

CITY OF LEDUC  
COMMITTEE-OF-THE-WHOLE MEETING  
REVISED AGENDA



Monday, October 21, 2019, 5:00 P.M.  
Lede Room, Leduc Civic Centre  
1 Alexandra Park, Leduc, Alberta

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	Pages
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, October 7, 2019	3 - 7
4. DELEGATIONS & PRESENTATIONS	
5. BUSINESS ARISING FROM PRESENTATIONS	
6. CLOSED SESSION	
6.1 Regional Transit Service Commission Findings (FOIP s. 16, 24 & 25) 5:10 PM TIME SPECIFIC (A. Thom, Ernst & Young LLP - 45 minutes)	
6.2 Edmonton International Airport Tax Sharing Agreement (FOIP s. 21, 24 & 25) (I. Sasyniuk / G. Thomas - 30 minutes)	
6.3 Intermunicipal Projects Update/Strategic Planning (FOIP s. 21 & 25) LAST ITEM ON AGENDA	
7. RISE AND REPORT FROM CLOSED SESSION	
*7.1 Regional Transit Service Commission Findings	

**\*7.2**     **Edmonton International Airport Tax Sharing Agreement**

**\*7.3**     **Intermunicipal Project Update/Strategic Planning**

**8.     REPORTS FROM COMMITTEE & ADMINISTRATION**

**8.1**     **Reserve Policy - Workshop Introduction** **8 - 43**

6:15 PM TIME SPECIFIC

(J. Cannon / C. Dragan-Sima / C. Thorn / Metrix Group LLP - 1.25 hours)

**8.2**     **Council IT Support Update - Chamber Technology Requirements** **44 - 74**

7:30 PM TIME SPECIFIC

(J. Graham / G. Unger / Comtec Associates - 1 hour)

(Presentation Attached)

**9.     GOVERNANCE**

**10.    COUNCIL CALENDAR UPDATES**

**11.    INFORMATION ITEMS**

**12.    ADJOURNMENT**



**NOTES OF THE CITY OF LEDUC  
COMMITTEE-OF-THE-WHOLE MEETING**

**Monday, October 7, 2019**

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

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

**1. CALL TO ORDER**

Mayor B. Young called the meeting to order at 5:05 pm.

**2. APPROVAL OF AGENDA**

**MOVED by** Councillor B. Beckett

That the Committee-of-the-Whole approve the agenda as presented.

**Motion Carried Unanimously**

**3. ADOPTION OF PREVIOUS NOTES**

**3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday,  
September 23, 2019**

**MOVED by** Councillor T. Lazowski

That the notes of the Committee-of-the-Whole meeting held on Monday,  
September 23, 2019, be approved as presented.

**Motion Carried Unanimously**

**4. DELEGATIONS & PRESENTATIONS**

There were no delegations or presentations.

**5. BUSINESS ARISING FROM PRESENTATIONS**

**6. CLOSED SESSION**

**MOVED by** Councillor B. Hamilton

That Committee-of-the-Whole move into Closed Session at 5:06 pm.

**Motion Carried Unanimously**

**6.1 Offsite Levy Update**

FOIP s. 23, 24 & 25

**6.2 Internet Accessibility Update**

FOIP s. 16, 24 & 25

**6.3 Land Use Enforcement**

FOIP s. 16, 24 & 25

**MOVED by** Councillor B. Beckett

That Committee-of-the-Whole move into Open Session at 6:03 pm.

**Motion Carried Unanimously**

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

**7.1 Offsite Levy Update**

FOIP s. 23, 24 & 25

Also in attendance:

Executive Team

S. Olson, Director, Engineering

J. Cannon, Director, Finance

K. Woitt, Director, Planning and Development

G. Klenke, City Solicitor

K. van Steenoven, Manager, Capital Projects and Development

R. Graham, Manager, Infrastructure

C. Dragan-Sima, Manager, Financial Planning and Budgets

S. Davis, City Clerk

H. Sommer, Executive Assistant, Mayor and Council

S. Olson and J. Cannon made a PowerPoint presentation (attached to Agenda) and answered the Committee's questions.

## **7.2 Internet Accessibility Update**

FOIP s. 16, 24 & 25

Also in attendance:

Executive Team

S. Olson, Director, Engineering

J. Graham, Chief Information Officer

K. Woitt, Director, Planning and Development

G. Klenke, City Solicitor

K. van Steenoven, Manager, Capital Projects and Development

G. Clancy, Fire Chief/Director of Fire Services, Leduc Fire Services

S. Davis, City Clerk

H. Sommer, Executive Assistant, Mayor and Council

S. Olson and J. Graham made a verbal presentation.

S. Olson, J. Graham, P. Benedetto, City Manager, and M. Pieters, General Manager, Infrastructure and Planning, answered the Committee's questions.

Administration was requested to arrange for P. Shaver to come and speak to Committee-of-the-Whole.

## **7.3 Land Use Enforcement**

FOIP s. 16, 24 & 25

Also in attendance:

Executive Team

K. Woitt, Director, Planning and Development

G. Klenke, City Solicitor

G. Clancy, Fire Chief/Director of Fire Services, Leduc Fire Services

S. Davis, City Clerk

H. Sommer, Executive Assistant, Mayor and Council

K. Woitt made a verbal presentation.

K. Woitt, M. Pieters, General Manager, Infrastructure and Planning, and G. Klenke answered the Committee's questions.

## **8. REPORTS FROM COMMITTEE & ADMINISTRATION**

### **8.1 Backyard Hens and Bees Pilot Project Update**

K. Chomlak, Environmental Sustainability Coordinator, S. Olson, Director, Engineering, and S. Grossman, Stantec, made a PowerPoint presentation (Attached to Agenda) outlining the framework for the backyard hens and bees pilot project as well as next steps.

S. Olson, M. Pieters, General Manager, Infrastructure and Planning, and S. Grossman answered the Committee's questions.

### **8.2 Building Understanding for Process, Service Delivery, Departmental and Organizational Reviews Update**

M. Hay, Director, Government Relations and Corporate Planning Strategy, C. Bole, Manager, Corporate Planning and Performance, C. Tobin, Director, Human Resources, and K. Kalanchey, Manager, Organizational Effectiveness, lead a workshop discussion on organizational reviews. A good communication plan will be developed in order to alleviate Administrative concerns.

Process reviews will be revisited in 2020.

I. Sasyniuk, General Manager, Corporate Services, M. Pieters, General Manager, Infrastructure and Planning, C. Bole and P. Benedetto, City Manager, answered the Committee's questions.

Committee-of-the-Whole recessed at 6:57 pm.

Committee-of-the-Whole reconvened at 10:13 pm.

### **8.3 Single-Use Plastic Checkout Bags**

Councillor L. Hansen made a verbal presentation.

**MOVED by** Councillor L. Hansen

That Council direct Administration to work with the Leduc Environmental Advisory Board on a plan to reduce single-use plastics. The plan should include recommendations to Council on:

- Whether to ban plastic checkout bags, and if so, the timelines, consultation plan, a draft bylaw and exemptions, and resources required;
- The next steps to address other single-use items such as straws, cutlery, etc., including resources required and alignment with other municipalities.

**Motion Carried Unanimously**

**8.4 2019 / 2020 Meeting Schedule Options**

Administration was directed to bring Option 4 forward to the October 28, 2019, Council meeting for Council consideration.

**9. INFORMATION ITEMS**

There were no information items.

**10. ADJOURNMENT**

The meeting adjourned at 10:16 pm.

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B. YOUNG, Mayor

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S. DAVIS, City Clerk



## COMMITTEE-OF-THE-WHOLE

**MEETING DATE:** October 21, 2019

**SUBMITTED BY:** Jennifer Cannon, Director of Finance

**PREPARED BY:** Charles Thorn, Manager, Financial Analytics

**REPORT TITLE:** Reserve Policy – Workshop Introduction

### EXECUTIVE SUMMARY

The City is engaging in a comprehensive project to develop a financial reserve policy that promotes and supports the long-term fiscal sustainability of the City of Leduc. The focus is to support best and most efficient funding and management of future operations, capital plans (maintenance and growth) and special projects while providing the best value for the tax dollar. This project will be done as a collaborative effort between Council, Executive, and Finance.

### BACKGROUND

Administration has engaged Metrix Group LLP (Metrix) to assist in the development of a financial reserve policy. Metrix will use project and change management principles to lead a collaborative approach to the development of a reserve policy.

There are a number of components to the long-term financial sustainability plan and the reserve policy represents the largest one. It is an important element to support the fiscal sustainability of the City of Leduc and very timely, given the current economic climate.

This project aligns with Council's 2019 – 2022 Strategic Plan commitment to fiscal sustainability and the value of financial responsibility while supporting a key recommendation in the long-term financial sustainability plan:

*“The City should review and enhance existing reserve fund policies to ensure that the reserve fund contribution, withdrawals, and forecast balance needs are based on realistic and sustainable assumptions and practices”*

The intentions are that the project will be completed by summer of 2020. The reserve policy will help:

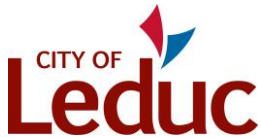
- Inform decision making
- Streamline processes
- Create consistency and transparency
- Determine sustainable and reasonable reserves
- Support financial strategy
- Provide structure with flexibility when required

The three main stakeholders of the project are Council, Executive, and Finance. Metrix will engage with these stakeholders, with the support of the City of Leduc's project team (Jennifer Cannon, Carmen Dragan-Sima, and Charles Thorn), to develop a financial reserve policy that promotes and supports long-term fiscal sustainability.

This goal will be accomplished by:

- Review current reserve practices
- Stakeholder engagement
- Change management strategies
- Co-creation of a foundation for future decisions





## COMMITTEE-OF-THE-WHOLE

The first step in the engagement process with Council will be on October 21<sup>st</sup> where the project team will introduce Metrix. Immediately following the introduction as part of providing a baseline for Council, the finance team will deliver an educational component which is designed to encourage a two-way dialogue between Administration and Council. The intention is to elucidate current state with respect to reserves and capital funding prior to the upcoming workshops with Metrix. From a high level the October 21<sup>st</sup> agenda is as follows:

- Capital Plan Funding Sources
- Identifying Reserve Funding Sources
- Budget Assumptions (regarding reserves)
- Reserve Forecasts (Current State, Forecast, Maintenance vs. Growth)

Following this meeting there is a workshop on November 4<sup>th</sup> and December 2<sup>nd</sup>, as noted below

### NEXT STEPS

The immediate next steps are as follows:

November 4<sup>th</sup>, 2019 – Council Reserve Policy workshop hosted by Metrix

December 2<sup>nd</sup>, 2019 – Council Reserve Policy workshop hosted by Metrix

A more detailed timeframe is provided within the attached project plan.

### ATTACHMENTS

City of Leduc Reserve Policy Review – Project Plan



**METRIX GROUP** LLP

CHARTERED PROFESSIONAL  
ACCOUNTANTS

# CITY OF LEDUC

## RESERVE POLICY REVIEW – PROJECT PLAN



**AUGUST 2019**

**METRIX GROUP LLP**

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## EXECUTIVE SUMMARY

### Why

The City is engaging in a comprehensive project to **develop a financial reserve policy** that promotes and supports the long term **fiscal sustainability** plan. The focus is to **support best and most efficient funding** and management of future operations, capital plans (maintenance & growth) and special projects while providing the best value for the tax dollar.

