1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. ADOPTION OF PREVIOUS NOTES
   3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday, March 16, 2020

4. DELEGATIONS & PRESENTATIONS

5. BUSINESS ARISING FROM PRESENTATIONS

6. CLOSED SESSION

7. RISE AND REPORT FROM CLOSED SESSION

8. REPORTS FROM COMMITTEE & ADMINISTRATION
   *8.1 Business Licence & Tourism Partnership
      TIME SPECIFIC 5 PM
      (J. Garries, Executive Director, Leduc Regional Chamber of Commerce - 15 minutes)
      (Presentations Attached)
   *8.2 Automated Traffic Enforcement Update
      (C. Chisholm - 15 minutes)
   *8.3 2019 Year End Results
      (I. Sasyniuk / D. Melvie / M. Pieters / J. Cannon - 30 minutes)
      (Presentation Attached)
8.4 Council Liaison Initiative
(G. Klenke - 15 minutes)

8.5 Council and Committee-of-the-Whole Meeting Process
(M. Pieters / I. Sasyniuk / D. Melvie - 20 minutes)

9. INFORMATION ITEMS

9.1 Future Agenda Items

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

Monday, March 16, 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, Acting City Manager, C. Kuzio, Legislative Officer, M. Hormazabal, Deputy City Clerk

1. CALL TO ORDER

Mayor B. Young called the meeting to order at 5:01 pm.

2. APPROVAL OF AGENDA

MOVED by Councillor G. Finstad

That Committee-of-the-Whole approve the deferral of agenda item 8.4, Engineering Standards, to a future meeting.

Motion Carried Unanimously

MOVED by Councillor B. Beckett

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

6. CLOSED SESSION

6.3 Black Gold Drive Claim
FOIP s. 17, 24 and 27

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.5 State of Local Emergency Covid-19 Pandemic Update

Motion Carried Unanimously
3. ADOPTION OF PREVIOUS NOTES

3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday, March 9, 2020

MOVED by Councillor B. Beckett

That the notes of the Committee-of-the-Whole meeting held on Monday, March 9, 2020, be approved as presented.

Motion Carried Unanimously

4. DELEGATIONS & PRESENTATIONS

There were no delegations or presentations.

5. BUSINESS ARISING FROM PRESENTATIONS

6. CLOSED SESSION

MOVED by Councillor L. Hansen

That Committee-of-the-Whole move into Closed Session at 5:48 pm.

Motion Carried Unanimously

6.1 West End School Partnership Update for March 16, 2020

FOIP s. 16, 24 and 25

6.2 Intermunicipal Projects Update/Strategic Planning

FOIP s. 21 and 25

6.3 Black Gold Drive Claim

FOIP s. 17, 24 and 27

MOVED by Councillor L. Hansen

That Committee-of-the-Whole move into Open Session at 6:49 pm.

Motion Carried Unanimously

7. RISE AND REPORT FROM CLOSED SESSION

7.1 West End School Partnership Update for March 16, 2020

FOIP s. 16, 24 and 25

In attendance:
Executive Team
B. Bengert, Stantec
M. Roma, RC Strategies
B. Knisley, Special Projects Manager, Facilities
E. Paras, Director, Facility and Property Services
M. Hormazabal, Deputy City Clerk
C. Kuzio, Legislative Officer
D. Melvie, General Manager, Community and Protective Services, introduced the topic. B. Bengert, M. Roma, D. Melvie, General Manager, Community and Protective Services, and M. Pieters, Acting City Manager, made a presentation (Attached to Closed Agenda). B. Bengert, M. Roma, and D. Melvie answered the Committee's questions.

7.2 **Intermunicipal Projects Update/Strategic Planning**

FOIP s. 21 and 25

There was no business under this heading.

7.3 **Black Gold Drive Claim**

FOIP s. 17, 24 and 27

In attendance:

Executive Team
R. Sereda, Director, Public Services
M. Hormazabal, Deputy City Clerk
C. Kuzio, Legislative Officer

R. Sereda and M. Pieters, Acting City Manager, provided an update on Black Gold Drive. R. Sereda, M. Pieters, Acting City Manager, and G. Klenke, City Solicitor, answered the Committee's questions.

8. **REPORTS FROM COMMITTEE & ADMINISTRATION**

8.1 **Property Tax Relief Policy**

J. Cannon, Director, Finance and G. Damo, Manager Revenue Services, made a presentation on the draft Property Tax Relief Policy that will be used as a framework to support decision making regarding tax concerns, and provide both Council and Administration guidance on addressing property tax relief requests.
J. Cannon advised that the policy will be brought before Council for approval at an upcoming meeting. J. Cannon answered the Committee's questions.

