

**REGULAR COUNCIL MEETING AGENDA
MONDAY, JANUARY 8, 2018 AT 7:00 P.M.
COUNCIL CHAMBERS, LEDUC CIVIC CENTRE
1 ALEXANDRA PARK, LEDUC, ALBERTA
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I. ADOPTION OF AGENDA

II. ITEMS FOR DISCUSSION AND RELATED BUSINESS

- A. Select Items for Debate
- B. Vote on Items not Selected for Debate

III. ADOPTION OF PREVIOUS MINUTES

- A. Approval of Minutes of the Regular Council Meeting held Monday, December 4, 2017

IV. RECOGNITION ITEMS

There are no Recognition Items for the Agenda.

V. PUBLIC COMMENTARY

VI. PUBLIC HEARING

There is no Public Hearing for the Agenda.

VII. PRESENTATIONS

C. Popik,
Board Chair

- A. Leduc Arts Foundry Board

VIII. BUSINESS

M. Hay

- A. Council Strategic Planning Committee Session Dates 2019 - 2021

R. Sereda

- B. 2017 Integrated Pest Management Plan

R. Sereda

- C. Snow & Ice Control Policy Proposed Amendments

IX. BYLAWS

J. Cannon

- A. Bylaw No. 965-2017 – Amendment #1 to the Fees 2018 Bylaw No. 966-2018 (1st, 2nd & 3rd Readings)

**REGULAR COUNCIL MEETING AGENDA
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X. PUBLIC COMMENTARY

XI. IN-CAMERA ITEMS

There are no In-Camera Items for the Agenda.

XII. RISE AND REPORT FROM IN-CAMERA ITEMS

XIII. UPDATES FROM BOARDS & COMMITTEES

- a) Council Member Updates from Boards & Committees
- b) Council Member Updates from Commissions, Authorities, Other
 - (i) Leduc & District Chamber of Commerce
 - (ii) Arts Summit

XIV. INFORMATION REPORTS

- A. Mayor's Report
- B. Building Inspector's Report
- C. Newly Issued Business Licences

XV. ADJOURNMENT

I.

ADOPTION OF AGENDA

This is your opportunity to make an addition, deletion or
revision to the Agenda

11.

**ITEMS FOR DISCUSSION AND
RELATED BUSINESS**

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

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

Mayor B. Young called the meeting to order at 7 pm.

I. ADOPTION OF AGENDA

MOVED by Councillor T. Lazowski that the Agenda be adopted with the following amendment:

Addition under:

IV. Recognition Items:

- A. Alberta Urban Municipalities Association

Motion Carried Unanimously

II. ITEMS FOR DISCUSSION AND RELATED BUSINESS

A. Selected Items for Debate

The following items were selected for debate:

IV. RECOGNITION ITEMS:

- A. Alberta Urban Municipalities Association

VIII. BUSINESS

- A. Leduc Industrial Outline Plan (SE ¼ Section 1-50-25-W4)
- B. Permitting Action Plan
- C. Opioid Prevention Update
- D. City of Leduc Approval to Seek Alberta Community Partnership Grants
- E. 2018 Federation of Canadian Municipalities ("FCM") Resolutions on Cannabis Revenue Sharing and Online Crime Reporting
- F. Approval of 2018 Operating and Capital Budgets

VIII. BYLAWS

- A. Bylaw No. 962-2017 – Fees 2018 Bylaw (2nd & 3rd Readings)
- B. Bylaw No. 963-2017 – Offsite Levy Bylaw (2nd & 3rd Readings)

B. Vote on Items not Selected for Debate

Votes recorded under item headings.

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III. ADOPTION OF PREVIOUS MINUTES

A. Approval of Minutes of the Regular Council Meeting held Tuesday, November 14, 2017

MOVED by Councillor L. Hansen that the minutes of the Regular Council Meeting held Tuesday, November 14, 2017, be approved as presented.

Motion Carried Unanimously

B. Approval of Minutes of the Regular Council Meeting held Monday, November 20, 2017

MOVED by Councillor L. Hansen that the minutes of the Regular Council Meeting held Monday, November 20, 2017, be approved as presented.

Motion Carried Unanimously

IV. RECOGNITION ITEMS

A. Alberta Urban Municipalities Association (“AUMA”)

D. Rude, A/Executive Director, and C. Smiley, AUMA, on behalf of both AUMA and the Society of Local Government Managers, congratulated the City of Leduc Executive Team for winning the Dedicated Executive Award presented to the City of Leduc at the recent AUMA Conference.

V. PUBLIC COMMENTARY

There was no public commentary.

VI. PUBLIC HEARING

Mayor B. Young provided an explanation of the Public Hearing Process.

**A. Leduc Industrial Outline Plan (SE 1/4 Section 1-50-25-W4)
(Non-Statutory Public Hearing)**

Mayor B. Young declared the Non-Statutory Public Hearing for the Leduc Industrial Outline Plan open at 7:08 pm.

Written Submissions:

No written submission were received.

Presentations:

Administration

S. Losier, Manager, Current Planning and Development, made a presentation.

Other Presentations

There were no other presentations.

Mayor B. Young declared the Non-Statutory Public Hearing for the Leduc Industrial Outline Plan closed at 7:11 pm.

VII. PRESENTATIONS

There were no presentations.

VIII. BUSINESS

A. Leduc Industrial Outline Plan (SE ¼ Section 1-50-25-W4)

S. Losier, Manager, Current Planning and Development, made a presentation to Council.

MOVED by Councillor G. Finstad that Council approve the Leduc Industrial Outline Plan for the SE /4 Section 1-50-25-W4th.

Motion Carried Unanimously

B. Permitting Action Plan

K. Woitt, Director, Planning and Development, made a PowerPoint presentation (Attached) and answered Council's questions.

MOVED by Councillor B. Beckett that Council received the Permitting Action Plan report for information.

Motion Carried Unanimously

C. Opioid Prevention Update

D. Brock, Director, Family and Community Support Services, made a presentation.

P. Benedetto, City Manager, D. Brock and D. Melvie, General Manager, Community and Protective Services, answered Council's questions.

D. City of Leduc Approval to Seek Alberta Community Partnership Grants

M. Hay, Director, Intergovernmental Affairs and Corporate Planning, made a presentation.

MOVED by Councillor G. Finstad that the City of Leduc Council supports the following projects and authorizes submission of the application to the Alberta Community Partnership Program as the managing partner:

- Leduc Regional Fire Services ("LRFS")
- Alternate Municipal Structure ("AMS")

Motion Carried Unanimously

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E. 2018 Federation of Canadian Municipalities (“FCM”) Resolutions on Cannabis Revenue Sharing and Online Crime Reporting

M. Hay, Director, Intergovernmental Affairs and Corporate Planning, made a presentation and answered Council's questions.

MOVED by Councillor T. Lazowski that Council:

1. endorses the attached resolution entitled *Cannabis Revenue Sharing (Attached)* and submit it to the FCM resolution submission for consideration at the upcoming annual conference;
2. endorses the attached resolution entitled *Online Crime Reporting (Attached)* and submit it to the FCM resolution submission for consideration at the upcoming annual conference; and
3. endorses the attached resolution entitled *Opioid Crisis Prevention (Attached)* and submit it to the FCM resolution submission for consideration at the upcoming annual conference.

Motion Carried Unanimously

F. Approval of 2018 Operating and Capital Budgets

J. Cannon, Director, Finance, made a PowerPoint presentation (Attached).

J. Cannon, M. Pieters, General Manager, Infrastructure and Planning, and I. Sasyniuk, General Manager, Corporate Services, answered Council's questions

MOVED by Councillor G. Finstad that Council:

1. hereby adopts the 2018 operating budget of \$98,126,491;
2. hereby adopts the 2018 capital budget of \$48,862,197;
3. accept the 2019-2020 forecasted financial plan and the 2019-2017 forecasted capital plan;
4. accept the 2018 Charge Schedule; and
5. hereby approves the service profiles as identified in the Committee of the Whole 2018 Public Budget Meeting Document. <https://www.leduc.ca/2017-approved-budget>

Motion Carried Unanimously

IX. BYLAWS

A. Bylaw No. 962-2017 – Fees 2018 Bylaw (2nd and 3rd Readings)

J. Cannon, Director, Finance, made a PowerPoint presentation (Attached).

J. Cannon and S. Olson, Director, Engineering, answered Council's questions.

Administration recommends that Bylaw No. 962-2017 receive second and third readings.

MOVED by Councillor B. Hamilton that Council give Bylaw No. 962-2017 Second Reading.

Motion Carried Unanimously

MOVED by Councillor L. Hansen that Council give Bylaw No. 962-2017 Third Reading.

Motion Carried Unanimously

B. Bylaw No. 963-2017 – Offsite Levy Bylaw (2nd and 3rd Readings)

S. Olson, Director, Engineering, made a PowerPoint presentation (Attached) and answered Council's questions.

Administration recommends that Bylaw No. 963-2017 receive second and third readings.

MOVED by Councillor B. Beckett that Council give Bylaw No. 963-2017 Second Reading.

Motion Carried Unanimously

MOVED by Councillor T. Lazowski that Council give Bylaw No. 963-2017 Third Reading

Motion Carried Unanimously

X. PUBLIC COMMENTARY

There was no public commentary.

XI. IN-CAMERA ITEMS

XII. RISE AND REPORT FROM IN-CAMERA ITEMS

**A. Council Appointment of Public Members to the Subdivision and Development Appeal Board
(FOIP s. 24 & 29)**

MOVED by Councillor T. Lazowski:

1. That Council appoints Kimberly Carr & Zdenka Turner as the Public Member to the Subdivision and Development Appeal Board for a three-year term from January 1, 2018 - December 31, 2020.
2. That Council re-appoint Jaime McNamara as a Public Member to the Subdivision and Development Appeal Board as the Alternate for a one-year term from January 1, 2018 - December 31, 2018.

Motion Carried Unanimously

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B. Council Appointment of Public Members to the Assessment Review Boards
(FOIP s. 24 & 29)

MOVED by Councillor T. Lazowski that Council appoints Dorothy-Anne O'Keefe and Lance Pepper as Public Members to the Assessment Review Boards for a three-year term from January 1, 2018 - December 31, 2020.

Motion Carried Unanimously

C. Council Appointment of Public Members to the Family and Community Support Services Advisory Board
(FOIP s. 24 & 29)

MOVED by Councillor T. Lazowski that Council appoints Seth Nelson and Alissa Boyle as Public Members to the Leduc Family and Community Support Services Advisory Board for a three-year term from January 1, 2018 – December 31, 2020.

Motion Carried Unanimously

D. Council Appointment of Public Members to the Leduc/Devon Oilfield Historical Society
(FOIP s. 24 & 29)

MOVED by Councillor T. Lazowski that Council re-appoints Ross Golightly to the Leduc/Devon Oilfield Historical Society Board of Directors as the City of Leduc Public Member for a three-year term from January 1, 2018 - December 31, 2020.

Motion Carried Unanimously

E. Council Appointment of Public Members to the City of Leduc Library Board
(FOIP s. 24 & 29)

MOVED by Councillor T. Lazowski that Council appoints Heather Feldbusch as a Public Member to the Leduc Library Board for a three-year term from January 1, 2018 – December 31, 2020.

Motion Carried Unanimously

F. Council Appointment of Public Members to the Leduc Environmental Advisory Board
(FOIP s. 24 & 29)

MOVED by Councillor T. Lazowski that Council appoints Thorren Koopmans, Jennifer Roach and April Streckies as Public Members to the Leduc Environmental Advisory Board for three-year terms from January 1, 2018 – December 31, 2020.

Motion Carried Unanimously

G. Council Appointment of Public Members to the Leduc Parks, Recreation and Culture Board
(FOIP s. 24 & 29)

MOVED by Councillor T. Lazowski that Council appoints Jay Cole, Dylan Ryan and Lyndon Anderson as Public Members to the Leduc Parks, Recreation and Culture Board for a two-year term from January 1, 2018 – December 31, 2019.

Motion Carried Unanimously

XIII. INFORMATION REPORTS

A. Mayor's Report

MOVED by Councillor T. Lazowski that the Mayor's Report be accepted as information.

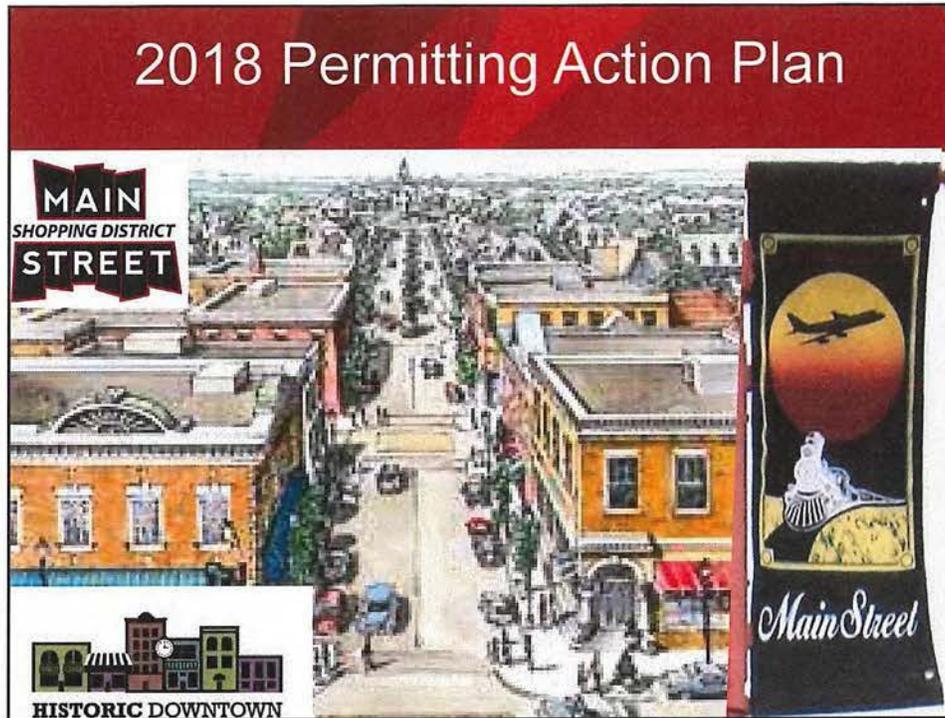
Motion Carried Unanimously

XIV. ADJOURNMENT

The Council meeting adjourn at 8:26 p.m.

B. Young
MAYOR

S. Davis
CITY CLERK

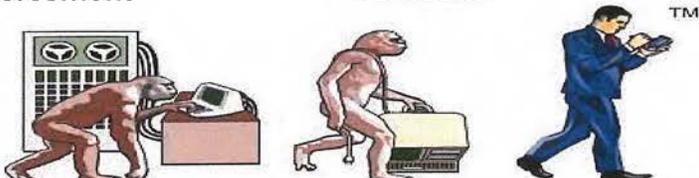


2018 Permitting Action Plan Evolution

Service Level Targets

• Permits	2-4 weeks
• Amendments	3 months
• Subdivisions	60 days
• Development Agreements	4 weeks
• Compliance Certificates	1 week
• Consultation Timelines	1-2 days
• CRB Referrals	4 weeks
• Appeals	30 days
• Enforcement	1-2 weeks

Simply Great Service.



TM



2018 Permitting Action Plan Approach

Three Part Approach:

1. Customer Service
2. Regulatory Review
3. *CityView* Improvements

CUSTOMER SERVICE
IS NOT A DEPARTMENT
It IS AN ATTITUDE.
-LINDSEY



2018 Permitting Action Plan Part 1: Customer Service



Customer Services

- New Business
- Timely Permits
- Alternative Options
- Proactive Preparation
- Targeted Communications
- Smart Data
- Best Application Path
- Focused Training



2018 Permitting Action Plan Part 2: Regulatory Review

Two Step Process:

Step 1: Look at short term, easy wins.

- Initiate Minor Amendments
- Relax Regulations/Overlays
- Give DOs More Discretion & Flexibility
-

Step 2: Look at things that require longer term more in depth review.

- Engage Council and the Business Community
- Develop a New Vision for the Downtown
- Revise the Downtown Master Plan

CityView 2018 Permitting Action Plan Part 3: CityView Improvements



CityView is our primary permitting tool, by improving it we improve the process:

1. Acquire Additional Data Packages
2. Install New Service Module
3. Identify Future IT Support



QUESTIONS



2018 FCM Resolution

SPONSOR: City of Leduc, Alberta

TITLE: Cannabis Revenue Sharing

WHEREAS CLAUSES:

WHEREAS the Government of Canada proposes to legalize cannabis in Canada by July 1, 2018;

WHEREAS the Cannabis Act will create a legal framework for controlling the production, distribution, sale and possession of cannabis across Canada;

WHEREAS legalization is a federal decision that impacts the provinces and municipalities who have shared but specific areas of responsibility in supporting the federal framework;

WHEREAS municipalities will be required to set local bylaws regarding retail location and rules, public consumption and land use/ zoning, implement enforcement, provide social supports all while ensuring the health and safety of our workforces;

WHEREAS municipalities have not been consulted nor included in plans for revenue sharing from taxes collected on the sale of cannabis despite significant implementation and ongoing impacts;

WHEREAS the legalization of cannabis and subsequent regulations and responsibilities is a shared responsibility from all three levels of government in Canada;

NOW THEREFORE BE IT RESOLVED THAT the Federation of Canadian Municipalities request that the Federal Government include municipalities as a key stakeholder and actively consult them in discussions and planning for the distribution of revenue from cannabis sales taxation;

AND FURTHER BE IT RESOLVED THAT the Federation of Canadian Municipalities request that the Federal Government develop an equitable revenue-sharing model for cannabis sales taxation revenues, acknowledging that all three levels of government (including municipalities) have an important role to play in the legalization of cannabis and subsequent long-term related responsibilities.

2018 FCM Resolution

SPONSOR: City of Leduc, Alberta

TITLE: Online Crime Reporting (RCMP)

WHEREAS CLAUSES:

WHEREAS the Crime Severity Index (CSI), as measured by police-reported crime in Canada, increased for the second year in a row in 2016 and according to the 2014 General Social Survey on Victimization, only 31% of all crime was reported to police;ⁱ

WHEREAS Canadians are becoming increasingly technologically aware and savvy through increased use of smart devices, social media and online tools;

WHEREAS public safety is a shared responsibility of all three levels of government in Canada, yet municipalities are required to provide policing for the communities they serve;ⁱⁱ

WHEREAS many Canadian municipalities work with neighbouring municipalities to partner with the Royal Canadian Mounted Police (RCMP), to provide regional policing services to their communities;

WHEREAS access to online crime reporting can not only increase the amount of crime reported, but it also provides citizens and municipalities with a better understanding of the level of crime happening in their community, so they can properly plan for police resourcing;

WHEREAS online crime reporting is not meant to replace existing tools and resources but rather to make better use of the resources available by supplementing current policing initiatives and services, increasing operational and reporting efficiencies

WHEREAS online crime reporting provides increased opportunities for public education and crime prevention, while allowing police services to direct their emergent response and resources to emergencies and serious crimes;

WHEREAS online reporting would allow police services to have a dialogue with the public by listening and responding to community concerns in a timely fashion and allowing the public to feel more connected with their policing service and be more proactively engaged and involved in the safety of their community;

NOW THEREFORE BE IT RESOLVED THAT the Federation of Canadian Municipalities request that the Federal Government work with the RCMP to implement online reporting capabilities in Canadian municipalities when requested.

2018 FCM Resolution

SPONSOR: City of Leduc, Alberta

TITLE: Opioid Crisis Prevention

WHEREAS CLAUSES:

WHEREAS in 2016 there were 2,816 apparent opioid-related deaths in Canada;

WHEREAS from January to March 2017, there were more than 600 apparent opioid-related deaths in Canada and it is expected that this count will rise as additional data become available;

WHEREAS the number of apparent opioid-related deaths in Canada involving fentanyl-related opioids more than doubled in January to March 2017 as compared to the same time period in 2016;

WHEREAS federal and provincial/ territorial governments have shared roles and responsibilities for health care services and the federal government supports the provinces and territories through health care funding;

WHEREAS the opioid crisis needs coordinated, preventative attention versus a reactionary response;

WHEREAS some provinces and municipalities are starting working together to develop strategies to aid in the opioid crisis response and prevention;

NOW THEREFORE BE IT RESOLVED THAT the Federation of Canadian Municipalities request the Government of Canada collaborate with the Provincial and Municipal orders of government to combat the increasing opioid public health crisis.

2018 – 2020 Operating Budget & 10 Year Capital Plan

Presented by: Jennifer Cannon, Director, Finance
December 4, 2017

Community Character	Community Wellness	Transportation	Economic Development	Regional Partnerships & Governance	Fiscal Sustainability
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| BUDGET • 2018-2020

2018 to 2020 Recommended Multi-Year Strategy	2018	2019	2020
Base Operational / Capital Requirements	2.33%	3.27%	3.37%
+	+	+	+
Dedicated Mill Rate Strategy for Protective Services	1.32%	1.32%	1.32%
=	=	=	=
Proposed Tax Revenue Increase Requirement	3.65%	4.59%	4.69%

What this Budget Delivers CITY OF **Leduc** | BUDGET • 2018-2020

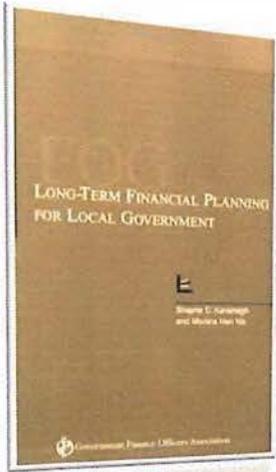
The Value Proposition

- ✓ Great value for taxes paid
- ✓ Continuation of high service levels
- ✓ Safe and vibrant community
- ✓ Enhanced support for:
 - Grants to Organization
 - Arts and Culture
 - Economic Development
- ✓ Expanded RCMP facility and additional protective services staffing compliment
- ✓ Support for current and future infrastructure
- ✓ Continued focus on long-term viability



2018 Estimated Increase = \$72-\$120 Annually, or \$6-\$10 Monthly

GFOA International Best Practices CITY OF **Leduc** | BUDGET • 2018-2020



Value Proposition

Economic Development
Maclab Centre

✓

Infrastructure Investment Strategy

North Telford
Pavement Quality Index

✓

Integrated Capital Financing Program

Maintain Capital Investment

✓

Value Proposition
Balancing Short & Long Term

city of Leduc | BUDGET • 2018-2020

Short Term Needs



Community Stability

- ✓ Maintain high service levels
- ✓ Safe and vibrant community
- ✓ Value Proposition

Long Term Vision



Fiscal Sustainability

- ✓ Analysis
- ✓ Strategy
- ✓ Refinement

Multi-Year Strategy

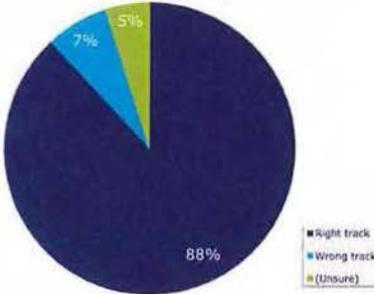
Quality of Life
Value Proposition

city of Leduc | BUDGET • 2018-2020

We're listening.

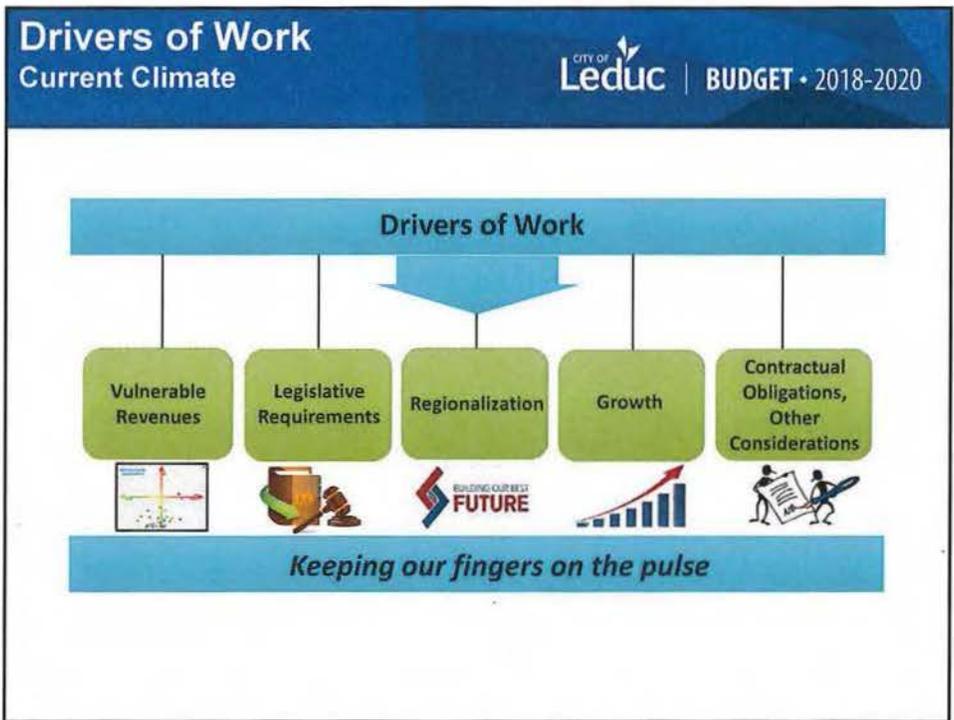
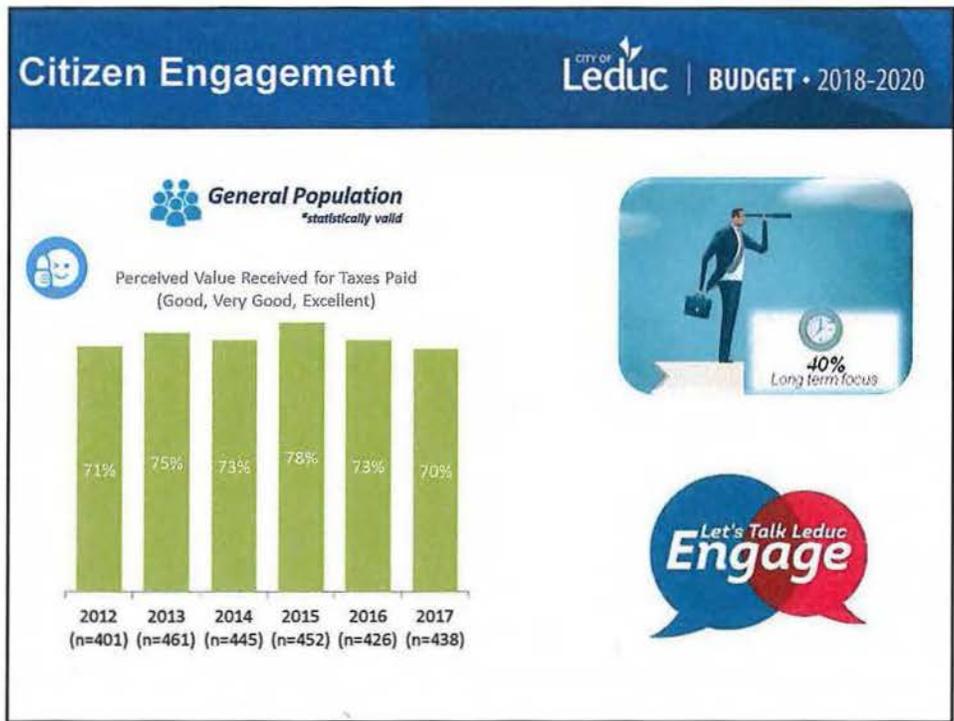


We're on the right track.



