer/Conditioner

Furman or Surgex
Addition A: Fixed Camera & Streaming

**The “Front End”**

Fixed, wide angle Camera

Panasonic

**The “Back End”**

Streaming Encoder

Matrox or AJA
Addition B: Discussion Microphone System & Loudspeaker Upgrade

The “Front End”

Delegte Station & Microphone

Audio Technica

Ceiling Speakers

Martin Audio or Community

The “Back End”

Discussion Control Unit

Audio Technica
Addition C: Projector & Screen Upgrade

Laser Projector

- Epson or Panasonic

Motorized Screen

- Draper or DA-LITE
Questions & Discussion
Information Technology Services and Support Model for Leduc City Council

Kate Rozmahel, Errington Hill Consulting Inc.
Joanne Graham, Chief Information Officer, City of Leduc
Kim Bain, City Manager’s Office, City of Leduc

September 28, 2018
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SCOPES OF THE STUDY AND REVIEW OBJECTIVES

The City of Leduc’s Corporate Information and Technology (CIT) department commissioned a review of the information technology (IT) support requirements of City Council. The requirements gathered will form the basis of a new IT support model for the Mayor and Councillors.

The objectives of the assessment were threefold:

1. Gain an understanding of the IT support expectations and requirements of Council members;
2. Explore and understand any issues and challenges the Mayor and Council may be having with the City’s IT services and support; and
3. Gain a perspective on the improvements needed, both in the short term to alleviate urgent challenges and over the longer term, to enhance the IT support provided to Council members.

APPROACH

The approach taken included:

1. Interviewing the Mayor and Councillors, to discuss their IT service and support requirements with respect to mobile devices, tablets, desktops and phones;
2. Documenting the conversation and points discussed during each interview;
3. Organizing the commentary into key themes, focusing on email, calendaring, shared contacts, printing, authentication, access to documents, device and service support, training and any other support requirements that emerged through the interviews; and
4. Preparing the findings, with associated recommendations, in a document suitable for distribution and sharing with the Mayor, City Council members, and senior members of the City’s Administration.

IT support models include three elements:

1. the support team that provides hands-on support to the IT user;
2. the policies and processes that govern how support is delivered; and
3. the technologies that are provided to the end user to enable them to perform the tasks and duties of their role.

The study examined all three aspects of the IT support model for Council members. An implementation plan, with target dates and accountabilities will follow in a separate document. Progress and updates against the implementation plan will be published on a regular basis.
SUMMARY OF FINDINGS: EXPECTATIONS AND REQUIREMENTS

TECHNOLOGY

The following insights, including opportunities for improvement, gathered through interviews with the Mayor and Councillors, are specific to the technologies Council members are using to meet the requirements of their roles.

Devices and Productivity Tools: Council members selected Apple devices (MacBook laptops and iPad Pros) as their main devices. These devices are used to access emails, calendars, and documents that are downloaded from the Council portal. iPhones and Samsung phones are also present in the environment. Council members use a mix of productivity tools for email and calendaring including: Outlook for iOS, Outlook App for the Web (OWA), Apple mail and calendar and Google Gmail and calendar. Adobe is also used by several Councillors to organize, read and in some instance annotate Council briefing materials.

Council Portal: The Mayor and Councillors download the Council Agenda and associated briefings from a central portal with documents, in most cases, being saved on to devices for later viewing. Sharing of documents, if needed, is facilitated via emailing. The Council Portal is easy to use and enables Council members to quickly access Council briefing material for both upcoming and past meetings of Council and Committee of the Whole.

Printing: Printing services for Councillors is provided through a single printer located in the Council Lounge that supports printing by emailing the document to the printer. The printer has been set up with preset options including color duplex printing. Most Councillors choose not to use the printer in the Council boardroom instead printing materials at home, work or with assistance from City staff.

Issues with Password Lock Outs: There have been instances in the past few months when access to the Council Portal, email and calendar were locked out. This was primarily due to synchronization issues from passwords embedded in Apple security features such as keychains and has recently been rectified.

Wi-Fi: Council devices are setup to automatically connect to Council Secure, a secure Wi-Fi network, while they are in any Civic buildings. In addition, Council members use AirCards and SIM cards in their devices when working remotely. Council members have noticed Wi-Fi reliability and speed issues in the Council Chamber and have observed Administration staff getting “bumped off” or having difficulty connecting to the City network using Wi-Fi.

Council Chamber Technologies: At times, the public or organizations have presentations and videos to share with Council during meetings. The technology in the Council Chamber needs to be able to accommodate these requests in a seamless and reliable manner without excessive manual intervention. There have been instances where technology issues in the Chamber have prevented presenters (staff and guests) being able to share videos and presentations as requested. In addition, several Councillors have noticed sound issues in the Chamber with Council members unable to clearly hear speakers (both guests and other Council members). The positioning of monitors was also mentioned as an impediment for seeing and hearing presenters.

Calendar Synchronization Issues: It is important that email and calendars are reliably synchronized and up to date to ensure that Council members can fulfil their community engagement and event obligations. There have been instances of events disappearing from calendars. In addition, some Councillors have noticed the calendar on their phone not updating appropriately (for example, events were accepted on the iPhone, but the tracking status is not updated in the calendar that originated the event). As a result, there is a lack of
confidence in the reliability of the email and calendaring service. As a result, one Councillor maintains a paper-based copy of their calendar. Some Councillors recently changed from the native Apple calendar to the Outlook IOS application which seems to have alleviated some of the calendaring issues. In addition, recent changes in the processes that Administration follows when creating meeting invitations has also reduced the instances of multiple calendar entries for single events.

Network Access & Authentication: In general, Councillors do not require access to the corporate City network to perform their duties. However, the Mayor does require access to documents stored on the corporate network and printing services and generally has more day to day support requirements than other Council members. There is a preference to keep the authentication and password protocol simple and easy to use. Council members prefer easy access to materials on the Council Portal without authenticating via a second factor device (i.e. RSA token).

Social Media: Connecting with the community, residents and organizations using different social media channels is important for some Council members. The City has updated its webpage and is active on social media including Facebook, Instagram and Twitter. Some members of Council actively post and/or repost messages, event news and updates both on the City’s Facebook page and on their own social media channels.

PEOPLE & PROCESSES

The following insights with respect to IT support, as it relates to personnel and processes, were gathered through interviews with the Mayor and Councillors:

Service First Orientation: The City of Leduc has adopted a philosophy “to make it easier for residents and Leduc businesses and organization to do business with the City.” This orientation is relevant for both external public services and internal services like IT. There were several comments from Council members about the lack of an affirmative “service first” attitude exhibited by the IT department towards Council members’ technology requests, particularly at the start of the term when the Councillors initially purchased their Apple devices. A few Council members commented that the IT department is viewed by some members of Council and some City staff as a ‘bottleneck’, unsupportive of potential modernization efforts as it relates to the adoption of new technologies. In several interviews Council members reaffirmed, that since their initial experience at the start of their term, IT support staff have been more receptive to their support requests and have, in some cases, provided excellent customer service.

Support for Apple Devices: There was consensus from Council members that the IT department needs to support Apple devices going forward. Several also commented that, if required, the IT department should offer Apple devices as part of the City’s standard technical environment. As many Councillors have personal and business commitments during the day time management is key. Therefore, any support IT can provide with respect to hardware, applications, and computer peripherals that can assist Councillors is appreciated. In addition, the limited support and the reluctance or inability to allow Apple devices to authenticate onto the City’s internal network has inhibited some Council members, particularly the Mayor, from leveraging basic technology services including access to documents and printing services.

Orientation and Training: At the start of the Council term, Councillors set up their own devices. As the City’s technology staff currently do not support Apple devices, training and technical support for Councillors is limited. The Mayor and Councillors provide IT support to each other via peer training. There are differing levels of skill and knowledge across the Council with respect to using and leveraging technology.
orientation with Council members at the start of the term that includes setting up their devices (e.g. setting up signature blocks on emails, out of office notifications, and sharing calendar views), leveraging different productivity tools like Adobe, and understanding protocols for sending emails and scheduling events, would be beneficial. Councillors noted that many issues that were present at the start of the term, were corrected once the devices were set up and processes between the Executive Assistant (EA) and Councillors were streamlined.

**IT Support Staff:** Councillors connect with the IT staff via emails, the phone or in-person before meetings, to get issues resolved. In general, the one on one support provided to the Councillors has been positive. Many Councillors rely on the Mayor’s EA to answer questions and trouble shoot issues with their email and calendars.

**IT Support During Meetings:** Helpdesk and desk side support is not available after hours. The City Clerk and senior administration staff provide some IT trouble shooting during Council meetings, as they can, but often connectivity and technology incompatibility issues during Council presentations remain unresolved preventing presenters (staff and guests) being able to share videos and presentations as requested. Recent changes made to have IT resource present at the start of Committee of the Whole and Council meetings is viewed as a positive step forward.

**Procurement of Devices:** Councillors like the current policy of choosing and purchasing their own devices. This approach encourages Councillors to select equipment best suited to their individual styles and promotes better ownership and learning of the technologies. Most of the $3000 reimbursement allowance provided to Council members is used to recover the cost of devices with limited funds remaining to purchase software packages like Microsoft Office.
RECOMMENDATIONS

Recommendations from the study follow, organized into the two support domains: People & Processes and Technology. An implementation plan with target dates and accountabilities will be provided as a next step.

PEOPLE & PROCESSES

Service First Orientation: With respect to the service orientation of the IT Support Team, consider the following:

- Rebuild the relationship between the IT organization and Council as it relates to the support of Apple devices and the provision of IT support services in general. The culture of the IT organization needs be grounded first in service, starting with a collaborative and innovative problem-solving perspective, being open to how different technologies can be utilized by both Council and City staff and providing context for and transparency in decision making. As necessary, customer service training and coaching should be provided to IT support resources in the field working directly with Council with performance objectives of the IT organization reflecting this renewed commitment to customer service.

- To fully and proactively support the Mayor and council, each Councillor should be assigned a designated primary support contact to manage their technology needs, retaining the use of the Help Desk as needed. This designated contact should be a Help Desk staff member of their choice whom they can contact for both troubleshooting support and consultation regarding their technology needs. Given resource constraints and scheduling, resolution of urgent issues may need to be provided by other staff. However, the designated support contacts should follow up after the fact.

- Finally, Council technology needs should be a standing item on the IT organization monthly meeting with the Mayor to ensure an innovative and timely response to emerging needs.

Orientation and Training for Councillors: Technology training should be included in the orientation provided to Council at the start of the term. The orientation should include training on how to navigate City processes specific to scheduling events, sharing calendars and using productivity tools like Adobe. To address changing technology and requirements, annual “refresher” training as well as ad-hoc sessions, as required, should also be provided. In addition, in the immediate term, the designated IT support contacts should set up technology workshops with each Councillor (as requested) to review, and trouble shoot any current technology issues with email, calendars or passwords, and aid in setting up signature blocks, sharing calendars, setting “out of office” notifications, and using Adobe.

Consider the Differing needs of Mayor and Council: The support requirements of the Mayor are more complex than the support requirements of Councillors. The Mayor, who is typically on site each day, should have network access with the ability to access file shares, printing and copying services as needed. At this time, the Councillors do not require network access and have asked that authentication requirements for Councillors remain simple and easy.