8.2 FCSS / PRC Board Priorities

D. Brock, Director, Community and Social Development, and J. Kamlah, Director, Recreation Services, made a PowerPoint presentation (Attached to Agenda) outlining the priorities, vision and purpose of the Family and Community Support Services (FCSS) Advisory Board and of the Parks, Recreation and Culture (PRC) Board.

Administration will work with each Board to bring forward recommended amendments to the bylaws according to input received and assist Board chairs to develop agendas that reflect the direction received.

D. Brock, J. Kamlah and D. Melvie, General Manager, Community and Protective Services answered Committee's questions.

8.3 Canada Day Flag Placement

D. Brock, Director, Community and Social Development, provided an update on suggested options for continued support of the annual Canada Day flag placement. D. Brock answered Committee's questions.

Committee directed Administration to find another group to take over the program for the annual Canada Day flag placement.

8.4 Engineering Standards

Engineering Standards is deferred to a future Committee-of-the-Whole meeting.

8.5 State of Local Emergency - Covid-19 Pandemic Update

Fire Chief G. Clancy, Deputy Chief G. Kelly, D. Melvie, General Manager, Community and Protective Services, and Mayor B. Young provided an update on the City's response to the Covid-19 pandemic. Fire Chief G. Clancy advised that the Emergency Command Centre (ECC) was partially activated the morning of March 16, 2020.

Mayor B. Young provided an update on the decision, made over the past weekend, to close facilities including the Leduc Recreation Centre, Alexandra Arena, and the Leduc Public Library.

Fire Chief G. Clancy answered Committee's questions.
9. **GOVERNANCE**

   There were no items.

10. **COUNCIL CALENDAR UPDATES**

    There were no items.

11. **INFORMATION ITEMS**

    11.1 **Communications Tower Update**

    D. Melvie, General Manager, Community and Protective Services, and M. Pieters, Acting City Manager, provided an update on the Telus communications tower that will be erected in Lede Park. D. Melvie and R. Sereda, Director, Public Services, answered Committee’s questions.

    11.2 **Future Agenda Items**

    Mayor B. Young and M. Pieters, Acting City Manager provided information on future meetings. Committee-of-the-Whole and Council meetings will continue as scheduled. Administration to determine options for live-streaming from Council Chambers.

    Mayor B. Young and M. Pieters answered the Committee’s questions.

12. **ADJOURNMENT**

    The meeting adjourned at 6:50 pm.

_________________________
B. YOUNG, Mayor

_________________________
C. KUZIO, Legislative Officer
INDUSTRY STATUS

$8.9 B
TOURISM EXPENDITURES

36.9 M
PERSON-VISITS

Source: 2017 Statistics Canada International Travel Survey, Travel Survey of Residents of Canada
**DIRECT IMPACT**
Local businesses receiving money directly from tourism spending.
ACCOMODATION, TRANSPORTATION, ENTERTAINMENT, ATTRACTION, FOOD & BEVERAGE, RETAIL.

**INDIRECT IMPACT**
Increased spending by the tourism business increases/becomes an economic driver, supporting wages, salaries, local profits and community.
SPORT TOURISM IN LEDUC

Annually, over 150 events are held in Leduc

ECONOMIC IMPACT

based on 28 events surveyed between 2009-2018

$7,416,222 DIRECT VISITOR SPENDING IN LEDUC

AVERAGE SPEND

$115 day trip

$377 overnight

2016 Alberta Summer Games

6,665 Total number of participants
3 nights
Average nights spent in Leduc
$82-$300 Spending per person per day
$1M Visitor spending
34 Jobs Jobs supported ($1.3M in wages)
$1.7M Spent by event organizer

2017 5k Foam Fest

6,000 Total number of participants
2 nights
Average nights spent in Leduc
$842 Average spending per party
$946,786 Visitor spending
8 Jobs Jobs supported ($446,000 in wages)
$221,433 Spent by event organizer

2017 Freson Bros Canadian Ringette Championships

3,300 Total number of participants
5 nights
Average nights spent in Leduc:
$3,825 Spending per party
$2,300,000 Visitor spending
17 Jobs Jobs supported ($950,000 in wages)
1,477 rooms per night at 10 local hotels
$240,000 spent by event organizer

THE CHAMBER

LEDUC & WETAISKWIN REGIONS

ARE YOU READY TO STAND OUT?
“Maximize Leduc’s geographic location to increase economic prosperity”
- City of Leduc’s 2019-2022 Strategic Plan

The Leduc Region is bursting with beautiful and unique places, exciting experiences, accommodations, and offerings.