### How

- Review of existing reserve practice and development of Reserve Policy;
- Stakeholder engagement;
- Change management strategies;
- Co-creation of a foundation for future decision making, sustainability and success.

### Who

- City of Leduc (“the City”)
- Metrix Group LLP (“Metrix”)
- Key Stakeholders
- Peer Group (AB, CAN, US)

### Stakeholders

### Point of View

Council  
Executive  
Finance  
Rate Payers

Set the City’s vision and strategic plan as elected representatives

Execute the strategic plan, conservatively safeguard City assets

Financial reporting, budgeting, reserves and fiscal sustainability

Excellent value for taxes and user fees paid

### Strengths

- Strong financial leadership & budgeting team
- Historical funding of retired debentures into reserves
- Willingness for change
- Fiscally sustainable

### Weaknesses

- Approval of capital projects outside the budget process occurs regularly
- Lack of understanding of the carryforward process & reasons behind them
- In the past, there has been a lack of alignment relating to long term planning

### Opportunities

- Create a structure with flexibility to suit growth and economic conditions
- Reserve alignment with maintenance / operations budgets and capital plans

### Threats

- Perception of “over funded” reserves
- Impact of reliance on grant funding (MSI, Fed Gas)
- Lack of flexibility for added projects or unforeseen circumstances
- Impact of surplus funds not being transferred to reserves

### Roadmap



## PROJECT OVERVIEW

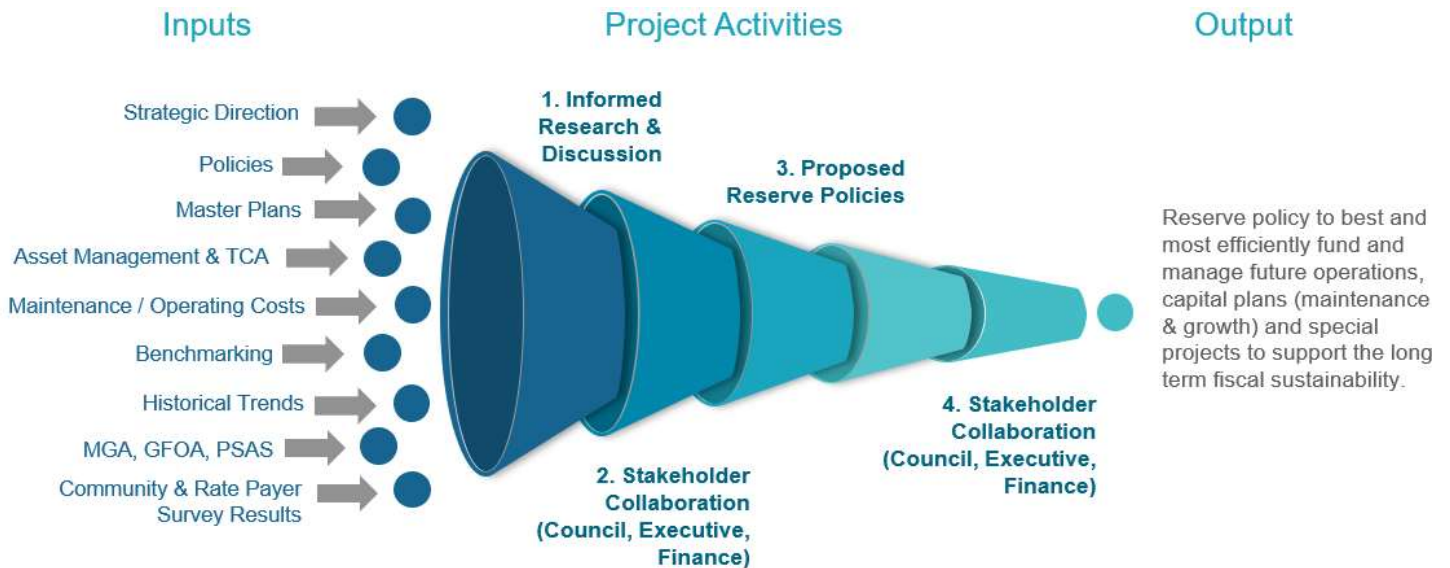
The City is engaging in a comprehensive project to **develop a financial reserve policy** that promotes and supports the long term **fiscal sustainability** plan. The focus is to **support best and most efficient funding** and management of future operations, capital plans (maintenance & growth) and special projects while providing the best value for the tax dollar.

### Reserve Policy

Reserves and/or reserve funds are most often created by a Council or Administration to assist a municipality in financial planning and stability. Reserves can also provide an allowance in the event of unforeseen shifts in revenues and expenditures, fund one-time expenses, and minimize fluctuations in taxes. Reserves—like a long-term financial plan—are a foundational element of the City’s financial plan and should, therefore, be treated as such. It is imperative to the City that these Reserves remain under effective management and undergo a review and update process in order to withhold optimal operating status.

### Inputs, Phases and Outputs

The following illustration depicts the various inputs that will inform the Project as well as the phases of execution and engagement that will ultimately contribute to the development of innovative and best practice reserve policy for the City.



## Strategic Implications and Integration

The City's strategic direction guides the appropriate and required use of municipal reserves. Fundamentally, reserves should not dictate strategy. As such, the successful execution of the Project will be informed by the City's following strategic documents:

- 2019 – 2022 Strategic Plan;
- Long-Term Sustainability Report;
- Transportation Master Plan;
- Long Term Facility Master Plan;
- Parks, Open Space and Trails Master plan; and,
- Any other pertinent short / long term capital and other financial sustainability plans.

## Benchmarking, Industry and Historical Analysis

Benchmarking, industry and historical analysis all provide a foundation that enables understanding of the current and relative position of the City with respect to reserve balances and funding. This research also informs best practices that will support high value for rate payers while balancing fiscal sustainability.

The Project research will include, but is not limited to, the following documents:

- 2019 - 2028 Reserve Fund Overview;
- Existing City policies (Budget Guiding Principles Policy; Financial Structure Policy & Process; Debt Management Policy, Understanding of Accounting, Budgeting and Forecasting, etc.)
- 10-year historical and projected residential and non-residential growth;
- Peer group research;
- Municipal Government Act (MGA) Requirements;
- Government Finance Officers Association (GFOA) Best Practices;
- Public Sector Accounting Standards (PSAS) – Statement of Recommended Practice (SORP); and,
- Any other pertinent considerations.

Some considerations in the development of key performance indicators and benchmarks may include:

- Alignment with the City's strategy;
- % of operating expenses;
- Total number of reserves;
- % of tangible capital assets;
- Debt limits;
- How to identify under vs. over funded reserves; and,
- Other collaboratively determined measures.

## Stakeholder Engagement

The intention of this Project is to collaborate with and engage stakeholders in creating reserves that serve the municipality by achieving and sustaining the following goals:

- |  |   |   |
|--|---|---|
| <p><b>01</b></p> <p><b>Informed Decision Making</b><br/>Reserves should aid with the understanding of cause and effect</p>   | <p><b>02</b></p> <p><b>Streamline Processes</b><br/>Reserves should simplify internal processes rather than create more work.</p>   | <p><b>03</b></p> <p><b>Clear &amp; Consistent</b><br/>Reserves should be structured in a clear and consistent manner to support application and understandability are maximized for all stakeholders.</p>             |
| <p><b>04</b></p> <p><b>Sustainable &amp; Reasonable</b><br/>Reserves maintain sufficient funds to best serve the municipality for future growth while addressing maintenance for capital projects.</p> | <p><b>05</b></p> <p><b>Support Strategy</b><br/>Reserves should supplement and support future economic development, capital investment, growth and allowance for unforeseen events. Reserves should align with Council's strategic plan and organizational goals.</p> | <p><b>06</b></p> <p><b>Support Structure &amp; Flexibility</b><br/>Effective reserve strategy, it should support structure and flexibility to allow for maintenance and adapt as new conditions and events arise.</p> |

The Project's stakeholder initiatives will be directed through the City's project management team and will consider varying levels of engagement from:

- Councillors;
- Executive leadership; and,
- Finance / the City's project management team.

Further, the Project has also taken into consideration results from rate payer and community engagement to inform the direction and perspective of this stakeholder group. The scope of this review included results from the:

- 2019 Citizen Satisfaction Report; and,
- 2020 Budget Planning Survey.

## PROJECT & CHANGE MANAGEMENT PLAN

### Project Goals

The principle goal of this project is to review and update the City's Reserve Policy, which will include:

1. A review of reserve policy from other municipalities to determine best practices that can be implemented into the City's policies. The scope of this review will go beyond the borders of Alberta, extending into the rest of Canada and the United States for optimal results.
2. A comprehensive assessment of the City's existing reserves, with a big picture understanding of the relationship between grants, debentures and reserves, in order to aid the City in determining the optimal way of managing reserves through developing an understanding of healthy and unhealthy reserves. This assessment will:
  - a. Highlight the reserves that require more attention, an overview of reasoning and suggestions on how to manage them annually and sustainably;
  - b. Provide an overview of an ideal reserve structure, including consideration of reserves that could be consolidated and additional reserves that would benefit the City.
  - c. Assess if the City's reserves are healthy, sustainable and reasonable;
  - d. Provide overall reserve guidelines that support the creation of a formal reserve policy;
  - e. Provide guiding principles and suggested practices that can be used to update the reserves on an annual basis to achieve optimal operating and capital reserve balances. The guiding principals should include both qualitative and quantitative measures that can be embedded into the City's budget process.
3. A report outlining all of the above assessments, which clearly articulates big pictures thinking that will take into consideration how short-term financial decisions will impact long-term fiscal sustainability favorably or negatively. We understand that this report will become a foundational piece for the City of Leduc's implementation of the Long-Term Financial Sustainability Plan and is imperative to the success of this overall project.
4. A presentation of the above-mentioned report first to Finance, then Executive and finally to Council prior to the generation of a formal reserve policy as approval is required prior to initiating the next phase.
5. Creation of formal reserve policy.
6. Provide guidance on equalizing the City's reserves and the phasing in thereof.



## Project Services

With a high-level understanding of all that this project entails, we propose that the City's Reserve Policy Review and Update be inclusive of, but not limited to, the following services. The following list is subject to change through our collaboration with the City and throughout the project.

- A thorough analysis of the City's existing reserve practices and, in particular, their relation to the Long-term Financial Sustainability Plan;
- Leveraging Metrix's deep industry knowledge and existing client network to confidentially research and document best practices for reserve structure—both locally and internationally;
- Engage City stakeholders and subject matter experts to gain insight into existing processes;
- Perform a comprehensive assessment of the City's existing methodology, approach and practices, with consideration of best practices and stakeholder engagement;
- Support an education on existing reserve practices as well as industry best practices;
- Facilitate stakeholder engagement sessions to collaborate on a sustainable, effective and high-quality reserve funding and empowered decision-making architecture that can be efficiently sustained and applied going forward;
- Generate a draft report outlining results of research, benchmarking and facilitation that includes recommendations inclusive of an equalization strategy for review by Finance and Executive;
- Generate a final report for review and approval by Finance, Executive and then Council;
- Generate a draft policy for review by Finance and Executive; and,
- Generate a final policy for review by Finance, Executive and then Council.