Expand IT Support for Council: Train City IT staff to support Apple as a viable part of the technology suite available to Council. Apple devices including iPads, MacBooks and iPhones should become part of the IT standard support model for Council. In addition, expand the IT support at the start of Council meetings
with Help Desk staff available to provide “break-fix” and remediation services to Councillors if needed and include on-site support during Committee of the Whole and Council meetings. Finally, publicize the recent change to after hour support for Council members and maintain a cache of Apple peripherals (e.g. cords, chargers, etc.) for use as needed by Council members.

TECHNOLOGIES

Resolve Current Technical Challenges: The following technical challenges require immediate remediation:

1. Calendar Synchronization: With respect to mitigating calendar synchronization issues, consider the following:
   - Work towards standardizing on one email and calendar application for the Councillors. To maintain consistency, reduce the likelihood of issues, and effectively troubleshoot going forward, IT support should examine and reconfigure the synchronization of calendars and email on each device used by the Councillors for City business. This may include asking Councillors to discontinue using the native Apple calendar and email applications on their devices for City business.
   - Consult with external Apple support expertise to continue to research and stabilize the calendaring service and to expedite resolution of issues as required.
   - Provide education to Councillors on the type of changes that can affect synchronization and encourage Councillors to inform their dedicated IT support resource of any changes to their devices that could affect synchronization.
   - Pilot Microsoft 365 with a group of Councillors as part of the technical trial of Microsoft 365.

2. Password Lock Out Issues: With respect to password lock out issues, consider the following:
   - It is anticipated that the recommendation stated above, regarding proactive device configuration for email and calendar synchronization, should mitigate occurrences of password lock out issues in the future.
   - Based on the recent successes achieved in resolving challenges with password lock out issues, document and monitor best practices in the use and management of Apple password synchronization tools (i.e. keychain technology). This would include dedicated IT support resources providing proactive support, training and documentation to Councillors to support passwords changes and providing one-on-one support to Councillors at the first Committee of the Whole meeting after the 15-day notification for password resets.

3. Printing Services: With respect to printing services utilized by Councillors, consider the following:
   - Investigate and set up direct printing from desktop applications on the Councillors devices, like Word, Adobe, etc. to printers on the City network, using protocols that maintain the security and integrity of the network.

Provide Councillors with a Productivity Toolkit: Define a standard set of productivity tools for Councillors to use, such as Adobe Reader, Microsoft Office, and a scanning application. Extend the City’s licensing of Microsoft Office products (including future Microsoft Office 365 licensing) to Council members so that Councillors can access the Microsoft Office suite of products on their devices.
Provide Training on Social Media Guidelines: Provide training on the City’s social media guidelines. Training may encourage more Councillors to become active on social media. In addition, encourage the City’s Communication staff to push more communication out about City events as events are occurring “in the moment.”

Review Council Chamber Technology: With respect to the technologies in the Council Chamber, consider the following:

- Test the audiovisual equipment in the Council Chamber prior to the start of meetings. This will reduce the time and effort to set up and get presentations working during a Council meeting.
- Provide information in advance on the audiovisual equipment in the Council Chamber to guests planning to present and, when possible, receive advance copies of presentations. This will enable presenters to plan and ensure that any planned presentations will work with the computer equipment during the Council meeting.
- Remind Councillors and guests of how to position themselves in front of the microphones so that they can be heard clearly when they are speaking in Council. Check to see if the microphones in Chamber can be adjusted to accommodate softer voices.
- Undertake a study to determine if the computing equipment in the Chamber needs to be updated and replaced to alleviate technology compatibility problems with audiovisual equipment.
- Develop the plan and budget to implement the recommendations identified in the Cine Audio Visual study recently completed.
- Review projection options in the Chamber including reconfiguring screens and monitors to enable better lines of sight, improving resolution of projection equipment and recommending standard presentation styles and fonts.

Manage the Rollout of the New Meeting Management System: With respect to the new Meeting Management System being procured, consider the following:

- Ensure that the new meeting management system works smoothly and can support basic meeting functions, before considering and trialing live streaming of Council meetings.
- Consider providing Council with quarterly updates on the effectiveness of live commentary on social media of Council and civic events.

Additional suggestions: During the interviews the following suggestions were also offered by Council members:

1. Consider Upgrading the City’s Content Management System: The current Leduc.ca website does not easily facilitate updating information. Consider upgrading the City’s content management system as a requirement when developing and/or engaging a new technology partner for Leduc.ca
2. Upgrade teleconferencing technologies in the Civic Centre: Improve the teleconferencing systems in the small conference rooms in the Civic Centre (e.g. add Polycoms).
3. Evaluate Video-Conferencing Technologies: Evaluate how to add video-conferencing in the Civic Centre in one or more smaller conference rooms.
4. Create a Shared Contact List: Create a shared contact list for Councillors and staff with contact information gathered from the network of connections made doing regional work and work with City organizations.
APPROVALS

Authored by: Kate Rozmahel, Errington Hill Consulting Inc., September 27, 2018

Reviewed by: Joanne Graham, Chief Information Officer, Corporate Services, City of Leduc

9/27/2018

X

Joanne Graham, CIO, Corporate Services
Signed by: Joanne Graham

Approved by: Irene Sasyniuk, General Manager, Corporate Services, City of Leduc

X

Irene Sasyniuk, General Mgr Corporate Services

Date
Attachment 4: Council Chambers Business Requirements

1. Information Technology Services & Support Model for Leduc City Council

The following are excerpts from the Information Technology Services & Support Model for Leduc City Council, September 28, 2018 that apply to the business requirements for Council Chambers.

1.1. Summary of Findings: Expectations and Requirements - Technology

Council Chamber Technologies: At times, the public or organizations have presentations and videos to share with Council during meetings. The technology in the Council Chamber needs to be able to accommodate these requests in a seamless and reliable manner without excessive manual intervention. There have been instances where technology issues in the Chamber have prevented presenters (staff and guests) being able to share videos and presentations as requested. In addition, several Councillors have noticed sound issues in the Chamber with Council members unable to clearly hear speakers (both guests and other Council members). The positioning of monitors was also mentioned as an impediment for seeing and hearing presenters.

1.2. Recommendations - Technology

Review Council Chamber Technology: With respect to the technologies in the Council Chamber, consider the following:

- Test the audiovisual equipment in the Council Chamber prior to the start of meetings. This will reduce the time and effort to set up and get presentations working during a Council meeting.
- Provide information in advance on the audiovisual equipment in the Council Chamber to guests planning to present and, when possible, receive advance copies of presentations. This will enable presenters to plan and ensure that any planned presentations will work with the computer equipment during the Council meeting.
- Remind Councillors and guests of how to position themselves in front of the microphones so that they can be heard clearly when they are speaking in Council. Check to see if the microphones in Chamber can be adjusted to accommodate softer voices.
- Undertake a study to determine if the computing equipment in the Chamber needs to be updated and replaced to alleviate technology compatibility problems with audiovisual equipment.
- Develop the plan and budget to implement the recommendations identified in the Cine Audio Visual study recently completed.
- Review projection options in the Chamber including reconfiguring screens and monitors to enable better lines of sight, improving resolution of projection equipment and recommending standard presentation styles and fonts.

2. Discussions regarding Council Chamber Technology

The following are consolidated comments from discussions held by Joanne Graham and Gerald Unger with Members of Council and Administration regarding Council Chamber Technology from May to August 2019.

2.1. Decision making

The majority of councilors identified that addressing the audio and video display issues in chambers are the top priorities.

Most councilors were not certain of the appropriate budget but indicated that once estimates were received they would be able to assess if they were appropriate. Some stressed that Council needs to make an investment as a change in the technology is required. Many indicated that a mid-range solution should be considered as a low-cost solution is more likely to need to be replaced in the near future. As well
consideration needs to be given to the lifetime of the equipment before it is obsolete to safeguard the investment that is being made now.

Any new technology should be able to last a number of years and should be implemented so that it can be extended as needed in the future. Administration was asked to consider a staged approach to implementation with the first stage addressing the audio and display video needs including abilities for presenters. Consideration for video streaming and recording would be in latter stages when there is consensus among council members on these requirements.

Any decisions on budget and scope will be made by the Mayor and Council.

1. Audio Equipment
   
   All members of council agreed that addressing audio quality is a priority as current sound quality is very poor and neither councilors or presenters can be heard clearly. Also, to be considered is the sound quality for media in attendance.

   Changes of some type are needed for the microphones so that they pick up sound properly. Technical solutions need to address problems that are experienced when all the microphones are on at one time and to provide the ability to synchronize sound with the video feed, to tie audio recording directly from microphones for minutes and for the Mayor (chairperson) to control the microphones and

   Some identified that training on the use of microphones should be considered.

2. Presentation Capabilities
   
   Most councilors identified that
   
   visitors and presenters need the ability to plug-in a flash drive or to dock devices being used for presentations;
   
   Administration needs the ability to control presentation video and sound;
   
   And councilors need to be able to see presenters as they are currently being obscured by the monitors in front of them.

   Overall, any changes need to ensure that everyone in Chambers can properly see the materials being presented.

3. Video Display
   
   Most councilors also identified video display quality is a priority. They commented that displays are needed on their desks as it is difficult to see the projector screens and the presenter at the same time or without turning away from the gallery. It is also very difficult to clearly see more detailed content. Consideration can be given to placing video displays between each councilor leaving desk space for councilor’s devices.

   Some councilors found that the video display is sufficient which is likely related to their physical position in the room.

4. Video Streaming and Recording
   
   Overall there was no consensus on the need for video streaming and/or video recording. Therefore, this is a discussion that Council needs to have in order to determine the requirements in this area.

   Some councilors are in favor of livestreaming as this provides the public with the opportunity to see issues of interest to them. As well, they though that consideration should be given to making the streaming feed available through social media. Others did not see the values in live streaming.
Some councilors are in favor of video recording to ensure that there is an objective record of the meeting and for access by the public. Other councilors do not see the value in recorded video when the minutes are available and there was a concern that it could be used as an opportunity for more “face time” by councilors. Given the cost and the possibility of a small audience, they questioned if it is really necessary.

Some councilors are more ambivalent regarding video records but acknowledged that it promotes transparency which is valuable and a step in the direction being asked for by the community.

Others commented that as much of the discussion is held in Committee of the Whole (CoW), consideration should be given to broadcasting CoW as well.

Most recognized that proper audio is a prerequisite to any type of audio recording or video recording.

5. Video conferencing

Some councilors identified that video conferencing abilities are required in council chambers. If provide it must support iPad, MacBook and Windows devices and provide abilities for screen sharing and split screen for multiple locations.

6. Lede Room for Committee of the Whole (CoW)

Sound is also an issue in the Lede Room where CoW meetings are held so presenters and others in the room need to have microphones. Any technology would need to be portable because the Lede Room is multi-purpose and used by the public. As well, since the audio setup seems to need adjusting for every meeting, any solution needs to be consistent and reliable with little adjustment required and so that it is ready and available when the meeting is scheduled to begin.

Video display quality was considered sufficient therefore any changes to video capabilities would depend on the cost. Although it was identified that the Lede Room can also be used for overflow from chambers if required.