It boasts a strategic location; next to the International Airport/QEI/proximity to the Capital City.

BUT they are not showcased or promoted adequately.
There is no unified/collective voice/entity for tourism to take the tourist from arrival to activity to departure.
“Discover Leduc Region” Brand: website/promotion guide to attract individual travelers, conferences and groups.

Impact: increase direct and indirect tourism dollars spent in the Leduc region and boost economic development resulting in a vibrant and healthy hospitality, and tourism industry.

Lead: The Chamber is strategically positioned to coordinate this combination of regional tourism and business with the City of Leduc and Leduc County.
DELIVERABLES

- Ongoing Regional Tourism Asset Inventory
- Website platform + Email
- Social Media
- Visitor Guide/Brochures
- Professional Photos/Video
- Ad/Promotional Campaigns
- Stakeholder Engagement
- Data Collection/Measurement
- Surveys
- Tourism Industry e-newsletter
- Ongoing Industry Training
- Regular Partner Updates
- Host Tourism Events, Tours and Mixers
- Conference Attraction
The Leduc Region is bursting with world-class locations, activities + experiences.
The Leduc Region is bursting with world-class locations, activities + experiences.
Leduc BlackGold Rodeo 2020

May 28-31, 2020

A weekend of event including Professional Rodeo Performances, Trade Fair, Midway, Rodeo of Stakes, Cabaret, Parade, Pancake Breakfasts, family Fun Fair, Northlands K-Days Talent Search and so much more!

Leduc Art Walk

July 4, 2020

On July 4, 2020, more than 100 artists and artisans will line Main Street, Leduc between 41st and 50th St between 11:00 a.m. and 6:00 p.m. There will be local food vendors on site, activities for all ages, and musical performances throughout the day. The Art Walk is a true, accessible art and cultural festival.
The Leduc Region is bursting with world-class locations, activities + experiences.
DISCOVER your next experience, adventure, or book an event that will have your attendees talking...

Elevating farm-to-table to a true taste of the farm...

3 Reasons to get outside this Spring...

Leduc's downtown is your next destination...
Discover Leduc
Showcasing the Leduc region’s best outdoor, event, food, and culture experiences!
discoverleduc.ca

Followed by barneysleduc beeandkey_boutique auroraysleduc + 18 more
About Leduc

Leduc is a robust and active community built on a strong history of agriculture, oil/gas, recreation, arts & culture, volunteerism and tourism opportunities.

Experience Leduc Sport Tourism

With over 600 acres of recreation and athletic facilities, there’s always something going on. Well-planned parks, open spaces, natural beauty and fantastic facilities are only a few reasons why Leduc is chosen to host Best Ever events.
2021 ONWARDS...

Future funding models for Discover Leduc:
• New and Ongoing Partnerships
• Provincial/Federal Grants
• Advertising/Sponsorships Revenue
• Events
BUSINESS LICENSES WITH THE CHAMBER

Every business license will automatically receive a membership with the Leduc & Wetaskiwin Regional Chamber of Commerce.

This dual license is of tremendous value to new and existing businesses, who are able to access statistical information, education, discounts, promotion, and networking opportunities.
STANDARD BUSINESS LICENSE

- Shows customers that the business is legal
- Proves business complies with all municipal bylaws
- Provides credibility + validity to businesses with a standardized system of accreditation
LICENSE + CHAMBER MEMBERSHIP

• Saves money + time for business owners
• Increases stats collection + sharing of data
• One comprehensive database of all businesses with online portal
• Increases connections, communication, promotions, resources and awareness of needs
INFORMATION/STATS

• Businesses by Industry Sector
• Identify opportunities + prevent industry gaps/saturation
• Non-residential licenses/contractor analysis
• New business openings + closures
• Employee #s
• Available land/buildings for sale/lease
• Import/Export businesses
• Businesses hiring
NAICS CODING EXMAPLE

Construction:
23: Construction
   236: Construction of Buildings
      2361: Residential Building Construction
      2362: Non-Residential Building Construction
   237: Heavy and Civil engineering Construction
      2371: Utility System Construction
      2372: Land Subdivision
      2373: Highway, Street and Bridge Construction
      2379: Other Heavy and Civil Engineering Construction
   238: Specialty Trade Contractors
      2381: Foundation, Structure & Building Exterior Contractors
      2382: Building Equipment Contractors
      2383: Building Finishing Contractors
      2389: Other Specialty Trade Contractors
EMERGENCY PREPAREDNESS