## Project Assumptions

- Scope does not differ from that indicated in the proposal;
- Stakeholders are available and participative in engagement sessions, facilitated or otherwise;
- There are open lines of communication between the City and Metrix throughout the entirety of the project;
- The City's Project Manager is responsible for directing / coordinating the internal information available for the purpose of informing the research in the Project;
- The City's Project Manager is responsible for logistically coordinating all stakeholder engagement sessions;
- The City is responsible for identifying any key performance indicators, requests and/or benchmarks that they may have particular interest in; and,
- Metrix is responsible for executing the Project, as described herein and the original proposal in collaboration with the key City personnel and providing a "no surprises approach" to recommendations.

Any changes to timing, scope or nature of the work as a result of a change in the assumptions will be communicated immediately by either the City or Metrix.

## Potential Challenges

Potential project challenges may include:

- Limited resources (time, schedule availability, competing priorities, etc.)
- Timing with budget cycle
- Many competing and con-current changes across the organization
- Organizational resistance to change
- Misalignment of stakeholder groups

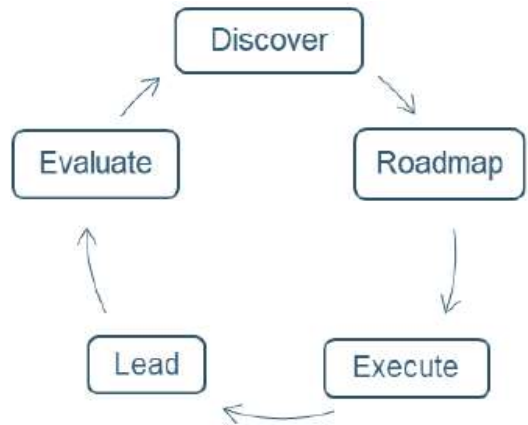
## Project Phases & Timeline

At Metrix Group, our foundational approach to business lies in asking the right questions and investing in discovering the intricacies of the uniqueness of each of our clients. No two municipalities are the same and that means no two solutions are the same.

We understand the risk in having the right answer to the wrong question which is why we leverage our deep industry knowledge and invest in discovering each municipality’s uniqueness in order to **ask the right questions and deliver clear, tangible and customized recommendations.**

We look at project and change leadership through the lens of continuous learning and improvement. Our approach is agile and change is iterative. We have redefined project management terminology to align with our culture and approach.

The following is a step-by-step breakdown of the project plan organized into phases—Discover, Roadmap, Lead/Execute, Evaluate and Reimagine. This plan is subject to minor changes through our collaboration with the City and throughout the project.



Project Phase	Description
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<b>Discover</b>	<ul style="list-style-type: none"> <li>i. Project initiation with the City’s Project Team</li> <li>ii. Gain an understanding of the City’s vision, mission and values that will be foundational to strategic decision-making within the Project</li> <li>iii. Gain an understanding of the City’s Long-term Financial Sustainability Plan and Long-term Asset Management Plans</li> <li>iv. Gain an understanding of the City’s current and historical trending financial position, funding sources and debt capacity</li> <li>v. Comprehensive review of existing reserve practices, plans, documented decision analysis and other pertinent information</li> <li>vi. Develop internal stakeholder engagement criteria and guidelines</li> <li>vii. Develop engagement project plan, milestones and key performance indicators</li> </ul>
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- Roadmap**
- viii. The City will provide their compiled research, benchmark and best practices for reserve policies from municipalities within Alberta, Canada and in the United States (*Complete by Sept. 30, 2019*)
  - ix. Cross-reference and research benchmarking and best practices, as required
  - x. Advise on value-added practices that can be added in the reserve policy;
  - xi. Design the tools and processes required to complete the deliverables (i.e. internal stakeholder engagement tactics—surveys, workshops, etc.)

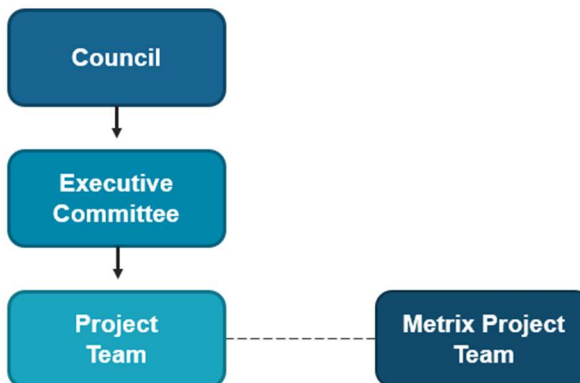
- Lead / Execute**
- xii. Deliver and oversee the implementation of all external research
  - xiii. The City will coordinate the logistics of all stakeholder engagement, as required
  - xiv. The City will engage in stakeholder assessment
  - xv. The City's internal staff will be relied upon, where necessary and appropriate for additional research
  - xvi. Execute stakeholder engagement and collaboration tactics (i.e. facilitation of workshops with the City Project Team and/or key Project stakeholders)
  - xvii. Plan, administer and monitor/supervise any data collection process (in compliance with the requirements of the *Freedom of Information and Protection of Privacy Act*, R.S.A. 2000, c. F-25)

- Evaluate**
- xviii. Identify observations, recommendations and key findings
  - xix. Identify conditions/indicators that would impact future reserve policy reviews and updates with support of observations and findings including qualitative and quantitative analysis
  - xx. Identify opportunities for continuous improvement and innovation, as they become apparent throughout the project (*value-added services*)
  - xxi. Comprehensive assessment of the City's existing reserve structure, recommended reserve guidelines and best practices (*completed by December 31, 2019*)

- Reimagine**
- i. Presentation of final report to Executive and Council (*completed early 2020*)
  - ii. Measure Project key performance indicators and milestones as compared to the project plan and hold project close out meeting with City Stakeholders
  - iii. Advise on value-added services including identified opportunities for continuous improvement and innovation

## PROJECT TEAM

The Project’s structure is illustrated below:

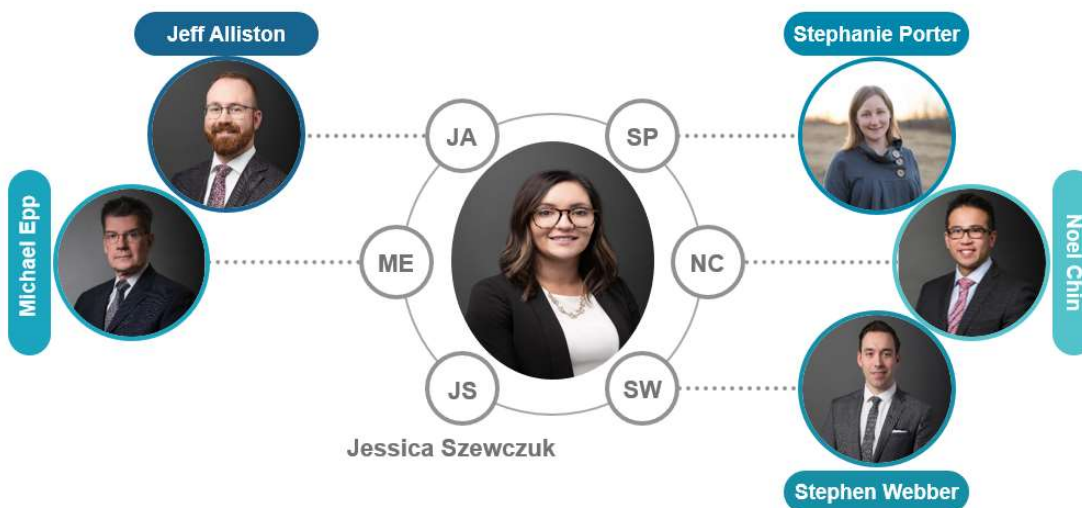


### The City’s Project Team

The City’s project management team is inclusive of:

- **Irene Sasyniuk**, CLGM, General Manager, Corporate Services | **Executive Champion**
- **Jennifer Cannon**, CPA, CGA, CLGM, Director of Finance | **Project Champion**
- **Charles Thorn**, CPA, CGA, Manager, Financial Analytics | **Project Manager**
- **Carmen Dragan-Sima**, CPA, CMA, Manager, Financial Planning & Budgets | **Project Sponsor**

### Metrix Project Team



As the **Principal Consultant**, **Jessica Szewczuk**, will have the overall responsibility for the planning, execution, and completion of our work. Jessica will be responsible for the oversight of the engagement team responsible for the Project. She will be actively involved in all key

discussions with the City and key stakeholders throughout the Project and will be the primary point of contact.

**Senior Consultants** dedicated to the Project include **Stephanie Porter, Noel Chin and Stephen Webber** who contribute a tremendous amount of municipal experience.

All work will be executed pursuant to Metrix’s quality assurance guidelines and will include the engagement of the **Engagement Partner, Jeff Alliston** and **Quality Control Partner, Michael Epp**.

## CHANGE MANAGEMENT

Developing and initiating a change management plan is crucial in the successful execution of a project such as this one. Having a change management plan and strategies in place will help to foster the development of well-researched and innovative reserve policies as well as the ultimate support and commitment to the policy and related decision-making processes. Change management will support a strong and sustainable foundation for success and continuous improvement even after the Project’s completion.

Illustrated below are the dynamic aspects of the City’s comprehensive change management plan which will be developed by Metrix and Executed by the City throughout the Project. The execution of the change management plan is agile and coincides with the various project phases identified and detailed above.



## Greatest Contributors to Success

“Best Practices in Change Management: Prosci Benchmarking Report,” 2018 Edition identifies the following seven greatest contributors to project success. We have elaborated to identify key project implications in a table format.

Contributor to Success	Project Implications
1 Active and visible executive sponsorship	A roadmap will be provided to outline key activities and messages from the City’s Project Champion and Project Sponsor.
2 Dedicated change management resources	Metrix Group has been engaged for project and change management.
3 Structures change management approach	The detailed change management approach follows and has been developed based on preliminary organizational and stakeholder assessments completed in collaboration with the Project team.
4 Engagement and participation	Engagement has been determined critical for Council, Executive and Finance. Key messages will be provided by the City, with the support of Metrix Group, for all other stakeholder groups.
5 Frequent and open communication	Cadence, consistency and transparency will be leveraged in a multi-channel communication approach. Tactics will include email, intranet, face-to-face and workshop-style sessions. Feedback mechanisms for two-way communication will be embedded in various communication channels.
6 Integration and engagement with project management	Metrix Group has been engaged for project and change management.
7 Engagement with Director of Finance and Finance Managers	Deep collaboration with the City’s finance department including their Director of Finance and Finance Managers will be key to achieving Project objectives.

## Change Management Plan

The granular change management plan has been outlined below.

- ✓ Checkmarks indicate completed activities as at the date of this plan.
- Arrows indicate activities in progress as at the date of this plan.
- ❖ Diamonds indicate activities to be initiated and completed as at the date of this plan.

### 1. Pre-Project & Project initiation

- ✓ Assessment of the size and nature of the change.
- ✓ Assessment of the organization affected by the change and employee readiness.
- ✓ Acquire necessary change management resources.

## 2. Change management approach

- ✓ Develop structure and responsibilities for Project team and sponsors.
- ✓ Identification of Project sponsors.
- ❖ Develop sponsor/stakeholder specific change management plan(s).
- Prepare sponsors/stakeholders to manage and sustain the change.
- Develop communications plan.
- Develop sponsor roadmap.
- Develop change management coaching plan(s).
- Develop Resistance management plan.