It was noted that if changes were made to the Lede Room, such as video conferencing, they would also be available for other administration purposes.

Given the issues with the Lede Room, the cost of outfitting two spaces and the general level of distractions during CoW, some councilors are in favor of conducting CoW meetings in Council Chambers. There were differing opinions on this point with some commenting that consideration needs to be given to the fact that Council and Administration have dinner for the first part of CoW and this may not be appropriate for Council Chambers.

Some commented that consideration be given to making the changes to Council Chambers first and then consider what would be appropriate for the Lede Room.

Since the Lede Room is also quite crowed, if CoW will continue in this space, consideration should be given to reconfiguring the space.

7. Site visits

Most councilors were interested in site visits to other municipalities before making decisions for the City of Leduc Council Chambers.

8. Software integration

All solutions must integrate with eScribe Meeting Management for audio, video and voting functions.
EXECUTIVE SUMMARY

Two business drivers identified the need to address technology deficits in the City of Leduc Council Chambers. Firstly, the “Information Technology Services and Support Model for Leduc City Council” report dated September 18, 2018 identified issues with the audio and visual systems within Council Chambers. Secondly, the implementation of the eScribe Meeting Management system will provide functionality that requires updated technology in Chambers in order to deliver the expected benefits to Council, the public and administration.

Corporate Information and Technology (CIT) staff have been meeting with the Mayor and members of Council as well as key stakeholders in Administration to understand the chamber technology needs of each group.

CIT has engaged Comtec Associates Ltd (Comtec), to assist CIT staff in understanding and identifying the audio-visual options that will meet these business objectives and requirements. These options will be reviewed by Mayor, Council and Administration before Mayor and Council select the option that will be implemented.

Once an option is selected, CIT will collaborate with Facility and Property Services to determine the physical renovation requirements and develop a complete implementation schedule.

BACKGROUND

The “Information Technology Services and Support Model for Leduc City Council” report dated September 18, 2018 identified issues with the audio and visual systems within Council Chambers. Specifically, “that when the public or organizations have presentations and videos to share with Council during meetings, the technology in the Council Chamber needs to be able to accommodate these requests in a seamless and reliable manner without excessive manual intervention. There have been instances where technology issues in the Chamber have prevented presenters (staff and guests) being able to share videos and presentations as requested. In addition, several Councillors have noticed sound issues in the Chamber with Council members unable to clearly hear speakers (both guests and other Council members). The positioning of monitors was also mentioned as an impediment for seeing and hearing presenters.”

As well, the project to implement the eScribe Meeting Management system will provide functionality that requires updated technology in Chambers in order to provide the expected benefits to Council, the public and administration.

The primary objectives of the Council Chamber Audio Visual Systems project are:

1. To increase the quality of the audio and visual components of presentations to Council
2. To decrease the complexity of operating audio-visual systems in Council Chambers
3. To increase the reliability of audio-visual systems
4. To accommodate requests from the public or organizations that have presentations and videos to share with Council in a seamless and reliable manner without excessive manual intervention
5. To support the objectives set out in the Strategic Plan for Council to be more open and transparent through video streaming and/or recording council meetings
Corporate Information and Technology (CIT) staff have been meeting with the Mayor and members of Council as well as key stakeholders in Administration to understand the business needs of each group. Both Council Chambers and the Lede Room were discussed. Although there have been a number of different perspectives regarding the need for and value of video recordings and live streaming of council meetings, there was general agreement on the objectives of the project. Audio quality was consistently ranked as the top priority in both Council Chambers and the Lede Room. Councillors also identified a need for displays positioned in front of them on the desk to enable them to more clearly view what is displayed on the overhead screens. With respect to microphones and audio quality, many agreed that it would be helpful to have a combination of training and physical markings to remind individuals of where to sit relative to the microphones. Refer to attachment 2 for details regarding the business requirements identified during these discussions.

Comtec has extensive experience in audio visual projects for municipal governments including the council chambers for Strathcona County Hall, Regional Municipality of Wood Buffalo (Fort McMurray) and the Yukon Legislature. As well, they have designed systems for Alberta Infrastructure conference centre, Alberta Environment and Parks Emergency operation centre, Strathcona Centre-in-the-Park meeting rooms and Alberta Solicitor General hearing room.

**APPROACH**

Comtec has prepared designs and estimates that will be reviewed by Mayor, Council and Administration. The following table describe the capabilities and associated budgetary values as well as the objectives met by each option. Refer to attachment 3 for details. Improving the audio and video capabilities of the Lede Room is also an option that has been provided for Council’s consideration and can be implemented at any time after 1(a) and 1(b).

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Council Chambers Audio <em>(enables objectives 1, 2 and 3)</em></td>
<td>$91,950</td>
</tr>
<tr>
<td>a. Audio and Control System</td>
<td>$91,950</td>
</tr>
<tr>
<td>The meeting discussion microphone system has distributed speakers, a master control system with touch panels and microphone stations with built-in speakers. These stations allow councillors and administration to request to speak, enable voting and are connected to a control system with a touch panel that allows the Mayor to select who will speak next and that limits the number of microphones that are on at one time. The system also ensures audio quality by managing microphones and speakers to reduce potential for feedback or noise and is configurable to meet Council’s needs.</td>
<td></td>
</tr>
<tr>
<td>2. Council Chambers Presentation and Media Delivery System <em>(enables objectives 1, 2, 3 and 4)</em></td>
<td>$89,475</td>
</tr>
<tr>
<td>a. Presentation and Media – Option 1</td>
<td>$89,475</td>
</tr>
<tr>
<td>This system connects projectors for gallery viewing and desktop video displays for each member of council and administration to a control system with touch panels that allow the City Clerk to select what will be displayed on each video device. It allows presenters to connect their device either wirelessly, by connecting to a wall plate or by plugging a USB drive into a computer not on the City network.</td>
<td></td>
</tr>
</tbody>
</table>
b. Presentation and Media - Option 2
   
   This option has the same features as Option 1 with 5 fewer display screens.
   
   It assumes that 3 Councillors on each side will share 2 display screens, that 2 General Managers on each side will share 1 display screen and that 2 administration staff will share 1 display screen.

   
c. Presentation and Media - Option 3
   
   This option has the same features as Option 1 but replaces all display screens with 2 large format 86” displays on the rear wall of Council Chambers to mirror information displayed on projection screens.

3. Council Chambers Remote Meeting System - optional

   a. Remote Meeting System
   
   Presentation Media Delivery system and remote meeting ability that allows a member of Council to participate remotely. Full controls and features as physical attendees are available if implemented after 1(a) and 4(b). Remote abilities will be limited to audio if implemented after 1(a).

   -- $7,250

4. Council Chambers Camera Streaming System - optional (enables objective 5)

   a. Camera Switching / Streaming System - Option 1
   
   This system provides high quality multi camera switching, streaming, and recording and requires staff operation for camera switching.
   
   This item is optional and can be implemented in a separate phase however 1(a) and 2(a), (b) or (c) must be implemented first.

   -- $90,000-100,000

   b. Fixed Camera and Streaming – Option 2
   
   This system provides one fixed camera view of Council Chambers, streaming, and recording. This item is optional and can be implemented in a separate phase however 1(a) and 2(a), (b) or (c) must be implemented first.

   -- $8,800

5. Lede Room Audio Visual System – optional for future consideration

   a. Lede Room Audio Visual System – Option 1
   
   Wireless meeting discussion microphone system and speakers with the same functions as 1(a).
   
   Video presentation media delivery system and remote meeting functionality with wall mounted LED display replacing existing projector providing the same functions as 2(c).
   
   Control system including touch panel providing the same control functions of 1(a) and 2(a), (b) or (c).

   -- $60,500

   b. Lede Room Audio Visual System – Option 2
   
   This option has the same features as Option 1 with 4 fewer wireless microphones. It assumes that Councillors and General Managers will share microphones. The Mayor, City Manager and the presenter will have dedicated microphones.

   -- $56,020
These budget values include the “turnkey” supply and installation of audio video equipment with control systems as well as programming and optimization of all audio and video systems. The budget values do not include the required electrical infrastructure. All systems are based on a computer network reducing the need for wiring typical of non-networked solutions. Therefore, it is anticipated that existing conduit will be sufficient reducing the physical renovation costs. This assumption needs to be validated with Facility and Property Services.

NEXT STEPS

Mayor and Council as well as Administration will review the options developed by Comtec to determine the option and phased approach for implementation in the City of Leduc Council Chambers.

Funds for the technology components of this project will be allocated from 2 capital projects, with $50,000 from 092.370 Meeting Management Software project and $145,000 from 092.360 IT Governance project. Depending on the options selected, additional funds will need to be included in the 2021 capital budget.

CIT will collaborate with Facility and Property Services to determine the physical renovation requirements and develop the implementation schedule. The technology proposed minimizes the facility renovations required. At this time, no capital funds have been allocated for facility renovations.

ATTACHMENTS

Attachment 1: Information Technology Services and Support Model for Leduc City Council, September 18, 2018
Attachment 2: Council Chambers Audio Visual Business Requirements
Attachment 3: Estimates for Audio Visual Technology for City of Leduc Council Chambers and Lede Room
Attachment 4: Chamber Audio Visual Technology Presentation
1. Council Chambers Audio
   a. Audio and Control System
      The meeting discussion microphone system has distributed speakers, a master control system with touch panels and microphone stations with built-in speakers.
      These stations allow councillors and administration to request to speak, enable voting and are connected to a control system with a touch panel that allows the Mayor to select who will speak next and that limits the number of microphones that are on at one time.
      The system also ensures audio quality by managing microphones and speakers to reduce potential for feedback or noise and is configurable to meet Council’s needs.
      Components:
      - Discussion Microphone System
        o Mayor and Council: 7
        o Executive: 4, Staff: 2
        o Presenters: 2
      - Loudspeaker system
        o Public Gallery: 8
      - Core control system components and specific items for audio and touch panels
        o 7 inch Touch Panel - Mayor
        o 10 inch Touch Panel: Administration
        o Touch panel: System Administration
      
   b. Presentation and Media Delivery System
      a. Presentation and Media - Option 1
         This option connects projectors for gallery viewing and desktop video displays for council and administration to a control system with touch panels that allow the City Clerk to select what will be displayed on each video device.
         It allows presenters to connect their device either wirelessly, by connecting to a wall plate or by plugging a USB drive into a computer not on the City network.
         Components:
         - Presentation Media Delivery System for staff and guest presenters
         - Projection and 10” desktop displays for council and administration
           o Mayor and Council: 7
           o Executive: 4, Staff: 2
           o Presenters: 1
           o Projectors: 2
         - Wall plate connections
           o Staff: 3, Presenter: 1
         - Wireless connector: 1
         - Control system for video display and control panels for council and staff desks
         Requires core control system components from 1(a)
b. **Presentation and Media - Option 2**

This option has the same features as Option 1 with 5 fewer display screens. It assumes that 3 Councillors on each side will share 2 display screens, that 2 General Managers on each side will share 1 display screen and that 2 administration staff will share 1 display screen.