• Accurate business contact information allows for mass communication/survey capability working with Municipal Emergency Coordination Centre's (ECC)

• Knowledge of hazardous materials informs emergency services on potential threats

• Accurate employee #s allow for improved emergency responses
COMMUNICATION + PROMO

- Surveys + stats sharing + e-newsletter
- Online Business Directory listing
- Advertising + signage opportunities
- Free online job postings
- Member 2 Member discounts
- Alberta Chambers Value Added discount programs
EDUCATIONAL + NETWORKING EVENTS

- Networking Luncheons + Events
- Lunch & Learns + info sessions
- Grand opening ribbon cuttings
- Tradeshows + Job/Career Fairs
- Election Forums
- Presentations from Elected Officials + Roundtable Meetings
CHAMBERSPLAN BENEFITS

- Health + Dental Plans for businesses and their employees
- Low and stable rate increases from year to year
- Available no matter the size of the business
- Employee Mental Health programs available
- Added benefits such as free Legal Advise, Bookkeeping and accounting up to 9 hours per year
BUSINESS LICENSE
LICENSE # 123456

This document certifies that:

BUSINESS NAME

is licenced to carry on the business, trade or calling:

BUSINESS ORGANIZATION

at the following address:

BUSINESS ADDRESS

Subject to the following conditions:

and subject to all applicable Bylaws of the Leduc County etc.

Business License Officer:

Date:

The CHAMBER | 780.986.5454 | 6420 - 50th Street, Leduc
EXECUTIVE SUMMARY
This report provides an update to Council on the Automated Traffic Enforcement program in Leduc.

BACKGROUND
Leduc Enforcement Services (LES) has been operating its own ATE program since July 2018. It was previously contracted to Global Traffic Services.

ATE is just one component within the overall Traffic Safety plan used to reduce collisions in Leduc. The City and its partners are also involved in education, engineering and other enforcement activities with a goal of reducing serious and injury collisions.

The costs for traffic enforcement in 2019 to the City relating to ATE mobile speed operations and Municipal Traffic Unit exceeded the revenue received from fines issued. This demonstrates that the focus is on traffic safety and not revenue generation.

The mobile speed (commonly known as photo radar) program consists of two LES Community Peace Officers operating photo radar in RCMP approved zones. The deployment strategy focuses on areas of collisions, vulnerable road users (schools/playgrounds) and public complaints. The number of zones were reduced from 134 to 54 after introduction of this strategy in 2018. LES attempts to cover all zones in order to have a distributed enforcement approach.

In 2019, 1875 photo radar violation tickets were issued by LES. This is a dramatic reduction from 2016 where Global issued over 20,000 violation tickets. At that time Global Traffic Services were contracted to perform 320 hours of actual enforcement. On average, LES conducted 65 hours per month in 2019. At least 5-6 hours per shift of actual enforcement is targeted. There is a general deterrent value in having the presence of ATE in Leduc from a traffic safety perspective.

Intersection Safety Devices (ISD’s) were installed as a pilot project at three intersections in Leduc and became operational in September 2019. The capital costs of the devices were paid by the ATE system supplier as part of a cost recovery agreement with the supplier receiving a portion of fine revenue.

A warning period was held with the ISD’s in August 2019 before going “live” with issuing fines. This involved an educational campaign and warning notices to those who committed violations. Just over 200 violations were issued during that month-long warning period. While the ISD’s were powered by wind and solar, those power sources were found to be insufficient for reliable operation and administration doesn’t feel that fines issued through the system can be substantiated in court until the units operate consistently. Given the cost of providing permanent power being cost prohibitive (estimated at around $70,000 for the three intersections) and risks associated with the continuation of ATE in Alberta, Administration is not supportive of further supporting the pilot. These devices will be removed from service in the spring and the ISD program concluded.
As a result of the termination of the ISD program, there will be a reduction in enforcement proceeds which will reduce overall cost recovery. This will have an unfavourable impact of approximately $330,000 in 2020.

The Province is currently conducting a review of ATE in Alberta. Further controls over how ATE is used may be put in place once the Province completes its review. In November 2019, the Province announced that no new ATE equipment can be installed or used. In addition, municipalities are not to create new zones for deployment.