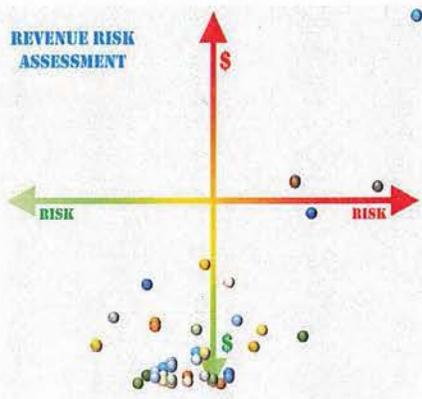
Category	Percentage
Right track	88%
Wrong track	7%
(Unsure)	5%

Nearly nine in ten city residents believe the City is currently on the right track ~ 2017 Citizen Satisfaction Survey



Revenue Registry Top Revenue Streams at Risk


Goal 6 - Fiscal Sustainability
BUDGET • 2018-2020



REVENUE RISK ASSESSMENT

EIA Tax Share Agreement



- City of Leduc, most affected municipality by AVPA
- Scheduled for review in 2017, mutually extended by the City of Leduc and Leduc County

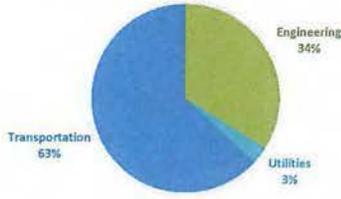
Revenue Registry Top Revenue Streams at Risk


Goal 6 - Fiscal Sustainability
BUDGET • 2018-2020

Capital Program	2017 Capital Projects
Transportation	Arterials
	47 Street
	Caledonia
	Airport Road
	Traffic Signal Upgrades
Engineering	Telford Lake Multiway
	North Telford Development
	Sanitary over sizing (West)
	Water Distribution Upgrades
	Fire Hall
Utilities	Reservoir Improvements

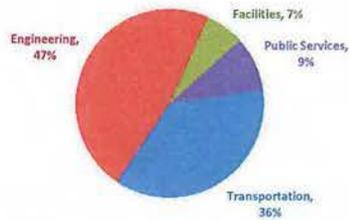
Capital Program	2018 Capital Projects
Transportation	North Telford
Engineering	Lede Park Road
	North Telford Utility Program
	Leduc Fellowship Parking Lot
	Telford Lake Multi-way
	Utility System Improvements
Facilities	LRC Capital Renewal Project
Public Services	Eco Station & RV Dump

2017 MSI ALLOCATION (\$7.4M)



Transportation	63%
Engineering	34%
Utilities	3%

2018 MSI ALLOCATION (EST. \$7.8M)



Engineering	47%
Facilities	7%
Public Services	9%
Transportation	36%

Legislative Requirements

city of Leduc | BUDGET • 2018-2020

Edmonton Metropolitan Region Board (EMRB)



Transport Canada
Grade Crossing Regulations
Information Sharing



BILL 17
FAIR AND FAMILY-FRIENDLY
WORKPLACES ACT

Modernized MGA (Bill 21)



Cannabis
Legalization
July 1, 2018



Supporting a Vibrant Community

city of Leduc | BUDGET • 2018-2020

Goal 2 - Community Wellness



Leduc Downtown
Hanging Flower Baskets



\$23K annually

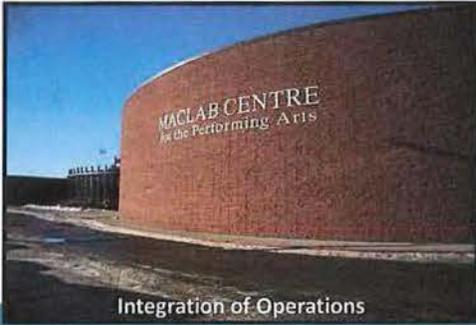
Expanded Outdoor Pool
Operating Season

\$5.7K annually

Investing in Community Culture

CITY OF **Leduc** | BUDGET • 2018-2020

Goal 2 - Community Wellness



Maclab Centre for the Performing Arts
\$335K annually
(less \$90k existing funding)

Integration of Operations



Historical Research Project
\$10.6K in 2018 & 2019

Supporting a Safe & Vibrant Community

CITY OF **Leduc** | BUDGET • 2018-2020

Goal 2 - Community Wellness



Grants to Organizations
increased support \$119K



Substance Abuse Prevention Officer
2 year term

PREVENTION MATTERS



OPIOID CRISIS

Dependence Heroin Detox
Adverse Withdrawal Fatal
Epidemic Depression Abuse
Addiction Injections Usage
Control Treatment Health
Control Policing Address
Anadote Families Polical
Drugs Doctors Overdose



Youth Wellness Initiative
\$25K in 2018

Dedicated Smoothed Mill Rate Strategy


Goal 2 - Community Wellness
BUDGET • 2018-2020

Protective Services Phase 1





- RCMP Facility Expansion to 3357 m² - integrated \$13M
- One Crime Analyst (2018)
- One RCMP Member (2018, 2019, 2020)
- One Detachment Clerk (2020)

- Fire Safety Codes Officer (2018)
- Quality Assurance Officer (2018)

1.32%
for
3 years

Smoothed Mill Rate Strategy

2018		2019		2020	
Strategy	1.32%	Strategy	1.32%	Strategy	1.32%
Actual	3.21%	Actual	0.69%	Actual	0.05%

Economic Environment


Goal 4 - Economic Development
BUDGET • 2018-2020

Macro to Micro View



Oil (USD/Barrel)

- June 20, 2014 - \$107.95
- November 6, 2017 - \$57.34



Natural Gas (USD/Million Btu)

- June 20, 2014 - \$8.15
- November 6, 2017 - \$3.15



- High vacancy rates in the Leduc Business Park (Non-Residential)
- Steady growth in Residential





University of Alberta
Planning School Partnership \$20K







Economic Development
Attraction & Retention

CITY OF **Leduc** | **BUDGET • 2018-2020**
Goal 4 – Economic Development

- Enhanced focus on local economic development – business retention and attraction
- Permitting action plan
- Continued implementation of Downtown Storefront Improvement Grant Program
- Continued collaboration with our regional partners:
 - Aerotropolis
 - Airport accord

OPEN FOR Business

Community Services Government Business

Home / Economic Development

Economic Development
Choosing to do business in Leduc provides you the competitive edge to reach global markets and propel you to the world stage.

Integrated Capital Financing Program

CITY OF **Leduc** | **BUDGET • 2018-2020**
Goal 6 – Fiscal Sustainability

CAPITAL PROJECTS

- ✓ Smart Debt Approach
- ✓ Reserve Optimization
- ✓ Continued Grant Advocacy
- ✓ Asset Management

\$35M Unfunded

2018 – 2027 Capital Program
\$332M

2018 Capital Highlights Engineering and Transportation

Goal 3 - Transportation
BUDGET • 2018-2020

Road Program \$6.4M

- North Telford \$4M
- Arterials \$1.7M
- Back lanes \$400k

65th Avenue Interchange \$4.1M

- Detailed Design \$1.8M
- Offsite Levy Projects \$2.3M



2018 Capital Highlights Offsite Levy Projects

Goal 3 - Transportation
BUDGET • 2018-2020

Grant MacEwan Construction \$1.5M



South Spine Road \$600K

South Boundary Road \$100K

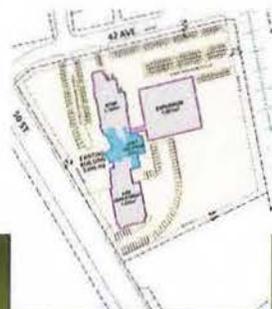


2018 Capital Highlights Engineering and Facilities



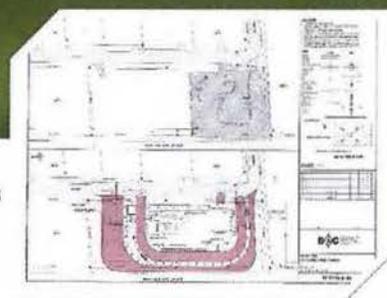
Goal 2 - Community Wellness

BUDGET • 2018-2020



RCMP Facility

- RCMP Facility Expansion and Renovation (3,357 m²) – Integrated **\$13M**



Eco Station Upgrades and RV Dump

\$1.9M

2018 Capital Highlights Parks, Recreation & Facilities



Goal 2 - Community Wellness

BUDGET • 2018-2020

Telford Lake Development



- Telford Lake Multiway & Parking Lot **\$2.1M**
- Lions Park Multiway **\$440K**
- Lede Park Field **\$205K**
- Multi-way **\$435K**
- Playground Equipment **\$250K**



2018 Capital Highlights

eGovernance and Future Studies



BUDGET • 2018-2020

IT Strategic Plan Implementation
\$520K





Leduc Regional Fire Services Initiative (LRFS)
\$250K





Aerotropolis \$350K

What This Budget Delivers.....

Formula For Short Term Success & Long-Term Fiscal Sustainability



BUDGET • 2018-2020

Value Proposition	Infrastructure Investment Strategy	Integrated Capital Financing Program
<p>Economic Development Maclab Centre</p>  <ul style="list-style-type: none"> ➤ Responsible for an operating budget in excess of \$125M annually ➤ Balancing short term needs with a long-term focus ➤ Understand the impact of today's decisions on the future ➤ Recognizing the importance of our citizens desire for high levels of service 	<p>North Telford Pavement Quality Index</p>  <ul style="list-style-type: none"> ➤ Over \$16 in Capital Assets ➤ \$332M 10 Year Capital Budget ➤ 90% Funded ➤ Prioritization Criteria 	<p>Maintain Capital Investment</p>  <ul style="list-style-type: none"> ➤ Smart Debt Approach ➤ Reserve Optimization ➤ Grant Advocacy ➤ Financial Sensitivity Analysis ➤ Asset Management ➤ Review of Assets ➤ Pavement Quality Index

Recommendation

city of **Leduc** | BUDGET • 2018-2020

- ▶ That Council hereby adopts the 2018 operating budget of \$98,126,491.
- ▶ That Council hereby adopts the 2018 capital budget of \$48,862,197.
- ▶ That Council accept the 2019-2020 forecasted financial plan and the 2019-2027 forecasted capital plan.
- ▶ That Council accept the 2018 Charge Schedule.
- ▶ Council hereby approves the service profiles as identified in the Committee of the Whole, 2018 Public Budget Meetings document.



2018 Fee Bylaw



Presented by:
Jennifer Cannon, Director – Finance

Water & Sewer

Variable Rate Increase
Water: \$2.10 to \$2.30/m³
Wastewater: \$1.47 to \$1.56/m³

Over-strength Charges
To be Determined



Waste Collection

One garbage bin, one organics bin
from \$22.00 to \$22.50/month

Extra garbage bin
from \$10.00 to \$12.00/month,
per bin

NEW CHARGE:
Extra organics bin
\$8.00/month, per bin



Public Transportation

Taxi Permits

\$25 increase

from \$125 to \$150 (resident)
from \$275 to \$300 (non-resident)





Summary of Offsite Levy Rates

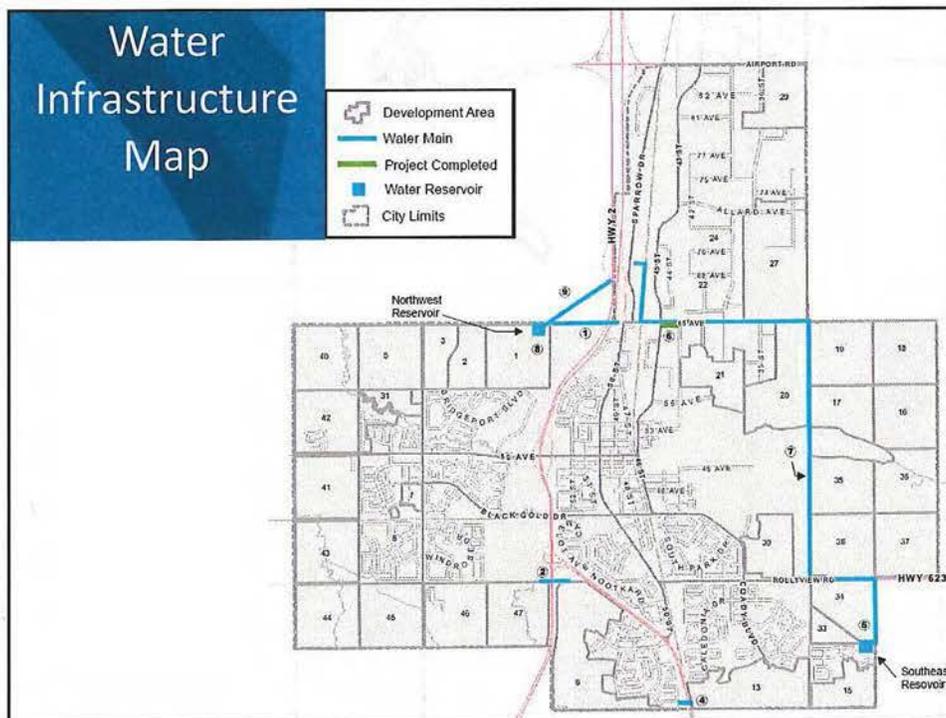
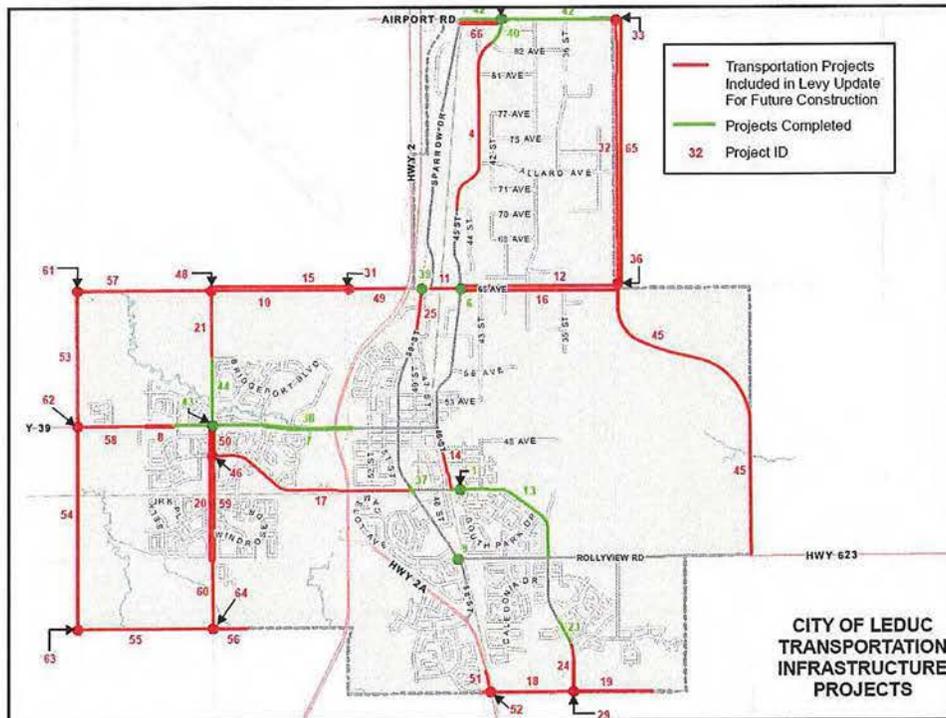
	Transportation Charges (per Ha)	Water Charges (per Ha)	Sanitary Charges (per Ha)	Total
2016 Weighted Average	\$87,847	\$13,870	\$13,991	\$115,628
2017 Weighted Average	\$87,130	\$17,407	\$21,534	\$126,072

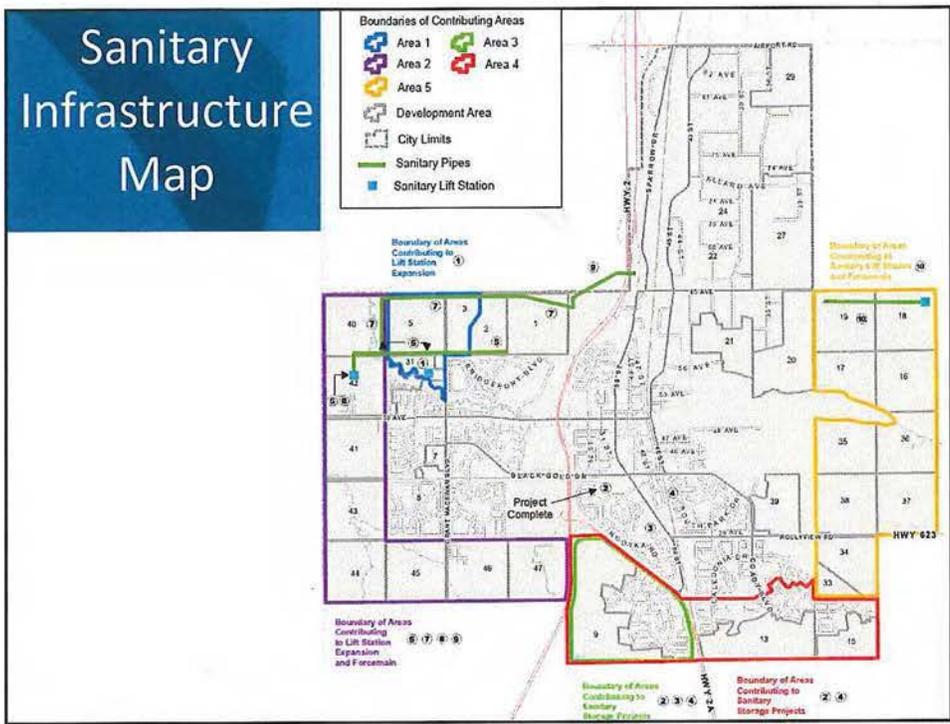
Description	2017 Road Levy \$ per Net ha.	2017 Water Levy \$ per Net ha.	2017 San Levy \$ per Net ha.	2017 Total Levy per Net ha.
West Areas:				
3, 5, 31	\$105,238	\$17,407	\$8,636	\$131,281
9	\$105,238	\$17,407	\$16,228	\$138,873
33	\$105,238	\$17,407	\$29,800	\$152,445
13, 15	\$105,238	\$17,407	\$9,680	\$132,325
40,41, 42,43,44,45,46,47	\$107,880	\$17,407	\$48,419	\$173,706
1,2,6,7,8	\$105,238	\$17,407	\$0	\$122,645
East Areas:				
16,17,18,19,34,35,36,37,38	\$64,236	\$17,407	\$29,800	\$111,443
20,21,27,29,39	\$64,236	\$17,407	\$0	\$81,643

Thank You

Questions?







IV.

RECOGNITION ITEMS

There were no Recognition Items.

PUBLIC COMMENTARY

VI.

PUBLIC HEARING

There is no Public Hearing for the Agenda



Leduc Arts Foundry Board

Date Submitted: December 21, 2017

City of Leduc

Leduc Arts Foundry Board:
Update on Project Development

Document dated: December 12, 2017

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I. Introduction

It is with much regard and appreciation to Council and the community of the City of Leduc, for your ongoing interest and project sponsorship. Our Board has taken your expert council, recommendations and guidance forward as we work to exceed your expectations in building a strong and productive Board that aims to deliver an exceptional arts and culture facility soon to be in the heart of our community.

Through the advice and recommendations received/directed by members of Council and the City of Leduc, our efforts in seeking out and acquiring board members that share in the passion for an art Centre and its needs, have brought membership to our Board that has supported in-kind the development of the Strategic Plan, project structure and template inclusion criteria for a Business Case, just to name a few. It is through the collaboration and invested interest from our Board that fiscal responsibility is front and center in optimizing design, development and outcomes. Of note, long term sustainability of an established art center is a core fundamental, with that operational and sustainability planning has been incorporated in our project initiation and will continue until project implementation and closure.

To date the impact of the seed funding and core sponsorship received from Council has been pivotal to all of our current successes.

On behalf of the Leduc Arts Foundry Project Teams and Board, thank you for this opportunity to provide you will an update on our current state and we look forward continued avenues of partnership and future planning.



Chandell Popik
Chair

December 12, 2017
Dated

II. Justification of Submission/Presentation to Council

In transparency, good faith and due diligence, from our Board, enclosed is information as it pertains to project development and our current project status as documented by year end of 2017.

- Ensure fiscal responsibility - report back on use of seed funding to date
- Increase project progress and quality of its deliverables
- Support risk and issue mitigation
- Respectively align with community and city planning
- Validate direction and inclusion of the LAF grants application strategy
- Solidify partnerships

III. Goals/Objectives of the Leduc Arts Foundry Board

The Board Committee aims to:

- Provide leadership, strategic direction and support for all areas of project planning from pre to post project implementation, and support on-going day-to-day operations and sustainability of the Leduc Arts Foundry
- Provide oversight and direction as appropriate to any working groups
- Support the communication of adoption and change management when applied practice is required
- Be responsible for the communication and marketing plan
- Write any required *Leduc Arts Foundry* policies and/or practice guideline changes that may evolve
- Submit and monitor grant funding
- Determine Leduc Arts Foundry location in partnership with the City of Leduc
- Be responsible for development and monitoring of all contracts
- Prepare and deliver stakeholder presentations
- Provide oversight and direction to all contractors/contracted services
- Liaison with centre artists in the delivery of services as required
- Define business needs required to support day-to-day operations and sustainability of the Leduc Arts Foundry

Roles and Responsibilities

Board Members will be responsible for:

- Establishing and providing the strategic direction
- Engaging relevant stakeholders on the initiative's development/design, implementation and evaluation of the centre
- Identifying and addressing barriers to project implementation and evaluation
- Reviewing and approving an evaluation model, metrics and reporting for the project
- Reviewing and reporting project management status reports to stakeholders as appropriate
- Ensuring optimal integration of the project planning and budgeting cycles
- Seeking input on relevant issues and concerns and reporting on progress in relevant areas of responsibility
- Setting strategic direction for project planning and execution

- Providing strategic advice and recommendations to the Sponsor(s), respective partners and LAF stakeholders as appropriate on but not limited to:
 - The content of project scope, schedule, budget, risks and contingency plans, project structure, project staffing, high level communications and change management plans
 - Vendor(s) selection
 - Regular reporting
 - Stakeholder communications
 - Change management (e.g. business process mapping and re-engineering, stakeholder readiness, training, etc.)
 - Benefits realization and measurement (as appropriate to the project)
 - Ongoing post-project maintenance and support of any issues to resolution as required

- Monitoring project execution and providing input and recommendations to successful implementation of the Leduc Arts Foundry implementation project:
 - Significant changes to plans for any of the project components listed above
 - Significant risks and issues that have been escalated - The Board focuses on issues and risks impacting stakeholders
 - Advancement of the project to its subsequent phases

- Providing overall leadership and participating in the following activities impacting stakeholders represented by the Leduc Arts Foundry Board:
 - Stakeholder communications
 - Change management
 - Benefits realization and measurement (as appropriate to the project)

- Providing strategic direction regarding the future role(s) of the Leduc Arts Foundry project
- Providing strategic advice and direction for the ongoing post-project maintenance including the assignment of necessary staff resources
- Providing advice and recommendations in the following areas when requested:
 - Public Art Policy

- Budget allocations to future arts and culture
- Future facility needs and development
- Cultural tourism initiatives; and
- Promotional strategies for arts and culture presenters/events
- Developing the Leduc Arts Foundry Project Management Plan for the City of Leduc, and:
 - Setting the annual implementation priorities as they pertain to the Leduc Arts Foundry Project Plan
 - Monitoring and assessing the implementation and impact of the Leduc Arts Foundry Project Plan; and
 - Providing regular assessment, review, and updates to all stakeholders

Accountability

The Leduc Arts Foundry Board, at the time of TOR sign-off is currently accountable to the City of Leduc for the term aligning with the 2017 – 2022 Strategic Plan and supporting business case. Additional accountabilities may occur annually if a sponsoring stakeholder acquires naming rights by contractual agreement as stated in the Sponsor Prospectus.

- Chair (appointed by the Board); Chandell Popik
- Vice-Chair (appointed by the Board) Breanne Kyler

The Board also acknowledges accountability to:

- the community at large
- our private investors
- grants and other funding agencies
- stakeholders as identified within the Leduc Arts Foundry's stakeholder register

IV. Our Vision

To open, inspire, and ignite the hearts and minds of our community through the power of arts and culture.

This vision is accomplished by:

- Engaging, educating and inspiring all people regardless of race, age, culture, ability, ethnicity... and/or socioeconomic status.
- Enriching the community with stimulating and diverse artistic and cultural development

- Taking an active role in our community and serving as a voice in arts education, innovation and inspiration
- Fostering an open and welcoming space for people to gather and experience art in all its forms

V. Our Mission

Central location: construction, implementation, and ongoing operation of an inclusive arts collaborative, to be known as the Leduc Arts Foundry

Professional development and training: provided by an inspiring team of skilled artisans working in an inclusive environment designed by artists, for artists in a venue that inspires collaborative creativity and culture

Community Engagement: with a desire to reach out and positively impact our communities through active participation in the arts, Leduc Arts Foundry artisans extend and strengthen community engagement and inclusion through workshop programs, showcases, and various other events

Fiscal Partnerships: we aim to attract new stakeholders, sponsors and clients to increase the Leduc Arts Foundry's capacity to participate in cultural, artistic, commercial, and community life

Community Partnerships: to lead in the development and exchange of innovative projects and ideas

Sustainable arts environment: to foster an environment that is accessible and financially self-sustaining for the creation, presentation, participation, and enjoyment of the arts within the heart of our community

Innovate and inspire: through a social and cultural hub setting, deliver authentic artistic experiences to the community with the help of passionate, community based artisans, and the art community as a whole

VI. Our Values



The Leduc Arts Foundry is an integral part of the cultural heart of the community; an energetic catalyst for a vigorous arts sector and a provider of civic pride and identity.