**Components:**
- Presentation Media Delivery System for staff and guest presenters
- Projection and 10” desktop displays for council and administration
  - Mayor and Council: 5
  - Executive: 2, Staff: 1
  - Presenters: 1
  - Projectors: 2
- Wall plate connections
  - Staff: 3, Presenter: 1
- Wireless connector: 1
- Control system for video display and control panels for council and staff desks

*Requires core control system components from 1(a)*

---

$77,725

---

c. **Presentation and Media - Option 3**

This option has the same features as Option 1 but replaces all display screens with 2 large format 86” displays on the rear wall of Council Chambers to mirror information displayed on projection screens.

**Components:**
- Presentation Media Delivery System for staff and guest presenters
- Large format 86” LCD displays: 2
- Wall plate connections
  - Staff: 3, Presenter: 1
- Wireless connector: 1
- Control system – Specific items for LCD displays and control panel for staff desk

*Requires core control system components from 1(a)*

---

$86,275

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3. **Council Chambers Remote Meeting System (optional)**

a. **Remote Meeting System**

Presentation Media Delivery system and remote meeting ability that allows a member of council to participate remotely.

**Components:**
- Remote Meeting Operation using Skype, Microsoft Teams, Goto Meeting etc.

*Same controls and features as physical attendees are available if implemented after 1(a) and 4(b)*

*Remote abilities will be limited to audio if implemented after only 1(a).*
4. **Council Chambers Camera Streaming System (optional phase 2)**

<table>
<thead>
<tr>
<th>Item</th>
<th>Budgetary Estimate</th>
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<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td>a. Camera Switching and Streaming – Option 1</td>
<td>$90,000-100,000</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>This system provides high quality multi camera switching, streaming, and recording and requires staff operation for camera switching.</td>
<td></td>
</tr>
<tr>
<td>This item is optional and can be implemented in a separate phase however 1(a) and 2(a), (b) or (c) must be implemented first.</td>
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<tr>
<td><strong>Components:</strong></td>
<td></td>
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<tr>
<td>- High resolution cameras</td>
<td></td>
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<tr>
<td>- Camera switching system</td>
<td></td>
</tr>
<tr>
<td>- Streaming encoder</td>
<td></td>
</tr>
<tr>
<td>- Meeting recording</td>
<td></td>
</tr>
<tr>
<td>b. Fixed Camera and Streaming – Option 2</td>
<td>$8,800</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>This system provides one fixed camera view of Council Chambers, streaming, and recording.</td>
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<tr>
<td>This item is optional and can be implemented in a separate phase however 1(a) and 2(a), (b) or (c) must be implemented first.</td>
<td></td>
</tr>
<tr>
<td><strong>Components:</strong></td>
<td></td>
</tr>
<tr>
<td>- High resolution, wide angle lens fixed position camera</td>
<td></td>
</tr>
<tr>
<td>- Streaming encoder</td>
<td></td>
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<tr>
<td>- Meeting recording</td>
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</table>
EXECUTIVE SUMMARY

This report provides Council with an update on progress against the 2019 – 2022 City of Leduc Strategic Plan for the first nine months of 2019. The Q3 update report is based on the strategic actions identified in the 2019-2022 Strategic Action Plan and is reviewed, amended and approved by Council on an annual basis. This report is presented to Council as information.

This attached Q3 progress report is broken-down by strategic plan focus area. Overall, there are 73 strategic actions reported in this update. As of September 30, 70 per cent of strategic actions are on track, 9 per cent are off track, 14 per cent are being monitored and 7 per cent are complete.

BACKGROUND

The 2019-2022 Strategic Action Plan reflects Administration’s plan to achieve the outcomes and strategies set forth by Council in the City of Leduc 2019-2022 Strategic Plan. The strategic plan progress report for quarter two (January – September) provides a summary of progress towards outcomes in the 2019-2022 Strategic Plan. The information in this report is distilled from the progress updates provided by subject matter experts on the strategic actions in CAMMS Strategy, our in-house corporate planning and reporting software.

The graphs in the attached Q3 progress report represent the progress on the outcomes for each focus area of the Strategic Plan that are considered on track (progress met or exceeded September target), off track (progress significantly less than September target) or being monitored (progress near September target) due to possible challenges. Where challenges exist, these may reflect third party issues that are beyond our control. The executive team, along with directors and managers, review the status in CAMMS Strategy monthly and/or quarterly to manage and mitigate project/initiative risks.

It is important to keep in mind that these updates are high level; more detailed information may be available directly from subject matter experts and/or presented through other Committee-of-the-Whole and Council reports. As well, progress on some initiatives can move swiftly throughout summer and fall (i.e. construction projects) rendering some updates in the attached report obsolete, as more recent updates may have been relayed through other reporting mechanisms.

NEXT STEPS


ATTACHMENTS

1. 2019 Q3 Council Strategic Plan Progress Report
Q3 Council Strategic Plan Progress Report
July – September 2019

Strategic Actions Summary

- **A City Where People Want to Live, Work and Play**
  - On Track: 71%
  - Off Track: 11%
  - Monitor: 7%
  - Complete: 11%

- **A City with a Plan for the Future**
  - On Track: 75%
  - Off Track: 8%
  - Monitor: 8%
  - Complete: 9%

- **A Economically Prosperous City and Region**
  - On Track: 57%
  - Off Track: 0%
  - Monitor: 0%
  - Complete: 43%

- **A Collaborative Community-BUILDER and Regional Partner**
  - On Track: 65%
  - Off Track: 14%
  - Monitor: 7%
  - Complete: 14%

- Met or exceeded September target
- Near September target
- Significantly less than September target
- Completed
Focus Area 1: A City Where People Want to Live, Work and Play

Outcome: The City of Leduc is recognized as a great place to live as it is a safe, healthy, active, creative and caring community. It has a solid reputation for active citizen engagement and inclusivity, as well as respect for diversity. Its infrastructure efficiently and effectively meets the needs of a growing community and community organizations. Residents have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

Strategy 1: Enhance citizen engagement, with a focus on youth, in shaping and building our community.

<table>
<thead>
<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
<th>STATUS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement enhancements to meeting management</td>
<td>December 31, 2020</td>
<td>✔️</td>
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</tbody>
</table>

COMMENT:
The Council meeting minute and report-writing processes are fully automated and implemented using E-Scribe software. Increased support to Council and administration will continue through the remainder of the year.

<table>
<thead>
<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
<th>STATUS:</th>
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<tbody>
<tr>
<td>Enhance mock council initiative for students</td>
<td>December 31, 2019</td>
<td>✔️</td>
</tr>
</tbody>
</table>

COMMENT:
To date, 11 mock council sessions are booked for the 2019-2020 school year. The new educational video will be unveiled at the first session in November.

<table>
<thead>
<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
<th>STATUS:</th>
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<tbody>
<tr>
<td>Investigate best practices and new opportunities for youth engagement</td>
<td>December 31, 2020</td>
<td>✔️</td>
</tr>
</tbody>
</table>

COMMENT:
Kicked-off the promotional campaign and recruitment initiative for the Youth Council. Six applications were received by the September 29th deadline. The first Youth Council meeting is expected to convene in early 2020. Several young residents from throughout our community were celebrated for their character, service and leadership at the mayor’s special youth initiative, #Influencers Emerging Leaders of Leduc event, held at the Leduc Cinemas on September 20, 2019.

<table>
<thead>
<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
<th>STATUS:</th>
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<tbody>
<tr>
<td>Improve utilization of Engage Leduc</td>
<td>December 31, 2020</td>
<td>✔️</td>
</tr>
</tbody>
</table>

COMMENT:
The 'Engage Leduc’ brand was used on the following campaigns: 2020 Budget Planning Survey, MDP Survey, 2019 Citizen Satisfaction Survey, 2019 Census, the Parks, Open Spaces and Trails Master Plan review, and the Emergency Medical Services Accreditation survey. The final decision of the Engage Leduc website is deferred pending completion of the engagement framework.
<table>
<thead>
<tr>
<th>ACTION</th>
<th>EXPECTED COMPLETION</th>
<th>STATUS</th>
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</thead>
<tbody>
<tr>
<td>Investigate and implement a public engagement framework leveraging the Engage Leduc platform</td>
<td>December 31, 2020</td>
<td>☢️</td>
</tr>
</tbody>
</table>

**COMMENT:**
The investigation and implementation of an engagement framework is deferred; new timelines have not been determined.

**Strategy 2: Deliver high-quality municipal programs and services that improve quality of life.**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>EXPECTED COMPLETION</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue implementing crime prevention programming, in partnership with RCMP, with a focus on youth and the property crime unit</td>
<td>December 31, 2022</td>
<td>☢️</td>
</tr>
</tbody>
</table>

**COMMENT:**
In partnership with the Leduc RCMP, the following programming took place:
- The school resource officer resumed duties at the high school
- A town hall meeting with the Leduc RCMP is scheduled at the Civic Centre on October 23. The session will focus on local issues and the policing initiatives underway to reduce crime.

<table>
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<tr>
<th>ACTION</th>
<th>EXPECTED COMPLETION</th>
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<tbody>
<tr>
<td>Review roles and responsibilities with social service agencies to ensure ongoing collaboration</td>
<td>December 31, 2020</td>
<td>☢️</td>
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</table>

**COMMENT:**
Stakeholder engagement is complete. Next steps include planning and delivery of an agency workshop in October followed by the presentation of the draft report to Council in November.

<table>
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<tr>
<th>ACTION</th>
<th>EXPECTED COMPLETION</th>
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<tbody>
<tr>
<td>Implement new Family and Community Support Services (FCSS) communications strategy</td>
<td>December 31, 2019</td>
<td>☢️</td>
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</table>

**COMMENT:**
Received new promotional items and finalized the brochure for public release in Q4.

<table>
<thead>
<tr>
<th>ACTION</th>
<th>EXPECTED COMPLETION</th>
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<tbody>
<tr>
<td>Leverage the false alarm bylaw to reduce the number of false alarms in coordination with the RCMP</td>
<td>December 31, 2019</td>
<td>☢️</td>
</tr>
</tbody>
</table>

**COMMENT:**
False Alarm Bylaw 1007-2018 was in effect on September 1, 2019. Administration will monitor the effect of the bylaw on the number of false alarms.
### Continue to investigate and implement new technology that supports a safer community

**December 31, 2022**

**COMMENT:**
Re-aligned the pedestrian crossing at Black Gold Drive by École Leduc Junior High in anticipation of new, permanent train track crossing lights.

<table>
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<tr>
<th>ACTION:</th>
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<tbody>
<tr>
<td>Continue implementation of the Business Concierge Service</td>
<td>December 31, 2020</td>
<td>✓</td>
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</table>

**COMMENT:**
Planning and development will monitor the recent improvements and will continue to look for opportunities to streamline the overall provision of the service.

<table>
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<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
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<tbody>
<tr>
<td>Investigate and implement enhanced community gardens – west-side community gardens</td>
<td>December 31, 2020</td>
<td>✓</td>
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</tbody>
</table>

**COMMENT:**
Construction on a new west-side community garden site (north of Deer Valley) will begin in 2020; garden plots will be available for rent upon completion of construction.