**NEXT STEPS**

Not applicable.
## Automated Traffic Enforcement

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Injury Collisions</th>
<th>Average ATE Hours per Month</th>
<th>Number of Violation Tickets Issued</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>83</td>
<td>203</td>
<td>9173</td>
<td>ATE contract 320 hours per month</td>
</tr>
<tr>
<td>2016</td>
<td>80</td>
<td>366</td>
<td>18386</td>
<td>ATE contract 320 hours per month, No ATE November and December</td>
</tr>
<tr>
<td>2017</td>
<td>103</td>
<td>175</td>
<td>3390</td>
<td>Monthly contract hours reduced to 160 hrs/month, No ATE July 1 to December 31</td>
</tr>
<tr>
<td>2018</td>
<td>106</td>
<td>n/a</td>
<td>1314</td>
<td>Deployment strategy changed, No ATE January 1 to July 15</td>
</tr>
<tr>
<td>2019</td>
<td>125</td>
<td>65</td>
<td>1875</td>
<td></td>
</tr>
</tbody>
</table>
January Estimated Surplus

- January Estimated Surplus ~ $1.7M
  - RCMP (−$540K)
  - Emergency Services (−$400K)
  - 2018-2019 Retro Pay

- Late Invoices (−$500K)
  - (we do not have encumbrance accounting)

- February Surplus $360K
## History of Surplus

### 2019 Surplus

<table>
<thead>
<tr>
<th>Budget</th>
<th>$100.3M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus</td>
<td>$360K</td>
</tr>
<tr>
<td>% of Budget</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

### 2014-2018 Surplus

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Surplus</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$76.8M</td>
<td>$1.7M</td>
<td>2.2%</td>
</tr>
<tr>
<td>2015</td>
<td>$91.2M</td>
<td>$1.6M</td>
<td>1.8%</td>
</tr>
<tr>
<td>2016</td>
<td>$91.2M</td>
<td>$1.6M</td>
<td>1.8%</td>
</tr>
<tr>
<td>2017</td>
<td>$90.2M</td>
<td>$1.9M</td>
<td>2.1%</td>
</tr>
<tr>
<td>2018</td>
<td>$97.8M</td>
<td>$1.3M</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

*95% of surplus is transferred to the general contingency reserve*
2019 Surplus – How Did We Get There?

**Historical Surpluses**

Average Surplus: $1.56M

**What did we do to reduce?**

Surplus reduction measures:
- Contracted Services: $750K
- RCMP Allowance: $300K

**Where did we end up?**

2019 Surplus: $360K
Reducing the Surplus

Surplus reduction measures:

- Contracted Services: $750K (Introduced in 2019)
- RCMP Allowance: $300K (Introduced in 2019)
- Vacancy Allowance: $240K (Introduced in 2020)
- Materials & Supplies Allowance: $250K (Introduced in 2020)

TOTAL: $1.54M
Maintaining over $1 Billion in Capital Assets

Tangible Capital Assets
$1.2 Billion

- Buildings, $135 M
- Land, $34 M
- Engineered Structures, $127 M
- Construction in Progress, $9 M
- Vehicles, $13 M
- Machinery & Equipment, $29 M
- Land Improvements, $848 M
Reserve Transfers as % of Amortization

- 2015: 52%
- 2016: 48%
- 2017: 48%
- 2018: 48%
- 2019: 48%

[Graph showing Reserve Transfers as % of Amortization for years 2015 to 2019]
### GM – Corporate Services

#### General Government
- Tax Revenue – ($340K) unfavourable – includes GIPOT of $80K
- Contracted Services – $750K – Lean Budgeting Reserve & not utilized

#### Finance – ($30K) unfavorable overall
- Bank Charges – ($30K) unfavourable

#### Communications & Marketing – $10K favourable overall
- Staffing – $110K favourable – one time funded & partially not utilized
- Contracted Services – $230K favourable & partially not utilized

#### HR & OHS – $160K favourable overall
- Staffing – $120K favourable
- Corporate Training - $40K favourable

#### Information Technology – $420K favourable overall
- Staffing – $250K favourable
- Contracted Services – $170K favourable
Planning & Economic Development – $280K favourable overall

- Staffing – $250K favourable
- Contracted Services – $220K favourable
- Fees/Permits – ($195K) unfavourable

Public Services – $80K favourable overall

- Staffing – $190K favourable
- Materials & supplies – $200K favourable
- Natural gas – $100K favourable – carbon tax
- Electricity – ($100K) unfavourable – T& D charges
- Equipment Repairs – ($60K) unfavourable
- Contracted Services – ($250K includes snow allowance of $230K) unfavourable