- Every community needs meaningful cultural and artistic experiences
- Every community deserves a place to gather, where the exchange of ideas and creative experiences inspire curiosity and understanding
- Creativity is essential in people's lives and all people have the capacity for creative exploration and expression
- Cultivating an organization in which all staff, volunteers, and patrons are appreciated, valued, and recognized
- Fiscal responsibility

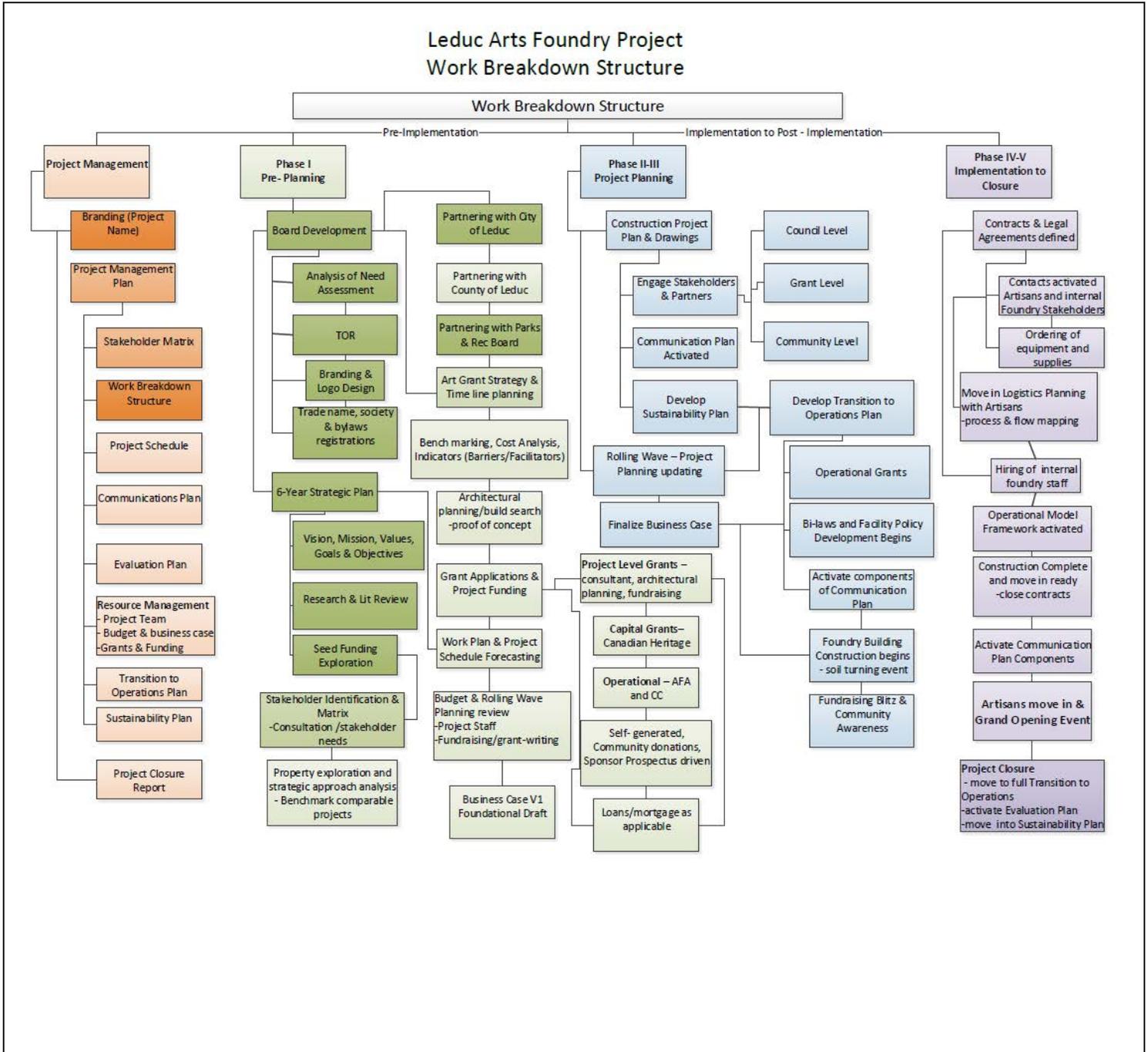
VII. Our Role in the Community

- A centre for quality arts and educational programs
- A producer of lasting reciprocal community relationships
- A catalyst for artists and art organizations
- A leader in art innovation and inspiration
- A supporter of local artistic endeavours
- A contributor to the economic vitality of the City of Leduc

VIII. Current State Task Timeline Targets

Task	Percentage Complete	Target Completion Date	Actual Completion Date
Board Terms of Reference (TOR)	100%	Mar. 23 2017	Mar. 18 2017
Holding an all-day Project Planning Day	100%	Mar. 18 2017	Mar. 18 2017
Drafting a proof of concept vision #1 for the Foundry's structural interior layout design	80%	Mar. 31 2017	
Writing Mission, Vision, Values, Goals & Objectives	100%	Mar. 31 2017	Mar. 18 2017
Completed Board recruitment	100%	May. 15 2017	June 1 2017
Present to Committee-of-a-Whole	100%	Apr. 18 2017	Apr. 18 2017
Presenting to the Parks, Rec and Culture Board	100%	Apr. 20 2017	Apr. 20 2017
Researching a broad spectrum of grant and sponsor investor opportunities	100%	Apr. 28 2017	October 3 2017
Developing a Sponsor Prospectus	80%	Apr. 28 2018 (xnd)	
Hold a 2 nd all-day Project Planning Day	-	Apr TDB 2017	
V1 of Work Break Down Structure completed	100%	Apr. 31 2017	Apr. 31 2017
Identification of project constraints, assumptions, dependencies, risks and issues		TBD	
Preparing registration as a non-profit society	100%	May 15 2017	Apr. 31 2017
Exploring real estate and site location potential	50%	Mar. 31 2018 (xnd)	
Strategic Plan ready for broad circulation <i>(dependent on seed funding from City of Leduc)</i>	100%	May 31 2017	June 30 2017
Branding, Logo & Design (will be a registered trade name)	100%	May 31 2017	May 31 2017
Foundational V1 draft of our Business Case	50%	Post benchmarking TBD	
Host a Town Hall (for community awareness & feedback) will align with and Art Walk fundraising event	100%	Summer TDB 2017	July 15, 2017
Completed Rolling Wave Project Management Plan & Schedule for Phase 1 of the project	60%	Oct. 31 2018 (xnd)	
Finalized a communication plan & media engagement strategy	-	Nov. 15 2018 (xnd)	
Host a 2 nd Town Hall (for community awareness & feedback)	-	Nov. 15 2018 (xnd)	
Complete benchmarking and summarize finding		May 30, 2018	
Determine construction/renovation budget, set up contracts accordingly in alignment with Grants and local funding	-	Dec. 2018 (xnd)	
Drafting inclusion needs and completing high priority indicators for the Board and Art Foundry policy/bylaws	10%	March 15 2019 (xnd)	
Building a Stakeholder Identification & Registry	25%	Dec. 15 2018 (xnd)	
Finalized Business Case (pending success in Grants funding, location identification building/reno planning)	10%	Dec. 15 2018	
Completion and Submission to all Grant applications as appropriate	-	TBD	

IX. Work-Break-Down Structure (WBS)



X. Seed Funding Utilization and Record of Account

Timeline Target	Description of Work	Anticipated Costs
March 15 – August 15, 2017	Proof of Concept drawing and design layouts	\$3000
May 2017 	Graphic & printing of Strategic Plan for Stakeholder engagement and use in Grant and other investor applications	\$2500
May 2017	Registration of trade name, society and bi-laws	\$150
April – May 2017	Architecture exploration	\$6000
June 2017 	Hiring of an Arts Grant application specialist & submission of phase 1 project grants	\$5000
	Total	\$16,650

ASSET**Current Assets**

ATB Chequing Bank Account	14,102.65
Total Current Assets	<u>14,102.65</u>

Bank balance @ Oct15,20174 \$14,340.09
O/S chqs to City of Leduc & Leduc Cham

TOTAL ASSET 14,102.65

LIABILITY**Current Liabilities**

GST/HST Paid on Purchases	-67.96
GST/HST Owing (Refund)	-67.96
Total Current Liabilities	<u>-67.96</u>

50% of GST on eligible expenses
to be claimed at YE

TOTAL LIABILITY -67.96

EQUITY

Current Earnings 14,170.61

TOTAL EQUITY 14,170.61

LIABILITIES AND EQUITY 14,102.65

LEDUC ARTS FOUNDRY SOCIETY
Income Statement 05/12/2017 to 12/07/2017

REVENUE**Revenue**

Corporate/Community Donations	1,000.00	Art Walk - Rotary
Vendor Revenue	3,537.50	Art Walk - Vendors ..
Grant Revenue	12,150.00	Grant?;
Net Sales	<u>16,687.50</u>	

Other Revenue

Interest Revenue	0.36	Art walk proceeds
TBA Revenue	1,178.65	Misc deposit to clarify
Total Other Revenue	<u>1,179.01</u>	

TOTAL REVENUE 17,866.51

EXPENSE**General & Administrative Expe...**

Advertising & Promotions	540.45	
Business Fees, License & Memb...	177.90	◀
Courier & Postage	311.39	◀
Event Expenses	1,159.79	
Insurance	283.64	◀
Interest & Bank Charges	2.80	◀
Office Supplies	61.44	◀
Supplies	387.30	
Event Rentals	771.19	\$3,014.42 relates to Art Walk
Total General & Admin. Expen...	<u>3,695.90</u>	\$ 681.48 relates to general (admin) expenses

\$3,695.90

TOTAL EXPENSE 3,695.90

NET INCOME 14,170.61

XI. Board Membership

The Board's membership aims to have representation including but not limited to: Representatives from the Boards of Directors of the following organizations and the public at large:

- 1 representative serving as City of Leduc Liaison
- 1-2 representatives from the Leduc Art Club
- 1 representative from the City of Leduc Public Library
- 1 member representing general arts and culture organizations active in Leduc or surrounding area
- 2-4 artists or artisans active in Leduc or surrounding area
- 2 members from the general community with an interest in the development and promotion of the arts and the Leduc Arts Foundry
- 1 member active in local arts education
- 1 member representing Corporate Legal Council
- 1 member with a Certified Professional Accountant designation

In the event that a Board position becomes vacant the Board shall fill the position in accordance with the Leduc Arts Foundry policies.

Board positions include: Chair, Vice-Chair, Secretary, Treasurer, Directors

Board membership is limited to a maximum capacity of 15 members.

Appointments will be made in accordance with the Leduc Arts Foundry Policies where outside agencies are invited to appoint one of their members to the Board.

Founding membership is termed to align with the Leduc Arts Foundry 6-year Strategic Plan 2017 – 2022 supporting project development and sustainability. New board membership positions will be added in 2019, 2021 and 2023 to support the Leduc Arts Foundry Board contingency and sustainability planning.

Membership will be reviewed and revised as required.
Ad hoc members may be included at the call of the Chair.

Current Membership (as of Dec 21, 2017)

Position	Name	Email Address
Executive Sponsor	City of Leduc Council	N/A
Chair	Chandell Popik Glass Artisan representative	Chair@artsfoundry.ca
Vice-Chair	Breanne Kyler Leduc Art Club representative	Info@artsfoundry.ca
Secretary	Ashley Meyer	Events@artsfoundry.ca
Communications and Public Relations Director	Vacant	
City of Leduc Liaison	Jim Jones	Jjones@leduc.ca
Active Community Artist	Ingrid Shields Leduc Art Club representative	ishields@shaw.ca
Active Community Artist	Linda Chapelisky Black Gold Quilt Patch Guild representative	chap@telus.net
Active Community Artist	Chandell Popik Glass Artisan - Under the Sun Stained Glass and Glass Art [Dual role]	chandell@underthesun.glass
Active Community Artist	Breanne Kyler Leduc Art Club representative [Dual role]	breannekyler@gmail.com
General Community Liaison- Music	Laura Tillack Music, Acoustics & Open mic circuit representative	lau_tillack@hotmail.com
City of Leduc Council Member Volunteer	Beverly Beckett	BBeckett@leduc.ca
County of Leduc Council Member representative	TBD	
Corporate Legal Council	TBD	
Finance - Certified Professional Accountant	Z. Shawn Bhojani CPA,CA	Finance@artsfoundry.ca or shawn@bhojani.ca
Fine Arts School Advisor	Leduc Composite High School – Ashley Meyer [Dual role]	ashleymeyerart@gmail.com

EXPERT COUNCIL of ADVISORS to the Board

Name	Area of Expertise	Professional Designation	Email
Cindy Baker	<ul style="list-style-type: none"> - Art consultant - She provides nationally Capital and Facilities Project Consultation, Development, and Management specializing in Professional Arts Grant Writing 	Artist / Professional Arts Consultant with U of A	cindeb@populust.ca
Susan Abma	<ul style="list-style-type: none"> - Former Editor - Professional Artist 	Journalist Oil Painter	Susan@jensu.ca
John Jackie	Corporate Legal Council	Legal Council	jjackie@leduclawyers.ab.ca
Carla Frybort	Leduc Public Library Liaison	Library Director	cfrybort@leduclibrary.ca

XII. Endorsements

The Leduc Arts Foundry Board was granted from the City of Leduc Council project seed funding that was released in July 2017 in the amount of \$12,500 with a reserve of \$6000 pre-approved if required for a total award up to but not exceeding \$16,500.

XIII. Next Steps

- Next Step 1 – Council to consider appointment of a council member to sit on the Leduc Arts Foundry Board.
- Next Step 2 – City of Leduc to review request for site identification and land donation.
- Next Step 3 – Board will continue work on the Grant Applications & overall application Strategy.
- Next Step 4 – Board to continue special events planning Re: Art Walk 2018

XIV. Supporting LAF documentation/appendixes



Leduc Arts Foundry grant strategy.pdf



V2 LAF Grants Table - draft.pdf



Approved_Signed_Leduc Arts Foundry Board Membership TOR.pdf



Leduc Arts Foundry - draft V5 Strategic Plan.pdf



Benchmarking Information Collection Guide - draftV2.pdf



LAF Brochure_ June 2017.pdf



LAF Incorporation Certificate.pdf



LAF Project - WBS revised Oct 2017.pdf

Leduc Arts Foundry grant strategy

October 2017

Cindy Baker

SECTIONS:

- Before you start writing grants
- Granting agencies and funders: a brief introduction to grants that you are, may be, or eventually will be eligible for
- Breakdown of pre-capital, capital, and programming grants
- Timeline of eligible applications

BEFORE YOU START WRITING GRANTS

STEP ONE: All of these grants demand proof of non-profit status as a fundamental requirement of the application. Make sure that's in place before applying to any grants.

STEP TWO: Plan professional art programming and plan to apply for grants to help establish the LAF as an organization that programs professional art. Your Artwalk will NOT be considered professional art programming by your major funders, Canada Council, Canadian Heritage, and Alberta Foundation for the Arts unless you hire professional artists and pay professional (CARFAC) fees. Any programs where you charge artists to participate will not be funded.

STEP THREE: Call Canadian Heritage and establish communications with an officer specifically regarding the Canada Cultural Spaces Fund. You will want to let them know that you intend to apply once you are eligible and once you have put all the appropriate pieces together. A regional officer should be able to meet with you and discuss your project. This person is both your advocate at Canadian Heritage and the gatekeeper of the grant. You want to develop a strong relationship with this person and take careful note of all their advice.

STEP FOUR: Talk to the city about their plans for Alberta Municipal Affairs applications (see the section on Municipal Affairs for more information); if the LAF is really a priority for them, they will support submitting an application to fund it. Be prepared with a clear outline of what the project is about (I have a document that is meant for corporate donations but which may help if you don't already have a clear and concise document that you can present to the city.)

STEP FIVE: Start applying for grants. Included in this document is a timeline of grant deadlines to start planning and applying for.

STEP SIX: Start preparing your corporate asks. This document includes a list of a few corporate donation programs, but you should target local corporations and research their corporate giving programs. Some will support capital projects (for instance, through purchasing of names for your facility or certain parts of your facility), and some will support programming only. Rather than using a generic sponsorship prospectus, you may find that you have better luck tailoring your request to each business and corporation through researching what they tend to support. You're unlikely to have much success with corporate asks until you have a confirmed location/building and architectural plans so that they can really see what you are asking them to support.

During this process, you should be doing serious architectural planning, stakeholder consultations, and developing the budget for the capital project. You should also be starting to do professional programming to develop a track record as a professional arts presentation organization.

GRANTING AGENCIES AND FUNDERS

A brief introduction to grants that you are, may be, or eventually will be eligible for

CANADA COUNCIL:

The Canada Council does not have any capital grants but there are grants for festivals, artistic programming, ongoing operational funding, research, and professional development. There are grants that will support your festival and gallery programming, as well as projects related to the building of the LAF. However, this will take some time to achieve because in order to be eligible for ANY Canada Council grants, you must be in operation for at least 2 years and have a history of at least 2 public events. Your eventual goal will be to build a history of successful project funding until you are eligible to apply for ongoing operational funding. Getting into the operational funding pool is very difficult; the pool of resources is finite and allowing new organizations into the pool can only happen when that pool receives an increase in funding. There are many other organizations eligible to be in this pool that have been waiting a long time. The fact that you are the only facility for contemporary art in your community is your strength.

As soon as you're eligible, complete a profile on the Canada Council Portal (you can probably argue that you've been in operation for a year already considering you've done a festival; it doesn't demand that you've been incorporated for 2 years, just that you're an incorporated non-profit now.) Do this exactly two years from the date of your first event, or the date of your first meeting. To complete a profile, go to:

<https://apply.canadacouncil.ca/AreYouEligible.aspx>

I recommend creating a profile on the portal as soon as possible (in a year, I assume) and applying for project funding for artistic projects as soon as you can, so that you will be eligible for all these grants sooner. (i.e. a minimum of 2 years from when you first apply, assuming you get 2 successful grants over 2 years.) You are only eligible for 1 grant per year from the Canada Council but may apply for more than one. Once you achieve operational funding, you will be eligible for more than one grant per year.

Below is a list of grants that would be useful for LAF but which you are currently INELIGIBLE for:

“Engage and Sustain: Artistic catalysts” at Canada Council. This would be a perfect grant to apply to for your festival but you must either be receiving ongoing operational funding or have received 2 project grants over the past 5 years, AND have a 5-year history of programming AND have total revenues of \$75,000 per year for at least 3 years.

“Explore and create: Research and Creation” at Canada Council: these are for artists and organizations to create new work, and would support your festival and gallery programming as a project grant while you build the history in order to be eligible to apply for operational funding.

You're eligible to apply for project (not multi-year) funding as soon as you've created a profile in the portal.

Maximum grant is \$25,000 per year for up to 2 years.

No deadline (unless you're applying for multiple years).

“Explore and create: Concept to Realization” at Canada Council: these are for artists and organizations to create new work, and would support your festival and gallery programming as a project grant while you build the history in order to be eligible to apply for operational funding. You're eligible to apply for project (not multi-year) funding as soon as you've created a profile in the portal.

Maximum grant is \$100,000 per year for up to 3 years.

No deadline (unless you're applying for multiple years).

“Engage and Sustain: Artistic institutions” at Canada Council. This would be a great grant to apply to for your festival and public outreach projects that might support the capital project, but you must already be receiving ongoing operational funds from the Canada Council, which will take years to achieve.

Maximum grant is 25% of your total annual revenues, averaged over the past 3 years.

Deadline July 10.

“Professional development: supporting artistic practice” at Canada Council – you can apply as soon as you've created a profile in the portal, once you've been in operation for 2 years. Someone in your organization needs to be deemed an eligible arts professional (not an artist but someone who works in the arts.) This grant supports “development opportunities” for the arts professional. You can apply for: mentorships, internships, specialized training, taking or giving workshops, research, participation in conferences, seminars or other significant events. I think there may be a way to apply for research towards development of the LAF but that won't be for another year at least. The grant supports “knowledge-sharing” and may allow you to hire consultants and it may support travel to visit other centres.

The maximum grant is \$10,000.

No deadline.

“Sector Innovation and Development: Supporting Artistic Practice” at Canada Council. You will be eligible as soon as you can create a profile in the portal, after 2 years of operations. This grant provides support towards the planning, development and/or implementation of projects that strengthen the arts sector, including but not limited to:

- representation or management services for a stable roster of 3 or more Canadian artists, groups or organizations
- production services for a number of Canadian artists, groups or organizations
- publishing critical and interpretive magazines that support 1 or more artistic practice

- developing new approaches to organizational models and management practices
- opportunities for shared learning and networking, resource exchange or other forms of collaboration (including mentorship programs)
- organizing conferences, symposia and workshops
- sector research
- implementing and adapting to new technologies

Maximum project grant is \$100,000. To be eligible for a composite grant (up to \$100,000/year for up to 3 years) you must have received at least 2 Canada Council project grants in the last 5 years.

Deadlines June 15 and December 15.

CANADIAN HERITAGE:

www.canada.ca/en/canadian-heritage/services/funding.html

“Building Communities through arts and heritage”

Building Communities Through Arts and Heritage – **Legacy Fund** component provides funding for community-initiated capital projects that restore, renovate or transform an existing building or exterior space (such as a statue, community hall, monument, garden or work of art) intended for community use. Eligible capital projects are those that commemorate the 100th anniversary or greater (in increments of 25 years), of a significant local historical event or personality. Projects that commemorate the 75th anniversary of locally significant events related to the Canadian participation in the Second World War are also eligible.

The deadline is anytime before your anniversary date.

Building Communities Through Arts and Heritage – **Local Festivals** component provides funding to local groups for recurring festivals that present the work of local artists, artisans or heritage performers. Successful applicants may receive up to 100 per cent of eligible expenses up to a maximum of \$200,000 for festivals that:

- present the work of local artists, artisans, or heritage performers;
- actively involve members of the local community; and
- are intended for and accessible to the general public.

Deadlines - 2 pm on:

- **January 31** – for festivals starting between September 1 and December 31
- **April 30** – for festivals starting between January 1 and June 30
- **September 30, 2018** – for festivals starting between July 1 and August 31

“Canada Arts Presentation Fund”

The **Professional Arts Festivals and Performing Arts Series Presenters** sub-component of the Canada Arts Presentation Fund (CAPF) supports existing professional arts festivals and performing arts series presenters to offer activities that connect artists with Canadians in their

communities. This is primarily achieved through performances, as well as through audience development and outreach initiatives such as pre- or post-show panel discussions, public lectures and workshops, residencies, demonstrations, public rehearsals, and other forms of community engagement activities.

Deadlines - April 1st and October 1st for projects which will occur after April 1st of the following year:

- April 1st is the application deadline for projects starting between April 1st and June 30th of **the following year**.
- All other applicants must contact their regional office to determine which deadline is appropriate for their organization.

(As these deadlines are entirely unclear, it's important to contact an officer to clarify when you should apply, however it looks like you would apply **October 1, 2018** for 2019's festival.)

The **Development** sub-component of the CAPF supports the emergence of new arts presenters for under-served communities or artistic practices. In order to be eligible for this grant, you will need to distance yourself from Edmonton and make a strong argument that Leduc needs its own arts production/presentation facility. In order to apply for this grant, you must connect directly with your regional office of Canadian Heritage: no deadlines or application forms are available online.

Regional office:

Canadian Heritage

Canada Place

9700 Jasper Avenue, Suite 1132

Edmonton, AB T5J 4C3

Email: PCH.bro-wro.PCH@canada.ca

Telephone: 780-495-3350

“Canada Cultural Investment Fund”

Strategic Initiatives

The Strategic Initiatives component provides financial assistance for projects involving multiple partners that will help arts and heritage organizations improve their business practices and diversify their revenues. By supporting collaborative projects, Strategic Initiatives encourages knowledge and resource sharing and strategic use of technologies that will strengthen the business operations of arts and heritage organizations, helping them make stronger contributions to Canadian society and the economy.

DEADLINES -

- **September 15, 2017** - for projects starting on or after April 1, 2018.
- **March 15, 2018** - for projects starting on or after October 1, 2018.

To be eligible for funding from the Strategic Initiatives component, your project must concentrate on one or more of the following four key program priorities:

- Developing and sharing of expertise, best practices and tools;
- Marketing and audience development;
- Innovation, experimentation and development of new approaches; and
- Strategic use of technologies.

Your project must also:

- directly benefit a number of not-for-profit professional arts or heritage organizations;
- demonstrate how it will contribute to the improvement of business practices or revenue diversification of not-for-profit professional arts or heritage organizations;
- involve the collaboration of at least three partners including the lead applicant; and
- have measurable results in accordance with the objectives of the Strategic Initiatives component.

This grant would be helpful in developing your business plan, especially IF your project involves developing partnerships with organizations that will have a stake in the facility. It may be useful to target the “diversify their revenues” component of this grant to support research into your self-generated revenue projects (ie gift shop or café). I would write this grant as a way to bring all the stakeholder (non-profit) groups together in the planning of the LAF facility.

“Canada Cultural Spaces Fund”

The **Canada Cultural Spaces Fund (CCSF)** supports the improvement of physical conditions for artistic creativity and innovation. The fund supports the improvement, renovation and construction of arts and heritage facilities, as well as the acquisition of specialized equipment. By supporting improvements to our country’s cultural spaces, the CCSF increases access for Canadians to performing arts, visual arts, media arts, museum collections and heritage displays.

There are no deadlines.

THIS IS YOUR MAJOR CAPITAL GRANT. IT WILL SUPPORT THE BUILDING OF YOUR FACILITY. They can fund up to 50% of your project, though the average approved contribution is 37% of the total cost of the project. Someone must call and open a line of communication with a funding officer at Canadian Heritage SPECIFICALLY ABOUT THIS GRANT before an application is started.

“Celebrate Canada”

Celebrate Canada provides funding for activities organized on:

- National Aboriginal Day (June 21);
- Saint-Jean-Baptiste Day (June 24);
- Canadian Multiculturalism Day (June 27); and
- Canada Day (July 1).

Events funded are expected to be held on the date of the designated day.

If your festival falls on one of these days, this would be a good grant to apply to. Alternately, if you want to access these funds, you may want to consider planning your festival around one of these days, and changing your theme to match.

Deadline not yet announced.

Regarding Canadian Heritage grants, it would be beneficial to contact your regional officer and plan a meeting with them to discuss all of the grants you plan to apply for and come up with a strategy. They may discourage you from writing some or point you in a slightly different direction. Your applications should use a targeted and not a scattershot, apply-for-everything approach, and your officer will help you tailor this. Let them know that you're looking for support to 1. Develop as an organization, 2. Build the facility, and 3. Develop and present programming.

WESTERN ECONOMIC DIVERSIFICATION

<https://www.wd-deo.gc.ca/eng/301.asp>

This is an annual program that targets specific goals. 2017's goals were clean technology and indigenous economic growth. Next year's priorities haven't been set/released yet, but when they are, there's a chance the LAF may be eligible. There is no information on when the next funding cycle will be announced.

ALBERTA CULTURE AND TOURISM

<https://www.culturetourism.alberta.ca/community/community-grants/>

“Community Initiatives Program (CIP)”

Organizations are eligible to apply for one capital and one non-capital grant per government fiscal year (April 1 – March 31). Non-capital grant requests can be accessed through any one of the CIP grant streams. Capital grant requests can be accessed under the Community Initiatives Program Project-Based or the Community Facility Enhancement Program.

Maximum grant amount is \$75,000. Organizations may be considered for up to \$10,000 in CIP funding without providing matching funding.

2018 deadlines are **January 15**, May 15, and September 15.

It may make sense to apply first to CIP and then to CFEP, since CIP will fund “new community initiatives (new programs, organizational start-up, prototyping, pilot projects)” and may support the planning phase of this project. The eligible expenses section of this grant is very restrictive; it will not support hiring someone to prepare applications or fundraise. It WILL support the purchase of equipment for your facility, but it cannot be used for matching funds towards your CFEP grant. (It CAN be used for matching funds towards your Cultural Spaces grant; you will find that you have to keep and administrate many different project budgets.

CIP also offers ongoing operating grants, as does Canada Council for the Arts and the Alberta Foundation for the Arts (the latter 2 would support the gallery and CIP would support the facility as a whole.)

“Community Facility Enhancement Program”

Community Facility Enhancement Program (CFEP) funding provides financial assistance to acquire, build, purchase, repair, renovate, upgrade or expand sports, recreational, cultural or other related public-use community facilities.

This grant has two funding streams – small project and large project. Small projects are eligible for up to \$125,000. Large projects are eligible for up to \$1 million. Organizations are eligible to apply for one project per year. Small projects have 3 deadlines per year, while large projects have only one deadline: October 1. This grant will cover capital expenses only, not administration or fundraising.

Length of time you've been in existence and prior history is a major component of the adjudication of this grant (as it will be for many others), so it will be important to talk about your project as a coming-together of years of experience. Other aspects of your organization (community stakeholders, community need for the facility) should balance out your lack of history as an organization.

THIS IS ONE OF YOUR MAJOR CAPITAL GRANTS. IT WILL SUPPORT THE BUILDING OF YOUR FACILITY. Along with Canadian Heritage Cultural Spaces, it will form the bulk of your project monies. These two grants alone can bring up to \$2 million. (If you secure the donation of land or a building as well as private donations of money, goods or services, the Canadian Heritage grant could be much higher.) These two grants together will also likely take hundreds of hours to complete, and many more hours to administrate. If money is found to keep me on board, I will consider my job to be advising and editing these grants but not doing the actual grant writing.

It will be important to secure as much of your municipal or private donations as possible before applying to your 2 major capital grants, to prove to each funder that your matching funds is not solely contingent on receipt of the other.

Maximum grant: \$1 million

Deadline: **October 1, 2018**

Because you may want to apply to CIP first and the CFEP (and because you can only receive one grant per year), you may not be applying to CFEP until October 2019.

ALBERTA HISTORICAL RESOURCES FOUNDATION:

<http://www.culturetourism.alberta.ca/heritage-and-museums/grants-and-recognition/historic-resource-conservation-grant/docs/hppp-guidelines-mar-2017.pdf>

“Heritage Preservation Partnership Program”

If you have the opportunity to re-use a building of historical significance, this grant will provide up to 50% of the funds associated with restoring the building.