## 3. Change management implementation

- Implement communications plan.
- Implement sponsor roadmap.
- Implement change management coaching plan(s).
- ❖ Implement resistance management plan (if required).

## 4. Research and data gathering

## 5. Solution design

## 6. Solution development

## 7. Solution Implementation

## 8. Assessing the results & providing feedback

The role of change management in phases 4 – 8 is to support proper completion and quality of work, as well as to provide supportive strategies in the event of changes, challenges, or resistance.

### Communication Plan

The communication plan will:

- Build awareness and level set on the nature of the change, why it is needed and the risks of not changing
- Enable preferred senders of messages to interact with the right stakeholder groups at the right time
- Formalize mechanisms to enable to-way communication
- Publicly celebrate success



## Sponsorship Roadmap

The sponsorship roadmap will:

- Build awareness of how the project aligns with the City’s strategic direction
- Create the desire to change and collaborate through building a coalition with Finance, Executive and Council
- Manage resistance to change
- Reinforce the Project and engagement through recognition and rewards

## Training & Coaching Plan

The training and coaching plan will:

- Build awareness of how the Project aligns with each stakeholder group
- Create desire to support and commit to Project changes by effectively managing resistance
- Provide education on existing reserve practices as well as industry best practice which will ultimately create alignment and inform the direction of the Project
- Fosters ability of stakeholders to engage, understand and expand experience relevant to the project through the development of new skill and behaviours

## Stakeholder Engagement

Change management research indicates that in any program, change, project or initiative, awareness among desired stakeholders is the largest barrier for success and growth. Throughout this project, we will implement several strategies to engage City stakeholders.

Stakeholder engagement will:

- Foster awareness, productivity, inclusivity and a sustainable foundation for future projects and initiatives
- Support a meaningful and well-rounded approach to the Project from all engaged parties.
- Improve Project engagement, ultimate acceptance of recommendations as they are co-created, and overall success.

Our stakeholder engagement strategy includes engaging key stakeholders in the initial stages of research, reviews, and comprehensive assessments. Metrix’s change management team will facilitate **stakeholder-specific engagement sessions** with a focus on collaborating on a sustainable, effective and high-quality reserve funding, and an empowered decision-making architecture that can be sustained and applied going forward.

## Integrated Project and Change Management Activities

The comprehensive change management plan is dynamic in nature which allows the ability to meet the varying stakeholder and Project needs. The multifaceted implications of Project activities and change management plans has been illustrated and summarized below:

Project Activity	Communication Plan	Sponsorship Roadmap	Training & Coaching Plan	Stakeholder Engagement	Audience	Target Date	Finance Target Date
Project initiation and planning	✓			✓	Finance, Project Team	July	July
Preliminary Meetings and Project Introduction	✓	✓		✓	Finance	August	August
General Communication and 'What's in it for me?'	✓	✓		✓	Executive	September 4	August 29
General Communication and 'What's in it for me?'	✓	✓		✓	Council	TBD	August 29
Stakeholder Engagement Session (2 hours 45 min)	✓	✓	✓	✓	Executive Team (Finance Present)	September 16	September 5
Stakeholder Engagement Session (1.5 hours)	✓	✓	✓	✓	Council (Executive and Finance Present)	November 4	October 8

Project Activity	Communication Plan	Sponsorship Roadmap	Training & Coaching Plan	Stakeholder Engagement	Audience	Target Date	Finance Target Date
Presentation of Draft Report for Review (1.5 to 2 hours)	✓	✓		✓	Executive Team (Finance Present)	February 5	Oct - Feb
Presentation of Final Report for Review (1.5 to 2 hours)	✓	✓		✓	Executive and Council (Finance Present)	March 23	February 28
Presentation of Draft Policy for Review (1.5 to 2 hours)	✓	✓		✓	Executive and Finance	TBD (April)	TBD (March)
Presentation of Final Policy for Review & Approval (1 hour)	✓	✓		✓	Executive and Council (Finance Present)	TBD (May)	TBD (April)

# Reserves Policy Project



**Presented by:**  
**Jennifer Cannon, Director, Finance**  
**Carmen Dragan-Sima, Manager, Budgets & Financial Planning**



# Introducing the Team

## COLLABORATION

Council

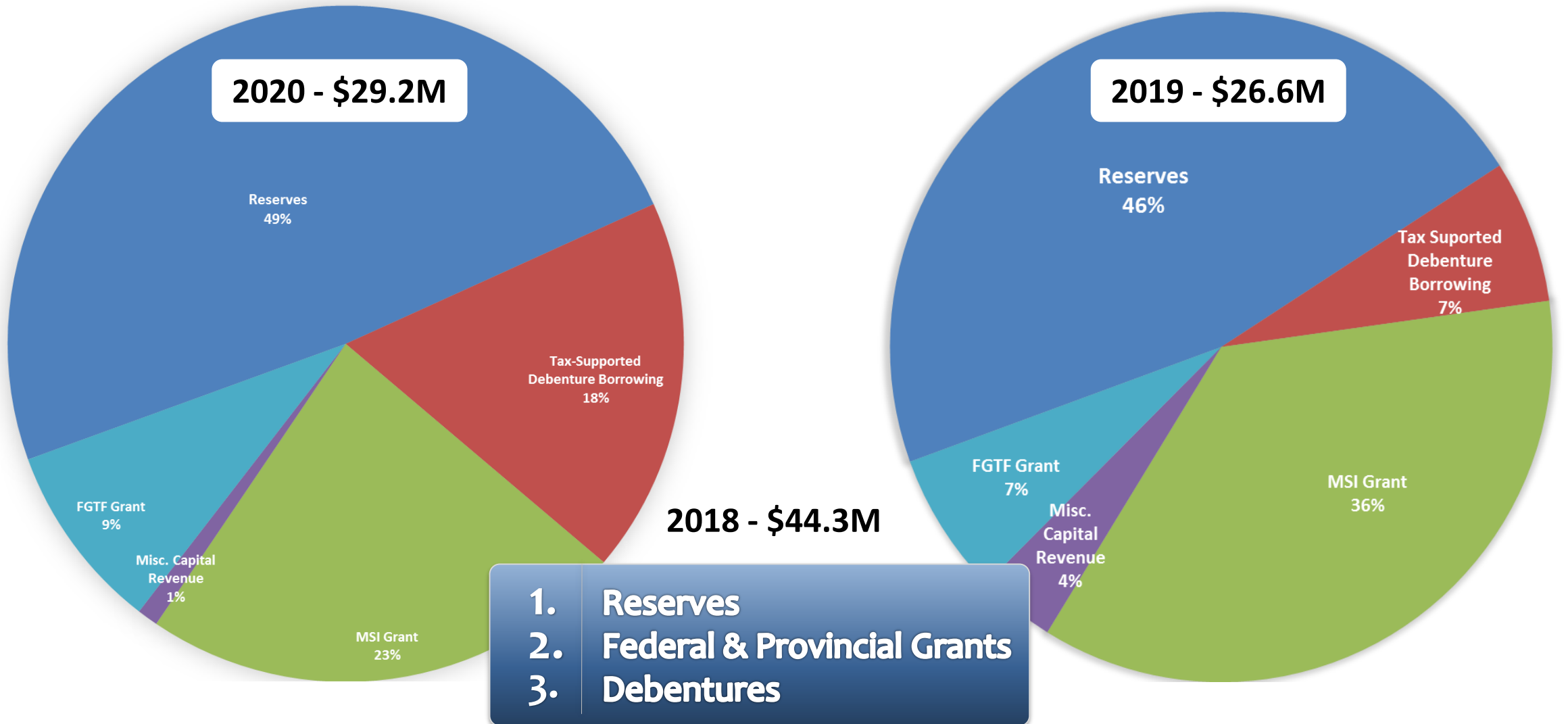
Metrix Group

Executive  
& Finance

### Why?

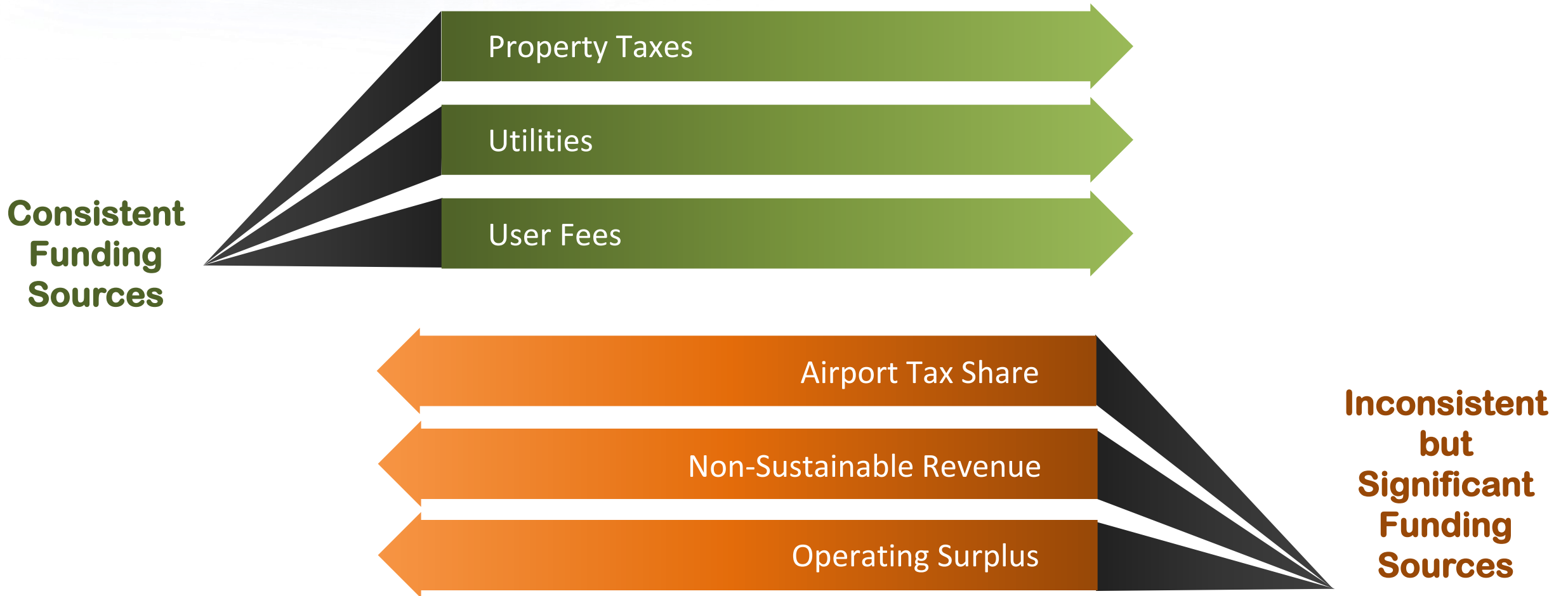
The City is engaging in a comprehensive project to *develop a financial reserve policy* that promotes and supports the long term *fiscal sustainability* plan. The focus is to *support best and most efficient funding* and management of future operations, capital plans (maintenance & growth) and special projects while providing the best value for the tax dollar.