Utility Services – ($150K) unfavourable overall

- Water purchase & processing fees – $270K favourable – offset in user fees revenue
- User Fees revenue – ($260K) unfavourable – offset in water purchases
- Contracted Services – ($160K) unfavourable
GM – Infrastructure & Planning con’t

**Facility Services – $320K favourable overall**
- Staffing – $150K favourable
- Natural gas, water and electricity – $160K favourable

**Engineering – $90K favourable overall**
- Contracted Services – $80K favourable

**Public Transportation – $240K favourable overall**
- Contracted Services – $160K favourable
- Repairs & Maintenance – $80K favourable
GM – Community & Protected Services

**Culture & Community Development – $30K favourable overall**
- Staffing – $90K favourable
- Maclab Donations & Sponsorship Revenue – ($60K) unfavourable

**FCSS – $130K favourable overall**
- Staffing – $130K favourable

**LRC – $70K favourable overall**
- Insurance – $70K

**Recreation Services – $140K favourable overall**
- Staffing – $120K favourable

**Fire Services – $130K favourable overall**
- Recoveries – $200K favourable
- Bad Debt – $60K favourable
- Conditional Operating Grants – ($130K) unfavourable

**Enforcement Services – ($500K) unfavourable overall**
- RCMP Contract – ($540K includes allowance of $300K) unfavourable
## 2019 Operating Reserve Balances

<table>
<thead>
<tr>
<th>In Thousands</th>
<th>Audited 2019 YE Balance</th>
<th>2019 Committed</th>
<th>Available Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Reserves</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General contingency reserve</td>
<td>6,998</td>
<td>3,429</td>
<td>3,568</td>
</tr>
<tr>
<td>Mill rate stabilization</td>
<td>1,094</td>
<td>-</td>
<td>1,094</td>
</tr>
<tr>
<td>Reserve for celebrations</td>
<td>196</td>
<td>-</td>
<td>196</td>
</tr>
<tr>
<td>Reserve for snow removal</td>
<td>1,282</td>
<td>-</td>
<td>1,282</td>
</tr>
<tr>
<td>Sports tourism reserve</td>
<td>70</td>
<td>-</td>
<td>70</td>
</tr>
<tr>
<td>Reserve for future expenditures - studies</td>
<td>1,226</td>
<td>782</td>
<td>444</td>
</tr>
<tr>
<td>Reserve for census and elections</td>
<td>87</td>
<td>-</td>
<td>87</td>
</tr>
<tr>
<td>Economic development reserve</td>
<td>50</td>
<td>-</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total Operating Reserves</strong></td>
<td><strong>11,003</strong></td>
<td><strong>4,211</strong></td>
<td><strong>6,792</strong></td>
</tr>
</tbody>
</table>
## 2019 Capital Reserve Balances

<table>
<thead>
<tr>
<th>Capital Reserves</th>
<th>Audited 2019 YE Balance</th>
<th>2019 Committed</th>
<th>Available Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve for Lede room</td>
<td>6</td>
<td>-</td>
<td>6</td>
</tr>
<tr>
<td>Reserve for art acquisition</td>
<td>16</td>
<td>-</td>
<td>16</td>
</tr>
<tr>
<td>HPN monument fees</td>
<td>34</td>
<td>-</td>
<td>34</td>
</tr>
<tr>
<td>Public transit</td>
<td>49</td>
<td>-</td>
<td>49</td>
</tr>
<tr>
<td>Public services capital reserve</td>
<td>875</td>
<td>283</td>
<td>592</td>
</tr>
<tr>
<td>Cemeteries reserve</td>
<td>220</td>
<td>45</td>
<td>174</td>
</tr>
<tr>
<td>Downtown progress association reserve</td>
<td>62</td>
<td>-</td>
<td>62</td>
</tr>
<tr>
<td>Fixed communications reserve</td>
<td>313</td>
<td>26</td>
<td>287</td>
</tr>
<tr>
<td>Fire communication reserve</td>
<td>162</td>
<td>-</td>
<td>162</td>
</tr>
<tr>
<td>P. S. Equipment replacement reserve</td>
<td>1,044</td>
<td>727</td>
<td>317</td>
</tr>
<tr>
<td>Water reserve</td>
<td>1,894</td>
<td>1,783</td>
<td>111</td>
</tr>
<tr>
<td>Sewer reserve</td>
<td>320</td>
<td>68</td>
<td>252</td>
</tr>
<tr>
<td>Recreation levy - due to city</td>
<td>653</td>
<td>86</td>
<td>567</td>
</tr>
</tbody>
</table>
## 2019 Capital Reserve Balances – cont.