Deadlines: February 1 and September 1

ALBERTA MUNICIPAL AFFAIRS:

<http://www.municipalaffairs.alberta.ca/msi>

Municipal affairs' "**Municipal Sustainability Initiative (MSI)**" supports capital projects such as cultural centres. The application may be made by a non-profit, but must be supported by, and submitted by the municipality. Receiving this grant will likely mean you are ineligible to apply for other provincial monies, but it may also provide a much higher amount than CFEP. Your best bet is to talk to the city about whether they plan to apply for this program (it also supports roads, bridges, emergency services, etc, so the city may well have its own project already in mind.)

No deadline, but funds will be allocated throughout the year so an earlier application is better.

ALBERTA FOUNDATION FOR THE ARTS

www.afta.ab.ca/funding

Like the Canada Council for the Arts, the AFA does not support capital projects, but has many different grants to support programming. As with the CC, your goal will be to build a history of successful project funding until you are eligible to apply for ongoing operational funding. For AFA programs, you must contact them at least 3 months in advance to check eligibility, and they have a similar online portal to the Canada Council, called GATE. However, unlike the CC, you must contact the AFA in order to start the process of obtaining a GATE profile.

Public Art Galleries Operating Funding supports galleries in 3-year cycles. This grant will support the gallery specifically. You must contact the AFA to determine which year will be the beginning of a new 3-year cycle as they only accept new applicants at the beginning of each new cycle. LAF must have been in operations for 3 years before being eligible to apply.

Deadline April 2.

Community Support Organizations Operating Funding supports organizations that provide arts-related programs to their communities (i.e. education), as the LAF may do. I don't know if it's possible to receive funding from this fund while receiving art gallery funding; it will be worth checking out. You must be in operation for 2 years before being eligible to apply.

Deadline March 1.

Arts Presenting Project Funding supports project-based arts programming. You must be in operation for one full year (and have been registered as a non-profit for a full year) before you are eligible to apply. You must "demonstrate financial stability" for one full year; you are likely to be deemed ineligible to apply until you have some sort of operating budget.

Deadline November 1.

Organizations: Arts Project Funding supports art projects as well as capacity-building, and may support the research phase of the capital project. You must be in operation for one full year (and have been registered as a non-profit for a full year) before you are eligible to apply.

Maximum grant is \$25,000.

Deadlines June 1 and December 1.

CORPORATE SPONSORSHIP AND CORPORATE GIVING

You'll want to do some research about corporations and businesses in Leduc and area who have corporate donor programs or who support local non-profits. Use your connections and think specifically about businesses with whom LAF does business or plans to do business. Try to find Leduc-based businesses who may want to increase their visibility in the community; businesses who have their head office in Leduc and area and who genuinely support the community. To support the capital project, you may be able to develop partnerships with architectural firms and construction companies who can donate a percentage of the cost of the project back to the LAF. This may not make a huge difference to your bottom line, but it will encourage your funders to consider your project more seriously if you have diversity in your funding sources, especially a mix of public and private sources. Below are just a small handful of corporations who have processes for ongoing support of non-profit organizations. Most businesses and corporations that you will want to approach do not have these existing programs, and will require targeted asks and the development of one-on-one relationships.

FESTIVAL SUPPORT:

The Royal Bank has a special interest in supporting the visual arts. Here's a link to the application process for requesting **sponsorship** from them, at many levels:

<https://rbc.sponsor.com/form?pid=0&cid=6747>

<http://www.rbc.com/community-sustainability/apply-for-funding/guidelines-and-eligibility/index.html>

They primarily support registered charities (something to look into at some date), and you must have audited financial statements (so they might be a better partner for future years.) They generally do not support capital campaigns.

ATCO supports events that focus on "education." If your festival has an educational component, you may be eligible to apply for support from them. They also support community initiatives and may support a small portion of the capital project.

<https://grantstream.com/ATCO/form/default/en/>

Sun Life supports events that make arts and culture more accessible (free events, events that enable persons of limited financial means to participate in culture.) There are no Sun Life advisors in Leduc, but there are several in Edmonton and one in Beaumont. It's hard to say if they would prefer to support areas where they have a presence, or to promote their brand in new areas.

https://www.sunlife.ca/ca/About+us/Donations+and+sponsorships/Philanthropy+program+guidelines?vgnLocale=en_CA

CAPITAL FUNDING:

Co-op Community Spaces community funding will support the capital project, between \$25,000 - \$150,000 especially if you target a specific element of the project to them. The projects they fund must be completed in two years, so this might not be the right year to apply to them; they might be a better fit for supporting the project later in the process – alternately, they might support one specific element of the project that might be completed within two years.

<http://crs.coopconnection.ca/communityspaces.html>

Applications accepted between **February 1 and March 1, 2018**

BREAKDOWN OF PRE-CAPITAL, CAPITAL, AND PROGRAMMING GRANTS

PRE-CAPITAL/RESEARCH GRANTS:

Sector Innovation and Development: supporting artistic practice at Canada Council
Engage and Sustain: Artistic institutions at Canada Council
Professional development: supporting artistic practice at Canada Council
Sector Innovation: Supporting Artistic Practice at Canada Council.
Canada Cultural Investment Fund – Strategic Initiatives at Canadian Heritage
Canada Arts Presentation Fund – Development at Canadian Heritage
Canada Cultural Investment Fund – Strategic Initiatives at Canadian Heritage
Community Initiatives Program (CIP) at Alberta Culture and Tourism
Organizations: Arts Project Funding at the Alberta Foundation for the Arts

CAPITAL GRANTS:

Building Communities through arts and heritage – Legacy Fund at Canadian Heritage
Canada Cultural Spaces Fund at Canadian Heritage
****Community Initiatives Program (CIP)** at Alberta Culture and Tourism**
Community Facility Enhancement Program at Alberta Culture and Tourism
Heritage Preservation Partnership Program at Alberta Historical Resources Foundation
Municipal Sustainability Initiative (MSI) at Alberta Municipal affairs
****ATCO grants****
Co-op Community Spaces

PROGRAMMING GRANTS

Engage and Sustain: Artistic catalysts at Canada Council for the Arts.
Explore and create: Research and Creation at Canada Council for the Arts.
Explore and create: Concept to Realization at Canada Council for the Arts.
Building Communities Through Arts and Heritage – Local Festivals at Canadian Heritage
Canada Arts Presentation Fund – Professional Arts Festivals and Performing Arts
Series Presenters at Canadian Heritage
Celebrate Canada at Canadian Heritage
Public Art Galleries Operating Funding at the Alberta Foundation for the Arts
Community Support Organizations Operating Funding at the Alberta Foundation for the Arts
Arts Presenting Project Funding at the Alberta Foundation for the Arts
****Organizations: Arts Project Funding** at the Alberta Foundation for the Arts**
The Royal Bank sponsorship
ATCO grants
Sun Life sponsorships

** denotes grants which fit better under another category in which they are listed.**

TIMELINE OF ELIGIBLE APPLICATIONS

This timeline does not include most corporate sponsorship asks as most do not have deadlines. This element of your fundraising will be ongoing and contingent on your global budgeting and architectural planning.

2017:

November 2017: Contact the regional office of Canadian Heritage to determine your eligibility and fit for the **Development** sub-component of the **Canada Arts Presentation Fund** (no deadline). Potentially write this grant.

At the same time, contact the regional office of Canadian Heritage to develop a relationship with a **Canada Cultural Spaces Fund** officer. Meet with your officer(s) to talk about the grants you hope to apply for and develop a strategy.

November 2017: Meet with the City of Leduc to determine if they are willing to support an **Alberta Municipal Affairs – Municipal Sustainability Initiative** grant. If so, contact Municipal Affairs to see if their funding cycle is by calendar year or fiscal year; plan your grant to be submitted at the beginning of the new funding cycle (unless you are informed that there are excess funds left to allocated in this funding cycle.) No deadline.

November 2017: Check the **Western Economic Diversification** website to see if 2018's funding priorities have been announced. Keep checking.

November 2017: Have you changed the dates of your festival to fit around a “**Celebrate Canada**” date? Check the Canadian Heritage website to find the deadline for applications.

December 2017: Apply to **Alberta Culture and Tourism - Community Initiatives Program** for funds to support the planning and development phase of the building project. Leading up to this grant, it will take work to determine exactly what to apply for since it will not support fundraising and the eligible expenses are quite restrictive. Deadline January 15 2018.

2018:

As soon as you've secured a building or location, determine if you are eligible to apply to **Building Communities Through Arts and Heritage – Legacy Fund** at Canadian Heritage. Can you tie your project to a significant anniversary? No deadline.

As soon as you've secured a building or location, determine if you are eligible to apply to **Alberta Historical Resources Foundation – Heritage Preservation Partnership Program**. Deadline February 1 (and September 1).

January 2018: Apply to **Co-op Community Spaces**. (It may make more sense to apply in 2019 depending on your planning process; you can always apply this year and if unsuccessful, apply again next year.) Deadline between February 1 and March 1.

February 2018: Apply to **Canada Cultural Investment Fund – Strategic Initiatives** at Canadian Heritage IF you think your project is a good fit, with multiple non-profit stakeholder partners. Deadline March 15.

February 2018: Apply to the **Royal Bank, ATCO** and **Sun Life** (and/or others) for festival support. No deadlines.

June 2018: Start your application to **Alberta Culture and Tourism – Community Facility Enhancement Program**. This application may take months to prepare, so start well in advance of the deadline and contact an officer to develop a relationship. Deadline October 1.

June 2018: With support from your Canadian Heritage officer, start your application to **Canadian Heritage Canada Cultural Spaces Fund**. This application WILL take months to prepare, and you will need to be able to demonstrate a diversity of funding sources. Ideally, you will be ready to submit in late fall/early winter, but assume that it might take up to a year before you are ready to submit the application. No deadline.

September 2018: Apply to **Building Communities Through Arts and Heritage – Local Festivals** at Canadian Heritage for your 2019 festival (unless the dates of your festival change, in which case you may be able to apply earlier.) Deadline September 30.

September 2018: Consider applying to **“Canada Arts Presentation Fund” Professional Arts Festivals and Performing Arts Series Presenters** at Canadian Heritage. Do this only if the calibre of your festival is professional and exceeds a local focus (i.e. hiring artists and performers from across the country or internationally.) In this first year you are much more likely to receive funds for the **Local Festivals** grant, so it may make more sense to focus your energies there. That grant supports up to 100% of eligible expenses to a maximum of \$200,000, so it is likely a more lucrative grant for you anyway. Deadline October 1.

October 2018: Apply to **Arts Presenting Project Funding** at the Alberta Foundation for the Arts. Deadline November 1.

November 2018: Apply to **Organizations: Arts Project Funding** at the Alberta Foundation for the Arts. Contact your officer ahead of time to determine if you are eligible to apply for and/or receive both grants in the same year. Apply for a capacity-building project with this grant. Deadline December 1.

2019:

February 2019 (2 years from the date of your first meeting, as far as I can determine): Complete a profile on the Canada Council portal.

February/March 2019 (once your profile on the portal has been approved): Apply to either **“Explore and create: Research and Creation”** at Canada Council: No deadline

OR

“Explore and create: Concept to Realization” at Canada Council: No deadline

AND

“Professional development: supporting artistic practice” at Canada Council: No deadline

May 2019: Apply to **“Sector Innovation and Development: Supporting Artistic Practice”** at Canada Council: deadline June 15.

You will likely be eligible to receive one programming grant and one development grant per year from the Canada Council; if you apply to all four, you will have to turn some down if they are all funded.

2020 and onward: Apply for more project grants for programming from Canada **Council**, **Canadian Heritage**, **Alberta Foundation for the Arts**, and **Alberta Culture and Tourism**.

2021 and onward: Apply for more project grants for programming AND OPERATIONS from Canada **Council**, **Canadian Heritage**, **Alberta Foundation for the Arts**, and **Alberta Culture and Tourism**.

PRE-CAPITAL/RESEARCH GRANTS

Potential \$	Grant Name	Organization	Apply Date	Deadline	Support Area of Project
\$100,000/yr. for up to 3 yrs.	Sector Innovation and Development	Canada Council	July 2018? June 2019?	Deadlines June 15 and December 15	planning, development and/or implementation
\$75,000/yr. for up to 3 yrs.	Engage and Sustain: Artistic institutions	Canada Council	July 2018? July 2019?	July 10.	supporting artistic practice
\$10,000	Professional development	Canada Council	Sept 2019?	No deadline.	supporting artistic practice
\$100,000/yr. for up to 3 yrs.	Sector Innovation	Canada Council	July 2018? July 2019?	See options online	planning, development and/or implementation
Unknown \$	Canada Cultural Investment Fund – Strategic Initiatives	Canadian Heritage	March 2018	March 15, 2018 - for projects starting on or after October 1, 2018.	business plan
	Canada Arts Presentation Fund – Development	Canadian Heritage			supporting artistic practice
	Canada Cultural Investment Fund – Strategic Initiatives <i>(You may not be eligible for this grant again so quickly if the first grant is successful. Consult with your officer.)</i>	Canadian Heritage	Sept. 2018?	Deadline October 1.	planning, development and/or implementation
\$10,000-\$75,000	Community Initiatives Program (CIP) <i>(move this to “programming grants” table)</i>	Alberta Culture and Tourism	Dec 2017?	January 15, 2018	Festival grant?
	Organizations: Arts Project Funding	Alberta Foundation for the Arts	October 2018	Deadline November 1	supporting artistic practice

CAPITAL GRANTS

Potential \$	Grant Name	Organization	Apply Date	Deadline	Support Area of Project
Matching \$500,00	Building Communities through arts and heritage – Legacy Fund	Canadian Heritage	Jan 2018? or sooner	No deadline.	Construction funding
will fund up to 50% of your project (target \$3 million)	Canada Cultural Spaces Fund (CCSF) <i>I really don't think you'll be ready by Feb '18, but it's a good time to start the process.</i>	Canadian Heritage	February 2018?	March 15, 2018 No deadline.	Construction funding
\$10,000-\$75,000	Community Initiatives Program (CIP) <i>If you can get all the pieces together by December, apply for the January deadline. Otherwise you should be ready by May.</i>	Alberta Culture and Tourism	Dec 2017? May 2018?	January 15, 2018	Construction funding
Small projects are eligible for up to \$125,000 . Large projects are eligible for up to \$1 million .	Community Facility Enhancement Program <i>What should the strategy be for this? You can apply for a small project as early as January, but then you won't be eligible to write the large project grant until October 2019. Otherwise, you can write a large project grant in Oct 2018.</i>	Alberta Culture and Tourism	TBD?	2018 deadlines are January 15, May 15, and September 15. <i>Large project deadline is October 1</i>	Construction funding
Will provide up to 50%	Heritage Preservation Partnership Program	Alberta Historical Resources	determine eligibility	February 1 (and September 1) annually	Construction funding for historical restoration *determine eligibility*

Unknown \$	Municipal Sustainability Initiative (MSI)	Alberta Municipal affairs	determine eligibility with City		Construction funding
\$25,000 - \$150,000	Co-op Community Spaces		January 2018?	Between February 1 and March 1.	Construction funding
Unknown \$	ATCO (move this to "programming grants" table)		Feb 2018	No deadline.	Festival sponsorship

PROGRAMMING GRANTS

Potential \$	Grant Name	Organization	Apply Date	Deadline	Support Area of Project
\$75,000/yr. for up to 3 yrs.	Engage and Sustain: Artistic catalysts	Canada Council for the Arts	July 2018? July 2019?	July 10.	supporting artistic practice
\$25,000/yr. for up to 2 yrs.	Explore and create: Research and Creation	Canada Council for the Arts	July 2018? Feb 2019?	No deadline	supporting artistic practice
\$100,000/yr. for up to 3 yrs.	Explore and create: Concept to Realization	Canada Council for the Arts	July 2018? Feb 2019?	No deadline	supporting artistic practice
\$200,000	Building Communities Through Arts and Heritage – Local Festivals	Canadian Heritage	July/Aug 2018?	September 30, 2018 – for festivals starting between July 1 and August 31	Festival Grants
\$200,000	Canada Arts Presentation Fund – Professional Arts Festivals and Performing Arts Series Presenters Duplicate this category and apply to the DEVELOPMENT subcomponent as well; deadline dependent on what your officer says.	Canadian Heritage The development component will be to develop your festival. Talk to your officer about what that might mean. I'd still consider this a programming/organizational development grant.	September 2018?	October 1, 2018 for 2019 festival	Business planning (?) and festival
Unknown \$	Celebrate Canada	Canadian Heritage	*determine eligibility*	*determine eligibility*	Festivals once operational if dates align
Unknown \$	Public Art Galleries Operating Funding	Alberta Foundation for the Arts	LAF must have been in operations for 3 years before being eligible to apply	April 2	Operations / sustainability
Unknown \$	Community Support Organizations Operating Funding	Alberta Foundation for the Arts	LAF must be in operation for 2 years before being eligible to apply	March 1	Operations / sustainability

Unknown \$	Arts Presenting Project Funding	Alberta Foundation for the Arts	October 2018?	November 1.	supporting artistic practice
\$25,000	Organizations: Arts Project Funding	the Alberta Foundation for the Arts	November 2018	December 1.	supporting artistic practice
Unknown \$	The Royal Bank		February 2018?	No deadlines.	Festival sponsorship
Unknown \$	ATCO		February 2018?	No deadlines.	Festival sponsorship
Unknown \$	Sun Life		February 2018?	No deadlines.	Festival sponsorship



2017

Leduc Arts Foundry Board

TERMS OF REFERENCE

Approved by the Board: March 23, 2017

2017 Terms of Reference: Leduc Arts

Foundry Board

8/9/2017

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TERMS OF REFERENCE

1. Context

In 2016, various stakeholders to the project began conducting public consultation, in the form of surveys and roundtable discussions gathering input for the concept of a Leduc Arts Foundry. A range of voices was heard, and the feedback formed the basis of the discussions leading to construction of the Board and the future strategic plan.

The onset of structuring the Leduc Arts Foundry was brought forward and established through the advice and recommendations received/directed by the City of Leduc. A structural foundation for the Leduc Arts Foundry (LAF) is detailed and can be referenced in the following documentation: the Board Terms of Reference (TOR), 6 - year Strategic Plan and supporting Business Case.

The Leduc Arts Foundry Board encourages and supports communication, cooperation and coordination among arts and culture organizations, other City committees and many City of Leduc organizations.

2. Purpose

The Board aims to:

- Provide leadership, strategic direction and support for all areas of project planning from pre to post project implementation, and support on-going day-to-day operations and sustainability of the Leduc Arts Foundry
- Provide oversight and direction as appropriate to any working groups
- Support the communication of adoption and change management when applied practice is required
- Be responsible for the communication and marketing plan
- Write any required *Leduc Arts Foundry* policies and/or practice guideline changes that may evolve
- Submit and monitor grant funding
- Determine Leduc Arts Foundry location
- Be responsible for development and monitoring of all contracts
- Prepare and deliver stakeholder presentations
- Provide oversight and direction to all contractors/contracted services
- Liaison with centre artists in the delivery of services as required
- Define business needs required to support day-to-day operations and sustainability of the Leduc Arts Foundry

3. Roles and Responsibilities

Board Members will be responsible for:

- Establishing and providing the strategic direction
- Engaging relevant stakeholders on the initiative's development/design, implementation and evaluation of the centre
- Identifying and addressing barriers to project implementation and evaluation
- Reviewing and approving an evaluation model, metrics and reporting for the project
- Reviewing and reporting project management status reports to stakeholders as appropriate
- Ensuring optimal integration of the project planning and budgeting cycles
- Seeking input on relevant issues and concerns and reporting on progress in relevant areas of responsibility
- Setting strategic direction for project planning and execution
- Providing strategic advice and recommendations to the Sponsor(s), respective partners and LAF stakeholders as appropriate on but not limited to:
 - The content of project scope, schedule, budget, risks and contingency plans, project structure, project staffing, high level communications and change management plans
 - Vendor(s) selection
 - Regular reporting
 - Stakeholder communications
 - Change management (e.g. business process mapping and re-engineering, stakeholder readiness, training, etc.)
 - Benefits realization and measurement (as appropriate to the project)
 - Ongoing post-project maintenance and support of any issues to resolution as required
- Monitoring project execution and providing input and recommendations to successful implementation of the Leduc Arts Foundry implementation project:
 - Significant changes to plans for any of the project components listed above
 - Significant risks and issues that have been escalated - The Board focuses on issues and risks impacting stakeholders
 - Advancement of the project to its subsequent phases
- Providing overall leadership and participating in the following activities impacting stakeholders represented by the Leduc Arts Foundry Board:
 - Stakeholder communications
 - Change management
 - Benefits realization and measurement (as appropriate to the project)

- Providing strategic direction regarding the future role(s) of the Leduc Arts Foundry project
- Providing strategic advice and direction for the ongoing post-project maintenance including the assignment of necessary staff resources
- Providing advice and recommendations in the following areas when requested:
 - Public Art Policy
 - Budget allocations to future arts and culture
 - Future facility needs and development
 - Cultural tourism initiatives; and
 - Promotional strategies for arts and culture presenters/events
- Developing the Leduc Arts Foundry Project Management Plan for the City of Leduc, and:
 - Setting the annual implementation priorities as they pertain to the Leduc Arts Foundry Project Plan
 - Monitoring and assessing the implementation and impact of the Leduc Arts Foundry Project Plan; and
 - Providing regular assessment, review, and updates to all stakeholders

4. Accountability

The Leduc Arts Foundry Board, at the time of TOR sign-off is accountable to the City of Leduc for the term aligning with the 2017 – 2022 Strategic Plan and supporting business case. Additional accountabilities may occur annually if a sponsoring stakeholder acquires naming rights by contractual agreement as stated in the Sponsor Prospectus.

- Chair (appointed by the Board); Chandell Popik
- Vice-Chair (appointed by the Board) Breanne Kyler

The Board also acknowledges accountability to:

- the community at large
- our private investors
- grants and other funding agencies
- stakeholders as identified within the Leduc Arts Foundry’s stakeholder register

5. Quorum

- Requires fifty percent (50%) of voting members of the Board

6. Membership

The Board’s membership aims to have representation including but not limited to:

Representatives from the Boards of Directors of the following organizations and the public at large:

- 1 representative serving as City of Leduc Liaison
- 1-2 representatives from the Leduc Art Club
- 1 representative from the City of Leduc Public Library
- 1 member representing general arts and culture organizations active in Leduc or surrounding area
- 2-4 artists or artisans active in Leduc or surrounding area
- 2 members from the general community with an interest in the development and promotion of the arts and the Leduc Arts Foundry
- 1 member active in local arts education
- 1 member representing Corporate Legal Council
- 1 member with a Certified Professional Accountant designation

In the event that a Board position becomes vacant the Board shall fill the position in accordance with the Leduc Arts Foundry policies.

Board positions include: Chair, Vice-Chair, Secretary, Treasurer, Directors

Board membership is limited to a maximum capacity of 15 members. New board members must have served on a Leduc Arts Foundry event project and volunteer role for 1 year prior to application to serve on the board.

Appointments will be made in accordance with the Leduc Arts Foundry Policies where outside agencies are invited to appoint one of their members to the Board.

Founding membership is termed to align with the Leduc Arts Foundry 6-year Strategic Plan 2017 – 2022 supporting project development and sustainability. New board membership positions will be added in 2019, 2021 and 2023 to support the Leduc Arts Foundry Board contingency and sustainability planning.

Membership will be reviewed and revised annually or as required.

Members may be dismissed from the board if 3 consecutive unexcused absences occur. In the event that action is required of dismissal, following board nomination and approval a letter of dismissal will be sent within 30 days to the affected member.

Ad hoc members may be included at the call of the Chair.

For a list of current membership, *please see Appendix A.*

7. Organization

- Weekly meetings for a maximum of 2 hours for the first 8-12 months of Board and project development
- Bi-Monthly meetings for a maximum of 2 hours after opening of the Leduc Arts Foundry, for ongoing operation of the Foundry

- The Chair may invite guests or ad hoc members to attend meetings as appropriate
- Meetings may be in-person, videoconference or teleconference
- Additional meetings may be scheduled at the call of the Chair to ensure deliverables are met and issues are addressed in a timely manner
- If a member is unable to attend a meeting, they are required to stay updated by reviewing Board Decision and Action Logs, supporting documents and carrying out action items as assigned
- Preference is for a consistent replacement for a board member with the authority to make decisions or recommendations on agenda topics
- Actions and decisions will be recorded and maintained by **Board Secretary**
- Once approved by the chair, the agenda for meetings will be circulated, whenever possible, at least 2 days in advance of Board meetings

8. Decision Making

Decisions will be made by consensus and approved by quorum vote. If consensus cannot be achieved, issues will be taken by the Chair to relevant Stakeholders for resolution.

Action & Decisions Log will be shared, maintained, and circulated through email to Board members and housed with **the Board Secretary** until the opening of the Leduc Arts Foundry and its operational core committee.

9. Review of Terms of Reference

The TOR is to be reviewed and/or updated annually in January of each operational year to ensure alignment and maintenance with the goals and objects of the Leduc Arts Foundry.

10. Remuneration

No remuneration is paid to Board members for attending meetings.

Significant contributions to the project deliverables by Board members as approved by the Board will be remunerated through various options as approved by the Board and may include but is not limited to: reimbursement of Leduc Arts Foundry space rental up to a maximum of 3 years, complimentary tickets to Leduc Arts Foundry events of up to a maximum of 3 years, complimentary membership to the Leduc Arts Foundry up to a maximum of 3 years.

Remuneration will be defined in documentation such as contracts and/or general agreement letters.

APPENDIX A – CURRENT MEMBERSHIP (revised Aug 9, 2017)

Position	Name	Email Address
Executive Sponsor	City of Leduc Council	N/A
Chair	Chandell Popik Glass Artisan representative	chair@artsfoundry.ca chandell@underthesun.glass
Vice-Chair	Breanne Kyler Leduc Art Club representative	info@artsfoundry.ca breannekyler@gmail.com
Secretary	Ashley Meyer	events@artsfoundry.ca ashleymeyerart@gmail.com
Treasurer	Z. Shawn Bhojani	finance@artsfoundry.ca shawn@bhojani.ca
Communications and Public Relations Director	TBD	
City of Leduc Liaison	Jim Jones	JJones@leduc.ca
Active Community Artist	Ingrid Shields Leduc Art Club representative	ishields@shaw.ca
Active Community Artist	Linda Chapelsky Black Gold Quilt Patch Guild representative	chap@telus.net
Active Community Artist	Chandell Popik Glass Artisan - Under the Sun Stained Glass and Glass Art [Dual role]	chandell@underthesun.glass
Active Community Artist	Breanne Kyler Leduc Art Club representative [Dual role]	breannekyler@gmail.com
General Community Liaison- Music	Laura Tilliack Music, Acoustics & Open mic circuit representative	lau_tillack@hotmail.com
City of Leduc Council Member volunteer	Beverly Beckett	BBeckett@leduc.ca
County of Leduc Council Member representative	TBD	
Corporate Legal Council	John Jackie	jjackie@leduclawyers.ab.ca
Finance -Certified Professional Accountant	Z. Shawn Bhojani	shawn@bhojani.ca
Fine Arts School Advisor	Leduc Composite High School – Ashley Meyer [Dual role]	ashley.meyerart@gmail.com

APPENDIX B – EXPERT COUNCIL of ADVISORS to the Board

Name	Area of Expertise	Professional Designation	Email
Cindy Baker	<ul style="list-style-type: none"> - Art consultant - She provides nationally Capital and Facilities Project Consultation, Development, and Management specializing in Professional Arts Grant Writing 	Artist / Professional Arts Consultant with U of A	cindeb@populust.ca
Susan Abma	<ul style="list-style-type: none"> - Former Editor - Professional Artist 	Journalist Oil Painter	Susan@jensu.ca
Leduc Public Library Liaison	Carla Frybort		cfrybort@leduclibrary.ca

Approvals

On behalf of the Leduc Arts Council Board, we acknowledge acceptance and approval of the Terms of Reference as outlined in this document dated March 23, 2017.