### Strategy 3: Improve accessibility and inclusivity for civic facilities and programs.

<table>
<thead>
<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
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<tbody>
<tr>
<td>Implement new youth wellness initiative and access opportunities</td>
<td>December 31, 2020</td>
<td>✓</td>
</tr>
</tbody>
</table>

**COMMENT:**
The Active 8’s and 9’s youth wellness initiative received very positive feedback; 548 memberships were redeemed. The Child/Youth Summer Evening Pass initiative also received positive feedback and achieved success with 397 memberships redeemed. Both initiatives will return in 2020.

<table>
<thead>
<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
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<tbody>
<tr>
<td>Investigate new senior wellness initiative and access opportunities</td>
<td>December 31, 2019</td>
<td>✓</td>
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</table>

**COMMENT:**
COMPLETED

<table>
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<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
<th>STATUS:</th>
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</thead>
<tbody>
<tr>
<td>Implement fees and charges strategy</td>
<td>December 31, 2020</td>
<td>✓</td>
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</table>

**COMMENT:**
Further financial analysis, to compliment the fees and charges strategy, was requested by Council and will be discussed in November. Final approval of the strategy is delayed until February 2020 with implementation to follow.
<table>
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<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
<th>STATUS:</th>
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<tbody>
<tr>
<td>Implement changes to program space allocation practices and policies</td>
<td>December 31, 2021</td>
<td>🟢</td>
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</tbody>
</table>

**COMMENT:**
A draft report that includes leading practice research, stakeholder engagement (survey and session) and recommendations will be presented to the Parks, Recreation and Culture Board this fall.

**Strategy 4: Strengthen neighbourhood connections**

<table>
<thead>
<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
<th>STATUS:</th>
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</thead>
<tbody>
<tr>
<td>Continue building awareness of the block party program with neighbourhoods</td>
<td>December 31, 2022</td>
<td>🟢</td>
</tr>
</tbody>
</table>

**COMMENT:**
With the wrap-up of the summer season, seven block parties were held across the city. Although the promotion of the program is complete for the year, residents will still be able to access information via the city website and neighbourhood Facebook pages.

<table>
<thead>
<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
<th>STATUS:</th>
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</thead>
<tbody>
<tr>
<td>Continue implementing the Good Neighbours Program</td>
<td>December 31, 2022</td>
<td>🟢</td>
</tr>
</tbody>
</table>

**COMMENT:**
Tim Horton’s was a proud sponsor of our Neighbourhood Connectors program supporting several neighbourhood pop-up events throughout the summer. A fall meeting is scheduled with all of the block connectors to evaluate this past season and determine next steps.

<table>
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<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
<th>STATUS:</th>
</tr>
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<tbody>
<tr>
<td>Investigate programs that support/encourage getting to know your neighbours</td>
<td>December 31, 2019</td>
<td>🟢</td>
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</table>

**COMMENT:**
Attended the Community Change Festival at the end of September to build further understanding for programs that support more community connectedness.

**Strategy 5: Increase focus on arts and culture within Leduc**

<table>
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<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
<th>STATUS:</th>
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</thead>
<tbody>
<tr>
<td>Partner with the Arts Foundry to determine options for future space</td>
<td>December 31, 2020</td>
<td>🟢</td>
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</table>

**COMMENT:**
The city entered into the MOU with the Leduc Arts Foundry in June to explore the future development of an arts centre for Leduc. Discussions continue between the partners.

<table>
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<tr>
<th>ACTION:</th>
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<th>STATUS:</th>
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</thead>
<tbody>
<tr>
<td>Implement the LRC 10th Anniversary Celebrations</td>
<td>December 31, 2019</td>
<td>🟢</td>
</tr>
</tbody>
</table>
The free access day and community run were held on September 29. Installation of a bulkhead video wall is delayed pending the completion of a request for proposal for a suitable vendor.

| ACTION: Continue with integration of the Maclab Theatre operations and further enhance marketing/attendance | EXPECTED COMPLETION: December 31, 2020 | STATUS: Green |
|COMMENT: Final integration of the systems are complete including integration of the operational and capital budget; these will be presented to Council as part of the overall civic budget. In August, the city unveiled their inaugural season following the transition. Beginning October 16, 2019, 16 acts spanning a variety of genres will be featured this season. |

| ACTION: Review and enhance processes related to public art program | EXPECTED COMPLETION: December 31, 2019 | STATUS: Red |
|COMMENT: This action has not been started; expected start date was January 2019. |

**Strategy 6: Reduce harms associated with substance abuse.**

| ACTION: Implement new opioid and drug prevention programming | EXPECTED COMPLETION: December 31, 2019 | STATUS: Green |
|COMMENT: Research and drafting of an addictions prevention and health promotion tool kit (contains specific resources on cannabis) for schools and youth-focused agencies is ongoing with expected release delayed until early 2020. Creation of an animated video, focusing on opioid addiction, is underway and will be played at the theatre prior to movies by the end of the year. This campaign will also include social media and bus shelter promotion. |

| ACTION: Monitor plans for the implementation of federal legislation for cannabis edibles | EXPECTED COMPLETION: December 31, 2019 | STATUS: Green |
|COMMENT: To date, the federal government has not established a timeline for cannabis edibles legislation. The city will continue to monitor. |

**Strategy 7: Support a vibrant and connected volunteer sector**
Continue to celebrate volunteerism in the community  December 31, 2022  
COMMENT:
Presented 32 Random Acts of Volunteer Excellence (RAVE) cards to deserving community volunteers. Assisted with volunteer support for several community events including the Leduc Hub, Terry Fox Run, Community Fun Run and several Food Bank initiatives.

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<tr>
<th>ACTION:</th>
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<tbody>
<tr>
<td>Continue to offer municipal grant programs to community organizations</td>
<td>December 31, 2022</td>
<td>✔</td>
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</table>

COMMENT:
To date, seven municipal hosting grants and five municipal travel grants have been awarded. Six new Grants to Organizations applications were reviewed by the Parks, Recreation and Culture Board and will be presented to Council in October during budget.

<table>
<thead>
<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
<th>STATUS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigate enhancements to the Parks, Recreation and Culture (PRC) Forum</td>
<td>December 31, 2019</td>
<td>✗</td>
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</tbody>
</table>

COMMENT:
Connected with stakeholders to discuss improved ways for connecting community organizations and sharing information. Information from stakeholders will be shared with the PRC Board in the fall.

Focus Area 2: A City with a Plan for the Future

Outcome 1: The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. It ensures that sustainability is integrated into its economic development, community development and environmental protection initiatives. It consistently delivers excellent municipal programs, services and infrastructure without compromising its long-term financial sustainability. Residents and business owners and operators are satisfied with the value they receive for their tax dollars and the quality of its municipal infrastructure.

Strategy 1: Ensure that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life

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<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
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<tbody>
<tr>
<td>Investigate and, if directed, implement golf course options in relation to other plans and fiscal impacts/sustainability</td>
<td>December 31, 2022</td>
<td>✔</td>
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</tbody>
</table>

COMMENT:
Preliminary cost estimates for capital improvements were provided while negotiations for an agreement continue with the golf course. Next steps will be determined in the fall.
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<tr>
<th>Action</th>
<th>Expected Completion</th>
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<tbody>
<tr>
<td>Construct Telford Lake Multiway</td>
<td>December 31, 2019</td>
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</tbody>
</table>

**COMMENT:**

Construction of the Telford Lake multiway is substantially complete with some landscaping required in the spring of 2020. The trail loop is 8.2 km in length and connects users with some of Leduc’s most scenic and natural areas. A grand opening event will be held on October 3, 2019 to celebrate.

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<tr>
<th>Action</th>
<th>Expected Completion</th>
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<tbody>
<tr>
<td>Design and construct Windrose Multiway</td>
<td>December 31, 2020</td>
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</table>

**COMMENT:**

City administration continues to work on the design and land title transfer with the golf course. An update is expected to go to Committee of the Whole in December. Construction is planned for 2020.

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<thead>
<tr>
<th>Action</th>
<th>Expected Completion</th>
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<tbody>
<tr>
<td>Update and implement revised Parks, Open Spaces and Trails Master Plan</td>
<td>December 31, 2020</td>
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</table>

**COMMENT:**

The IBI Group completed their initial analysis of the existing master plan. Public consultation and an information session is planned for October.

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<tr>
<th>Action</th>
<th>Expected Completion</th>
<th>Status</th>
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<tbody>
<tr>
<td>Update Multiway Master Plan</td>
<td>October 31, 2019</td>
<td>〇</td>
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</table>

**COMMENT:**

The IBI Group is completing this project along side the Parks, Open Spaces and Trails Master Plan. See update above.

<table>
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<tr>
<th>Action</th>
<th>Expected Completion</th>
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<tbody>
<tr>
<td>Ongoing evaluation of multi-year road maintenance funding strategy and monitor the overall resulting pavement quality index impacts</td>
<td>December 31, 2022</td>
<td>〇</td>
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</table>

**COMMENT:**

The capital costs of ongoing road maintenance were addressed as part of the overall capital program. The 2020 capital budget impacts will be presented to Council in October/November.

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<tr>
<th>Action</th>
<th>Expected Completion</th>
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<tbody>
<tr>
<td>Enhance pre-budget and corporate planning processes</td>
<td>December 31, 2020</td>
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</table>

**COMMENT:**

Council approved the revised budget presentation schedule. Council will review the proposed 2020 operational and capital budgets beginning October 7 and running through November 18. Council is expected to render their final decision in early December.

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<tr>
<th>Action</th>
<th>Expected Completion</th>
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<tbody>
<tr>
<td>Develop new fiscal approach to surplus</td>
<td>December 31, 2020</td>
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</tbody>
</table>
**COMMENT:**
A contractor was hired to begin work on a reserve policy, which will include an approach to using surplus. Workshops with Council and administration are planned for October. Information from these workshops will be used to inform the policy.

| ACTION: Investigate and implement increased accountability and transparency for rate payers through a financial system upgrade and an open data strategy | EXPECTED COMPLETION: December 31, 2023 | STATUS: |

**COMMENT:**
A draft plan and preliminary budget for this technology project was presented to Committee of the Whole on September 9, 2019. Acting on feedback received from Council, administration is revising their approach and related budget for presentation in October as part of the 2020 budget review.

| ACTION: Assess impacts of Municipal Government Act (MGA) amendments on off-site levies and determine future application | EXPECTED COMPLETION: December 31, 2022 | STATUS: |

**COMMENT:**
The impacts of the amendments to the MGA will be addressed through off-site levy policy development.

| ACTION: Explore options to support proposed seniors housing projects | EXPECTED COMPLETION: December 31, 2019 | STATUS: |

**COMMENT:**
Continued negotiations with the developer to financially support infrastructure for the future facility. Administration will incorporate capital budget dollars in the 2020 budget for this project.

| ACTION: Evaluate AVPA impacts and update and implement the revised Inter-municipal Development Plan (IDP) | EXPECTED COMPLETION: December 31, 2021 | STATUS: |

**COMMENT:**
Engaged in preliminary discussion with Leduc County on a revised IDP. A meeting is planned in October to discuss the scope of work.

| ACTION: Evaluate AVPA impacts and update and implement the revised Municipal Development Plan (MDP) | EXPECTED COMPLETION: December 31, 2021 | STATUS: |
Public engagement and policy review for the revised MDP is complete. A ‘what we heard’ document containing information from the engagement sessions will be compiled, followed by the drafting the plan.