# Capital Plan Funding Sources from 2018 to 2020

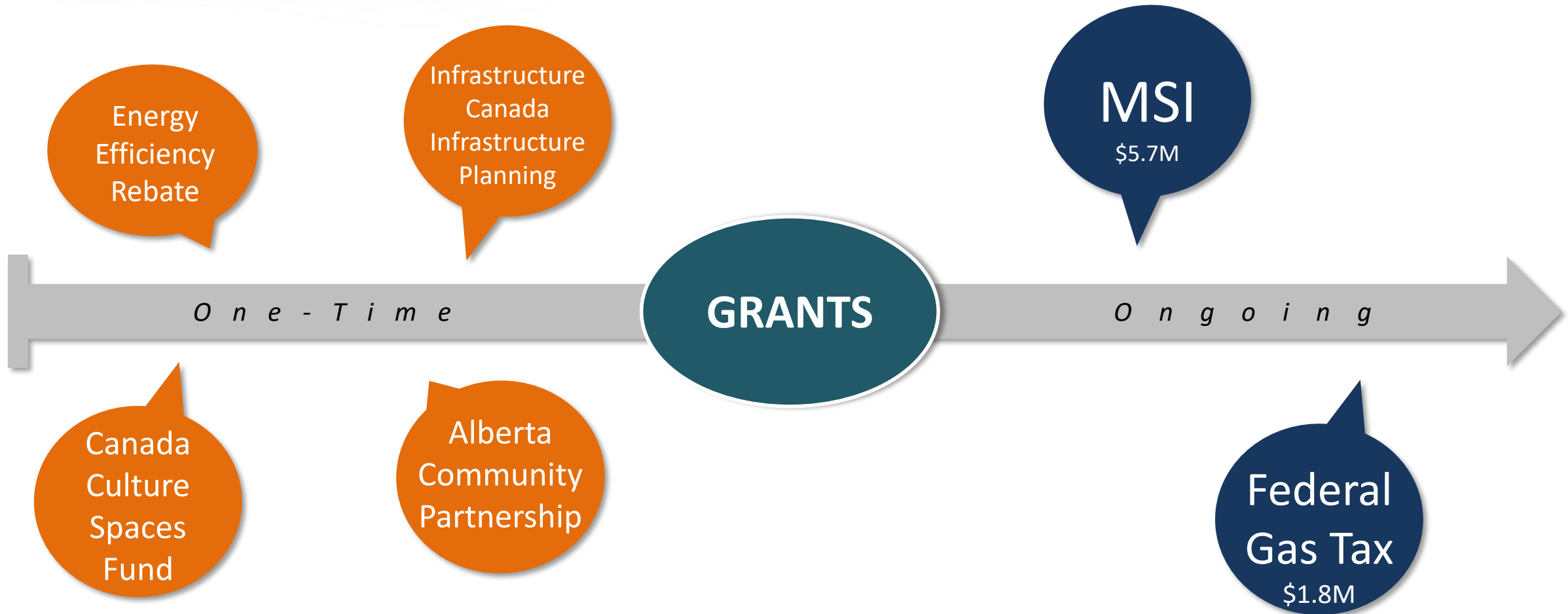


\*Offsite levies are not included in the charts above

# 1<sup>st</sup> Major Source of Capital Funding


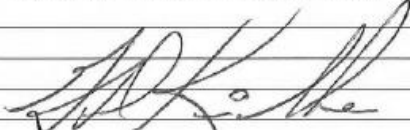


# 2<sup>nd</sup> Major Source of Capital Funding





# 3<sup>rd</sup> Major Source of Capital Funding

 <b>City of Leduc Policy</b> <b>Policy Title: Debt Management</b>		<b>Policy No:</b> Records Dept. Administers the Policy No.
		<b>Supersedes:</b> 12.02:5 <b>Revision #:</b> Records Dept. has info
<b>Authority: Council</b>		
<b>Section: Finance</b>	<b>Approval Date:</b> <i>June 26/17</i>	
<b>Responsible Department: Finance</b>	<b>Effective Date:</b> <i>June 26/17</i>	
<b>Relevant Legislation: Municipal Government Act s. 251-263 and Alberta Regulation 255/2000</b>		
<b>Relevant Council Resolution(s) and Date(s):</b>		
<b>Relevant Bylaw and Date(s):</b>		
<b>Authority's Signature:</b>		

## Debt Policy Principles

- 1 Long Term Planning
- 2 Sustainability and Flexibility
- 3 Manage Risk and Cost
- 4 Alignment of Users & Payers
- 5 Compliance with the Municipal Government Act

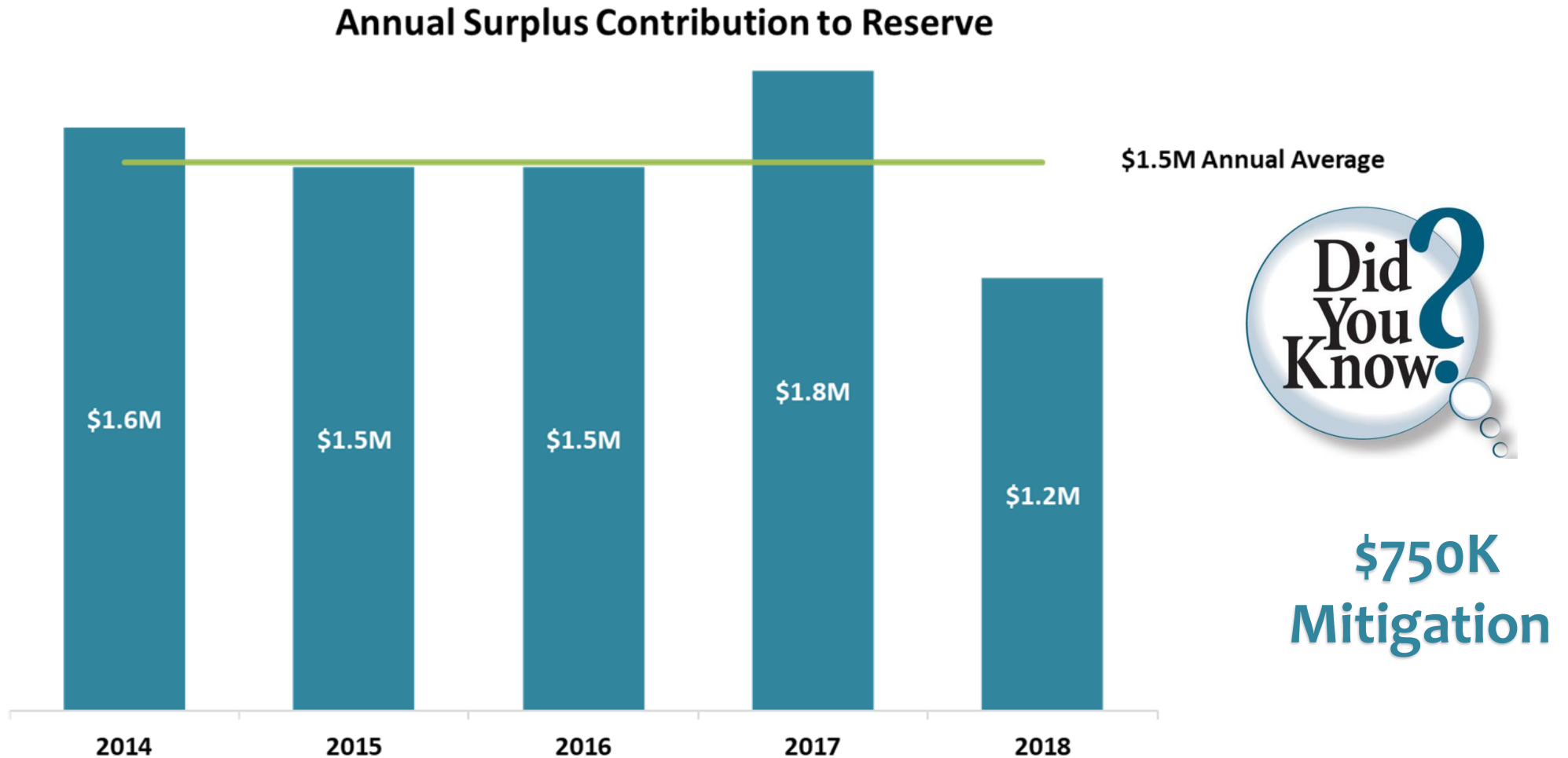
# Reserve Funding Sources

Please refer to the hand-out provided:

## Reserve Funding Sources and Legislation

<i>Operating Reserves</i>	<i>Funding Source</i>	<i>Legislation</i>
General contingency reserve	- Annual surplus - MSI operating grant and Airport Tax Share	
Mill rate stabilization	Annual surplus only if reserve is used	
Reserve for celebrations	Annual transfer from operation	
Reserve for snow removal	If used, replenished through future year surpluses from snow removal operation (to maintain approximately 1 year's worth of operating budget)	
Sports tourism reserve	Annual transfer from operation	
Reserve for future expenditures - studies	- Annual transfer from operation - Airport Tax Share - Non-sustainable portion of permit revenue	
Reserve for census and elections	Annual transfer from operation	
Economic development reserve	No annual transfer at this time	

# Understanding what funds the General Contingency Reserve



# Projects Funded by Surplus transferred to General Contingency

## Past Projects

- Telford Lake Multiway
- Multiway Development
- Spray Park
- Civic Centre Concrete Replacement
- Eco Station & RV Dump
- Library Expansion
- Aerotropolis
- Cultural Village Amphitheatre
- Operations Building Solar
- Lede Park Road
- Alex Pool Building Capital Renewal
- Snow Storage Site
- Outdoor Rinks
- Various Equipment
- Protective Services Building
- Transit – capital requirements
- Digital Signs Replacement
- Lede Park Multiway
- Playground Equipment

## Future Projects

- Elks Park Draw Down Wells
- LRC Pool Renovations
- LRC Equipment
- Telford Lake Draw Down Wells
- Hydrovac Site Cleanup

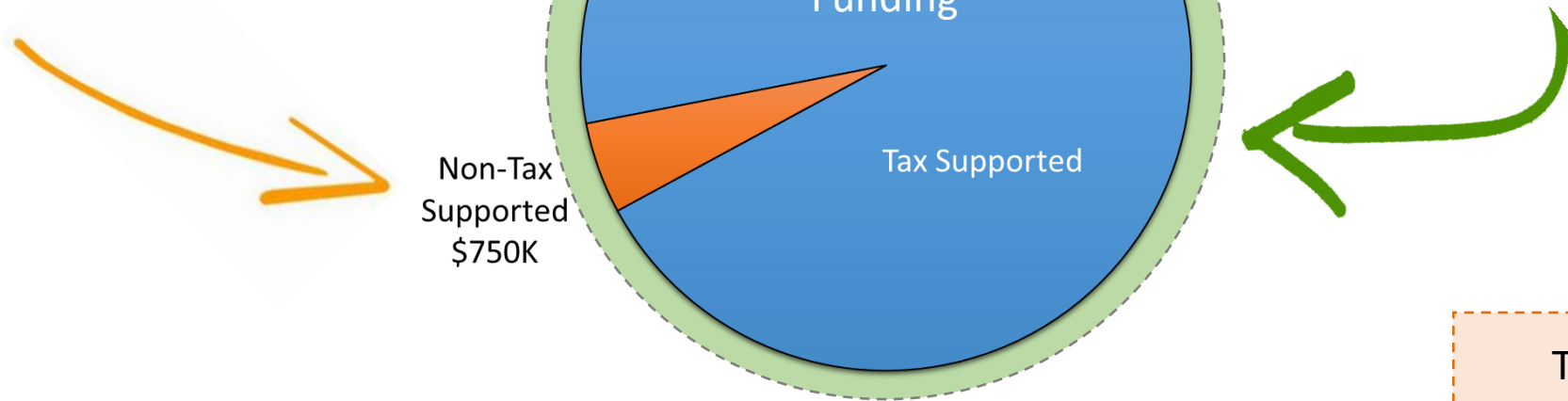
# Responding to Council's Direction to Reduce Surplus

