

COMMITTEE-OF-THE-WHOLE MEETING AGENDA
MONDAY, DECEMBER 10, 2018 AT 5:00 P.M.
LEDE ROOM, LEDUC CIVIC CENTRE
1 ALEXANDRA PARK, LEDUC, ALBERTA
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*Admin.
Est. of Time*

- I. APPROVAL OF AGENDA**
- II. ADOPTION OF PREVIOUS NOTES**
- III. DELEGATIONS & PRESENTATIONS**
- IV. BUSINESS ARISING FROM PRESENTATIONS**
- V. IN-CAMERA ITEMS**
- VI. RISE AND REPORT FROM IN-CAMERA ITEMS**
- VII. REPORTS FROM COMMITTEE & ADMINISTRATION**
- VIII. GOVERNANCE**
- IX. COUNCIL CALENDAR UPDATES**
- X. INFORMATION ITEMS**
- XI. ADJOURNMENT**

- J. Cannon / C. Bole a) 2020 Budget Process Improvement Workshop
- Mayor B. Young b) New Neighborhood Signage
- Mayor B. Young /
Councillor
T. Lazowski c) Land Use

1 hour

10 minutes

10 minutes

MEETING DATE: December 10, 2018

SUBMITTED BY: Jennifer Cannon, Director, Finance, Michelle Hay, Director of Intergovernmental Affairs and Corporate Planning

PREPARED BY: Carmen Dragan-Sima, Manager Budget and Financial Reporting, Cristal Bole, Corporate Performance Advisor

REPORT TITLE: 2020 Budget Process Improvement Workshop

REPORT SUMMARY

Administration recognizes the importance of evaluating the processes that help Council deliver on their governance responsibilities. This report serves to frame a facilitated workshop that will look at the linkages, alignment and effectiveness of both the corporate planning process and the budget planning process. With the 2019 budget process fresh in mind and both the corporate planning and budget processes for 2020 starting after the new year, the time is right for an evaluation so that we can begin identify areas for improvement and work toward what is achievable for this year and in years to come.

BACKGROUND

KEY ISSUES:

Administration is committed to the values set out by Council in the 2019-2022 Strategic Plan. In particular, any review of our processes must keep these particular values in mind:

- A Citizen Focus – people have wisdom and ought to be engaged in the decision that affect their lives
- Transparency + Accountability – strong municipal leadership is open, honest and evidence based
- Financial Responsibility – we are responsible for properly managing taxpayers' dollars and keeping services affordable
- A Committed City Team – the quality of our programs and services rests upon the talents, dedication and engagement of our human resources

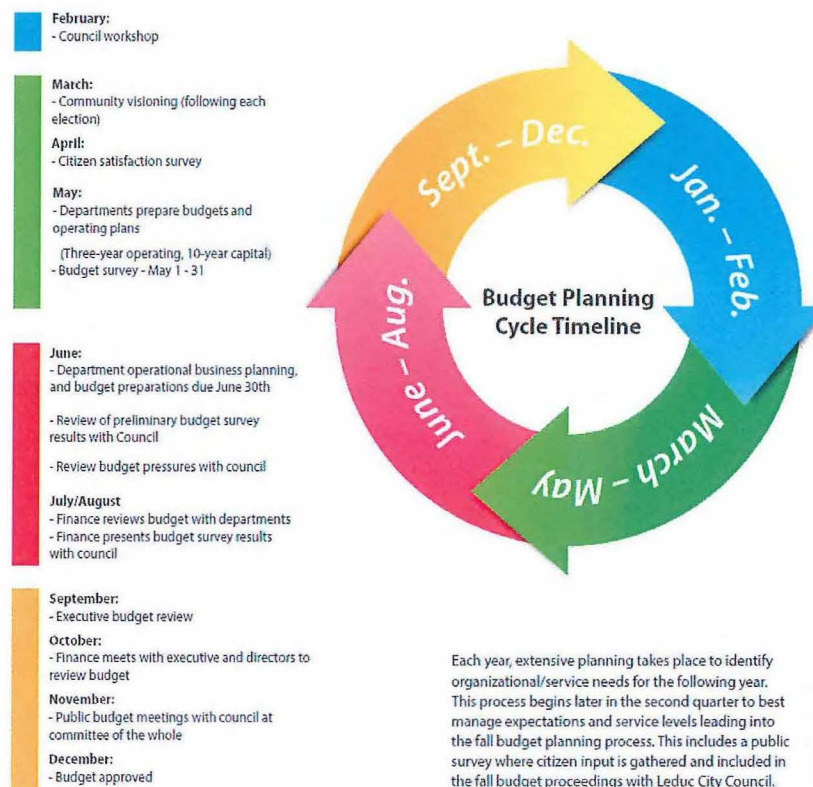
Processes to Facilitate Governance

As the citizen's representatives, and with the important job of making decisions and providing direction to the organization that touches their lives so directly, it is necessary that our processes enable that as much as possible. It is necessary that our processes work together and that we take the time to improve them when the opportunity presents itself.