**COMMENT:**

AECOM was awarded the contract to revise the master plan. A start-up meeting was held in June followed by finalization of the contract.

**ACTION:**

| Update and implement the revised Water Master Plan | December 31, 2020 | ✓ |

| Update the Sanitary Master Plan | December 31, 2019 |

| Update Long-term Facility Master Plan (LTFMP) | December 31, 2019 |

The LTFMP was revised and approved by Council in June.

**Strategy 2: Balance municipal development with the preservation of our natural environment**

| Continue to investigate energy management initiatives including viable renewable energy | December 31, 2022 |

| Working with ENMAX and Fortis to replace older transformers in the LRC. Received a $600,000 grant from Municipal Climate Change Action Centre (MCCAC) to upgrade lighting in civic facilities to LED technology. Work began in July. |

**Strategy 3: Optimize the use of existing municipal infrastructure**

| Develop long-term leasing and sponsorship strategy | December 31, 2019 |

<p>| A focus has been placed on re-negotiating existing agreements and finding new sponsors prior to agreement expiry dates. Due to a staffing changeover, the overall approach to sponsor activation and recognition is being reviewed and will be presented to Council in 2020. |</p>
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<tr>
<th>ACTION</th>
<th>EXPECTED COMPLETION</th>
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<tbody>
<tr>
<td>Continue phased implementation of the Asset Management Strategy</td>
<td>December 31, 2022</td>
<td>✓</td>
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</table>

**COMMENT:**
System testing is nearing completion in Public Services, specifically the roads and parks department. Work management for all of Public Services will be operational in 2020.

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<tr>
<th>ACTION</th>
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<tbody>
<tr>
<td>Evaluate lands adjoining the City of Leduc for future development and potential implementation</td>
<td>December 31, 2022</td>
<td>✓</td>
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</table>

**COMMENT:**
Ongoing evaluation of land consumption within the City of Leduc will be used to refine the growth management study.

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<th>ACTION</th>
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<tbody>
<tr>
<td>Conduct Smart Traffic Feasibility Study</td>
<td>December 31, 2019</td>
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**COMMENT:**
Due to significant funding constraints for implementation of the study, this initiative is deferred to a future date.

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**Strategy 4: Promote densification as a means of accommodating growth, promoting community vibrancy and reducing municipal cost structures**

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<th>ACTION</th>
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<tbody>
<tr>
<td>Lobby EIA and Accord partners regarding AVPA relaxation for school sites at LRC and downtown residential</td>
<td>December 31, 2020</td>
<td>✓</td>
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</table>

**COMMENT:**
Work continues on this project with our partners.

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<tr>
<th>ACTION</th>
<th>EXPECTED COMPLETION</th>
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<tbody>
<tr>
<td>Review and evaluate a broader waiver for the AVPA</td>
<td>December 31, 2020</td>
<td>✓</td>
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</table>

**COMMENT:**
Work continues on this project with our partners.

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<tr>
<th>ACTION</th>
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</thead>
<tbody>
<tr>
<td>Investigate opportunities to support densification including infill – secondary/garden suites</td>
<td>December 31, 2020</td>
<td>✓</td>
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</table>
The Mature Neighbourhood Infill Study began in 2018 and is nearing completion. The report is 90 per cent complete and includes information about servicing and secondary/garden suites. Still waiting on final information from one partner with expected completion and presentation to Council this fall.

Focus Area 3: An Economically Prosperous City and Region

Outcome 1: The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain top commercial and industrial businesses, known as Alberta Aerotropolis. The local and regional economies are diversified and provide a wide range of employment opportunities. The City of Leduc is a regional employment centre with a thriving small business sector.

Strategy 1: Maximize Leduc’s geographic location to increase economic prosperity

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<tr>
<th>ACTION:</th>
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<tbody>
<tr>
<td>Continue to implement the marketing and communications strategy</td>
<td>December 31, 2022</td>
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</table>

**COMMENT:**
“This is Our Leduc” campaign continues, promoting stories of our residents and businesses to a larger regional audience. The campaign was also integrated into several other city initiatives including Culture Days at the end of September.

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<th>ACTION:</th>
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<tbody>
<tr>
<td>Design and secure funding for 65th Avenue</td>
<td>December 31, 2022</td>
<td>✔️</td>
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</table>

**COMMENT:**
Design of the interchange is on-track to be completed by the end of December. The city continues to promote the need for the project and work with the provincial and federal government on funding. Acquisition of the land is pending confirmation of funding. Provincial funding for the interchange was confirmed in the 5-year capital budget by the transportation minister.

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<tr>
<th>ACTION:</th>
<th>EXPECTED COMPLETION:</th>
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<tbody>
<tr>
<td>Implement Aerotropolis ASPs (West 65th Avenue Structure Plan (ASP), East Telford Lake ASP)</td>
<td>December 31, 2019</td>
<td>✔️</td>
</tr>
</tbody>
</table>
COMMENT:

West 65th Avenue: Final public open house was held in September. Building consensus for a common servicing strategy is presenting a challenge, resulting in a delay of the final area structure plan. Administration is still hoping for an approval by the end of the year.
East Telford Lake: Council approved the area structure plan on September 9, 2019.

| ACTION: Investigate opportunities for incubators and support for pop-ups | EXPECTED COMPLETION: December 31, 2020 | STATUS: ○ |

COMMENT:
The Light House Cowork is a unique organization that provides shared work and meeting space to entrepreneurs from all industries and is located along Main Street. The city provided two presentations to the members of the Light House focused on business planning and cash-flow management.

### Strategy 2: Encourage economic growth and diversification in primary clusters

| ACTION: Implement an ‘open for business’ framework to attract and retain business | EXPECTED COMPLETION: December 31, 2019 | STATUS: ○ |

COMMENT:
The City provided administrative support to two new companies looking to locate new facilities in our community in early 2020. Both companies operate in the transportation, logistics and distribution sector.

| ACTION: Work with EIA, Edmonton Global and other strategic partners to collectively promote and support transportation, logistics and distribution | EXPECTED COMPLETION: December 31, 2022 | STATUS: ○ |

COMMENT:
Continued to work with our partners on several initiatives through September, including the newly formed Port Alberta Foreign Trade Zone Taskforce.

### Strategy 3: Review and strengthen Leduc’s role, approach and delivery of local and regional economic development

| ACTION: Optimize and define the roles of the City of Leduc to align with Edmonton Global and Airport Accord | EXPECTED COMPLETION: December 31, 2020 | STATUS: ○ |

COMMENT:
As a regional partner in Edmonton Global and the Airport Accord, the City participated in several joint-initiatives, while continuing to support local businesses as mentioned above.
Focus Area 4: A Collaborative Community-Builder and Regional Partner

Outcome 1: The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. It is cited as a leader in regional and inter-municipal collaboration. The City and Leduc County collaborate to identify and implement initiatives to improve services, share costs and drive economic outcomes.

Strategy 1: Increase community-building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region

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<th>ACTION:</th>
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<tbody>
<tr>
<td>Advocate the provincial government to maintain infrastructure, services and programs</td>
<td>December 31, 2022</td>
<td>✔️</td>
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</table>

COMMENT:
Conducted several meetings and secured future meetings with the provincial ministries of municipal affairs, transportation, infrastructure, and economic development, trade and tourism to advocate for local and regional programs, services and infrastructure projects.

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<th>ACTION:</th>
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<tbody>
<tr>
<td>Work with the province to address cost-recovery and equitable delivery of ambulance service</td>
<td>December 31, 2020</td>
<td>✔️</td>
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COMMENT:
The City is working with Alberta Health Services (AHS) to determine options for cost-recovery on bad debt. The current contract with AHS is in place for a few more years.

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<th>ACTION:</th>
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<tbody>
<tr>
<td>Review and implement joint-use agreements (programing) with schools</td>
<td>December 31, 2020</td>
<td>✔️</td>
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COMMENT:
Initial meetings involving both school boards took place. All partners will collect data that identifies the use of both civic and school facilities for the 2019/2020 school year.

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<th>ACTION:</th>
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<tbody>
<tr>
<td>Continue to implement shared services with the RCMP and province</td>
<td>December 31, 2019</td>
<td>✔️</td>
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</table>

COMMENT:
Completed the final assessment for all program and space requirements for the new addition to the RCMP and Protective Services Building. Construction began in May and will conclude in early 2021.
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<th>ACTION:</th>
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<tbody>
<tr>
<td>Continue to implement integrated crime reduction unit (ICRU) initiatives with the RCMP – Prolific Offenders</td>
<td>December 31, 2022</td>
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</table>

**COMMENT:**
The new Crime Severity Index is 95, a reduction of 16 points from 2018. In September, 897 hot spots checks and 33 prolific offender checks were completed in Leduc.

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<th>ACTION:</th>
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<tbody>
<tr>
<td>Implement the school site rationalization strategy</td>
<td>December 31, 2019</td>
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**COMMENT:**
A draft school reserve agreement is under review by administration prior to going to Council. This initiative will run into 2020.

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<th>ACTION:</th>
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<tr>
<td>Investigate opportunities for Crystal Creek servicing, developer partnerships and/or sale of land</td>
<td>December 31, 2022</td>
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</table>

**COMMENT:**
Ongoing negotiations with our partner.

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<th>ACTION:</th>
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<tbody>
<tr>
<td>Participate in discussions with the Regional Transit Services Commission (RTSC)</td>
<td>December 31, 2022</td>
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**COMMENT:**
Ongoing support provided by city administration to our Council representatives on the RTSC. Continued discussions with partners focus on engagement, communications, cost analysis and routing.

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<th>ACTION:</th>
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<tbody>
<tr>
<td>Drive regional benefits through the Inter-jurisdictional Cooperation Accord</td>
<td>December 31, 2022</td>
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</table>

**COMMENT:**
To fulfill the economic development potential of Edmonton International Airport (EIA), and the surrounding lands, four partners (Edmonton, Leduc, Leduc County and EIA) came together in 2017 to form the accord partnership. The accord is lead by an oversight committee headed by representatives from the four partners and comprises several working groups that focus on building frameworks to identify how we will work together to further our economic potential. These frameworks include: shared investment for shared benefit (SISB), economic development, land-use, servicing and transportation (LU&ST) and public transit. To date, the following strides have been made:

- Testing of several SISB models took place resulting in the oversight committee providing direction to focus on one model that could be adapted to our local reality;
- The LU&ST framework was downsized due to the narrow scope of the economic development framework and the challenge of reaching consensus on the geographical area and related implications. A report summarizing the findings will be produced and presented to the oversight committee; and
- Work continues on a cost-sharing agreement for transit between EIA, Edmonton Transit, and the City of Leduc and Leduc County.

### Strategy 2: Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities

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<th>ACTION:</th>
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<tbody>
<tr>
<td>Continue to support building regional elected official to elected official relationships</td>
<td>December 31, 2022</td>
<td>✔️</td>
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**COMMENT:**

- Administrative support was provided to City of Leduc councillors during the Mid-sized Communities Caucus in September. The caucus provides an opportunity for Councillors to come together from across Alberta.