## How has Administration Responded ~ Average Surplus \$1.5M

**1** Reduced tax requirement by 1.56% (\$750K) by using reserves (one-time funding) instead of taxes from 2019 to 2021 to fund contracted services

**2** Reduced overall contracted services expense tax requirement by 1.10% (\$530K)

- RCMP \$300K (2019)
- Snow & Ice \$230K (2018)



This will reduce the 2019 year-end surplus from **\$1.5M to \$750K**

# Surplus



## City of Leduc - 10 Year Reserve Projected Fund Balance Summary

<i>In Thousands</i>	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Operating Reserves</b>										
Opening General contingency reserve	(35)	(494)	1,054	579	476	1,017	1,097	1,415	1,256	1,668
Assumed Surplus	500	500	500	500	500	500	500	500	500	500
Ending General contingency reserve	465	6	1,554	1,079	976	1,517	1,597	1,915	1,756	2,168
<b>Total Operating Reserves</b>	<b>3,267</b>	<b>3,010</b>	<b>4,526</b>	<b>4,256</b>	<b>4,007</b>	<b>4,682</b>	<b>4,496</b>	<b>5,108</b>	<b>5,248</b>	<b>5,457</b>
<b>Capital Reserves</b>										
Public services capital reserve	45	128	240	205	339	257	181	(58)	105	76
Reserve for Lede room	6	7	7	7	8	8	9	9	10	10
P. S. Equipment replacement reserve	90	222	32	563	124	900	247	810	679	957
Reserve for art acquisition	16	16	15	15	15	15	15	15	14	14
Fixed communications reserve	67	95	99	78	101	130	130	95	79	11
HPN monument fees	41	48	55	69	84	99	114	129	144	157
Public transit	0	0	1	1	1	2	2	2	3	3
Water reserve	15	436	908	279	52	9	165	328	367	544
Fire communication reserve	149	163	178	196	216	237	255	272	289	303
Cemeteries reserve	85	125	38	76	68	108	99	139	131	170
Sewer reserve	113	28	117	75	(1)	(1)	76	3	79	11
Facilities reserve	4	494	354	429	889	1,543	1,485	71	681	825
Safe communities	354	296	227	155	152	146	136	124	103	79
Waste minimization reserve	532	441	448	550	404	470	577	629	721	812
Recreation levy - due to city	139	368	373	101	2	245	450	669	894	1,018
Information system reserve	326	65	149	104	42	50	51	0	(34)	62
Protective services large equipment reserve	614	504	92	378	(17)	356	141	546	941	1,369
Parks planning capital reserve	825	851	721	677	48	(61)	149	99	104	444
Cash in lieu of municipal reserve	922	264	278	286	286	45	48	40	41	42
Property sale proceeds reserve	1,667	1,753	1,842	1,964	2,103	2,243	2,350	2,448	2,540	2,605
Road reserve	1,418	1,813	159	273	332	1,249	1,996	2,695	3,860	4,911
Storm drainage	1,278	1,531	230	33	222	272	158	294	190	365
Developer contribution	1,021	980	795	1,075	1,186	1,506	1,627	1,951	2,088	2,413
Infrastructure investment reserve	3,023	3,840	4,035	4,301	4,605	4,912	5,145	5,360	5,561	5,703
Downtown progress association reserve**	114	120	126	135	144	154	161	168	174	178
Reserve for library equipment**	739	777	817	871	932	995	1,042	1,085	1,126	1,155
<b>Total Capital Reserves</b>	<b>12,748</b>	<b>14,467</b>	<b>11,391</b>	<b>11,893</b>	<b>11,261</b>	<b>14,744</b>	<b>15,606</b>	<b>16,669</b>	<b>19,587</b>	<b>22,903</b>
<b>Total City Reserves</b>	<b>16,015</b>	<b>17,477</b>	<b>15,918</b>	<b>16,149</b>	<b>15,268</b>	<b>19,426</b>	<b>20,102</b>	<b>21,776</b>	<b>24,835</b>	<b>28,360</b>

# Reserves not using General Contingency

<i>In Thousands</i>	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Total Operating Reserves</b>	<b>3,966</b>	<b>5,102</b>	<b>7,374</b>	<b>8,125</b>	<b>8,438</b>	<b>9,113</b>	<b>9,182</b>	<b>9,496</b>	<b>10,125</b>	<b>10,594</b>
<b>Capital Reserves</b>										
Public services capital reserve	154	277	511	188	432	664	928	955	1,160	1,418
Reserve for Lede room	6	7	7	7	8	8	9	9	10	10
P. S. Equipment replacement reserve	90	72	(25)	503	60	832	1,379	1,998	1,921	2,244
Reserve for art acquisition	16	16	15	15	15	15	15	15	15	14
Fixed communications reserve	(121)	(182)	(327)	(498)	(592)	(663)	(822)	(1,013)	(1,153)	(1,330)
HPN monument fees	41	48	55	69	84	99	114	130	145	160
Public transit	0	0	1	1	1	2	2	2	3	11
Water reserve	(141)	277	741	(351)	(280)	(332)	(184)	(31)	(5)	162
Fire communication reserve	149	163	178	196	216	237	256	275	293	309
Cemeteries reserve	85	(475)	(498)	(1,112)	(1,148)	(1,135)	(1,172)	(1,159)	(1,197)	(1,185)
Sewer reserve	18	(71)	(94)	(198)	(229)	(394)	(429)	(596)	(854)	(1,000)
Facilities reserve	(506)	(56)	(223)	25	(69)	525	254	(1,437)	(892)	(913)
Safe communities	354	261	191	116	(1)	(93)	(191)	(329)	(437)	(551)
Waste minimization reserve	532	591	607	718	584	662	782	847	951	1,054
Recreation levy - due to city	739	999	1,289	1,607	1,963	2,336	2,703	3,081	3,463	3,825
Information system reserve	513	(247)	(2,296)	(4,284)	(5,107)	(5,123)	(5,087)	(5,108)	(5,145)	(5,067)
Protective services large equipment reserve	614	505	(68)	149	(450)	(86)	(1,599)	(1,232)	(883)	(546)
Parks planning capital reserve	(249)	(1,057)	(1,615)	(2,396)	(3,610)	(4,286)	(4,852)	(5,307)	(5,592)	(5,769)
Cash in lieu of municipal reserve	1,412	1,485	1,565	1,664	1,781	1,899	2,000	2,094	2,183	2,254
Property sale proceeds reserve	1,667	1,754	1,848	1,965	2,103	2,243	2,362	2,473	2,579	2,662
Road reserve	73	309	(2,675)	(2,894)	(3,044)	(2,959)	(1,925)	(697)	483	1,451
Storm drainage	1,529	1,795	1,061	1,219	1,114	1,133	1,010	1,269	1,149	1,416
Developer contribution	2,051	2,063	2,195	2,562	2,776	3,202	3,420	3,838	4,066	4,469
Infrastructure investment reserve	3,023	3,840	4,046	4,304	4,606	4,911	5,171	5,416	5,646	(8)
Downtown progress association reserve**	114	120	127	135	144	154	162	169	177	182
Reserve for library equipment**	739	778	819	871	933	994	1,047	1,097	1,143	1,123
<b>Total Capital Reserves</b>	<b>12,048</b>	<b>12,374</b>	<b>6,488</b>	<b>3,576</b>	<b>1,212</b>	<b>3,695</b>	<b>4,143</b>	<b>5,492</b>	<b>7,909</b>	<b>5,090</b>
<b>Total City Reserves</b>	<b>16,015</b>	<b>17,477</b>	<b>13,862</b>	<b>11,700</b>	<b>9,650</b>	<b>12,809</b>	<b>13,325</b>	<b>14,988</b>	<b>18,034</b>	<b>15,684</b>



# As we work through the Reserve Policy....

## Key takeaways

- ❖ What funds each Reserve
- ❖ Leaner Budgeting = Reduced Surplus
- ❖ Importance of Grants & Debt

# Next Steps

## Collaborative Workshops

November 4  
Metrix Group

- Current State
- SWOT Analysis
- Defining Success

November 12  
Metrix Group &  
Administration

- Discussion – Maintenance VS  
New Capital Projects
- Further Discussion of Transfer  
to Reserve

December 2  
Metrix Group

- Operating & Capital Reserve  
Activities & Discussions

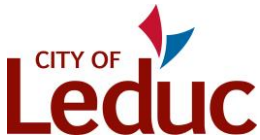
**Tentative**

## Presentations

Final Report  
March 2020

Final Policy  
May 2020





## COMMITTEE-OF-THE-WHOLE

**MEETING DATE:** October 21, 2019

**SUBMITTED BY:** J. Graham, CIO

**PREPARED BY:** J. Graham, CIO

**REPORT TITLE:** Council IT Support Update: Chamber Technology Requirements

### 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



## COMMITTEE-OF-THE-WHOLE

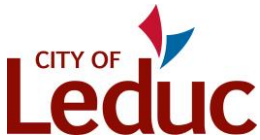
Corporate Information and Technology (CIT) staff have been meeting with the Mayor and members of Council as well as key stakeholders in Administration to understand the business needs of each group. Both Council Chambers and the Lede Room were discussed. Although there have been a number of different 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

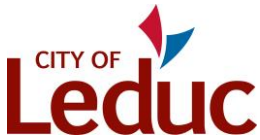
Comtec has prepared designs and estimates that will be reviewed by Mayor, Council and Administration. The following table describe the capabilities and associated budgetary values as well as the objectives met by each option. Refer to attachment 3 for details. Improving the audio and video capabilities 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).