<table>
<thead>
<tr>
<th>In Thousands</th>
<th>Audited 2019 YE Balance</th>
<th>2019 Committed</th>
<th>Available Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities reserve</td>
<td>1,017</td>
<td>615</td>
<td>402</td>
</tr>
<tr>
<td>Safe communities</td>
<td>508</td>
<td>30</td>
<td>478</td>
</tr>
<tr>
<td>Information system reserve</td>
<td>1,376</td>
<td>200</td>
<td>1,176</td>
</tr>
<tr>
<td>Waste minimization reserve</td>
<td>549</td>
<td>46</td>
<td>503</td>
</tr>
<tr>
<td>Reserve for library</td>
<td>748</td>
<td>-</td>
<td>748</td>
</tr>
<tr>
<td>Parks planning capital reserve</td>
<td>2,004</td>
<td>582</td>
<td>1,422</td>
</tr>
<tr>
<td>Protective services large equipment reserve</td>
<td>1,389</td>
<td>72</td>
<td>1,316</td>
</tr>
<tr>
<td>Cash in lieu of municipal reserve</td>
<td>1,387</td>
<td>8</td>
<td>1,379</td>
</tr>
<tr>
<td>Infrastructure investment reserve</td>
<td>2,764</td>
<td>489</td>
<td>2,275</td>
</tr>
<tr>
<td>Property sale proceeds reserve</td>
<td>1,636</td>
<td>-</td>
<td>1,636</td>
</tr>
<tr>
<td>Storm drainage</td>
<td>2,804</td>
<td>514</td>
<td>2,290</td>
</tr>
<tr>
<td>Developer contribution</td>
<td>2,025</td>
<td>-</td>
<td>2,025</td>
</tr>
<tr>
<td>Road reserve</td>
<td>3,629</td>
<td>1,710</td>
<td>1,919</td>
</tr>
<tr>
<td><strong>Total Capital Reserves</strong></td>
<td><strong>27,484</strong></td>
<td><strong>7,285</strong></td>
<td><strong>20,199</strong></td>
</tr>
</tbody>
</table>
2019 Debt vs 75% of Limit

**2019 Debentures**

- **Tax Supported**: RCMP Facility - $13.0M
- **Developer Supported**: Lift Station - $4.0M

$87M remaining to the Provincial debt limit
2019 Results – Mayor & Council

Overall

Total Expense

<table>
<thead>
<tr>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>$509K</td>
<td>$526K</td>
</tr>
</tbody>
</table>

Favourable
## 2019 Results – Mayor Young

<table>
<thead>
<tr>
<th>Mayor Young</th>
<th>2019 Actual YTD</th>
<th>2019 Budget</th>
<th>2019 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renumeration/Benefits</td>
<td>102,123</td>
<td>102,493</td>
<td>370</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>18,404</td>
<td>22,035</td>
<td>3,631</td>
</tr>
<tr>
<td>Meetings &amp; Public Relations</td>
<td>11,838</td>
<td>16,400</td>
<td>4,562</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>132,364</td>
<td>140,928</td>
<td>8,563</td>
</tr>
</tbody>
</table>
## 2019 Results – Councillors

### Councillor Finstad

<table>
<thead>
<tr>
<th></th>
<th>2019 Actual YTD</th>
<th>2019 Budget</th>
<th>2019 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renumeration/Benefits</td>
<td>53,207</td>
<td>53,005</td>
<td>(202)</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>11,641</td>
<td>12,935</td>
<td>1,294</td>
</tr>
<tr>
<td>Meetings &amp; Public Relations</td>
<td>5,981</td>
<td>2,400</td>
<td>(3,581)</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>70,829</strong></td>
<td><strong>68,340</strong></td>
<td><strong>(2,489)</strong></td>
</tr>
</tbody>
</table>

### Councillor Beckett

<table>
<thead>
<tr>
<th></th>
<th>2019 Actual YTD</th>
<th>2019 Budget</th>
<th>2019 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renumeration/Benefits</td>
<td>47,281</td>
<td>49,907</td>
<td>2,627</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>4,837</td>
<td>4,475</td>
<td>(362)</td>
</tr>
<tr>
<td>Meetings &amp; Public Relations</td>
<td>1,615</td>
<td>2,400</td>
<td>785</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>53,733</strong></td>
<td><strong>56,782</strong></td>
<td><strong>3,050</strong></td>
</tr>
</tbody>
</table>
## 2019 Results – Councillors