Chandell Popik
Chair

March 23, 2017

Dated



Breanne Kyler
Vice-Chair

March 23, 2017

Dated



Strategic Plan

2017 – 2022

Date: V5 draft August 9, 2017

Submission Date:

Submission To:



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EXECUTIVE SUMMARY

The Strategic Plan for the Leduc Arts Foundry (LAF) is to guide the artistic and cultural development of the Leduc Arts Foundry in the City of Leduc for the next six years. The plan recognizes the important role that arts and culture plays in our community, and outlines the strategies that will facilitate artistic creation and cultural awareness. The Leduc Arts Foundry Board will implement the Ideas to Action Project Plan, working within the following vision, mission, values and role in the community as outlined below. The process of compiling the Project Plan included a review of the City's existing infrastructure and services, as well as evaluating the strengths and weaknesses set out in the visioning for an active and engaging Centre for the Arts. In 2016, various Stakeholders to the project began conducting public consultation, in the form of surveys and roundtable discussions gathering input for a proof of concept of what a Centre for the Arts project could be undertaken. A range of voices was heard, and the feedback formed the basis of the discussions leading to construction of the Board and this strategic plan. The Strategic Plan for the Leduc Arts Foundry encompasses both general and specific recommendations on strategic directions for the next six years. The strategic directions and actions are further disclosed with the various content sections of this document.

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OUR VISION

To open, inspire, and ignite the hearts and minds of our community through the power of arts and culture.

This vision is accomplished by:

- Engaging, educating and inspiring all people regardless of race, age, culture, ability, ethnicity... and/or socioeconomic status.
- Enriching the community with stimulating and diverse artistic and cultural development
- Taking an active role in our community and serving as a voice in arts education, innovation and inspiration
- Fostering an open and welcoming space for people to gather and experience art in all its forms

OUR MISSION

Central location: construction, implementation, and ongoing operation of an inclusive arts collaborative, to be known as the Leduc Arts Foundry

Professional development and training: provided by an inspiring team of skilled artisans working in an inclusive environment designed by artists, for artists in a venue that inspires collaborative creativity and culture

Community Engagement: with a desire to reach out and positively impact our communities through active participation in the arts, Leduc Arts Foundry artisans extend and strengthen community engagement and inclusion through workshop programs, showcases, and various other events

Fiscal Partnerships: we aim to attract new stakeholders, sponsors and clients to increase the Leduc Arts Foundry's capacity to participate in cultural, artistic, commercial, and community life

Community Partnerships: to lead in the development and exchange of innovative projects and ideas

Sustainable arts environment: to foster an environment that is accessible and financially self-sustaining for the creation, presentation, participation, and enjoyment of the arts within the heart of our community

Innovate and inspire: through a social and cultural hub setting, deliver authentic artistic experiences to the community with the help of passionate, community based artisans, and the art community as a whole

OUR VALUES



The Leduc Arts Foundry is an integral part of the cultural heart of the community; an energetic catalyst for a vigorous arts sector and a provider of civic pride and identity.

- Every community needs meaningful cultural and artistic experiences
- Every community deserves a place to gather, where the exchange of ideas and creative experiences inspire curiosity and understanding
- Creativity is essential in people's lives and all people have the capacity for creative exploration and expression
- Cultivating an organization in which all staff, volunteers, and patrons are appreciated, valued, and recognized
- Fiscal responsibility

OUR ROLE IN THE COMMUNITY

- A centre for quality arts and educational programs
- A producer of lasting reciprocal community relationships
- A catalyst for artists and art organizations
- A leader in art innovation and inspiration
- A supporter of local artistic endeavours
- A contributor to the economic vitality of the City of Leduc

OUR STRATEGIC GOALS

The following plan identifies our goals for the organization in support of our mission. These goals are established with the core of fiscally responsibility, while at the same time leveraging opportunities to integrate economic development, artistic skill development, community learning and participation.

The strategic plan identifies six priority goals to achieve over the next six years:

GOAL 1: Nurture Local Cultural Leadership by Supporting and Building their Capacity to Innovate and Inspire

The Leduc Arts Foundry is anticipated to have a profound impact on the artistic growth and development of our local arts community. Over the years the City of Leduc has collaborated with the community to build a strong foundation and awareness for the arts. Leduc has a substantial arts community that is reaching its creative and productive capacity in terms of scope, quality, variety and volume of programs it can deliver to the community and now is time to bring it all together. The Leduc Arts Foundry aims to increase its creative capacity, reach new heights of artistic excellence, deliver richer and more diverse community art-centred activities such as, but not limited to: art walks, galas and speciality gallery events. Community arts groups are strengthened by having new and well equipped facilities in which to develop and showcase their art.

Goal 1 aligns with Strategic Objectives 1-3

GOAL 2: Engage the Community in Meaningful Arts Experiences

The Leduc Arts Foundry aims to be a leader in developing a unified gathering institute for artists in creating spaces for artistic creation, display and interaction with the community. The Leduc Arts Foundry aims to provide leadership in the sharing of expertise with other artisans through active involvement in the Leduc Arts Foundry's set-up and programming. Curating the programming choices requires a process of exchange among audiences, the community and arts professionals. It is a process that helps communities to celebrate, question, enjoy, learn, participate and reflect on being part of a vibrant local arts culture. Applying a curatorial lens to our activities allows us to engage in long term planning, engage in more meaningful and relevant ways to our audiences, and to be more connected to our community. Artists who are engaged locally committed to and skilled engage opportunities for learning, exploration and growth. Programs are selected to maximize the opportunity to strategically engage with the community in Leduc and surrounding area.

**Goal 2 aligns with Strategic Objectives 1-3 **

GOAL 3: Develop Impactful and Comprehensive Arts Educational Experiences for All Ages in the Community

By providing enhanced educational opportunities, accessibility to the arts is anticipated to impact the lives of many (seniors, youth of all ages, adults and the disabled). Through the support of a various funders, the Leduc Arts Foundry will be able to establish an excellent educational program for primary and secondary students. This may, over the course of Leduc Arts Foundry's development, include accredited curriculum based courses, internships, community workshops to name a few.

Goal 3 aligns with Strategic Objectives 4 & 5

GOAL 4: Strengthen Internal and External Communication

The Leduc Arts Foundry aims to establish a workplace environment that fosters a high level of artisan, community and staff satisfaction, accomplishment, pride, growth and professional development. We aim to ensure the vision and goals are clearly stated, understood and measured regularly. We aim to foster communication and transparency between staff, volunteers, the Board and the community. We aim to build capacity within the marketing/communications working group of the Board and future Leduc Arts Foundry committee/department, to address new areas of focus, identify shifting needs and ensure future successes. We are committed to delivering a consistent communications strategy which promotes the Leduc Arts Foundry reputation, in addition to building an environment that allows continuous feedback for sustained innovation and improvement as set forth by Leduc Arts Foundry evaluation plan.

Goal 4 aligns with Strategic Objectives 2, 3 & 4

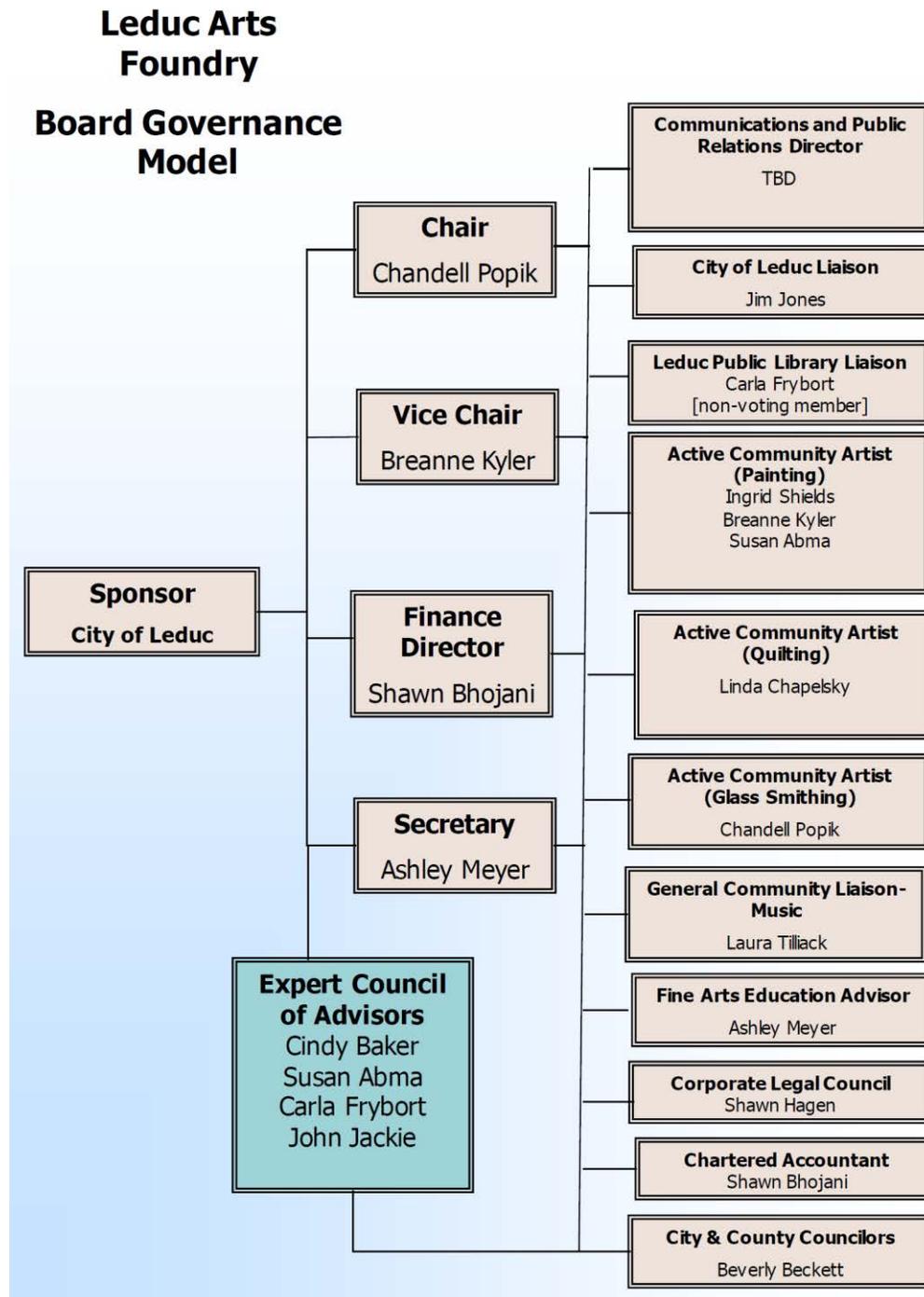
GOAL 5: Sustain and Strengthen the Organizational Capacity and Infrastructure of the Leduc Arts Foundry

The Leduc Arts Foundry aims to be an organization of operational excellence, functioning in accordance with established society by-laws, internal foundry operational policies, internal and external service contracts. Designed on operational framework, aligning with fiscal responsibility, and efficiency while integrating an entrepreneurial spirit of transparency and inclusivity. The key to the Leduc Arts Foundry's future financial stability is its ability to develop revenue structures via programs, activities, events, investment partnerships, to sustain support from the City and County of Leduc and overall, to continue to grow the organizational structure. Continuously, identifying funding resources through corporate sponsorships, memberships, fundraising initiatives, as well as various art grants and charitable foundations to name a few. It is vital to the growth and sustainment of the Leduc Arts Foundry that it delivers on its mission, vision, values and role in the community. Creating public value for its community and beyond, while developing the resources to adapt and change is a strong foundation to achieve financially sustainability and growth of an organization.

Goal 5 aligns with Strategic Objectives 1, 2, 3 & 5

GOAL 6: Develop an Sustained Effective Governance Structure

Structure as of June, 2017



STRATEGIC OBJECTIVES – ACTION TO ACHIEVE GOALS

Strategic Objective 1. Work with local partners, professionals and other similar art organizations to assist in developing and establishing a unified centre that provides artistic representation across the spectrum of art forms, delivering creative excellence, inspiration and encouraging our community to enjoy and take part in the arts.

Strategic Objective 2. Develop an environment to produce, present and inspire artistic exploration in our community by promoting skill development, creativity, and a sense of arts and culture in the community.

- annually review activities and staffing structures to ensure resources are fully utilized and configured to deliver the strategic aims in a financially sustainable manner, allowing the Leduc Arts Foundry to thrive and succeed for future generations

Strategic Objective 3. Produce, present and deliver a variety of commissioned and non-commissioned artistic elements into our community to sustain and grow our vision and mission.

- maximize the commercial and entrepreneurial activity for sustainability and growth of the Leduc Arts Foundry's deliverables

Strategic Objective 4. Forge closer relationships with schools and educational groups in Leduc and the surrounding area to provide pathways to art education.

- work closely with local schools, colleges, and community groups to encourage participation in and appreciation of the arts, through initiatives that align with Alberta Education
- establish a consultation group(s) to help inform future innovations and advancements in the Leduc Arts Foundry

Strategic Objective 5. Continue to identify and pursue funding opportunities to invest in our facility's infrastructure, tools and equipment for sustainable high-quality art spaces.

- identify sources of funding for research and development activity within the Foundry and any presented exhibitions through arts-based trusts and foundations
- support arts management, festivals, and various exhibitions,
- develop a network of connections with other artists and organizations to lead and sustain the Leduc Arts Foundry in evidence informed best practice

IMPLEMENTATION HIGH-LEVEL TIMELINE TARGETS

ACTION PLAN PER YEAR



ARTS BOARD MEMBERSHIP ROLES & STRUCTURE

The Board Committee aims to:

- Provide leadership, strategic direction and support for all areas of project planning from pre to post project implementation, and support on-going day-to-day operations and sustainability of the Leduc Arts Foundry
- Provide oversight and direction as appropriate to any working groups
- Support the communication of adoption and change management when applied practice is required
- Be responsible for the communication and marketing plan
- Write any required Leduc Arts Foundry policies and/or practice guideline changes that may evolve
- Submit and monitor grant funding
- Determine Leduc Arts Foundry location
- Be responsible for development and monitoring of all contracts
- Prepare and deliver stakeholder presentations
- Provide oversight and direction to all contractors/contracted services

- Liaison with centre artists in the delivery of services as required
- Define business needs required to support day-to-day operations and sustainability of the Leduc Arts Foundry

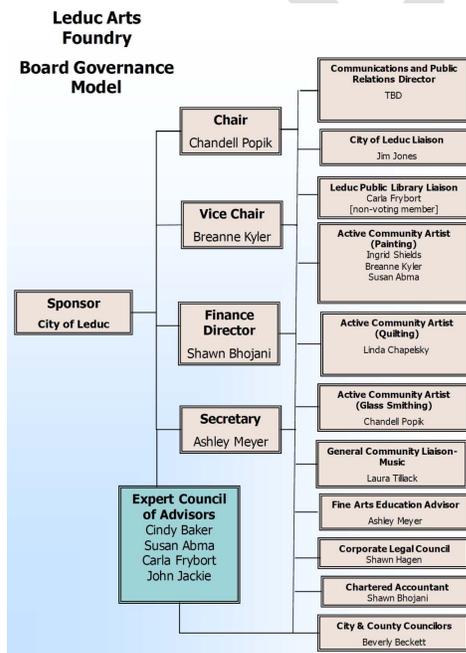
Roles and Responsibilities

Board Members will be responsible for:

- Establishing and providing the strategic direction
- Engaging relevant stakeholders on the initiative's development/design, implementation and evaluation of the centre
- Identifying and addressing barriers to project implementation and evaluation
- Reviewing and approving an evaluation model, metrics and reporting for the project
- Reviewing and reporting project management status reports to stakeholders as appropriate
- Ensuring optimal integration of the project planning and budgeting cycles
- Seeking input on relevant issues and concerns and reporting on progress in relevant areas of responsibility
- Setting strategic direction for project planning and execution
- Providing strategic advice and recommendations to the Sponsor(s), respective partners and Leduc Arts Foundry stakeholders as appropriate on but not limited to:
 - The content of project scope, schedule, budget, risks and contingency plans, project structure, project staffing, high level communications and change management plans
 - Vendor(s) selection
 - Regular reporting
 - Stakeholder communications
 - Change management (e.g. business process mapping and re-engineering, stakeholder readiness, training, etc.)
 - Benefits realization and measurement (as appropriate to the project)
 - Ongoing post-project maintenance and support of any issues to resolution as required
- Monitoring project execution and providing input and recommendations to successful implementation of the Leduc Arts Foundry implementation project:
 - Significant changes to plans for any of the project components listed above
 - Significant risks and issues that have been escalated - The Board focuses on issues and risks impacting stakeholders
 - Advancement of the project to its subsequent phases
- Providing overall leadership and participating in the following activities impacting stakeholders represented by the Leduc Arts Foundry Board:

- Stakeholder communications
 - Change management
 - Benefits realization and measurement (as appropriate to the project)
- Providing strategic direction regarding the future role(s) of the Leduc Arts Foundry project
 - Providing strategic advice and direction for the ongoing post-project maintenance including the assignment of necessary staff resources
 - Providing advice and recommendations in the following areas when requested:
 - Public Art Policy
 - Budget allocations to future arts and culture
 - Future facility needs and development
 - Cultural tourism initiatives; and
 - Promotional strategies for arts and culture presenters/events
 - Developing the Leduc Arts Foundry Project Management Plan for the City of Leduc, and:
 - Setting the annual implementation priorities as they pertain to the Leduc Arts Foundry Project Plan
 - Monitoring and assessing the implementation and impact of the Leduc Arts Foundry Project Plan; and
 - Providing regular assessment, review, and updates to all stakeholders

Governance Model projection for 2017/2019



Eligibility Criteria

Citizens are eligible for appointment, and may continue to serve as a member of the Board, if they satisfy the general eligibility requirements for appointment as set out in the *Leduc Arts Foundry's Appointments Policy*.

Qualifications

Members of the Board should collectively have significant experience in one or more of the following qualifications:

- current or past leadership role in the performing arts sector or another cultural sector;
- community leadership and partnerships;
- marketing and sponsorship;
- financial management and business strategy;
- labour relations.

In addition, a youthful perspective, defined as an individual in the 16-30 age range, is a desirable qualification for at least one citizen member.

Appointments Process – Board Membership

Members of the Board are recruited through an advertised recruitment process. The appointments process is conducted according to the policies and procedures in the *Leduc Arts Foundry's Appointments Policy*.

Appointments will be made in accordance with the Leduc Arts Foundry's Board Policies

** Outside agencies are invited to appoint one of their members to a committee and upon vacancy can be filled by a community member at large.

Meetings

- Weekly meetings for a maximum of 2 hours for the first 8-12 months of Board and project development
- Bi-Monthly meetings for a maximum of 2 hours after opening of the Leduc Arts Foundry, for ongoing operation of the Foundry
- The Chair may invite guests or ad hoc members to attend meetings as appropriate
- Meetings may be in-person, videoconference or teleconference
- Additional meetings may be scheduled at the call of the Chair to ensure deliverables are met and issues are addressed in a timely manner

Remuneration

No remuneration is paid to Board members for attending meetings.

Significant contributions to the project deliverables by Board members as approved by the Board will be remunerated through various options as approved by the Board and may include but is not limited to: reimbursement of Leduc Arts Foundry space rental up to a maximum of 3 years, complimentary tickets to Leduc Arts Foundry events of up to a maximum of 3 years, complimentary membership to the Leduc Arts Foundry up to a maximum of 3 years.

Remuneration will be defined in documentation such as contracts and/or general agreement letters.

Insert drawing concept vision of building when ready

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Benchmarking Information Collection Guide

1. Would your facility be will to share the following documents:

- Building/construction floor plans

Notes:

- Business plan or non-sensitive parts of it

Notes:

- Operational model

Notes:

- Sustainability plan

Notes:

- Strategic plan or a 5 year plan

Notes:

- Art centre policy and procedures

Notes:

- Policy on non-profit/profit leasing agreements

Notes:

- Cost of construction and building maintenance (ventilation needs, sewer, waste disposal)

Notes:

Benchmarking Information Collection Guide

- Organizational & governance structure

Notes:

- Financial model

Notes:

2. Can you describe how your facility approaches:

- Running and staffing a gift store (hours of operation, staffing #'s/need)

Notes:

- Do you offer subsidies in art programs? (how is that achieved)

Notes:

- Membership?

Notes:

- Storage space for artists and facility needs? (Are costs associated to this?)

Notes:

3. Do you mind if we take pictures of your centre to refer back to?

- Yes
- No

Signed consent of release _____ Dated: _____

4. How many paid positions does this facility require to be operational? What are they?

Notes:

5. What is your annual operational budget?

Notes:

6. Would you be willing to share job descriptions and salary grids?

Notes:

- Are all wages supported out of sustained financial operational budget model or proportionately shared – please describe?

Notes:

7. Would you be willing to share: your facilities capital funding strategies, lists of funders and partners – are you primarily publicly funded? Private?

Notes:

8. What were your fundraising strategies?

Notes:

Benchmarking Information Collection Guide

9. What are your facilities security needs?

Notes:

10. Lessons learned exploration:

a. If you could do this again what would you do differently? Notes:

b. What is the best thing about your art centre? Notes:

c. What is the thing you like least? Notes:

d. Were there any major roadblocks to their building project they'd like to caution us about? Notes:

e. Any words of advice? Notes:

11. Do you have any ongoing/legacy donation agreements relevant to building or operational needs? (Are there annual gifts from any of their donors?)

Benchmarking Information Collection Guide

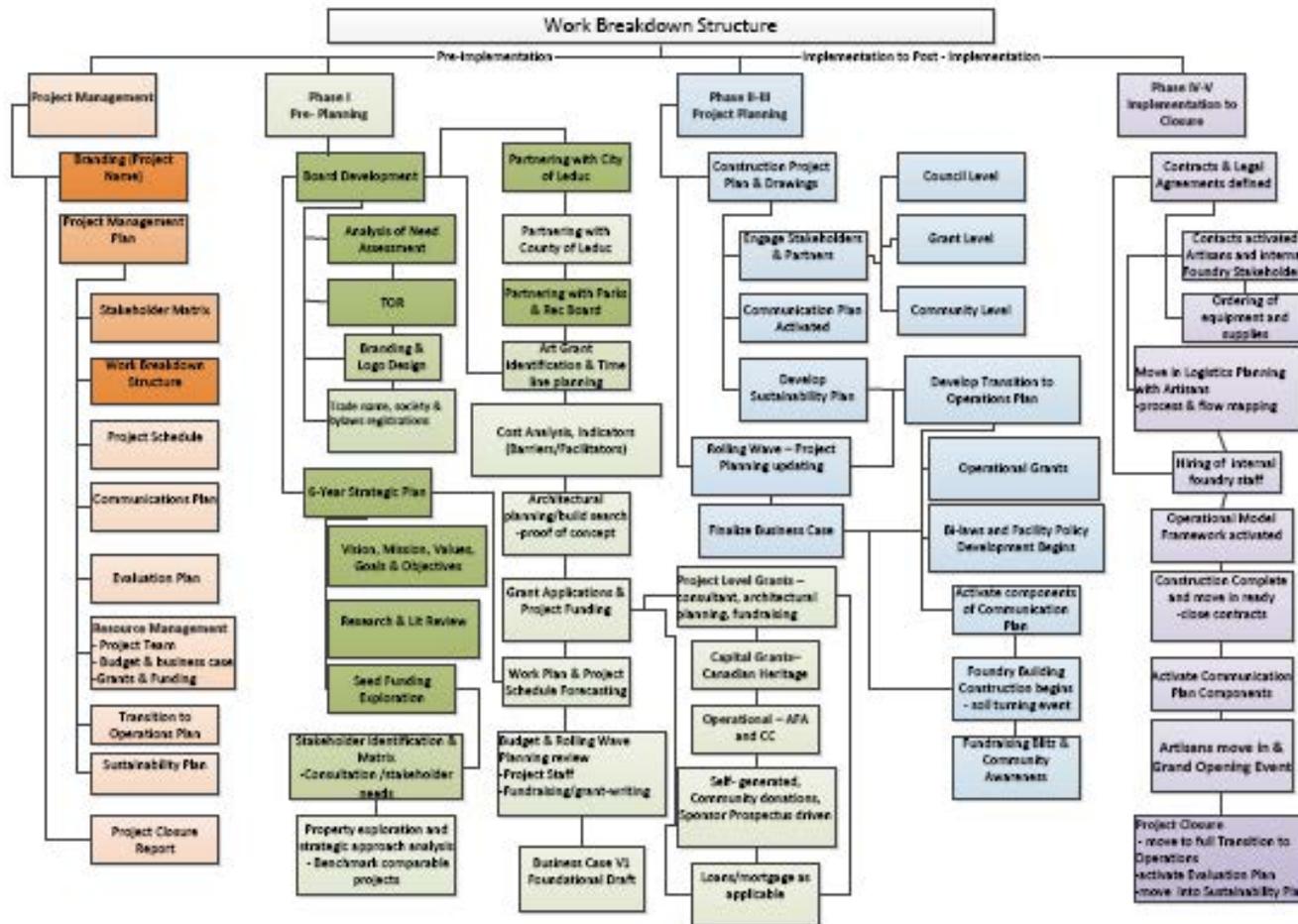
Notes: suggestions? recommendations to this approach?

12. Is your building LEED certified? What are their green initiatives?

Notes:



Leduc Arts Foundry Project Work Breakdown Structure



Work Breakdown Structure Mini-Legend

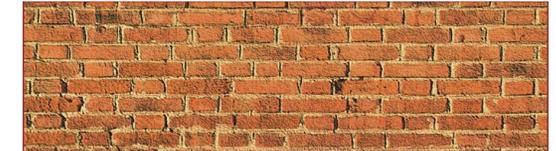
- Dark boxes are completed work
- Medium coloured boxes are 50%

Leduc Arts Foundry

P.O. Box 3152
Leduc Alberta T9E 6L9

Email: info@artsFoundry.ca

LEDUC ARTS FOUNDRY



Our Vision

To open, inspire,
and ignite the
hearts and minds
of our community
through the power
of arts and
culture.

*Visioning for an arts centre in Leduc has been years in the making, and local arts enthusiasts from many different backgrounds have finally **come together** to create a proof of concept space that is at the heart of the community and will incorporate an **inspiring blend** of visual and artisanal arts. The Leduc Arts Foundry's vision is to open, inspire, and ignite the hearts and minds of **our community** through the power of **arts and culture**.*

OUR MISSION

Community Engagement: with a desire to reach out and positively impact our communities through active participation in the arts, Leduc Arts Foundry artisans extend and strengthen community engagement and inclusion through workshop programs, showcases, and various other events

Community Partnerships: to lead in the development and exchange of innovative projects and ideas

Sustainable arts environment: to foster an environment that is accessible and financially self-sustaining for the creation, presentation, participation, and enjoyment of the arts within the heart of our community

Professional development and training: provided by an inspiring team of skilled artisans working in an inclusive environment designed by artists, for artists in a venue that inspires collaborative creativity and culture

Fiscal Partnerships: we aim to attract new stakeholders, sponsors and clients to increase the Leduc Arts Foundry's capacity to participate in cultural, artistic, commercial, and community life

Central location: construction, implementation, and ongoing operation of an inclusive arts collaborative, to be known as the Leduc Arts Foundry

Project Timeline Targets

2017 - 2018

- Project concept planning, stakeholders, grant applications, spacial planning, determine location, sustainability planning

2018-2020

- Funding and grant applications, stakeholders, sustainability planning, design, architecture and construction

2019-2021

- Construction, contracts, move in logistics, potential opening year, sustainability planning

2020-2022

- Post implementation, evaluation and sustainability plans activated

2020 -2023

- New grant cycle, evaluation and sustainability plans reviewed and refined as required

2022 - 2023

- Sustainment, board elections, strategic planning

Interested in getting involved?