Item	Budget
<hr/>	
<b>1. Council Chambers Audio</b> <i>(enables objectives 1, 2 and 3)</i>	
a. Audio and Control System	\$91,950
<p>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.</p>	
<hr/>	
<b>2. Council Chambers Presentation and Media Delivery System</b> <i>(enables objectives 1, 2, 3 and 4)</i>	
a. Presentation and Media – Option 1	\$89,475
<p>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.</p>	



## COMMITTEE-OF-THE-WHOLE

Item	Budget
<p>b. Presentation and Media - Option 2</p> <p>This option has the same features as Option 1 with 5 fewer display screens.</p> <p>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.</p>	\$77,725
<p>c. Presentation and Media - Option 3</p> <p>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.</p>	\$86,275
<hr/>	
<b>3. Council Chambers Remote Meeting System - optional</b>	
<p>a. Remote Meeting System</p> <p>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).</p>	\$7,250
<hr/>	
<b>4. Council Chambers Camera Streaming System - optional</b> ( <i>enables objective 5</i> )	
<p>a. Camera Switching / Streaming System - Option 1</p> <p>This system provides high quality multi camera switching, streaming, and recording and requires staff operation for camera switching.</p> <p>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.</p>	\$90,000- 100,000
<p>b. Fixed Camera and Streaming – Option 2</p> <p>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.</p>	\$8,800
<hr/>	
<b>5. Lede Room Audio Visual System – optional for future consideration</b>	
<p>a. Lede Room Audio Visual System – Option 1</p> <p>Wireless meeting discussion microphone system and speakers with the same functions as 1(a).</p> <p>Video presentation media delivery system and remote meeting functionality with wall mounted LED display replacing existing projector providing the same functions as 2(c).</p> <p>Control system including touch panel providing the same control functions of 1(a) and 2(a), (b) or (c).</p>	\$60,500
<p>b. Lede Room Audio Visual System – Option 2</p> <p>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.</p>	\$56,020



## COMMITTEE-OF-THE-WHOLE

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



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## 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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## SCOPE OF THE STUDY AND REVIEW OBJECTIVES

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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

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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

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### 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 'bottle neck', 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 Apples 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. An

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

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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**

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*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 

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

September 27, 2018

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Date

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

X 

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Irene Sasyniuk, General Mgr Corporate Services

*Sept 30, 2018*

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Date

## **Attachment 2: Council Chambers Business Requirements**

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### **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 thought 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 crowded, 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.

### Attachment 3: Estimates for Audio and Visual Technology for City of Leduc Council Chambers and Lede Room

Item	Budgetary Estimate
<b>1. Council Chambers Audio</b>	
<p><b>a. Audio and Control System</b></p> <p>The meeting discussion microphone system has distributed speakers, a master control system with touch panels and microphone stations with built-in speakers.</p> <p>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.</p> <p>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.</p> <p><i>Components:</i></p> <ul style="list-style-type: none"> <li>- Discussion Microphone System <ul style="list-style-type: none"> <li>o Mayor and Council: 7</li> <li>o Executive: 4</li> <li>o Staff: 2</li> <li>o Presenters: 2</li> </ul> </li> <li>- Loudspeaker system <ul style="list-style-type: none"> <li>o Public Gallery: 8</li> </ul> </li> <li>- Core control system components and specific items for audio and touch panels <ul style="list-style-type: none"> <li>o 7 inch Touch Panel - Mayor</li> <li>o 10 inch Touch Panel: Administration</li> <li>o Touch panel: System Administration</li> </ul> </li> </ul>	\$91,950
<b>2. Council Chambers Presentation and Media Delivery System</b>	
<p><b>a. Presentation and Media - Option 1</b></p> <p>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.</p> <p>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.</p> <p><i>Components:</i></p> <ul style="list-style-type: none"> <li>- Presentation Media Delivery System for staff and guest presenters</li> <li>- Projection and 10" desktop displays for council and administration <ul style="list-style-type: none"> <li>o Mayor and Council: 7</li> <li>o Executive: 4</li> <li>o Staff: 2</li> <li>o Presenters: 1</li> <li>o Projectors: 2</li> </ul> </li> </ul>	\$89,475

Item	Budgetary Estimate
<ul style="list-style-type: none"> <li>- Wall plate connections               <ul style="list-style-type: none"> <li>o Staff: 3, Presenter: 1</li> </ul> </li> <li>- Wireless connector: 1</li> <li>- Control system for video display and control panels for council and staff desks</li> </ul> <p><i>Requires core control system components from 1(a)</i></p>	
<p><b>b. Presentation and Media - Option 2</b></p> <p>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.</p> <p><i>Components:</i></p> <ul style="list-style-type: none"> <li>- Presentation Media Delivery System for staff and guest presenters</li> <li>- Projection and 10" desktop displays for council and administration               <ul style="list-style-type: none"> <li>o Mayor and Council: 5</li> <li>o Executive: 2</li> <li>o Staff: 1</li> <li>o Presenters: 1</li> <li>o Projectors: 2</li> </ul> </li> <li>- Wall plate connections               <ul style="list-style-type: none"> <li>o Staff: 3, Presenter: 1</li> </ul> </li> <li>- Wireless connector: 1</li> <li>- Control system for video display and control panels for council and staff desks</li> </ul> <p><i>Requires core control system components from 1(a)</i></p>	<b>\$77,725</b>
<p><b>c. Presentation and Media - Option 3</b></p> <p>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.</p> <p><i>Components:</i></p> <ul style="list-style-type: none"> <li>- Presentation Media Delivery System for staff and guest presenters</li> <li>- Large format 86" LCD displays: 2</li> <li>- Wall plate connections               <ul style="list-style-type: none"> <li>o Staff: 3, Presenter: 1</li> </ul> </li> <li>- Wireless connector: 1</li> <li>- Control system – Specific items for LCD displays and control panel for staff desk</li> </ul> <p><i>Requires core control system components from 1(a)</i></p>	<b>\$86,275</b>

Item	Budgetary Estimate
<b>3. Council Chambers Remote Meeting System (optional)</b>	
<p><b>a. Remote Meeting System</b></p> <p>Presentation Media Delivery system and remote meeting ability that allows a member of council to participate remotely.</p> <p><i>Components:</i></p> <ul style="list-style-type: none"> <li>- Remote Meeting Operation using Skype, Microsoft Teams, Goto Meeting etc.</li> </ul> <p><i>Same controls and features as physical attendees are available if implemented after 1(a) and 4(b)</i></p> <p><i>Remote abilities will be limited to audio if implemented after only 1(a).</i></p>	<b>\$7,250</b>
<b>4. Council Chambers Camera Streaming System (optional phase 2)</b>	
<p><b>a. Camera Switching and Streaming – Option 1</b></p> <p>This system provides high quality multi camera switching, streaming, and recording and requires staff operation for camera switching.</p> <p>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.</p> <p><i>Components:</i></p> <ul style="list-style-type: none"> <li>- High resolution cameras</li> <li>- Camera switching system</li> <li>- Streaming encoder</li> <li>- Meeting recording</li> </ul>	<b>\$90,000-100,000</b>
<p><b>b. Fixed Camera and Streaming – Option 2</b></p> <p>This system provides one fixed camera view of Council Chambers, streaming, and recording.</p> <p>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.</p> <p><i>Components:</i></p> <ul style="list-style-type: none"> <li>- High resolution, wide angle lens fixed position camera</li> <li>- Streaming encoder</li> <li>- Meeting recording</li> </ul>	<b>\$8,800</b>

Item	Budgetary Estimate
<b>5. Lede Room Audio Visual System (optional for future consideration)</b>	
<p data-bbox="178 273 1396 315"><b>a. Lede Room Audio Visual System – Option 1</b></p> <p data-bbox="243 325 1396 399">Wireless meeting discussion microphone system and distributed speakers with the same functions as 1(a)</p> <p data-bbox="243 409 1396 483">Video presentation media delivery system and remote meeting functionality with wall mounted LED display replacing existing projector providing the same functions as 2(c).</p> <p data-bbox="243 493 1396 535">Control system including touch panel providing the same control functions of 1(a) and 2.</p> <p data-bbox="227 556 389 588"><i>Components:</i></p> <ul data-bbox="243 598 1185 1008" style="list-style-type: none"> <li>- Wireless Discussion Microphone system <ul style="list-style-type: none"> <li>o Mayor and Council: 7</li> <li>o Executive: 4</li> <li>o Presenter: 1</li> <li>o Staff: 1</li> </ul> </li> <li>- Loudspeaker system</li> <li>- Presentation Media Delivery system for staff and guest presenters (wireless)</li> <li>- LED display</li> <li>- Remote Meeting Operation (wireless)</li> <li>- Control system – touch panel</li> </ul> <p data-bbox="243 1029 925 1071"><i>Requires 1(a) and 2(a), (b) or (c) to be implemented first</i></p>	<b>\$60,500</b>
<p data-bbox="178 1092 1396 1134"><b>b. Lede Room Audio Visual System – Option 2</b></p> <p data-bbox="227 1144 1396 1270">This option has the same features as Option 1 with 4 fewer microphones. It assumes that Councillors and General Managers will share microphones. The Mayor, City Manager and the presenter will have dedicated microphones.</p> <p data-bbox="227 1291 389 1323"><i>Components:</i></p> <ul data-bbox="243 1333 1185 1743" style="list-style-type: none"> <li>- Wireless Discussion Microphone system <ul style="list-style-type: none"> <li>o Mayor and Council: 5</li> <li>o Executive: 2</li> <li>o Presenter: 1</li> <li>o Staff: 1</li> </ul> </li> <li>- Loudspeaker system</li> <li>- Presentation Media Delivery system for staff and guest presenters (wireless)</li> <li>- LED display</li> <li>- Remote Meeting Operation (wireless)</li> <li>- Control system – touch panel</li> </ul> <p data-bbox="243 1764 925 1806"><i>Requires 1(a) and 2(a), (b) or (c) to be implemented first</i></p>	<b>\$56,020</b>



# Council IT Support Update- Chamber Technology

[www.leduc.ca](http://www.leduc.ca)

**City Council Committee of the Whole**  
**October 21, 2019**



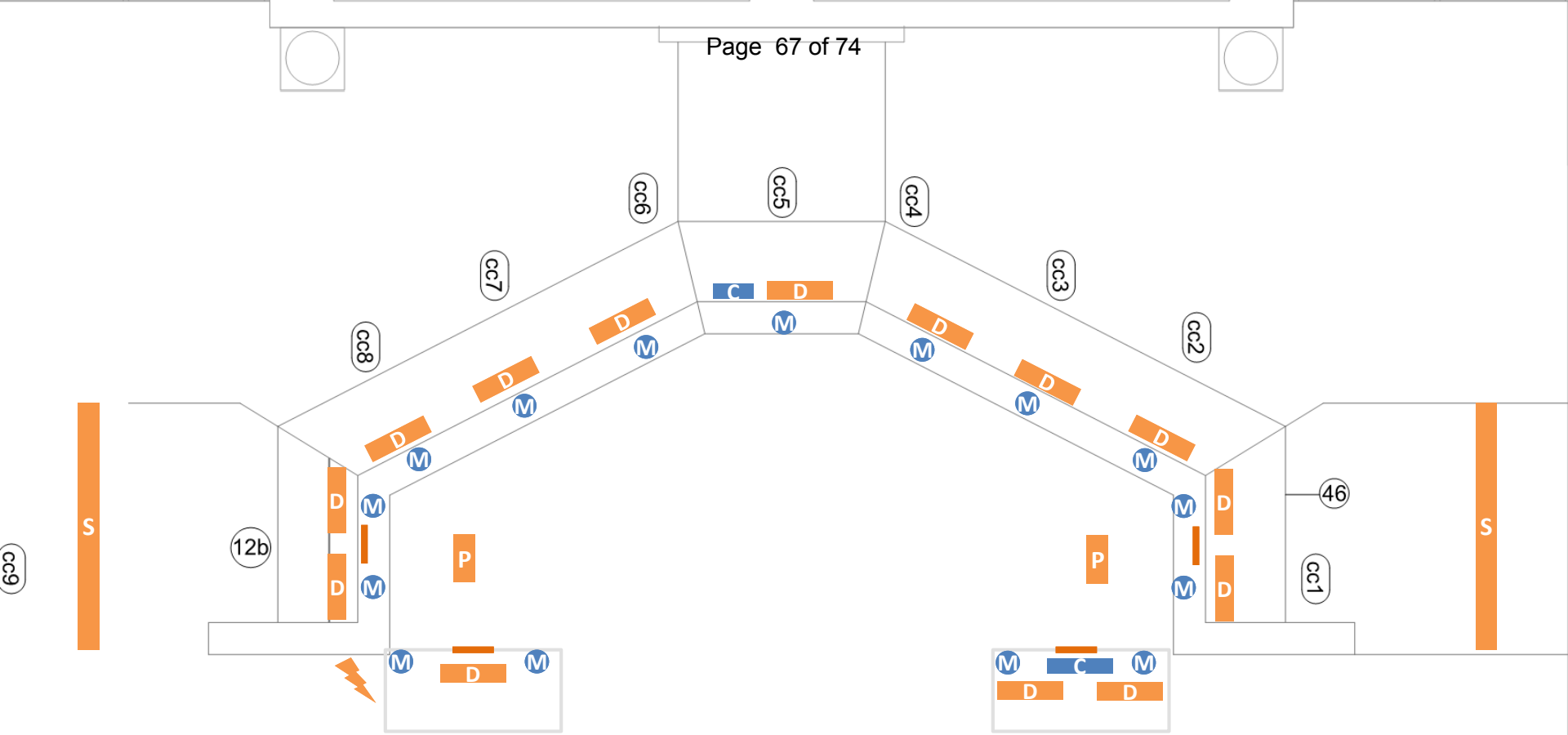
# Audio & Control / Presentation & Media