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<th>ACTION:</th>
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<tr>
<td>Work with Leduc County to determine options for shared fire service initiatives</td>
<td>December 31, 2019</td>
<td>✔️</td>
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</table>

**COMMENT:**

- Working in partnership with Leduc County on an RFP for a consultant to support a regional emergency management initiative. Leduc Fire will be sending several students to training offered by other jurisdictions including South Capital Regional Fire Training Association and Leduc County fire.

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<tbody>
<tr>
<td>Secure an auto-aid agreement for the Leduc Industrial Park</td>
<td>December 31, 2019</td>
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</table>

**COMMENT:**

- Continued work on this initiative was deferred to a future date by our regional partners.

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<th>ACTION:</th>
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<tbody>
<tr>
<td>Continue to participate in the Edmonton Metropolitan Region Board</td>
<td>December 31, 2022</td>
<td>✔️</td>
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</table>

**COMMENT:**

- The City of Leduc is a member of the Edmonton Metropolitan Region Board (EMRB), a provincially mandated growth management board for the 13 municipalities of the Edmonton metropolitan region, who are committed to working together to ensure long-term economic prosperity and quality of life for all citizens in the region. The EMRB utilizes task forces to focus their efforts in areas related to infrastructure, servicing, transportation, agriculture and transit. Member municipalities are given an opportunity to participate on these task forces through official appointments; the City of Leduc is formally represented on the Regional Transit Services Commission Transition Team and the Shared Investment for Shared Benefit Task Force, although the city provides feedback into all EMRB task force initiatives. To date, the following EMRB milestones have been met:
• Hosted the 2019 EMRB golf tournament and raised over $17,000 for the Leduc and District Food Bank;
• Regional Agriculture Master Plan (RAMP) task force endorsed four policy areas to inform further work on policy development and mapping; EMRB staff will present to regional councils on the progress and next steps of the RAMP project in Q4;
• EMRB endorsed the direction of the Metropolitan Regional Servicing Plan (MRSP) to focus on four service areas: solid waste, storm water, fire/EMS and emergency management; the task force asked the province for a 6-month extension to allow for the final report to be completed and to build understanding and buy-in with all regional councils; and
• EMRB executive committee approved funding to revise transportation modelling for the Integrated Regional Transportation Master Plan (IRTMP) to meet Alberta Transportation specifications.

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<th>ACTION:</th>
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<tr>
<td>Continue implementing Leduc County cost sharing agreements</td>
<td>December 31, 2022</td>
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</table>

COMMENT:
Recreation Cost Share Agreement: An updated agreement will be provided to Council in January 2020.
Boundary Roads Agreement: negotiations are ongoing with county and city administrations which may be impacted by the outcome of other joint projects.
EXECUTIVE SUMMARY

Bylaw 1040-2019 will amend Land Use Bylaw 809-2013 to permit “Container, Shipping Container or Sea Can” use for temporary storage purposes in the IBL – Business Light Industrial subject to prescribed siting conditions.

RECOMMENDATION

That Council give Bylaw No. 1040-2019 First Reading.

RATIONALE

Land use bylaws are living documents that are constantly under review by administration and stakeholder partners. To be effective, land use bylaw regulations need to:

- Be clear, concise and consistent in their requirements;
- Evolve to address the changing needs of the community; and
- Ensure development meets expected standards.

The City of Leduc has received a verbal request to use shipping containers for temporary onsite storage on land zoned IBL – Business Light Industrial.

The use of shipping containers for storage purposes has increased in popularity. They can be found on many sites within the general industrial areas of Leduc. Defined as “Container, Shipping Container or Sea Can” within the Land Use Bylaw No. 809-2013 (the LUB), they are now a Permitted Use in three zones, being:

- IL – Light Industrial;
- IM – Medium Industrial; and
- IS – Special Industrial.

All three industrial zones reference Section 21.3.2 of the LUB’s “Specific Use Regulations” which prescribe detailed regulations guiding the use and siting of shipping containers (Attachment 4).

Within the City, there is an area designated IBL – Business Light Industrial where the use of shipping containers as a permitted use is a reasonable land use opportunity. This being those lands on 46A Street between 61 and 62 Avenue. Therefore, it is recommended that the term “Container, Shipping Container or Sea Can” be added as a permitted use for this zone and, at the same time, be restricted to these specific lands.

It is important to be careful when introducing on a permanent basis uses typically intended for a standard district into a specially designed district. The IBL zone was created to provide for a selection of light industrial and commercial land uses that are readily evacuated, that do not encourage large gatherings of people and do not adversely affect adjacent land use by allowing uses where there are significant, external, objectionable or dangerous conditions of any building on the site. The district is intended to serve as a buffer to more impactful industrial land uses. In addition, a majority of the land...
designated IBL are high profile sites facing Highway 2 and/or significant arterial roads where a high design standard of development is reasonably expected. As articulated in the Highway 2 Corridor Design Guidelines, municipal approvals should consider architectural treatment, design and density of buildings, minimum building setbacks, location and screening of open storage areas and mechanical equipment, access and egress, site planning and parking, yard and storage areas, landscaping, signage, lighting, and preservation of attractive natural areas. A very wide list of considerations corresponds to potential development of these areas along the Highway. Similar considerations are not unreasonable for any development facing or accessing onto an arterial road.

For all these reasons, the proposed amendment to allow shipping containers for storage purposes is limited to the area designated IBL that is outside the Highway 2 Corridor Design Guidelines area of interest and on sites facing or accessed by a local road.

Finally, recognizing that this is a new, and untested, opportunity on these lands, a series of conditions are recommended to permit the siting of shipping containers for storage purposes and to provide the opportunity for the City to monitor uptake and thereby assess the impact of this opportunity. These conditions are:

- To limit to 3 the number of shipping containers per site;
- To consider the use of shipping containers as a temporary land use with 3 year limits to approvals;
- Employ Section 21.3.2 (Attachment 4) of the Land Use Bylaw to support implementation within established guidelines; and
- Restricting the use of shipping containers to designated IBL lands that do not face or have access onto an arterial road (e.g., Sparrow Drive).

In summary: the proposed amendment will not affect the IBL zone’s original intent of providing buffering land uses between industrial and commercial areas; and, at the same time, as the impacted lands are outside the Highway 2 Corridor area of interest, not conflict with expected higher development standards along the Highway.

STRATEGIC / RELEVANT PLANS ALIGNMENT

1. Municipal Government Act, RSA 2000, Chapter M-26 as amended
   - S. 640(4) outlines all matters a land use bylaw may regulate.
   - S. 606 and S. 692 govern the requirements for advertising a public hearing for a bylaw.
2. Land Use Bylaw 809-2013, as amended
3. Highway 2 Corridor – Design Guidelines

ORGANIZATIONAL IMPLICATIONS

ADMINISTRATION:
- There are no organizational implications.

RISK ANALYSIS: FINANCIAL / LEGAL:
- There are no Risk implications.

IMPLEMENTATION / COMMUNICATIONS:
- Advertising will be completed and a public hearing scheduled as required to accommodate further readings of the proposed Bylaw.

ALTERNATIVES:
ATTACHMENTS

Attachment 1 - Key Plan
Attachment 2 - Zoning Map
Attachment 3 - Amending Bylaw
Attachment 4 - Special Use Regulations
Area Zoned IBL - Business Light Industrial that will permit "Container, Shipping Container or Sea Can" for temporary storage purposes
AMENDMENT #1040-2019 - TO BYLAW NO. 809-2013, THE LAND USE BYLAW

WHEREAS: The Municipal Government Act, R.S.A. 2000, Chapter M-26, as amended (the "Act") grants a municipality the authority to pass a Land Use Bylaw;

AND: in accordance with the Act, the City of Leduc passed Land Use Bylaw No. 809-2013 to regulate and control the use and development of land and buildings in the City of Leduc, and the Council has deemed it expedient and necessary to amend Bylaw No. 809-2013;

AND: notice of intention to pass this bylaw has been given and a public hearing has been held in accordance with the Act;

NOW THEREFORE: the Council of the City of Leduc in the Province of Alberta duly assembled hereby enacts as follows:

Bylaw No. 809-2013, the Land Use Bylaw, is amended by:

1. The addition of the term "Container, Shipping Container or Sea Can" to Table 33.1; as a permitted use; and

2. The addition of the following text:
   "14.9.7 Container, Shipping Container or Sea Can developments shall be in accordance with the regulations in Sections 21.3.2.
   14.9.8 A maximum of 3 Container, Shipping Container or Sea Can uses will be permitted on a site.
   14.9.9 Container, Shipping Container or Sea Can uses will be considered as a temporary use with a maximum 3 year approval from date of development permit issuance.
   14.9.10 No site accessing or facing directly onto an arterial road may contain a Container, Shipping Container or Sea Can use."

READ A FIRST TIME THIS _____ DAY OF _______ , AD 2020.

READ A SECOND TIME THIS _____ DAY OF _______ , AD 2020.

READ A THIRD TIME THIS _____ DAY OF _______ , AD 2020.

____________________
Robert Young
MAYOR

____________________
Sandra Davis
CITY CLERK

Date Signed
Attachment 4

Land Use Bylaw 809-2013

Section 21.0 Specific Use Regulations

PREAMBLE: This Section of the Land Use Bylaw contains specific use regulations that outline additional controls for particular uses that may occur in various districts. The uses contained in this Section require additional regulations to the ones contained in the districts. They are consolidated here to avoid repetition in the districts under which they are a permitted or Discretionary Use.

Section: 21.3. Accessory Developments in Industrial Land Uses

21.3.2. Shipping Containers

21.3.2.1. Shipping Containers shall:

1) be considered an Accessory Development to the principal Building;

2) be developed in industrial Land Use districts;

3) not be allowed to be stacked;

4) be used for storage purposes only, excluding any dangerous or hazardous materials or containers;

5) have an exterior finish that matches or compliments the exterior finish of the principal Building; and

6) be screened from view, to the satisfaction of the Development Authority.
EXECUTIVE SUMMARY

As part of the need to extend the overall life expectancy of the RCMP building, the City of Leduc is proposing to borrow in the amount of $1,750,000 to fund a complete lifecycle maintenance replacement on items such as the roof, 13 HVAC units, and install a backup generator that will give the capacity to provide solid business continuity from this building. The borrowing term is proposed to be a maximum of 20 years.

RECOMMENDATION

That Bylaw No. 1042-2019, Borrowing Bylaw for Protective Services Expansion and Life Cycle Replacements, receive first reading.

RATIONALE

The results of a Protective Services facility audit conducted in 2009 combined with current knowledge about the facility has indicated the need for a number of upgrades to aid in the overall extension of the life expectancy of the facility. As part of this need to extend the overall life expectancy of the RCMP building, the City of Leduc is proposing to take out a debenture to fund a complete lifecycle maintenance replacement on items such as the roof, 13 HVAC units, and install a backup generator that will give the capacity to provide solid business continuity from this building should electrical utility fail.

To ensure long term use and functionality of a building it must be maintained to a level that provides a reasonable level of safety and comfort, which the above items will help to ensure this is the case. When a roof fails the potential for the infiltration of water is high and water damage inside of a building can lead to a number of structural and health issues. The current roof tops are at the end of their useful life as evidenced by the fact that we have had to change 3 of the units due to cracked heat exchangers in the past year and a half.