Currently, we are recruiting project team members to assist with the project build of the Arts Foundry and expanding our Arts Board.

If you are an artist, hold a professional designation or have an avid interest in volunteering with this project or learning more about it please email info@artsFoundry.ca.

Find us on **Facebook** at “Leduc Art Walk 2017”

and on **Instagram**

@leducartsfoundry or

email the Board at

info@artsFoundry.ca

CORPORATE ACCESS NUMBER: 5020638812

**Government
of Alberta ■**

SOCIETIES ACT

**CERTIFICATE
OF
INCORPORATION**

**LEDUC ARTS FOUNDRY SOCIETY
WAS INCORPORATED IN ALBERTA ON 2017/05/12.**



INCORPORATE SOCIETY - Registration Statement

Alberta Registration Date: 2017/05/12

Corporate Access Number: 5020638812

Service Request Number: 27543619
Society Name Type: Named Society Name
Society Name: LEDUC ARTS FOUNDRY SOCIETY

REGISTERED ADDRESS

Street: 4710 - 50 STREET
Legal Description:
City: LEDUC
Province: ALBERTA
Postal Code: T9E 6W2

RECORDS ADDRESS

Street:
Legal Description:
City:
Province:
Postal Code:

ADDRESS FOR SERVICE BY MAIL

Post Office Box:
City:
Province:
Postal Code:
Internet Mail ID:

Fiscal Year End: 12/31
CAN of Entity Providing Undertaking:
Undertaking Date:

Future Dating Required:
Registration Date: 2017/05/12

Attachment

Attachment Type	Microfilm Bar Code	Date Recorded
-----------------	--------------------	---------------

Nuans	10000507128035154	2017/05/12
Notice of Address	10000707128035153	2017/05/12
Application	10000107128035151	2017/05/12
Bylaws	10000907128035152	2017/05/12

Registration Authorized By: CHANDELL ELIZABETH POPIK
CHAIR

This information is collected in accordance with the Societies Act and Regulation. It is required to determine whether the applicant qualifies for a certificate of incorporation. Collection is authorized under s. 33(a) of the Freedom of Information and Protection of Privacy Act. Questions about the collection can be directed to Service Alberta Contact Centre at: cr@gov.ab.ca or 780-427-7013 (toll-free 310-0000 within Alberta).

The persons who signed this form declare they wish to form a society under the Societies Act.

1. Society Name

Leduc Arts Foundry Society

FILED 105
MAY 12 2017

RECEIVED
DR
MAY 12 2017

2. Society Objects

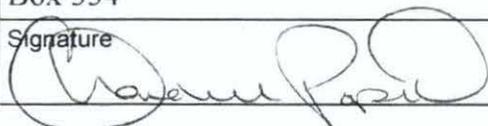
State the society's object(s)

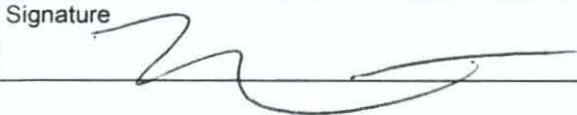
Create meaningful cultural and artistic experiences in the city of Leduc. Design and sustain an arts centre where the exchange of ideas and creative experiences inspire curiosity and understanding through quality arts and educational programs.

Registrar of Corporations
Province of Alberta

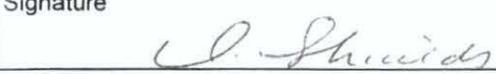
3. Applicants

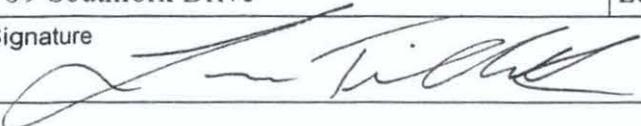
A minimum of five applicants are required. Create additional spaces by clicking the 'Add' button below the signature line.

Last Name Popik		First Name Chandell		Middle Name Elizabeth	
Street/Post Office Box Box 334		City/Town Calmar		Province AB	Postal Code T0C 0V0
Signature 					

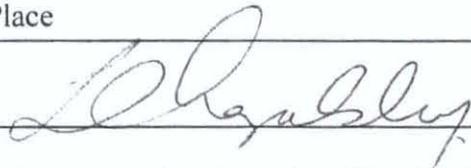
Last Name Kyler		First Name Breanne		Middle Name Elizabeth	
Street/Post Office Box 50548 Rgd Rd 240		City/Town Leduc County		Province AB	Postal Code T4X 0M6
Signature 					

Last Name Meyer		First Name Ashley		Middle Name Elizabeth	
Street/Post Office Box 4514-54ave		City/Town Leduc		Province AB	Postal Code T9E 5W1
Signature 					

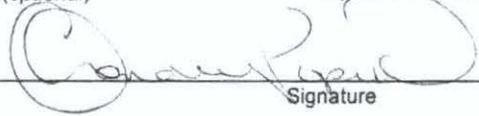
Last Name Shields		First Name Ingrid		Middle Name Emmi	
Street/Post Office Box 30 Kingdom Place		City/Town Leduc		Province AB	Postal Code T9E 0J2
Signature 					

Last Name Tilliack	First Name Laura	Middle Name	
Street/Post Office Box 309 Southfork Drive	City/Town Leduc	Province AB	Postal Code T9E 0T8
Signature 			

4. **Witness**

Last Name Chapelsky	First Name Linda	Middle Name	
Street/Post Office Box 4 Bonin Place	City/Town Leduc	Province AB	Postal Code T9E 6H5
Signature 			

5. **Authorized Representative/Authorized Signing Authority for the Society**

<u>Popik</u> Last Name	<u>Chandell</u> First Name	<u>Elizabeth</u> Middle Name (optional)
<u>Chair</u> Relationship to Society	<u>chandell@underthesun.glass</u> Email Address (optional)	<u>780-718-6482</u> Telephone Number (optional)
<u>2017-05-04</u> Date of submission (yyyy-mm-dd)	<u></u> Signature	

I, Chandell Elizabeth Popik, certify that the information above
Authorized Representative

is true and correct to the best of my knowledge and that I am authorized to file this form on behalf of the applicants listed above.



Society Bylaws

FILED 105

MAY 12 2017

Registrar of Corporations
Province of Alberta

Name of Society

Leduc Arts Foundry Society

MEMBERSHIP

- 1. Membership fee, if any, in the society shall be determined, from time to time, by the members at a general meeting. Any person residing in Alberta, and being of the full age of 18 years, may become a member by a favourable vote passed by a majority of the members at a regular meeting of the society, and upon payment of the fee. Such voting shall be by ballot, unless the meeting by resolution otherwise decides. Any person under the age of 18 years may in the same manner become a member upon payment of half of the said fee.
- 2. Any member wishing to withdraw from membership may do so upon a notice in writing to the Board through its Secretary. If any member is in arrears for fees or assessments for any year, such member shall be automatically suspended at the expiration of six months from the end of such year and shall thereafter be entitled to no membership privileges or powers in the society until reinstated. Any member upon a majority vote of all members of the society in good standing may be expelled from membership for any cause which the society may deem reasonable.

BOARD OF DIRECTORS

- 3. Board of Directors, Executive Committee or Board, shall mean the Board of Directors of the society.
- 4. The Board shall, subject to the bylaws or directions given it by majority vote at any meeting properly called and constituted, have full control and management of the affairs of the society, and meetings of the Board shall be held as often as may be required, but at least once every three months, and shall be called by the President. A special meeting may be called on the instructions of any two members provided they request the President in writing to call such meetings, and state the business to be brought before the meeting. Meetings of the Board shall be called by 10 days notice in writing mailed to each member or by three days notice by fax or telephone. Any four members shall constitute a quorum, and meetings shall be held without notice if a quorum of the Board is present, provided however, that any business transactions at such meeting shall be ratified at the next regularly called meeting of the Board; otherwise they shall be null and void.
- 5. A person appointed or elected a director becomes a director if they were present at the meeting when being appointed or elected, and did not refuse the appointment. They may also become a director if they were not present at the meeting but consented in writing to act as director before the appointment or election, or within ten days after the appointment or election, or if they acted as a director pursuant to the appointment or election.
- 6. Any director or officer, upon a majority vote of all members in good standing, may be removed from office or any cause which the society may deem reasonable.

PRESIDENT

- 7. The President shall be ex-officio a member of all Committees. He/she shall, when present, preside at all meetings of the society and of the Board. In his/her absence, the Vice-President shall preside at any such meetings. In the absence of both, a chairperson may be elected at the meeting to preside.

SECRETARY

- 8. It shall be the duty of the secretary to attend all meetings of the society and of the Board, and to keep accurate minutes of the same. He/she shall have charge of the Seal of the society which whenever used shall be authenticated by the signature of the Secretary and the President, or, in the case of the death or inability of either to act, by the Vice-President. In case of the absence of the Secretary, his/her duties shall be discharged by such officer as may be appointed by the Board. The Secretary shall have charge of all the correspondence of the society and be under the direction of the President and the Board.
- 9. The Secretary shall also keep a record of all the members of the society and their addresses, send all notices of the various meetings as required, and collect and receive the annual dues or assessments levied by the society. Such monies shall be promptly turned over to the Treasurer for deposit in a Bank, Trust Company, Credit Union or Treasury Branch as required.

TREASURER

- 10. The Treasurer shall receive all monies paid to the society and be responsible for the deposit of same in whatever Bank, Trust Company, Credit Union or Treasury Branch the Board may order. He/she shall properly account for the funds of the society and keep such books as may be directed. He/she shall present a full detailed account of receipts and disbursements to the Board whenever requested and shall prepare for submission to the Annual Meeting a statement duly audited of the financial position of the society and submit a copy of same to the Secretary for the records of the society. The Office of the Secretary and Treasurer may be filled by one person if any annual meeting for the election of officers shall so decide.

AUDITING

- 11. The books, accounts and records of the Secretary and Treasurer shall be audited at least once each year by a duly qualified accountant or by two members of the society elected for that purpose at the Annual Meeting. A complete and proper statement of the standing of the books for the previous year shall be submitted by such auditor at the Annual Meeting of the society. The fiscal year end of the society in each year shall be Dec 31 (month & day).
- 12. The books and records of the society may be inspected by any member of the society at the Annual Meeting or at anytime upon giving reasonable notice and arranging a time satisfactory to the officer or officers having charge of same. Each member of the Board shall at all times have access to such books and records.

MEETINGS

13. This society shall hold an annual meeting on or before April 15 (month & day) in each year, of which notice in writing to the last known address of each member shall be delivered in the mail or email 30 (number) days prior to the date of the meeting. At this meeting there shall be elected a President, Vice-President, Secretary, Treasurer, (or Secretary/Treasurer), and three directors. The officers and directors so elected shall form a Board, and shall serve until their successors are elected and installed. Any vacancy occurring during the year shall be filled at the next meeting, provided it is so stated in the notice calling such meeting. Any member in good standing shall be eligible to any office in the society.
14. General meetings of the society may be called at any time by the Secretary upon the instructions of the President or Board by notice in writing to the last known address of each member, delivered in the mail eight days prior to the date of such meeting. A special meeting shall be called by the President or Secretary upon receipt of a petition signed by one-third of the members in good standing, setting forth the reasons for calling such meeting, which shall be by letter to the last known address of each member, delivered in the mail eight days prior to the meeting.
15. 50% (fraction, percentage or number) members in good standing shall constitute a quorum at any meeting.

VOTING

16. Any member who has not withdrawn from membership nor has been suspended nor expelled shall have the right to vote at any meeting of the society. Such votes must be made in person and not by proxy or otherwise.

REMUNERATION

17. Unless authorized at any meeting and after notice for same shall have been given, no officer, director, or member of the society shall receive any remuneration for his/her services.

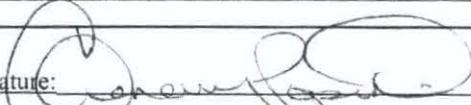
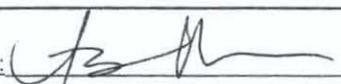
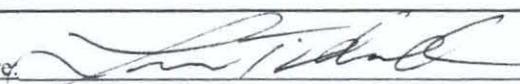
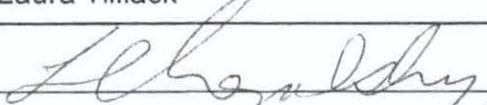
BORROWING POWERS

18. For the purpose of carrying out its objects, the society may borrow or raise or secure the payment of money in such manner as it thinks fit, and in particular by the issue of debentures, but this power shall be exercised only under the authority of the society, and in no case shall debentures be issued without the sanction of a special resolution of the society.

BYLAWS

19. The Bylaws may be rescinded, altered or added to by a "Special Resolution".

Date: May 4, 2017

Signature: 	Address City/Town Province Apartment Postal Code
Print Name: Chandell Popik	Box 334 #16 Westview Cres. Calmar AB T0C0V0
Signature: 	Address City/Town Province Apartment Postal Code
Print Name: Breanne Kyler	50548 Rge Rd 240 Leduc County, AB T4X 0M6
Signature: 	Address City/Town Province Apartment Postal Code
Print Name: Ashley Meyer	4514 54 Ave Leduc, AB T9E 5W1
Signature: 	Address City/Town Province Apartment Postal Code
Print Name: Ingrid Shields	30 Kingdom Place Leduc, AB T9E 0J2
Signature: 	Address City/Town Province Apartment Postal Code
Print Name: Laura Tilliack	309 Southfork Drive Leduc, AB T9E 0T8
WITNESS Signature: 	Address City/Town Province Apartment Postal Code
Print Name: Linda Chapelsky	4 Bonin Place Leduc, AB T9E 6H5

This information is being collected for the purposes of corporate registry records in accordance with the Societies Act. Questions about the collection of this information can be directed to the Freedom of Information and Protection of Privacy Coordinator for the Alberta Government, Box 3140, Edmonton, Alberta T5J 2G7. (780) 427-7013

Notice of Address for Society or Notice of Change of Address for Society

Societies Act Section 24(2)

This information is collected in accordance with the Societies Act and Regulation. It is required to register or update the society's address for the purposes of notice and service. Collection is authorized under s. 33(a) of the Freedom of Information and Protection of Privacy Act. Questions about the collection can be directed to the Service Alberta Contact Centre at: cr@gov.ab.ca or 780-427-7013 (toll-free 310-0000 within Alberta).

1. Society Name	RECEIVED DR MAY 12 2017 COMMUNITY RELATIONS	2. Corporate Access Number
Leduc Arts Foundry Society		

3. Registered Office			
Street/Legal Land Description 4710-50 Street	City/Town Leduc	Province Alberta	Postal Code T9E 1 6W2

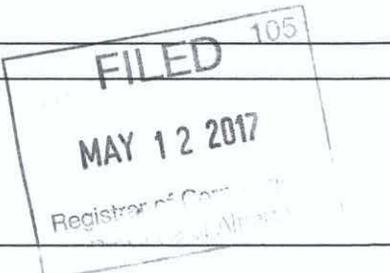
4. Mailing Address (if applicable)			
Post Office Box	City/Town	Province	Postal Code

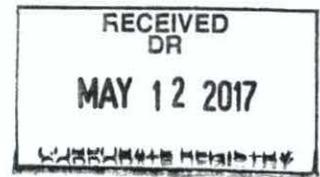
5. Authorized Representative/Authorized Signing Authority for the Society

Popik <small>Last Name</small>	Chandell <small>First Name</small>	Elizabeth <small>Middle Name (optional)</small>
Chair <small>Relationship to Society</small>	chandell@underthesun.glass <small>Email Address (optional)</small>	780-718-6482 <small>Telephone Number (optional)</small>
2017-05-05 <small>Date of submission (yyyy-mm-dd)</small>	 <small>Signature</small>	

I, Chandell Elizabeth Popik, certify that the information I have provided is true and correct to the best of my knowledge and that I am authorized to file this form on behalf of the society.

Authorized Representative

FOR OFFICE USE ONLY




Alberta Reservation Report Rapport pour réservation en Alberta

Leduc Arts Foundry Society
120217684 Distinctive/Distinctif: Leduc
NAICS codes/ codes SCIAN:

Alternate spelling/Variante orthographique:

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2017-05-09

COMPANY NAME / NOM DE L'ENTREPRISE							
JUR	NO.	DATE	CITY/VILLE	EP	TYPE	STATUS/STATUT	STAT.DATE/DATE STAT.
BUS./ACT.							
Leduc Arts Foundry Society							
AB	120217684	2017-05-09				Prop.LEDUC	
Leduc Arts Foundry							
AB	120210695	2017-04-28				Prop.LEDUC	
LEDUC PERFORMING ARTS AND CULTURAL FOUNDATION							
AB	5010599701	2003-07-31	EDMONTON		Society	Active	2006-12-28
LEDUC PERFORMING ARTS CENTRE SOCIETY							
AB	509583977	2001-10-19	LEDUC		Society	Struck	2006-04-02
LEDUC FINE ARTS SCHOLARSHIP FOUNDATION							
AB	506984723	1996-06-11	LEDUC		Society	Struck	2006-12-02
LEDUC MEDICAL ARTS PHARMACY							
AB	CRY102026	1985-02-28			Ptnrshp	Active	
LEDUC ART CLUB							
AB	502974843	1983-05-05	LEDUC		Society	Active	
LEDUC MEDICAL ARTS CLINIC							
AB	TN13843511	2008-02-28			TradeName	Active	
LEDUC ART CLUB							
AB	502974843	1983-05-05	LEDUC		Society	Active	
LEDUC DRAMA SOCIETY							
AB	502217292	1980-03-04	LEDUC		Society	Active	
LEDUC & DISTRICT HORTICULTURAL SOCIETY							
AB	509237269	2001-03-07	LEDUC		Society	Active	
LEDUC WEST ANTIQUE SOCIETY							
AB	504152018	1990-01-17	EDMONTON		Society	Active	1992-01-22
LEDUC WILDLIFE CONSERVATION SOCIETY							
AB	5019041028	2015-06-09	LEDUC		Society	Active	
LEDUC SANTA'S HELPERS SOCIETY							
AB	504111212	1989-11-06	LEDUC		Society	Active	
THE LEDUC AND DISTRICT HISTORICAL SOCIETY							
AB	500077284	1974-05-23	LEDUC		Society	Active	2003-10-24
LEDUC FIREFIGHTERS FOUNDATION							
AB	5015140535	2010-01-06	LEDUC		Society	Active	
LEDUC 2008 WINTER GAMES SOCIETY							
AB	5012338561	2006-03-30	LEDUC		Society	Struck	2010-09-02

FILED 105
MAY 12 2017
 Registrar of Companies
 Province of Alberta

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Alberta Reservation Report

Rapport pour réservation en Alberta

Leduc Arts Foundry Society
 120217684 Distinctive/Distinctif: Leduc
 NAICS codes/ codes SCIAN:

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2017-05-09

Alternate spelling/Variante orthographique:

COMPANY NAME / NOM DE L'ENTREPRISE							
JUR	NO.	DATE	CITY/VILLE	EP	TYPE	STATUS/STATUT	STAT.DATE/DATE STAT.
BUS./ACT.							
LEDUC/DEVON OILFIELD HISTORICAL SOCIETY							
AB	503600710	1987-01-23	DEVON		Society	Active	
LEDUC COUNTY COMMUNITY SUPPORT SOCIETY							
AB	5019159630	2015-08-20	EDMONTON		Society	Active	
LEDUC AND DISTRICT VICTIM ASSISTANCE SOCIETY							
AB	504879925	1991-03-18	LEDUC		Society	Active	2009-06-26
THE FRIENDS OF THE LEDUC PUBLIC LIBRARY SOCIETY							
AB	503117673	1984-03-19	LEDUC		Society	Active	
LEDUC ALBERTA PARENTS OF DANCERS SOCIETY							
AB	508948270	2000-07-20	LEDUC		Society	Active	2004-10-22
FOUNTAIN TIRE (LEDUC) LTD.							
AB	2011063159	2004-06-07	EDMONTON		Bus_Corp	Active	2006-11-16
COUNTY OF LEDUC ANIMAL SHELTER SOCIETY							
AB	5017155689	2012-11-22	LEDUC		Society	Active	
LEDUC 2016 SUMMER GAMES SOCIETY							
AB	5018330711	2014-07-02	LEDUC		Society	Active	
LEDUC SOCIETY FOR CHRISTIAN EDUCATION.							
AB	502189046	1981-03-04			Society	Active	
LEDUC STONE BARN GARDEN SOCIETY							
AB	509592333	2001-11-01	LEDUC		Society	Active	
SOCIÉTÉ DE GESTION JEAN-PIERRE LEDUC INC.							
CD	2467682	1989-04-26	LACHINE		CBCA	Active	1989-04-26
LEDUC HAIR TRENDS							
AB	TN5981691	1994-02-04			TradeName	Active	
LEDUC HAIR TRENDS							
AB	TN4522637	1989-11-27			TradeName	Active	
LEDUC ARTISAN MARKET							
AB	TN18580829	2014-11-03			TradeName	Active	
LEDUC ARTISAN MARKET							
AB	PT17177510	2012-12-11			Ptnrshp	Active	
ARTISANS DE MEXICO OF LEDUC							
AB	PT8132094	1999-01-04			Ptnrshp	Active	
LEDUC SOCCER ASSOCIATION							
AB	5015833675	2011-01-20	LEDUC		Society	Active	

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Alberta Reservation Report

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2017-05-09

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JUR	NO	DATE	CITY/VILLE	EP	TYPE	STATUS/STATUT	STAT.DATE/DATE STAT.
BUS./ACT							
LEDUC COMPOSITE HIGH SCHOOL ATHLETIC SOCIETY							
AB	502945629	1983-03-31	LEDUC		Society	Active	2009-10-08
LEDUC SOCIETY FOR RECREATION OF MOMS AND PRESCHOOLERS (ROMP)							
AB	502525876	1980-12-12	LEDUC		Society	Active	
THE LEDUC J.E.M. 164 FRATERNAL FOUNDATION							
AB	505641423	1993-05-27	LEDUC		Society	Active	2015-11-02
SOCIETE CANADIENNE POUR L'ETUDE DE L'EDUCATION							
CD	1705474		OTTAWA		NPCorpAct	Active	1984-05-25
LEDUC MEDICAL ARTS PHYSIOTHERAPY LTD.							
AB	203268115	1985-03-12	LEDUC		Bus_Corp	Struck	1996-09-01
SOCIETE DES PARENTS POUR L'EDUCATION FRANCOPHONE DE JASPER							
AB	509374666	2001-05-30	JASPER		Society	Active	2014-07-02
SOCIETE DES PARENTS POUR L'EDUCATION FRANCOPHONE DE CANMORE							
AB	5010158060	2002-11-04	CANMORE		Society	Active	
LEDUC PRESCHOOLS SOCIETY							
AB	500065594	1972-01-10			Society	Struck	1982-01-29
THE LEDUC ELKS HOLDING SOCIETY							
AB	500074752	1974-01-10	LEDUC		Society	Struck	1999-07-01
LEDUC INJURED WORKERS SOCIETY							
AB	507245371	1997-02-07	LEDUC		Society	Struck	2000-08-01
THE SOCIETY OF SERVING SENIORS (LEDUC)							
AB	5011889705	2005-08-25	EDMONTON		Society	Struck	2010-02-02
LEDUC AMATEUR BROOMBALL SOCIETY							
AB	509193736	2001-01-18	LEDUC		Society	Struck	2004-07-02
LEDUC BALL FEDERATION SOCIETY							
AB	504247255	1990-07-09	LEDUC		Society	Struck	2003-01-02
LEDUC COMMUNITY BAPTIST SOCIETY							
AB	509995155	2002-07-08	LEDUC		Society	Historic	2007-05-10
LEDUC VENTURES INC.							
AB	2014739367	2009-06-10	CALGARY		Bus_Corp	Struck	2014-01-02
LEDUC CHRISTIAN ACADEMY SOCIETY							
AB	503524761	1986-08-13	LEDUC		Society	Dissolved	1999-02-05
LEDUC VOLUNTEER SOCIETY							
AB	504030131	1989-06-19	LEDUC		Society	Struck	1999-12-01

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2017-05-09

COMPANY NAME / NOM DE L'ENTREPRISE							
JUR	NO.	DATE	CITY/VILLE	EP	TYPE	STATUS/STATUT	STAT.DATE/DATE STAT.
BUS./ACT.							
LEDUC MEDICAL ARTS BUILDING INVESTMENTS INC.							
AB	2012097867	2006-01-13	EDMONTON		Bus_Corp	Historic	2006-08-10
LEDUC WORKS FOUNDATION							
AB	5110971172	2004-03-11	EDMONTON		NP_PrvtCo	Dissolved	2008-07-23
LEDUC ENVIRONMENTAL ACTION FOUNDATION							
AB	504829300	1991-02-05	LEDUC		Society	Struck	2000-08-01
LEDUC PERFORMING ARTS COUNCIL ASSOCIATION							
AB	503343212	1985-09-09	LEDUC		Society	Struck	1993-03-01
LEDUC ASSOCIATION FOR MUSICAL ARTS							
AB	504764424	1991-01-15	LEDUC		Society	Struck	1999-02-01
LEDUC DIAMOND IMPROVEMENT AND MAINTENANCE, OPERATION & NEW DEVELOPMENT SOCIETY							
AB	5012963541	2007-01-22	LEDUC		Society	Active	2014-09-19
SOCIETE DES PARENTS POUR L'EDUCATION FRANCOPHONE DE L'ECOLE DE LA SOURCE							
AB	5010252590	2002-12-23	CALGARY		Society	Active	
SOCIETE DES PARENTS POUR L'EDUCATION FRANCOPHONE DE WAINWRIGHT ET REGION							
AB	509010807	2000-10-05	WAINWRIGHT		Society	Active	2014-12-04
La Société d'aide à l'éducation pour les enfants démunis							
CD	4381645		MONTREAL-NORD		NPCorpAct	Active	2014-10-11
LEDUC ONE HOUR PHOTO, A DIVISION OF THE JETLIN CORPORATION LTD.							
AB	CRY117335	1986-02-28			TradeName	Active	
831 LEDUC AIR CADETS SPONSORING COMMITTEE							
AB	5020105721	2016-12-09	LEDUC		Society	Active	
SOCIETE DES PARENTS POUR L'EDUCATION FRANCOPHONE (ST. PAUL ET REGION)							
AB	503478018	1986-05-12	ST. PAUL		Society	Active	
THE LIVING WORD EVANGELICAL LUTHERAN CHURCH OF LEDUC							
AB	543202584	1985-01-08	LEDUC		Rigs_Scty	Active	
SOCIETE DE PARENTS POUR L'EDUCATION FRANCAISE DE RED DEER ET REGION							
AB	507228484	1997-01-20	RED DEER		Society	Active	2004-02-11
LEDUC & DISTRICT SOCIETY ON AGING							
AB	505918607	1993-12-30	LEDUC		Society	Struck	1999-06-01
LEDUC COMMUNITY EDUCATION CENTRE SOCIETY							
AB	504144213	1990-02-12	LEDUC		Society	Dissolved	2008-12-10
LEDUC ALBERTA RADIO CONTROL SOCIETY							
AB	505896571	1993-12-03	SHERWOOD PARK		Society	Struck	2014-06-02

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Trademark Report



Rapport des marques de commerce

Leduc Arts Foundry Society

120217684 Distinctive/Distinctif: Leduc

Page 5 of/de 7

2017-05-09

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TRADEMARK / MARQUE DE COMMERCE				OWNER / PROPRIÉTAIRE
AP. NO. / NO. AP	REG. NO. / NO. ENR	REG. DATE / DATE. ENR.	STATUS / STATUT	CLASSES
GODS/PRODUITS				
HEROS LE HOCKEY ET L'ÉDUCATION SONT DE RÉELS OUTILS SOCIAUX & DESIGN				Hockey Education Reachi
1650171	TMA		Allowed	06,09,14,16...
Printed matter in the field of sports... Providing sport...				
FOURRURES CÉCILE LEDUC & DESSIN				FOURRURES CECILE LEDUC
0473882	TMA268577	1982-04-30	Expunged	25,35,37
Manteaux de fourrure, chapeaux de fourrure,... Réparation de...				
MARYSE LEDUC DESIGN				MARYSE LEDUC DESIGN INC
1318983	TMA695692	2007-09-06	Registered	37,42
Services d'architecture, de design et de construction résidentielle.				
MARYSE LEDUC & DESSIN				MARYSE LEDUC DESIGN INC
1318985	TMA694430	2007-08-21	Registered	37,42
Services d'architecture, de design et de construction résidentielle.				
Excavation générale Guy Leduc				139566 Canada Ltée
1497153	TMA810268	2011-10-26	Registered	37,39
(1)Transport de marchandises par camion, (2) Opération de machinerie...				
HEROS HOCKEY EDUCATION REACHING OUT SOCIETY & Circular Design				Hockey Education Reachi
1790144	TMA		Searched	06,09,14,16...
Electronic newsletters (2) Hockey instructional... Employment...				
HEROS HOCKEY EDUCATION REACHING OUT SOCIETY & Circular Design				Hockey Education Reachi
1655842	TMA957983	2016-12-14	Registered	06,09,14,16...
Printed matter in the field of sports... Providing sport...				
DIVIDENDES POUR L'ÉDUCATION				Staples Canada inc.
1277652	TMA745050	2009-08-11	Registered	35
A customer loyalty incentive program whereby participants accumulate...				
L'ÉDUCATION AU SERVICE DE LA TERRE				LEARNING FOR A SUSTAINA
0711124	TMA422688	1994-01-28	Registered	35,41
Educational services, namely the provision of assistance to Canadian...				
L'ENFANCE PAR L'ÉDUCATION				Kids Can Free the Child
1354309	TMA724750	2008-09-29	Registered	36,41,44
Operation of a charitable organization offering humanitarian...				
FONDS POUR L'ÉDUCATION DES INVESTISSEURS				ONTARIO SECURITIES COMM
0923428	TMA		Advertised	01,02,03,04...
L'ÉDUCATION, UN GAGE DE POSSIBILITÉS				Knowledge First Financi
1675115	TMA905689	2015-06-09	Registered	36
Financial services namely providing the services of a registered...				
AVEC L'ÉDUCATION, TOUT EST POSSIBLE.				Rogers Communications I
1545036	TMA858267	2013-08-21	Registered	35,36
Website services, namely the operation of a website to provide...				
L'ÉDUCATION DES AUTOCHTONES. L'AVENIR DU CANADA.				Indspire
1550060	TMA889076	2014-10-31	Registered	09,16,18,21...
Printed publications, namely invitations,... Operation of a...				
"REVETEMENTS LeDuc"				PANOLOC INC.,
0464996	TMA		Abandoned	09
Exploitation d'un système de revêtement pour l'intérieur et...				
LEDUC LABEL DESIGN				DR. LEDUC DRUG CO.
0139366	TMDA043521	1928-03-15	Expunged	05
Drugs and drug supplies				
LEDUC BOOT				NORTHERN SHOE MANUFACTU
0214895	UCA041142	1952-05-01	Expunged	25
Working shoes and boots.				