## Discussion Microphone System

- distributed speakers
- master control system with touch panels
- microphone stations with built-in speakers
- request to speak, enable voting
- control system with a touch panel
  - Mayor can select who will speak next
  - limits the number of microphones that are on at one time
  - ensures audio quality by managing microphones and speakers to reduce potential for feedback or noise
- configurable to meet Council's needs.

## Presentation and Media

- presenters can connect their device
  - Wirelessly
  - connecting to a wall plate
  - plugging a USB drive into a computer
- connects projectors for gallery viewing and desktop video displays
- control system with touch panels allows the City Clerk to select what will be displayed on each video device.



Council Chamber

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## Audio & Control – Option 1

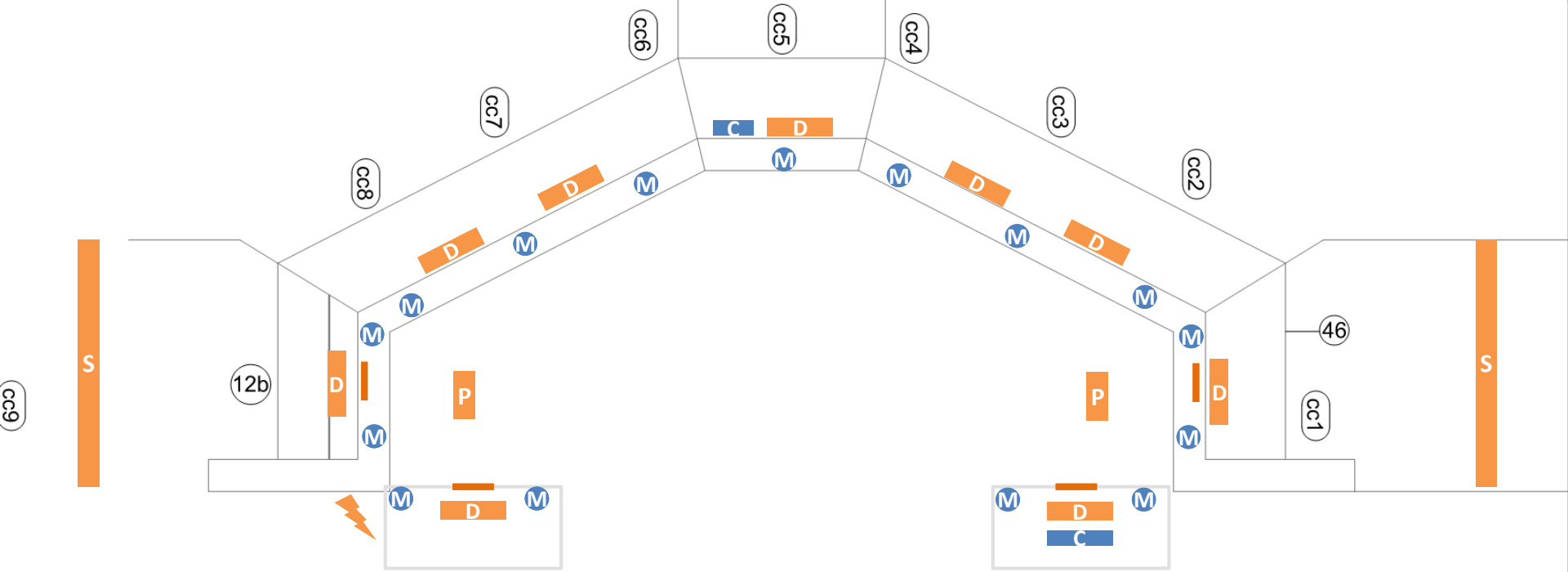
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## Presentation & Media – Option 1

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# Audio & Control / Presentation & Media

Item	Budget
<b>1a. Audio and Control System - Option 1</b> Discussion Microphone System-15 Mayor and Council-7, Executive-4, Staff-2, Presenters-2 Loudspeaker system - Public Gallery-8 Core control system 7 inch Touch Panel - Mayor 10 inch Touch Panel-Administration Touch panel-System Administration	\$91,950
<b>2a. Presentation and Media – Option 1</b> 10" desktop displays - 13 Mayor and Council-7, Executive-4, Staff-2, Presenters-1 Projectors - 2 Wall plate connections-4 Staff-3, Presenter-1 Wireless connector - 1 Control system for video display and control panels for council and staff desks <i>Requires core control system components from 1(a)</i>	\$89,475



Council Chamber

## Audio & Control – Option 1

## Presentation & Media – Option 2

# Audio & Control / Presentation & Media

Item	Budget
<p><b>1a. Audio and Control System - Option 1</b></p> <ul style="list-style-type: none"> <li>Discussion Microphone System-15               <ul style="list-style-type: none"> <li>Mayor and Council-7, Executive-4, Staff-2, Presenters-2</li> </ul> </li> <li>Loudspeaker system - Public Gallery-8</li> <li>Core control system               <ul style="list-style-type: none"> <li>7 inch Touch Panel - Mayor</li> <li>10 inch Touch Panel-Administration</li> <li>Touch panel-System Administration</li> </ul> </li> </ul>	<b>\$91,950</b>
<p><b>2b. Presentation and Media - Option 2</b></p> <ul style="list-style-type: none"> <li>10" desktop displays - 9               <ul style="list-style-type: none"> <li>Mayor and Council-5, Executive-2, Staff-1, Presenters-1</li> </ul> </li> <li>Projectors - 2</li> <li>Wall plate connections - 4               <ul style="list-style-type: none"> <li>Staff-3, Presenter-1</li> </ul> </li> <li>Wireless connector - 1</li> <li>Control system for video display and control panels for council and staff desks</li> <li><i>Requires core control system components from 1(a)</i></li> </ul>	<b>\$77,725</b>

# Audio & Control / Presentation & Media

Item	Budget
<p><b>1a. Audio and Control System - Option 1</b></p> <p>Discussion Microphone System-15  Mayor and Council-7, Executive-4, Staff-2, Presenters-2</p> <p>Loudspeaker system - Public Gallery-8</p> <p>Core control system</p> <p>7 inch Touch Panel - Mayor</p> <p>10 inch Touch Panel-Administration</p> <p>Touch panel-System Administration</p>	\$91,950
<p><b>2a. Presentation and Media – Option 1</b></p> <p>10” desktop displays - 13  Mayor and Council-7, Executive-4, Staff-2, Presenters-1</p> <p>Projectors - 2</p> <p>Wall plate connections-4  Staff-3, Presenter-1</p> <p>Wireless connector - 1</p> <p>Control system for video display and control panels for council and staff desks  <i>Requires core control system components from 1(a)</i></p>	\$89,475
<p><b>2b. Presentation and Media - Option 2</b></p> <p>10” desktop displays - 9  Mayor and Council-5, Executive-2, Staff-1, Presenters-1</p> <p>Projectors - 2</p> <p>Wall plate connections - 4  Staff-3, Presenter-1</p> <p>Wireless connector - 1</p> <p>Control system for video display and control panels for council and staff desks  <i>Requires core control system components from 1(a)</i></p>	\$77,725
<p><b>2c. Presentation and Media - Option 3</b></p> <p>Same features as Option 1</p> <p>Replaces all display screens with 2 large format 86” displays on the rear wall of Council Chambers.</p>	\$86,275

# Camera Streaming

Item	Budget
<p><b>3a. Remote Meeting System</b>            Remote Meeting Operation using Skype, Microsoft Teams, Goto Meeting etc.  <i>Same controls and features as physical attendees are available if implemented after 1(a) and 4(b)</i>  <i>Remote abilities will be limited to audio if implemented after only 1(a).</i></p>	\$7,250
<p><b>4a. Camera Switching / Streaming System - Option 1</b>            High quality multi camera switching, streaming, and recording            Requires staff operation for camera switching</p> <ul style="list-style-type: none"> <li>- High resolution cameras</li> <li>- Camera switching system</li> <li>- Streaming encoder</li> <li>- Meeting recording</li> </ul> <p><i>Optional and can be implemented in a separate phase however 1(a) and 2(a), (b) or (c) must be implemented first.</i></p>	\$90,000- 100,000
<p><b>4b. Fixed Camera and Streaming – Option 2</b>            One fixed camera view of Council Chambers, streaming, and recording.</p> <ul style="list-style-type: none"> <li>- High resolution, wide angle lens fixed position camera</li> <li>- Streaming encoder</li> <li>- Meeting recording</li> </ul> <p><i>Optional and can be implemented in a separate phase however 1(a) and 2(a), (b) or (c) must be implemented first.</i></p>	\$8,800



# Lede Room

Item	Budget
<p><b>5a. Lede Room Audio Visual System – Option 1</b></p> <p>Wireless microphones - 13                Mayor and Council-7, Executive-4, Presenter-1, Staff-1</p> <p>Loudspeaker system</p> <p>Presentation Media Delivery system for staff and guest presenters (wireless)</p> <p>LED display</p> <p>Remote Meeting Operation (wireless)</p> <p>Control system – touch panel (same control functions of 1(a) and 2)</p> <p><i>Requires 1(a) and 2(a), (b) or (c) to be implemented first</i></p>	<p><b>\$60,500</b></p>
<p><b>5b. Lede Room Audio Visual System – Option 2</b></p> <p>Same as Option 1 with 4 fewer microphones</p> <ul style="list-style-type: none"> <li>- Councillors &amp; General Managers will share microphones</li> <li>- Mayor, City Manager and presenter will have dedicated microphones</li> </ul> <p>Wireless microphones-9                Mayor and Council-5, Executive-2, Presenter-1, Staff-1</p> <p><i>Requires 1(a) and 2(a), (b) or (c) to be implemented first</i></p>	<p><b>\$56,020</b></p>

# Questions?