This project is also being designed to accept a solar grid to reduce the operating costs of the facility, the final decision to install solar will be contingent upon receiving a grant to significantly reduce the cost of the project and shorten the payback period.

STRATEGIC / RELEVANT PLANS ALIGNMENT

A City with a plan for the future.

ORGANIZATIONAL IMPLICATIONS

ADMINISTRATION:

There are no organizational implications.
FINANCIAL

During the 2020 budget deliberations, Council approved the Protective Services Building Capital Renewal project #086.267 in the amount of $1,752,278; of this amount $1,750,000 is funded through borrowing with the remainder being funded through reserves.

The payback period is proposed to be a maximum of 20 years. Based on a 20-year payback period the annual payments would be approximately $114K. This amount has been budgeted in the 2020 operational budget.

LEGAL

The City of Leduc will enter into a promissory note agreement with the Alberta Capital Finance Authority (ACFA) or other financial institution. The City will have to abide to the all the terms and conditions within the agreement.

IMPLEMENTATION / COMMUNICATIONS:

1. After first reading of the bylaw the municipality must publish a notice of the proposed bylaw in the manner prescribed by the Municipal Government Act or in accordance with an advertising bylaw authorized thereunder. If tendered costs are more than 15% higher than advertised costs, re-advertising may be required.

2. The electors may, within 15 days from the date of the last publication of the notice, petition Council for a vote on the money bylaw (Refer to Section 223 of the Municipal Government Act regarding the percentage of electors that must sign the petition).

3. If a valid petition is presented to Council within the specified time period, Council may abandon the project or, if it decides to proceed with the bylaw, shall first submit the bylaw to a vote of the electors, and if assented to by the vote, may proceed.

4. If no petition for a vote is presented, the municipality may pass the borrowing bylaw.

ALTERNATIVES:

N/A

ATTACHMENTS

1. Bylaw-No. 1042-2019
CITY OF LEDUC

Bylaw No. 1042-2019

PROTECTIVE SERVICES EXPANSION AND LIFE CYCLE REPLACEMENTS BORROWING BYLAW

Being a bylaw authorizing a borrowing to finance the Protective Services building expansion and life cycle replacements.

WHEREAS the Municipal Government Act, R.S.A. 2000, Chapter M-26, as amended, grants a municipality the authority to enact a bylaw to authorize the borrowing of money for the purpose of financing capital improvements;

AND the City of Leduc plans to undertake a project for the Protective Services building expansion and life cycle replacements (the "Project");

AND the estimated total cost of the Project is $1,752,278 (One Million Seven-Hundred and Fifty-Two Thousand and two hundred and seventy-eight dollars);

AND in order to construct and complete the Project, it will be necessary for the City of Leduc to borrow up to the sum of $1,750,000 (the "Indebtedness") by the issuance of a debenture on the terms and conditions referred to in this Bylaw;

AND the amount of the existing debenture debt of the City of Leduc as at December 31, 2018 is $61,685,928, no part of which is in arrears;

AND the estimated lifetime of the project is twenty-five (25) years; and all required approvals for the Project have been obtained and the project is in compliance with all acts and regulations of the Province of Alberta;

THEREFORE, the Council of the City of Leduc in the Province of Alberta duly assembled, hereby enacts as follows:

PART I: APPLICATION

1. For the purpose of undertaking and completing the Project, the sum of up to One Million Seven-Hundred and Fifty Thousand dollars ($1,750,000) be borrowed from the Alberta Capital Finance Authority ("ACFA") or other financial institution by way of debenture on the credit and security of the City of Leduc at large, of which the full amount borrowed is to be paid by the City of Leduc at large.
2. The debentures to be issued under this bylaw shall be in any denomination not exceeding the amount authorized by this bylaw and shall be dated having regard to the date of the borrowing.

3. The debentures shall bear interest during the currency of the debentures, at the interest rate fixed from time to time by the ACFA or other financial institution at a rate not exceeding five per cent (5%) per annum, payable semi-annually.

4. The debentures shall be issued in such manner that the principal and interest will be combined and be made payable in, as nearly as possible, equal semi-annual installments over a period of up to twenty (20) years, in accordance with the schedule attached and forming part of each debenture.

5. The debentures shall be payable in lawful money of Canada at the Bank of Montreal in the City of Leduc or at such other bank or financial institution as Council may authorize as its banking agency during the currency of the debenture.

6. The Mayor and a Designated Officer of the City of Leduc shall authorize such bank or financial institution to make payments to the holder of the debentures, on such date and in such amounts as specified in the repayment schedule forming part of each debenture, and shall affix the corporate seal of the City of Leduc to the debenture documents.

7. There shall be levied and raised in each year of the currency of the debentures a rate or rates on the assessed value of all lands and improvements shown on the assessment roll, sufficient to provide an annual tax adequate to pay the principal and interest falling due in such year on such debentures. The said rates and taxes are collectible at the same time and in the same manner as other rates and taxes.

8. The Indebtedness is contracted on the credit and security of the City of Leduc at large.

9. The net amount realized by the issue and sale of debentures authorized under this bylaw shall be applied only for the purposes of undertaking and completing energy efficiency project.
CITY OF LEDUC

Bylaw No. 1042-2019

PART II: ENACTMENT

10. This Bylaw shall come into force and effect when passed.

READ A FIRST TIME IN COUNCIL THIS ___ DAY OF _______________, AD 2020.

READ A SECOND TIME IN COUNCIL THIS ___ DAY OF _______________, AD 2020.

READ A THIRD TIME IN COUNCIL THIS ___ DAY OF _______________, AD 2020.

________________________________
Bob Young
MAYOR

________________________________
Sandra Davies
CITY CLERK

______________________________
Date Signed
COUNCIL REQUEST FOR DECISION

MEETING DATE: January 13, 2020

SUBMITTED BY: S. Davis, City Clerk

PREPARED BY: S. Davis, City Clerk

REPORT TITLE: Bylaw No. 1043-2019 – Advertising Bylaw (First Reading)

EXECUTIVE SUMMARY

For municipal governments, the purpose of advertising is to create awareness, communicate information and educate our residents. Bylaw No. 1043-2019 – Advertising Bylaw - will allow the City of Leduc to reach the widest audience and utilize best practices in communicating legislatively required advertising.

RECOMMENDATION

That Council give Bylaw No. 1043-2019 – Advertising Bylaw, First Reading.

RATIONALE

At the November 18, 2019, Committee-of-the-Whole meeting the following motion was passed:

“That Administration be directed to bring forward, for Council's consideration, a Bylaw relative to legislated advertising requirements as permitted under the Municipal Government Act.”

As presented that meeting, it is important for the City of Leduc to adapt to changes in how we communicate with our residents, and the Municipal Government Act (“MGA”) has enabled municipalities to do that. By passing a Bylaw to introduce new tools to advertise, and provide notice to, the public about proposed bylaws, public hearings, resolutions and meetings, among other things the City of Leduc is able to alter advertising methods to include electronic advertising such as advertising on a municipal website or the use of social media platforms (e.g. Facebook, Twitter, etc.). The changes permitted under the MGA provide flexibility to allow municipalities to develop notification tools that will best meet the needs of their communities.

Once Bylaw 1043-2019 receives first reading, a Public Hearing will be held as required by the MGA prior to second and third readings. The public hearing will be advertising using current methods.

Administration feels confident that Bylaw No. 1043-2019 will ensure that the medium of advertising appropriately reflects the target audience and recommends the Bylaw receive First Reading.

ORGANIZATIONAL IMPLICATIONS

ADMINISTRATION:
There will be no additional pressures on Administration as a result of passing Bylaw 1043-2019

FINANCIAL
In 2019 the City of Leduc spent over $28,000 for legislatively required advertising.

IMPLEMENTATION / COMMUNICATIONS:
In accordance with the MGA, a Public Hearing must be held prior to second reading and must be advertised in the current manner.
COUNCIL REQUEST FOR DECISION

ALTERNATIVES:
That Council requests substantive amendments to Bylaw 1043-2019 and the Bylaw returns for 1st reading at a later date.

That Council deems the Bylaw unnecessary.

ATTACHMENTS

Bylaw No. 1043-2019
A BYLAW OF THE CITY OF LEDUC IN THE PROVINCE OF ALBERTA, TO ESTABLISH ALTERNATE METHODS FOR ADVERTISING STATUTORY NOTICES

Pursuant to s. 606 of the Municipal Government Act, R.S.A. 2000, Chapter M-26, as amended (“Act”) Council must give notice of certain bylaws, resolutions, meetings, public hearings or other items that require advertising in a newspaper or other publication circulating in the area, mailing or delivering a notice to every residence in the affected area;

AND, pursuant to s. 606.1 of the Act a Council may by bylaw provide for one or more methods, which may include electronic means, for advertising proposed bylaws, resolutions, meetings, public hearings and other things referred to in s. 606;

THEREFORE, the Council of the City of Leduc in the Province of Alberta duly assembled, hereby enacts as follows:

PART I: BYLAW TITLE

1. That this bylaw shall be known as the “Advertising” Bylaw.

PART II: APPLICATION

2. Unless otherwise advertised in accordance with the Act, all statutory advertisements will be advertised in accordance with this Bylaw.

3. Proposed bylaws, resolutions, meetings, public hearings and other things referred to in Section 606 of the Act shall be advertised as follows:

   a) The first notice/advertisement must be:
      
      • posted in the Atrium at the Civic Centre;
      
      • placed on the digital sign in the Civic Centre; and
      
      • posted on both the City of Leduc’s webpage and Facebook page, or another social media page.

   b) The first notice/advertisement will run for a minimum of 14 days.
c) The second notice/advertisement must be printed in a local publication, at least 5 days prior to the occurrence of the meeting, public hearing or thing.

d) If it is determined that no local publication means exist to provide wide exposure to the notice/advertisement, the second notice/advertisement must be posted a second time as set out in paragraph a), at least 5 days prior to the occurrence of the meeting, public hearing or thing.

READ A FIRST TIME IN COUNCIL THIS 27 DAY OF JANUARY, 2020.

READ A SECOND TIME IN COUNCIL THIS _____ DAY OF ________, 2020.

READ A THIRD TIME IN COUNCIL THIS _____ DAY OF ________, 2020.

____________________________
Bob Young
MAYOR

____________________________
Sandra Davis
CITY CLERK

____________________________
Date Signed
January 6
- Crystal Creek revised servicing plan meeting with S. Olson, M. Pieters, S. Novak and E. Moussa
- Special Council Meeting

January 7
- Interview with Leduc Rep - Youth Council
- January Active 8's/9's/Seniors Free Access to the LRC

January 8
- Meeting with Clarence Shields, Nadine Leming, Zdenka Turner (Blackjacks Roadhouse) – Ambassador Program

January 9
- Meeting with Trent Wilhauk (Wilhauk Meats)

January 10
- Leduc Chamber – 2020 Economic Updates
  - Holiday Open House – MLA Brad Rutherford

January 13
- CoW/Council Agenda Review
- Committee of the Whole
- Council

January 15
- 2020 Housing/Economic Forecast: REALTORS Association of Edmonton

January 16
- Edmonton Global Strategy Session

Approved by Mayor Bob Young

R. Y.