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TRADEMARK / MARQUE DE COMMERCE				OWNER / PROPRIÉTAIRE
AP. NO. / NO. AP.	REG. NO. / NO. ENR.	REG. DATE / DATE. ENR.	STATUS / STATUT	CLASSES
GOODS/PRODUITS				
1301411	TMA		Aband-36	RODOLPHE CARBONE 'FAISA 29,30,32,43
Chocolat, pralines, friandises. (2) thés,... Hotel,...				
1112367	TMA670400	2006-08-18	Registered	MOMENTUM, a joint ventu 41
Provision of educational tools (namely workbooks, resource guides,...				
1027463	TMA		Aband-36	LA FÉDÉRATION DES CAISS 36
Services de régimes enregistrés d'épargne-retraite.				
1550062	TMA889078	2014-10-31	Registered	Indspire 09,16,18,21...
Printed publications, namely invitations,.... Operation of a...				
1201998	TMA677236	2006-11-17	Cancelled	Eveready Battery Compan 11
Flashlights				
1212799	TMA655238	2005-12-16	Registered	Toprio Electronic Inc. 09,11
Light emitting diodes; electric decorative lights; electric Christmas...				
1747285	TMA		Def-Srchn	Air Motion Systems, Inc 11
curing systems, namely, electromechanical light-based curing machines...				
0657862	TMA391266	1991-12-06	Expunged	BOWES PUBLISHERS LIMITE 16
Newspapers.				
0558115	TMA330880	1987-08-07	Expunged	Ledcor Industries Inc., 37,42
Planning, designing, engineering and construction services of the...				
0320751	TMA173755	1971-01-08	Expunged	LEDUC CONSTRUCTION COMP 37,42
Planning, designing, engineering and construction services of the...				
0873274	TMA516387	1999-09-16	Expunged	Municipal Corporation o 06,08,09,12...
Glass beverageware; pocket calendars; pocket... Promoting...				
1669605	TMA		Aband-36	Leduc Chimney Sweep Ltd 35,37
Fireplace Sales. (2) Chimney Sales. Chimney sweep....				
0447190	TMA249927	1980-08-29	Registered	LEDU CORPORATION 11
Electric lighting fixtures.				
0914196	TMA		Advertisd	Heart and Stroke Founda 01,02,03,04...
À vos coeurs! Prêts? Partez! L'éducation à la santé simplifiée				
0970387	TMA		Advertisd	UNITED NATIONS EDUCATIO 01,02,03,04...
ORGANISATION DES NATIONS UNIES POUR L'EDUCATION, LA SCIENCE ET LA CULTURE				
1727404	TMA		Allowed	ONTARIO SECONDARY SCHOO 06,09,11,12...
OSSTF/FEESO Protéger et faire avancer l'éducation publique & design Men, women and children's apparel, namely, hooded... operation of a...				
0881478	TMA		Aband40-3	KELLOGG CANADA INC. 14,18,25,28...
L'EDUCATION PAR-DESSUS TOUT DESIGN Promotional items namely cereal bowls, T-shirts,.... Advertising and...				

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Data provider / Fournisseur des données	Data Available / Données disponibles	Update intervals / Intervalle de mise à jour	Latest update dates / Dernière mise à jour YYYY/MM/DD	Reference / Référence
Alberta / Alberta	Trade names/Noms commerciaux	Weekly/Hebdomadaire	2017-05-08	http://www.servicealberta.ca
Alberta / Alberta	Corporate names/Dénominations de société	Weekly/Hebdomadaire	2017-05-08	http://www.servicealberta.ca
Federal / Fédéral	Corporate names/Dénominations de société	Weekly/Hebdomadaire	2017-05-03	http://www.corporationscanada.ic.gc.ca
Office of the Superintendent of Financial Institutions / Bureau du surintendant des institutions financières	Corporate names/Dénominations de société	Other/Autre	2016-05-24	http://www.osfi-bsif.gc.ca
Trademarks / Marques de commerce	All registrations and applications, seeds, sections 9s/ Tout les enregistrements et demandes, semences et section 9	Weekly/Hebdomadaire	2017-05-09	http://www.cipo.ic.gc.ca

Abbreviation terminology and description / Description et terminologie des abréviations

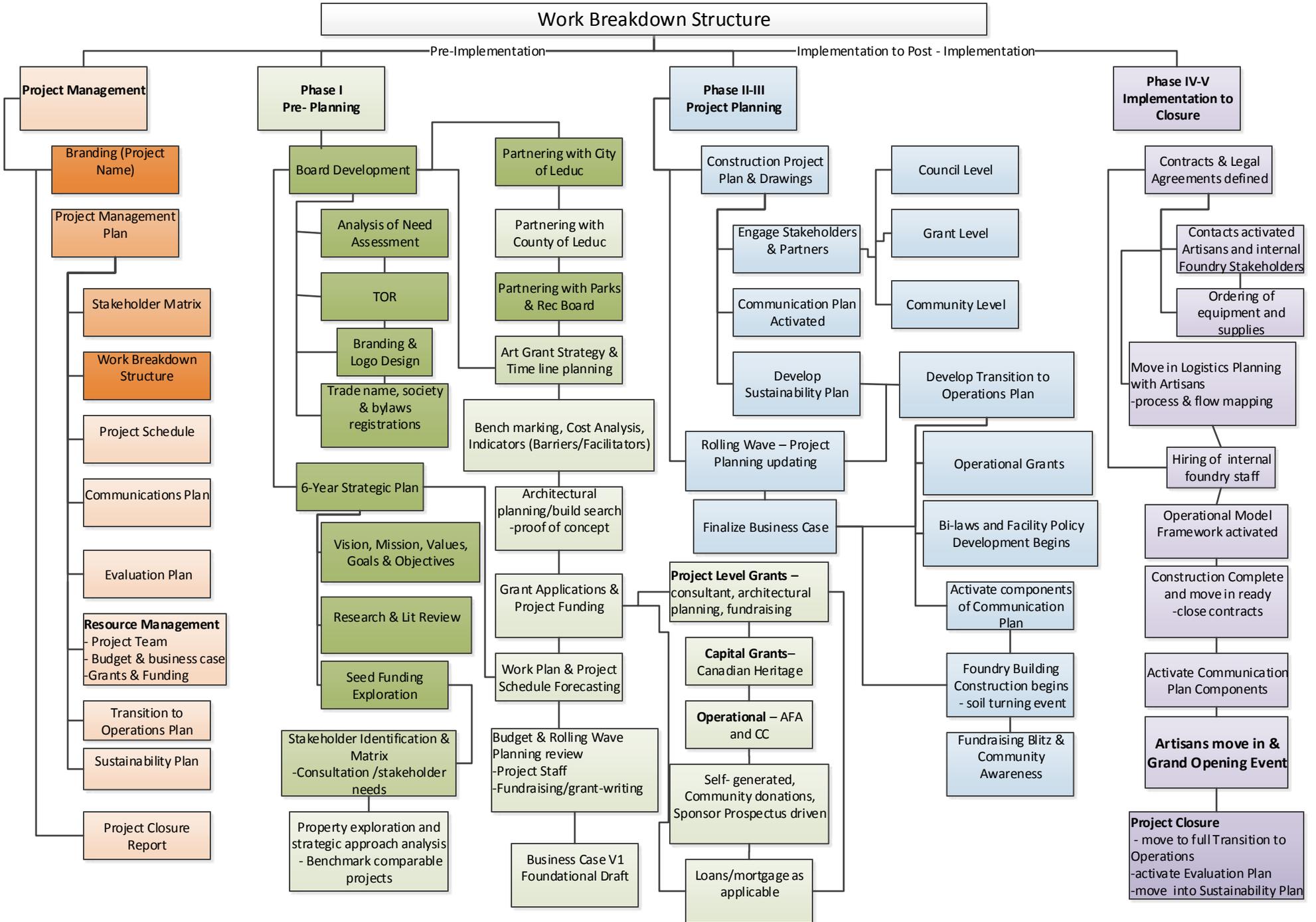
Abbreviation/Abréviation	English Term	Terme français	Description
Names / Dénominations			
JUR.	Jurisdiction Code	Code d'autorité législative	Place where company or trade name is incorporated or registered / Lieu où l'entreprise ou la dénomination commerciale est constituée ou enregistrée
NO.	Company Number	Numéro de l'entreprise	I.D. number attributed by the authority / Numéro d'identification assigné par l'autorité
DATE	Creation Date	Date de création	Creation date of the company / Date de création de l'entreprise
CITY/VILLE	City	Ville	Place where registered office is situated / Lieu où le siège social est situé
EP	Extra-Provincial Code	Code extra-provincial	Place where the company originates from / Lieu d'origine de l'entreprise
TYPE	Company Type	Type d'entreprise	Business structure of the company / Structure de l'entreprise
STATUS/STATUT	Legal Status	Statut Légal	Current state of the company / État actuel de l'entreprise
STAT. DATE/DATE STAT.	Status Date	Date de statut	Date when status took effect / Date d'entrée en vigueur du statut
BUS./ACT.	Business activity	Secteur d'activité de l'entreprise	Business activity of the company / Secteur d'activité de l'entreprise
Trademark / Marque de commerce			
AP.NO./NO.AP.	Application Number	Numéro d'application	I.D. number attributed by the authority / Numéro d'identification assigné par l'autorité
REG.NO./NO.ENR.	Registration Number	Numéro d'enregistrement	I.D. number attributed by the authority / Numéro d'identification assigné par l'autorité
STATUS/STATUT	Status	Statut	Current state of the trademark / État actuel de la marque de commerce
OWNER / PROPRIÉTAIRE	Owner name	Propriétaire	Name of trademark owner / Nom du propriétaire de la marque de commerce
GOODS/PRODUITS	Goods and Services	Produits et services	Goods and services associated with a trademark / Produits et services associés à une marque de commerce
CLASSES	Nice Class Codes	Codes des classes Nice	Classification codes / Codes de classification
REG.DATE/DATE.ENR	Registration Date	Date d'enregistrement	Date on which a trademark is registered / Date à laquelle la marque de commerce est enregistrée

Reference / Référence

Reference / Référence	
Nuans home page / Page d'accueil de Nuans : http://www.nuans.com	Nuans report codes / codes des rapports Nuans : https://www.ic.gc.ca/eic/site/075.nsf/eng/00015.html
NAICS codes / codes SCIAN : http://www.naics.com/search/ (in English only/en anglais seulement)	Office of the Superintendent of Financial Institutions / Bureau du surintendant des institutions financières : http://www.osfi-bsif.gc.ca
Nice class codes / codes classification Nice : English: http://www.wipo.int/classifications/nice/en/index.html French: http://www.wipo.int/classifications/nice/fr/index.html	Registraire des entreprises du Québec : English: http://www.registreentreprises.gouv.qc.ca/en French: http://www.registreentreprises.gouv.qc.ca/

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Leduc Arts Foundry Project Work Breakdown Structure



DATE: December 29, 2017

MEETING DATE: January 8, 2018

SUBMITTED BY: Michelle Hay, Director, Intergovernmental Affairs and Corporate Planning

PREPARED BY: Cristal Bole, Corporate Performance Advisor

REPORT TITLE: Council Strategic Planning Committee Session Dates 2019-2021

REPORT NUMBER: 2017-CR-136

REPORT SUMMARY

As part of the City of Leduc's corporate planning process, an annual review of the strategic plan is undertaken to understand progress achieved, challenges faced and identify any needed modifications. This report identifies the proposed strategic planning committee session dates for 2019, 2020 and 2021.

RECOMMENDATION

That Council approves the Strategic Planning Committee Session dates of Thursday, February 21, 2019, Thursday, February 20, 2020 and Thursday, February 18, 2021.

BACKGROUND

KEY ISSUE(S) / CONTEXT:

The strategic planning process is particularly important given the opportunities and challenges that the City of Leduc will experience over the next decade. Leduc has become an attractive mid-sized city, playing a key leadership role in the Edmonton Metro Region. It is important to ensure that resources are used strategically and economically.

To assist, the City of Leduc continues to refine its strategic and business planning processes. A vital step is the annual review of the goals, outcomes and key performance indicators that comprise the City of Leduc Strategic Plan. It is both prudent and necessary to review the progress made on achieving the goals, understand any challenges that exist and what, if anything, has occurred that might affect the plan at a very high, strategic level.

LEGISLATION AND/OR POLICY:

The recommended Strategic Planning Committee dates are consistent with Bylaw No. 959-2017.

PAST COUNCIL CONSIDERATION:

In September 2017, Council passed Bylaw 959-2017 that created and established a mandate for the Strategic Planning Committee. In accordance with the bylaw, Council is required to review the City of Leduc Strategic Plan annually.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The Strategic Planning Committee session is the beginning of the annual corporate planning cycle. A 3-year approval of Strategic Planning Committee session dates will ensure a pro-active planning approach to the entire planning process. The proposed Strategic Planning Committee session dates are as follows:

- Thursday, February 21, 2019
- Thursday, February 20, 2020
- Thursday, February 18, 2021

POLICY:

No policy implications.

IMPLEMENTATION / COMMUNICATIONS:

If approved, the Strategic Planning Committee session dates will be recorded in the Corporate Calendar by the City Clerk.

ALTERNATIVES:

1. That Council ask administration to recommend other dates in 2019, 2020, 2021.

ATTACHED REPORTS / DOCUMENTS:

Bylaw No. 959-2017

Others Who Have Reviewed this Report

P. Benedetto, City Manager

Bylaw No. 959-2017

PAGE 1

A BYLAW OF THE CITY OF LEDUC IN THE PROVINCE OF ALBERTA, TO AMEND BYLAW 882-2015 STRATEGIC PLANNING COMMITTEE BYLAW

WHEREAS, pursuant to section 145 of the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended, Council may by bylaw establish Council committees and prescribe rules for their conduct and procedure;

AND, in accordance with the Act, Council finds it desirable to amend Bylaw 882-2015

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

That Bylaw 882-2015 shall be amended as follows:

1. Section 6. (a) is amended by striking out "five" and substituting it with "four".
2. Section 9. (1) is amended by adding "at minimum" after "meet".
3. Section 9. (2) shall be deleted in its entirety.
4. This Bylaw shall come into force and effect when it receives Third Reading and is duly signed.

READ A FIRST TIME IN COUNCIL THIS 11TH DAY OF SEPTEMBER, 2017.

READ A SECOND TIME IN COUNCIL THIS 11TH DAY OF SEPTEMBER, 2017.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS 11TH DAY OF SEPTEMBER, 2017.

"Original Signed"

Greg Kruschke
MAYOR

"Original Signed"

Sandra Davis
CITY CLERK

September 11, 2017

Date Signed

DATE: December 12, 2017

MEETING DATE: January 8, 2018

SUBMITTED BY: Rick Sereda, Director, Public Services

PREPARED BY: Shelby Willis, Environmental Project & Lot Grading Assistant

REPORT TITLE: 2017 Integrated Pest Management Plan

REPORT NUMBER: 2017-CR-126

REPORT SUMMARY

The 2017 Integrated Pest Management (IPM) Plan is a Leduc-specific update to the City's existing, more general IPM plan adopted in 2003, for the management of invasive species, pests and weeds. The 2017 IPM Plan includes updated regulatory language, and identifies opportunities for improvement. The IPM plan applies to the management of both public and private lands. Council is being asked to approve this plan and associated recommendations.

RECOMMENDATION

That Council approve the City's 2017 Integrated Pest Management Plan.

BACKGROUND

KEY ISSUE(S) / CONTEXT:

IPM is an environmentally sensitive decision making model to prevent, manage and evaluate pest problems. IPM focuses on pro-active pest prevention rather than reactive action to control pests. A variety of non-chemical pest management strategies are used or considered before using pesticides. The City's IPM Plan covers weed management, urban forest pest and disease management, aquatic pest and disease management, mosquito management and vertebrate pest management.

IPM drivers in the City of Leduc include:

- Increasing land inventory,
- Increase in development and disturbed areas,
- Changing climate regimes,
- Health concerns; and
- The risk of invasive species/native species decline.

The information in the City of Leduc's 2003 IPM Plan was adopted from other municipalities in Alberta, and provides only a broad overview of how the prevention and management of pests is approached by the City. In addition, the regulatory language has become outdated.

Starting in 2015, input from City staff was gathered to develop action priorities that will enhance the operation, planning and technical results of the City of Leduc IPM program.

The Leduc Environmental Advisory Board and the Urban Development Institute were also consulted for feedback.

Associated recommendations are summarized in the Executive Summary of the attached plan.

LEGISLATION AND/OR POLICY:

Vegetation and pest management operations are directed by the provincial *Weed Control Act* (2008) and *Agricultural Pests Act* (2000).

The *Weed Control Act* (2008) aims to regulate Noxious weeds and Prohibited Noxious weeds through various control measures, such as inspection and enforcement.

The *Agricultural Pests Act* (2000) and associated *Pest and Nuisance Control Regulation* (2001) are in place to manage, control and eradicate various pests and nuisances in the Province of Alberta.

PAST COUNCIL CONSIDERATION:

At the Council meeting of June 23, 2003, the following motion was approved:

That Council approve the adoption of the Integrated Pest Management Plan.

<https://www.leduc.ca/integrated-pest-management-plan-ipm>

CITY OF LEDUC PLANS:

The City of Leduc 2012 *Municipal Development Plan* states that the City will conserve and protect natural areas by "adopting clear guidelines for pesticide application, reducing pesticide use, and implementing new and innovative integrated pest management methods."

The City of Leduc 2012 *Environmental Plan* put forth a ten-year vision for a healthy and clean environment. The 2021 Land Vision, states "Leduc has protected its vital and ecologically important land resources" and "the land resources in Leduc also offer people that live within the community opportunities to recreate and experience nature." The *Environmental Plan* identifies two key actions that support the land vision:

1. "The City of Leduc will review the potential for adopting more stringent local pesticide management policies"
2. "The City of Leduc will develop a pesticides report that is consistent with integrated pest management principles, and will consider if a full pesticide ban for municipal operations is warranted"

The 2017 IPM Plan provides a balanced approach to pesticide use and although a full pesticide ban is not recommended in the plan, the report includes recommendations that encourage other types of control first (i.e. preventative measures, hand pulling, mowing, biological control).

In the City of Leduc 2011 *What We Heard Summary of Community Environmental Feedback* report, it was noted that public house attendees in 2011:

- identified either a reduction or outright ban of pesticides to reduce groundwater contamination and potential impacts on human health; and
- they also supported a pesticide bylaw to manage pesticides more effectively.

In the City of Leduc 2012 *Parks, Open Spaces and Trails Master Plan* a Household Survey was conducted to identify improvements needed at existing parks, open space and multiways in Leduc. The survey results noted 30 mentions that maintenance could be improved; "There were calls for improved efforts against weeds, cracks in the multiways, and general comments that spoke about better clean up and care of the parks, open space, and trail areas."

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL AND FINANCIAL RECOMMENDATIONS:

Funding for the implementation of the Plan's recommendations will need to be assessed annually as part of the budget process. Recommendations identified for short term implementation build on existing City operations/programs and have already been budgeted for in 2018/2019. Recommendations that will require additional resources and staff time to implement are identified for medium or long term implementation.

Short Term Recommendations (<2 years) - \$53,000 (in existing Public Services budget)

- Develop IPM procedures (i.e. monitoring, control and reporting)
- Track IPM activities through a database/mapping program
- Provide internal IPM training programs
- Educate developers/contractors on IPM
- Raise the addition of Weed Management Plans in the Precedent Development Agreement to UDI
- Require Clean Certified Plant Stock
- Review/Update the City's 2010 *Minimum Landscape Design & Construction Standards*
- Enhance the City's Mulching Best Practice
- Implement weed management plans in natural areas
- Develop a Turf Management Policy
- Continue vertebrate pest management through contractor services
- Develop an IPM public education campaign
- Continue to work with LEAB and CIB
- Post consistent and informative signage where spraying occurs

Medium Term Recommendations (2 – 5 years) - \$30,000

- Implement creative sentencing for offences under the *Weed Control Act* and the *City of Leduc Community Standards Bylaw*
- Develop Aquatic Sites Management Plan
- Develop opportunities for citizen science/involvement (i.e. SeeClickFix Tool)

Medium Term Recommendations (2 – 5 years) - incremental increases to the Forest Management Plan Budget from \$185,000 (in current budget) up to \$300,000

- To implement the 2010 Forest Management Plan Recommendations

Medium Term Recommendations (2 – 5 years) – start a Forest Reserve Fund and incrementally increase up to \$500,000

- Develop a reserve fund for forest pest outbreaks and other climate and weather related risks

Long Term Recommendations (>5 years) - \$48,000 and one Seasonal IPM Staff Member

- Enhance Mosquito Management Plan (3 summer students)
- Advertise the Pesticide Spraying Notification Sign Up System

The recommendations are provided in further detail in the Executive Summary of the attached plan.

POLICY:

There are no policy implications.

IMPLEMENTATION / COMMUNICATIONS:

The implementation of the recommended action items will be reported annually in the City's Environmental Progress report. A report will be provided to Council on the progress and the resources required for the implementation of recommendations annually during the budget cycle.

Some of the recommendations are focused on public education; all related communications would align with the existing "Partnering with Nature" branding and encourage IPM as one more component of the City's commitment to a healthy and clean environment.

ALTERNATIVES:

1. That Council request changes to the IPM Plan and give further direction.

ATTACHED REPORTS / DOCUMENTS:

1. 2017 Integrated Pest Management Plan

Others Who Have Reviewed this Report

P. Benedetto, City Manager / B. Loewen, City Solicitor / I. Sasyniuk, General Manager, Corporate Services / D. Melvie, General Manager, Community & Protective Services / M. Pieters, General Manager, Infrastructure & Planning

2017

City of Leduc

**2017 CITY OF LEDUC
INTEGRATED PEST
MANAGEMENT REPORT**

Executive Summary

Introduction

The City of Leduc 2012 *Municipal Development Plan* states that the City will conserve and protect natural areas by “adopting clear guidelines for pesticide application, reducing pesticide use, and implementing new and innovative integrated pest management methods.” In 2012, the City of Leduc completed Phase I of its *Environmental Plan*, which put forth a ten-year vision for a healthy and clean environment. The 2021 Land Vision, states “Leduc has protected its vital and ecologically important land resources” and “the land resources in Leduc also offer people that live within the community opportunities to recreate and experience nature.” The Environmental Plan identifies two key actions that support the land vision:

1. “The City of Leduc will review the potential for adopting more stringent local pesticide management policies”
2. “The City of Leduc will develop a pesticides report that is consistent with integrated pest management principles, and will consider if a full pesticide ban for municipal operations is warranted”

Integrated pest management (IPM) is an effective and environmentally sensitive decision-making model used to prevent and manage pest problems. As such, a variety of preventative and non-chemical pest management strategies are used or considered before using the least toxic, approved pesticide.

IPM is particularly important with an increasing land inventory, the increase in development and disturbed areas, as well as changing climate regimes, such as increased drought conditions, which may facilitate future pest management problems if not addressed.

Background

In 2003, the city of Leduc adopted an IPM plan from other municipalities in Alberta, which provided only a broad overview of how the prevention and management of pests is approached by the City. A lack of well-defined decision-making guidelines for management actions required under IPM programs has been cited as a major weakness of urban IPM implementation (North Carolina State University, 1997). The range of potential pests and pest management problems specific to Leduc is extensive and consequently input from City staff is necessary to develop action priorities that will enhance the operation, planning and technical results of a Leduc Specific IPM program.

Methodology

To implement a successful IPM program City staff, residents, developers/contractors, administration and Council need to have a clear understanding of the management goals and guidelines involved. To create a plan with updated policies and procedures specific to Leduc the following tasks were conducted, starting in 2015:

- Review the existing 2003 IPM Plan
- Identify pest problems specific to Leduc and areas for improvement through staff interviews with:
 - The City of Leduc Manager of Parks and Open Spaces
 - The City of Leduc 2015 Weed Inspector

- Research IPM practices used in other municipalities for comparison,
- Compile a report to set the general direction and recommendations for future IPM policies and procedures,
- Host meetings with Public Services staff and Enforcement Services to review report and recommendations; and
- Consult the Leduc Environmental Advisory Board (LEAB) and the Urban Development Institute (UDI) for feedback.