Corporate planning and budget are two of the main ways that Council can assert their influence over the organization. They are book ends of a cyclical process that benefits greatly from effective integration. Both of these processes share similar characteristics:

	Corporate Planning	Financial Planning
Council ownership and approval	✓	✓
Public engagement	✓	✓
Public scrutiny	Low	High

The strategic plan is a **strategy and planning** document. The nuance of budget is that it a **strategy and action** document for three fiscal components: strategic spending, operational spending and capital spending.



As a part of the Committee-of-the-Whole public budget meetings considering the 2019 budget, Administration committed to work collaboratively with Council to refine the budget process for 2020. Through this workshop we anticipate reflecting on the values noted above because it is fundamentally important that either as elected officials accountable for the decisions you make or the public who is funding those decisions—**the depth of understanding garnered in these processes is crucial** and is the litmus test for their effectiveness. This workshop is a first step to actively engage Council and get an understanding of what works, what does not and what the expectations are moving forward. As noted in the graphic above, work on 2020 starts very early in 2019 and so it is important that we begin now.

Observations + Discussion Starters

This workshop will validate the observations below and collect other sentiments from Council to form the basis for improvement. Your active participation is welcome.

- Council signalled that change was desired

- Council expressed a desire for early and ongoing engagement as a stakeholder throughout the process
- Clarity could be improved (budget binder, strategic vs operating vs capital vs service levels)
- Desire for more information (what kind)
- Hard for the public to follow
- Improved ability to champion the approved tax increase by deeper understanding of what it comprises
- Commitment to working with Administration to understand your needs

The objective of this workshop is to establish why we need change, the process and the timeline involved and the desired outcomes. How we go about achieving those outcomes will be the subject of future discussions.

As a **starting point**, the following questions will get us thinking:

- How would you characterize your ownership of the City's budget?
- What does a 'good' budget look like – beyond the number?
- What components (capital, operational, strategic, service levels) of your budget do you understand and feel comfortable talking to the public about?
- What budget ideas or processes work in other municipalities?
- What initial suggestions do you have to improve Council involvement earlier in the above noted components of the budget?

Next Steps

A follow up workshop is planned for the January 14, 2019 Committee-of-the-Whole.

ATTACHMENTS:

N/A

RECOMMENDATION

For information only.

Others Who Have Reviewed the Report

P. Benedetto, City Manager

New Neighborhood Signage

From: Bob Young
Sent: Tuesday, December 04, 2018 9:32 AM
To: Paul Benedetto
Subject: Re: Wayfinding

Yes Please proceed!

Bob Y

From: Paul Benedetto <PBenedetto@leduc.ca>
Date: Tuesday, December 4, 2018 at 9:19 AM
To: Bob Young <BYoung@leduc.ca>
Cc: Sylvain Losier <SLosier@leduc.ca>, Ken Woitt <KWoitt@leduc.ca>, Executive Group <Executive@leduc.ca>, City_Clerk <city_clerk@leduc.ca>
Subject: RE: Wayfinding

Good Day Bob,

Thank you for your email with the attached photograph of the neighbourhood identification signage as an example from the City of Fort Saskatchewan. You will recall from our update meeting yesterday and specifically in review of the action tracking sheet that this project was listed with a number of other budget related initiatives that were deferred to the 2020 budget. As you initiated discussions with the developer earlier this year I realize and support the need to resolve this issue in a timely manner to facilitate developers having the opportunity for enhanced signage this Spring, in preparation for the upcoming construction and home marketing season as the housing market continues to be challenged.

To rectify and clarify the direction I am proposing that this item be added to Monday's CoW meeting, clarifying the timing so that partnering and any land use bylaws that may be required to facilitate granting approvals to developers for signage directing them to their communities under development. I believe this is also an excellent opportunity to ensure the signs are complimentary to the City's Wayfinding initiative providing improved directions for visitors to our community to our various amenities.

Please confirm your agreement to this course of action.

Paul Benedetto, CLGM

City Manager

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From: Bob Young

Sent: December 3, 2018 3:04 PM

To: Paul Benedetto <PBenedetto@leduc.ca>

Subject: Wayfinding

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Welcome!

Visit Our Community
SHOWHOMES

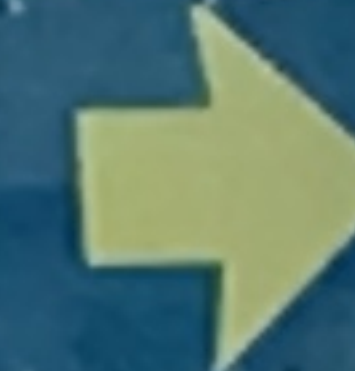


CITY OF
FORT SASKATCHEWAN

Sienna



Southfort



Southpointe



REPORTS FROM COMMITTEE & ADMINISTRATION

Land Use

Presented by:

Mayor B. Young
Councillor T. Lazowski