### Councillor Lazowski

<table>
<thead>
<tr>
<th>Category</th>
<th>2019 Actual YTD</th>
<th>2019 Budget</th>
<th>2019 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renumeration/Benefits</td>
<td>50,354</td>
<td>50,893</td>
<td>539</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>4,373</td>
<td>4,475</td>
<td>102</td>
</tr>
<tr>
<td>Meetings &amp; Public Relations</td>
<td>601</td>
<td>2,400</td>
<td>1,799</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>55,329</strong></td>
<td><strong>57,768</strong></td>
<td><strong>2,440</strong></td>
</tr>
</tbody>
</table>

### Councillor Hamilton

<table>
<thead>
<tr>
<th>Category</th>
<th>2019 Actual YTD</th>
<th>2019 Budget</th>
<th>2019 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renumeration/Benefits</td>
<td>52,576</td>
<td>53,005</td>
<td>429</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>318</td>
<td>1,775</td>
<td>1,457</td>
</tr>
<tr>
<td>Meetings &amp; Public Relations</td>
<td>463</td>
<td>2,400</td>
<td>1,937</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>53,358</strong></td>
<td><strong>57,180</strong></td>
<td><strong>3,822</strong></td>
</tr>
</tbody>
</table>
### 2019 Results – Councillors

<table>
<thead>
<tr>
<th>Councillor Tillack</th>
<th>2019 Actual YTD</th>
<th>2019 Budget</th>
<th>2019 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renumeration/Benefits</td>
<td>52,691</td>
<td>53,005</td>
<td>314</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>144</td>
<td>1,775</td>
<td>1,631</td>
</tr>
<tr>
<td>Meetings &amp; Public Relations</td>
<td>841</td>
<td>2,400</td>
<td>1,559</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>53,677</strong></td>
<td><strong>57,180</strong></td>
<td><strong>3,503</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Councillor Hansen</th>
<th>2019 Actual YTD</th>
<th>2019 Budget</th>
<th>2019 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renumeration/Benefits</td>
<td>49,586</td>
<td>47,848</td>
<td>(1,738)</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>4,962</td>
<td>4,475</td>
<td>(487)</td>
</tr>
<tr>
<td>Meetings &amp; Public Relations</td>
<td>398</td>
<td>2,400</td>
<td>2,002</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>54,947</strong></td>
<td><strong>54,723</strong></td>
<td><strong>(223)</strong></td>
</tr>
</tbody>
</table>
COMMITTEE-OF-THE-WHOLE

MEETING DATE:  March 23, 2020

SUBMITTED BY: G. Klenke, City Solicitor

PREPARED BY: G. Klenke, City Solicitor

REPORT TITLE: Council Liaison Initiative

EXECUTIVE SUMMARY

This report brings forward for discussion a proposal to conclude the Council Liaison initiative in favour of scheduling information workshops on an as-needed basis with Committee of the Whole.

BACKGROUND

The Council Liaison initiative, first implemented a number of years ago, was envisioned as a way to provide Council members with in-depth insight into various departmental operations. Its implementation involves designated Council members meeting with staff on a semi-regular basis, outside the context of Council or Committee meetings, to discuss general administrative functions as well as the finer points of specific projects.

With these meetings becoming less frequent as of late, the opportunity has arisen to consider whether this initiative should be discontinued.

The original intent of the program was to educate members of Council; however in practice, the information provided during these sessions benefits a minority of Council, and in that sense a knowledge gap is created among members. Further, activity appears contrary to Section 153.1 of the MGA, which indicates that information provided to a Council member about the operation or administration of a municipality must be shared with all councillors (though it may be reasonable to approach this legislative requirement in a practical light, where the information is of a relatively limited or minor quality).

A secondary concern is that these sessions may result in staff acting, or feeling pressure to act, on the will of individual Council members. As high-level governing bodies, Councils function as a collective through bylaw or resolution, and Council direction is rendered to the City Manager for implementation; at times, these good governance principles are overlooked.

A scan of other municipalities revealed that this type of liaison program is not common – none of the nine municipalities responding to the question confirmed having anything similar except to note that, as is the case here in Leduc, Council members are appointed to various committees and task forces as necessary.

For the reasons noted, Administration is of the opinion that the Council Liaison program should cease in favour of holding topic-specific Committee workshops (upon Council request or otherwise). As always, individual Council members remain free to ask questions of staff on various matters of interest, the response to which would be shared with the remaining members as practicable in light of the legislation.

ATTACHMENTS

n/a