Areas for Improvement

Through the staff interviews it was evident that the City of Leduc utilizes a variety of management strategies within their operational units that are fundamentally IPM based, however, there is a need to formalize Leduc specific policies and procedures that ensure consistent pest prevention and control measures are implemented.

The following areas for improvement and recommended action items were identified and are summarized below in Tables 1 - 5.

Funding for the implementation of the recommendations will need to be assessed annually as part of the budget process. Recommendations identified for short term implementation build on existing City operations/programs and budget. Recommendations that will require additional resources and staff time to implement are identified for medium or long term implementation.

Table 1. Fundamental IPM Procedures

Developing formal IPM procedures will help staff identify pest problems, decide if treatments are necessary, determine the best timing of treatments, and evaluate their effectiveness.

ACTION	DESCRIPTION	DEPARTMENT	TIMEFRAME	COSTS
1. Create IPM procedures for monitoring, control and reporting	a) Develop formal and standardized monitoring forms, pesticide application records and non-pesticide control forms so that IPM activities can be tracked, documented and evaluated. • The City already has a formalized matrix for Elm Scale which can serve as a template for other monitoring. Maintenance activities like pruning and watering are currently being tracked by Public Services.	Public Services	Short Term <2 years	\$0 – existing resources
2. Track IPM activities in an Ecological Management System	a) Use a database/mapping inventory system to track pests and IPM activities.	Public Services	On-going/Short Term <2 years	\$0 – existing resources

	<ul style="list-style-type: none"> Public Services awarded tender for a database/mapping inventory system to track pests and IPM activities in City Works, in 2017. 			
	<p>b) Have weed control contractors provide maps of the areas they are spraying, and where the need for control is identified provide contractors with a map of the location. Have asset management/GIS create maps with a unique weed control layer.</p>			

Table 2. Pest Prevention

Proper design, development, construction, and approval of landscape features can effectively prevent or minimize pest problems.

ACTION	DESCRIPTION	DEPARTMENT	TIMEFRAME	COSTS
3. Provide internal IPM training programs	<p>a) Identify an IPM specialist to host training sessions.</p> <ul style="list-style-type: none"> In 2017 the City of Leduc hosted two workshops for professionals from several municipalities in the Capital Region; the group plans to meet biannually in the spring and fall. 	Planning, Engineering, Public Services, Community Development and Culture	Short Term <2 years	\$1,000 for two sessions annually
4. Enhance the process for landscape design and weed control inspections	<p>a) Inspections should be conducted frequently during the pre-construction, construction and post-construction phase to ensure landscape deficiencies are identified and weed propagation is controlled on disturbed areas.</p> <p>b) Landscaping inspections should be a multi-team approach to improve knowledge sharing and identification of deficiencies.</p>	Public Services, Enforcement Services	Short Term <2 years	<p>\$0 – existing resources, Landscape Technician and Enforcement Services, as well as other specialized Public Services staff</p> <p>Long-term – determine need for future resources</p>

<p>5. Educate developers/contractors on IPM and preventing weed propagation during construction</p>	<p>a) Provide education to developers and contractors on:</p> <ul style="list-style-type: none"> the cost of allowing invasive species to propagate on their sites, how to consider the type and magnitude of disturbance they will be conducting, and timing in regards to weed propagation; and cleaning equipment exposed to weed seeds and problem plants. <p>b) The Planning Department currently sends out courtesy letters to developers about controlling debris etc. on their properties – these letters should be updated to include information on weed management.</p> <p>c) The 2003 IPM plan is already provided as a schedule to the Precedent Development Agreement. The updated 2017 IPM plan should be presented to the Leduc UDI members before going to Council, and replace the 2003 Plan as a schedule to the Precedent Development Agreement.</p>	<p>Planning, Engineering, Communications</p>	<p>Short Term < 2 years</p>	<p>\$0 –summary document put together internally, updates to the courtesy letter to include weed management. Precedent Agreement to be updated with updated IPM Plan after consulting UDI.</p>
<p>6. Require developers/contractors to provide Weed Management Plans</p>	<p>a) Requiring Developers to provide a weed management plan should be considered, as part of Precedent Development Agreement review. Providing developers with a template plan is recommended for consistency.</p>	<p>Planning</p>	<p>Short Term <2 years</p>	<p>\$0 – existing resources</p>
<p>7. Implement Creative Sentencing for Weed and Pest Control Offences</p>	<p>a) Creative sentencing may include diverting penalty funds to projects that have a connection with the offence – i.e. funding community weed pulls, education programs or funding more IPM staff. i.e. similar to the Traffic Safety Fund</p>	<p>Enforcement Services,</p>	<p>Medium Term 2-5 years</p>	<p>\$0 – existing resources</p>
<p>8. Require Clean Plant Certified Stock</p>	<p>a) Require developers and contractors to use only clean certified stock to ensure all new plants are free of all regulated pests and substantially free from all other insects and disease.</p> <ul style="list-style-type: none"> The City currently requires this of all developers. <p>b) The City of Leduc 2010 <i>Minimum Landscape Design and Construction Standards</i>, are currently under</p>	<p>Public Services</p>	<p>Ongoing/Short Term <2 years</p>	<p>\$0 – existing resources</p>

	review and should be updated to formally include this requirement.			
9. Review and Update the City of Leduc 2010 Minimum Landscape Design and Construction Standards	a) The 2010 <i>Minimum Landscape Design and Construction Standards</i> are currently being reviewed and updated. Suggested updates include: <ul style="list-style-type: none"> • require clean certified stock • require natural plant species in new development and on city owned property • require a diverse selection of plant material 	Public Services	Ongoing/Short Term <2 years	\$0 – existing resources
10. Enhance Mulching Best Practice	a) Prioritize pre-existing locations that need mulch to prevent weed propagation and ensure future sites are provided with mulch. b) Consider a pilot project on giving away mulch at the Eco-Station and provide the public with education material on how the use of mulch will reduce pest establishment in their yards.	Public Services	Short Term <2 years	\$10,000 – in 2018 budget under Compost Transfer Station. Will evaluate success of pilot project for potential long term integration

Table 3. Comprehensive Cultural Management

Cultural management plans include sound plant health care practices and focus on reducing pest establishment, reproduction, dispersal and survival. Cultural Management Plans can be utilized to ensure a consistent service level is maintained and standards for a particular site are met.

ACTION	DESCRIPTION	DEPARTMENT	TIMEFRAME	COSTS
11. Prioritize natural areas for development and implementation of site specific weed management plans	a) At present, weed infestations within natural areas in the City of Leduc are a common occurrence, (including Noxious and Prohibited weeds). Site specific weed management plans should be developed.	Public Services, Enforcement Services	Short Term < 2 years	Increase budget line by ~\$30,000 by 2019 (incremental increase to budget to ensure we have the resources to continue to grow)
12. Develop a Turf Management Policy	a) Create a formal Turf Management Policy that outlines the series of minimum actions required for each classification (i.e. mowing, fertilization aeration and inspection frequencies) to ensure preventative and cultural controls are consistently used.	Public Services	Short Term <2 years	\$0 – existing resources

13. Develop a Reserve Fund for Forest Pest Outbreaks and Other Risks	<p>a) Develop a reserve fund for any potential pest/disease outbreaks (i.e. emerald ash borer or dutch elm disease). The reserve fund could also be used for potential climate and weather related risks to forests.</p> <ul style="list-style-type: none"> • There are currently plans in place to request funding from Council. 	Public Services	Medium Term >5 years	Up to \$500,000
14. Implement the 2010 Forest Management Plan	<p>a) Implement the recommendations in the 2010 Forest Management Plan, including prioritizing tree stands for regular monitoring/inspections. Sanitation measures and public education should also be considered.</p> <ul style="list-style-type: none"> • The forest inventory was last updated in 2012, and in 2017. <p>b) Continue working with the Canadian Food Inspection Agency and the City of Edmonton to monitor for DED and Emerald Ash Borer.</p> <p>c) Going forward contractors in new developments are to provide information on the tree inventory including GIS coordinates etc. prior to FAC.</p>	Public Services	Medium Term 2–5 years	Already in budget – plans to increase budget from \$185,000 to \$300,000 incrementally
15. Develop an Aquatic Site Management Plan	<p>a) Classify aquatic sites and prioritize for maintenance and monitoring (i.e. recreational areas, aesthetics, safety/pond function). The management plan should include watershed management controls (i.e. fertilizer restrictions, winter road maintenance/salt application).</p>	Public Services	Medium Term 2-5 years	\$30,000 – contractor services
16. Enhance Mosquito Management Plan	<p>a) Continue collaborating with the City of Edmonton to monitor populations, and continue garlic spray in high use areas.</p> <p>b) Classify sites for the required level of mosquito control; hire summer students to encourage people to reduce standing water on their property and to spray natural controls like garlic spray and pilot drops of olive/vegetable oil in stormponds.</p> <p>Re-evaluate management if control objective ever changes from nuisance control to disease control.</p>	Public Services	Long Term >5 years	\$48,000 (3 summer students at \$16,000 each)

17. Vertebrate Management	a) Continue to use a contractor contact through Public Services for vertebrate pest control.	Public Services, Enforcement Services	Short Term <2 years	\$0 - Contracted services are within an existing budget
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Table 4. Public Education and Involvement

Public education is required to ensure IPM practices on public land are supported and to encourage IPM practices on private land.

ACTION	DESCRIPTION	DEPARTMENT	TIMEFRAME	COSTS
18. Create an IPM education campaign for the public	<p>a) Develop an education campaign with a focus on educating the public on the risk of invasive species, weed ID, public responsibility and alternative controls, and understanding the benefits of naturalized areas:</p> <ul style="list-style-type: none"> • Update the City's website with more information – Public Services is currently working with Communications to provide more information on tree pests. Public Services currently hands out door knockers to houses with tree pests and provide residents with notification that trees are being removed. • Enforcement Services is working with Communications to provide more information on noxious and prohibited noxious weeds to the public. • Enforcement Services intends to hand out pamphlets on weed control with weed notices and at community booths. 	Public Services, Enforcement Services, Engineering, Communications	Short Term <2 years	\$10,000 (for public and retailers) – for materials and products and internal communication staff time to assist (in Environmental budget)
19. Provide Information at Greenhouses and Stores where Herbicides and Pesticides are available	<p>a) Engage stores to pledge to not sell invasive species or weeds; ask stores to provide "Grow Me Instead" booklets and information on natural pest controls.</p> <ul style="list-style-type: none"> • Enforcement Services is going to talk to major retailers about not selling invasive species and will provide them with education material. 	Enforcement Services	Short Term <2 years	\$0 – costs included in public education cost estimate above

	b) In the future the City should also work with major retailers to sell only pesticide free plant products.			
20. Develop opportunities for Citizens to get involved	a) Create opportunities for citizen science (i.e. to record tree pest alerts, weeds and vertebrate pests). This could be incorporated into the "SeeClickFix" citizen engagement tool. b) Host more volunteer weed pull events.	Public Services, Enforcement Services, Engineering, Communications	Medium Term 2-5 years	\$0 – refer to public education cost estimate above
21. Continue to work in partnership with Communities in Bloom and the Leduc Environmental Advisory Board	a) Continue to work with community members on associated environmental initiatives	Engineering	Short Term <2 years	\$0 – existing resources

Table 5. Public Notification

Upon request, community residents should be able receive a 24-hour pre-notification on pesticide applications. Visible warning signs should be posted at the spraying sites after notification is given to concerned citizens.

ACTION	DESCRIPTION	DEPARTMENT	TIMEFRAME	COSTS
22. Advertise the Pesticide Spraying Notification Sign Up System	a) The City has already developed a notification system but it requires advertising and updating for public use. b) The City should consider annual newspaper postings. c) Send letters to schools and daycares.	Public Services, Communications, Engineering	Long Term >5 years	Weed Inspector or Seasonal IPM staff member?
23. Use consistent, informative and visible pre- and post-application signage	a) Implement readily visible pre and post application signage that can be consistently used, whether the site is being sprayed by contractors or the City, and which can be posted primarily by City staff to reduce costs. • Public Services will inquire with the weed control contractor about posting signage consistent with City signage and 24 hours in advance to spraying.	Public Services	Short Term <2 years	\$2,000 – for contractor posting of consistent City signage

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Appendix A – A Summary of the Updates to the City of Leduc Integrated Pest Management Plan and Impacts to Developers

Appendix B – Example of Post Notification Signage

1.0 INTRODUCTON

The City of Leduc 2012 *Municipal Development Plan* states that the City will conserve and protect natural areas by “adopting clear guidelines for pesticide application, reducing pesticide use, and implementing new and innovative integrated pest management methods.” In 2012, the City of Leduc completed Phase I of its *Environmental Plan*, which put forth a ten-year vision for a healthy and clean environment. The 2021 Land Vision, states “Leduc has protected its vital and ecologically important land resources” and “the land resources in Leduc also offer people that live within the community opportunities to recreate and experience nature.” The Environmental Plan identifies two key actions that support the land vision:

1. “The City of Leduc will review the potential for adopting more stringent local pesticide management policies”
2. “The City of Leduc will develop a pesticides report that is consistent with integrated pest management principles, and will consider if a full pesticide ban for municipal operations is warranted”

Integrated pest management (IPM) is an effective and environmentally sensitive decision-making model used to prevent and manage pest problems. As such, a variety of preventative and non-chemical pest management strategies are used or considered before using the least toxic, approved pesticide. It is not a single pest control method, but, rather a series of pest management evaluations, decisions and controls. A good IPM Plan uses proactive strategies for pest prevention and relies less on reactive measures for pest control.

IPM policies and procedures apply to all City departments, developers and contractors, who directly or indirectly manage pests, design, renovate or construct landscapes and facilities. Although generally costlier to set up initially, IPM strategies save money in the long run, avoiding the need for extensive maintenance, and/or re-landscaping and re-planting.

IPM is particularly important with an increasing land inventory, the increase in development and disturbed areas, as well as changing climate regimes, such as increased drought conditions, which may facilitate future pest management problems if not addressed.

1.1 BACKGROUND

In 2003, the city of Leduc adopted an IPM plan from other municipalities in Alberta, which provided only a broad overview of how the prevention and management of pests is approached by the City. A lack of well-defined decision-making guidelines for management actions required under IPM programs has been cited as a major weakness of urban IPM implementation (North Carolina State University, 1997). The range of potential pests and pest management problems specific to Leduc is extensive and consequently input from City staff is necessary to develop action priorities that will enhance the operation, planning and technical results of a Leduc Specific IPM program.

1.2 METHODOLOGY

To implement a successful IPM program City staff, residents, developers/contractors, administration and Council need to have a clear understanding of the management goals and guidelines involved. To create a plan with updated policies and procedures specific to Leduc the following tasks were conducted, starting in 2015:

- Review the existing 2003 IPM Plan
- Identify pest problems specific to Leduc and areas for improvement through staff interviews with:
 - The City of Leduc Manager of Parks and Open Spaces
 - The City of Leduc 2015 Weed Inspector
- Research IPM practices used in other municipalities for comparison,
- Compile a report to set the general direction and recommendations for future IPM policies and procedures,
- Host meetings with Public Services staff and Enforcement Services to review report and recommendations; and
- Consult the Leduc Environmental Advisory Board (LEAB) and the Urban Development Institute (UDI) for feedback.

2.0 AREAS FOR IMPROVEMENT

In 2015, information about the City of Leduc's current pest management concerns on public and private land was gathered through staff interviews with the City of Leduc Manager of Parks and Open Spaces, and the City of Leduc Weed Inspector.

Through the staff interviews it was evident that the City of Leduc utilizes a variety of management strategies within their operational units that are fundamentally IPM based, however, there is a need to formalize Leduc specific policies and procedures that ensure consistent pest prevention and control measures are implemented.

The following areas for improvement were highlighted and will be subsequently reviewed in detail throughout the remainder of the report:

- **2.1 Fundamental IPM Procedures** – Developing formal IPM procedures will help staff identify pest problems, decide if treatments are necessary, determine the best timing of treatments, and evaluate their effectiveness.
- **2.2 Pest Prevention** – Preventing pests through the design and construction of facilities and landscapes, and early weed detection, is an essential component of IPM.
- **2.3 Comprehensive Cultural Management** - Cultural management plans include sound plant health care practices to maintain a healthy host and can be utilized to ensure a consistent service level is maintained and standards for a particular site are met.
- **2.4 Public Education** - Public education will assist in establishing consistent messages about pest control in the City and will inspire IPM practices on private land.
- **2.5 Public Notification** – Public notification is important so that concerned residents can stay informed about pesticide spraying going on in the City.

2.1 FUNDAMENTAL IPM PROCEDURES

Integrated Pest Management is information intensive and relies on informed and systematic decision making for pest control, much like an environmental management system.

Formal procedures will ensure that the appropriate checks and balances have been considered by pesticide applicator license holders prior to pesticide control activities. Formal procedures will help

foster dialogue and cooperation among impacted departments and establish the most effective IPM approach.

The following areas are suggested for the development of fundamental IPM procedures:

- Monitoring
- Control
- Reporting

2.1.1 MONITORING PROCEDURES

Successful IPM programs routinely monitor:

- Pest populations
- Areas vulnerable to pests; and
- The efficacy of prevention and control methods.

Monitoring is a systematic approach which includes identifying the pest population, estimating the damage and recording this information for each site. Monitoring allows for proper pest identification which is essential as most treatments must be tailored to a particular species or type of pest, and more often than not plant damage is actually caused by environmental conditions such as drought, overwatering, sunscald, frost or wind burn. It is also important to recognize and identify pests correctly to avoid eliminating beneficial species.

Monitoring can be used to make the most informed decision about whether control is required and the type of control that will be the most effective. Prior to the start of a pesticide application project or a non-pesticide control project, the inspector should record the date, time, weather information, pest identification, pest host and location, pest impact, percentage of infestation and level of damage to establish the type of control methods and equipment required.

After control is implemented post monitoring should take place and be recorded to evaluate the effectiveness of the control.

Spot checking is another method of monitoring which involves a less formal approach of inspecting known and new pest locations and populations. With the spot checking method, the pest damage observations should also be recorded.

The frequency of inspections may vary and should be specified for different site sensitivities or classifications.

Short Term Action: Public Services should develop formal and standardized monitoring forms for pest management; the City already has a monitoring matrix for Elm Scale that could serve as a template for monitoring other pests in the City.

2.1.2 CONTROL PROCEDURES

Setting an action threshold is critical to guiding pest control decisions. The action threshold for control will depend on the maintenance at a particular site and the consequences of leaving the pest untreated. Factors that should be evaluated in this determination include:

- Safety and security,

- Damage to structures,
- Aesthetics of the site; and
- Invasive species and habitat protection.

Choosing the type of control method used should be based on effectiveness, environmental impact, site characteristics, worker and public health and safety, economics and other applicable considerations.

Pests can be managed by a combination of control methods including:

- Cultural (anything that produces healthy hosts and prevents pest problems)
- Physical/mechanical
- Biological
- Microbial/Chemical pesticides

An initial consideration under IPM management should always look at the non-pesticide control methods available. If none of the non-pesticide control options provide effective treatment consideration should be given using them in conjunction with a limited use of pesticides. When pesticides use is determined to be the only remaining option a spot treatment should be utilized over broadcast spraying and a reduced application rate should be tested.

Short Term Action: Public Services should record all information pertaining to pest control treatments for future reference and evaluation, as well as set site specific action thresholds. The City currently tracks when and where watering and pruning etc. occur in the City.

2.1.3 REPORTING PROCEDURES

An important part of IPM is reporting accurate information in a systematic, orderly fashion. Pre-monitoring and post-monitoring forms, spot-checking monitoring forms, daily pesticide application records and non-pesticide control forms should be considered for recording decisive information related to the IPM process.

All of this recorded information will constitute the permanent record of pest problems and methods of control employed in the City of Leduc. Keeping records will provide baseline information to track the re-establishment of any pests and predict where new pests may emerge. Comparing data over time will provide information on pest management trends and help the city gauge the effectiveness of its program.

In addition, reporting this information will help meet the necessary regulatory requirements to report quantity and types of pesticides used, as well as evaluate increases or decreases in pesticide use over time.

Short Term Action: Documenting the use of alternative control methods will allow the City to show the public that the City is making efforts to find alternatives to pesticides where feasible and will also provide data that can be quantified for staffing and budgeting purposes. In 2017, Public Services awarded tender for a database/mapping inventory system in City Works to track pests and IPM activities in the City.

Short Term Action: The City of Leduc currently relies heavily on contractors for pest control. The City monitors what they do, what sites they visit and the amount of pesticides they have used, and relies on the contractor to make best practice recommendations. Public Services should also consider:

- Have weed control contractors provide maps of the areas they are spraying.
- Where the need for control is identified provide contractors with a map of the location.
- Have asset management/GIS create maps with a unique weed control layer

❖ **What are other municipalities doing?**

The City of Red Deer has developed formal and standardized pre-monitoring and post-monitoring forms, spot-checking monitoring forms, daily pesticide application records and non-pesticide control forms. IPM activities are tracked and recorded in an Ecological Management System (EMS) which is a database/mapping inventory system. To facilitate the flow of IPM asset information and data from the field to Parks GIS, small handheld electronic devices with GPS and GIS capabilities will be employed to field staff. Data is analyzed and operations are implemented to effectively reduce unwanted pest activity (The City of Red Deer, 2012).

The City of Edmonton has formed an Integrated Vegetation Management Team (IVMT). The IVMT is a part of the Neighbourhood, Parks and Community Recreation Branch which operates under an ISO 14001 certified Environmental Management System called "ENVISO." The IVMT completes monitoring and inspections at known locations of smaller infestations of prohibited noxious and noxious weeds and selected ravines with current and/or historical weed infestation. The purpose is to detect new infestations as early as possible, before they get out of hand. The IVMT will spearhead the establishment of more IPM practices throughout all City of Edmonton operational teams, such as the Horticulture team, Sports Fields team and Turf team. The City of Edmonton has 45 council-directed herbicide free sites, where weed numbers are monitored (The City of Edmonton, 2013).

2.2 PEST PREVENTION

Preventing pests through the design and construction of facilities and landscapes is an essential component of IPM and developing cost-effective maintenance regimes. Pests can easily take up residence in areas that are not landscaped appropriately or areas with inappropriate plant materials.

The *City of Leduc 2010 Minimum Landscape Design and Construction Standards* (the *Standards*) were reviewed and found to contain many aspects of IPM, such as specifications for adequate topsoil depth, tree planting requirements, and species selection guidelines which all contribute to preventative pest management. The *Standards* serve as a principal tool for incorporating preventative pest control measures; however, without sufficient enforcement, deficiencies may be missed, leaving sites vulnerable to future pest problems. Evidence of poor landscape design may not be apparent until well after a project is completed and signed off. Once a site has become the City's responsibility these underlying issues can result in expensive maintenance and restoration requirements of the City in order to maintain the site.

The City of Leduc is expanding quickly and with more land to take care of, the need to enforce the *Standards* and minimize long-term maintenance requirements is higher than ever. Increased development within the City has resulted in an increase of disturbed soil areas susceptible to weed infestation, as well an increase in introduced soils and potential weed seeds. When these areas are not controlled they become unsightly and contribute to the noxious and nuisance weed problem on surrounding private and public landscapes.

The large quantities of new trees and other plant materials used in new communities may also pose a risk, as appropriate site preparation and plant selection are the most important factors in preventing vulnerabilities to pests.

In order to improve the enforcement of preventative IPM control measures the following areas for improvement are suggested:

- Integrate IPM knowledge across departments
- Enhance the frequency of landscape design and weed control inspections
- Develop tools to discourage developer/contractor offences
- Require Clean Certified Stock

Each of the suggested action items is provided in more detail below.

2.2.1 INTEGRATE IPM KNOWLEDGE ACROSS DEPARTMENTS

For IPM to work, effective communication and operational planning among all impacted City departments is required.

Sufficient enforcement of the *Standards* requires a comprehensive understanding of IPM considerations across all City departments involved in the approval process. IPM goals and guidelines associated with the configuration and placement of landscape features, design details, construction specifications, and good construction practices should be readily available to promote understanding and a consistent approach to implementing IPM across departments. Landscape design and construction deficiencies may be missed if enforcing departments are not aware of IPM considerations.

It is particularly important that the departments inspecting new developments, and issuing Construction Completion Certificates (CCC) and the Final Acceptance Certificates (FAC) are knowledgeable in IPM landscape design and construction practices. The FAC certificate releases any further guarantee or maintenance responsibilities by the developer for the local improvements specified in the certificate, therefore, any issues that arise in the future become the City's responsibility.

Medium Term Action: Internal training programs to integrate IPM into decision making should be considered. Training sessions could be provided broadly at an introductory level, and followed by specific training to address the nature of work unique to each department. Interdepartmental information sharing will ensure that the implications of IPM practices in each department are acknowledged. The City may want to consider bringing in an IPM specialist who can host a workshop for each department on information, usefulness and standards of IPM.

In 2017 the City of Leduc hosted two workshops for professionals from several municipalities in the Capital Region; the group plans to meet biannually in the spring and fall.

❖ What are other municipalities doing?

The City of Calgary has acknowledged that training all departments involved with pest management will promote understanding and a consistent approach to implementing IPM. Calgary Parks and Recreation staff will train first, followed by staff from other departments during the second and third years of their IPM Plan implementation. Initial estimates of developing a training manual and training staff are approximately \$5,000 per year, over a five-year period (The City of Calgary, 2015).

Additional education is provided as needed to Okotoks Town staff, committees and council to help in decision-making about IPM strategies and implementation plans. Okotoks' IPM Plan recommends establishing regional cooperation and continued participation in external educational training programs for Town employees, developers, and private contractors involved with various aspects of pest management (Town of Okotoks, 2008).

In addition, to carrying out operational weed and pest duties, part of the roles of the City of Red Deer Weed Inspector and Pest Inspector is to interact with Parks staff and the public to provide education and awareness about IPM and community participation (The City of Red Deer, 2012).

2.2.2 UPDATE THE MINIMUM LANDSCAPE DESIGN AND CONSTRUCTION STANDARDS

Short Term/Ongoing Action: The City of Leduc 2010 *Minimum Landscape Design and Construction Standards* are currently under review by Public Services. The *Standards* will be updated to align with the latest Canadian Landscape Standard and should consider including requirements for the following:

- require clean certified stock
- require natural plant species in new development and on city owned property
- require a diverse selection of plant material

Native plants are ideal because they are uniquely suited to growing in their native climate and soil types. Native plants are typically armed with natural resistances to Albertan pests and disease. Native plants also likely co-evolved with beneficial species, like native pollinators.

Planting a diverse inventory of plants in one area, rather than planting a monoculture will help protect against vulnerabilities to pest.

2.2.3 ENHANCE THE PROCESS FOR LANDSCAPE DESIGN AND WEED CONTROL INSPECTION

Regular inspections will reduce the potential for weed propagation and inappropriate site preparation and plant selection. Regular weed control and landscape design inspections during construction will assist in ensuring adherence to the approved *Standards*.

The City of Leduc 2010 *Minimum Landscape Design and Construction Standards* require that "all areas be kept free from weeds from construction commencement until issuance of the Final Acceptance Certificate (FAC)." Currently the weed inspector is responding to neglected properties on a complaint basis. There is a need to complete regular inspections and follow ups, and actively seek out negligent properties.

Regular inspections will also aid in reducing the occurrence of landscape design and construction deficiencies that may otherwise result in costly maintenance or restoration activities after the site becomes City responsibility. The *Standards* for Tree and Shrub Planting, for example, require contractors to remove 1/3 of the wire basket and burlap from the top of the root-ball. If the wire basket and burlap are not properly removed this may adversely affect the trees ability to root. The FAC required monitoring period for developers is approximately 2 years, however, trees can typically live 3-5 years before symptoms of tree decline from improper planting occur. Trees that are improperly planted may not show adverse symptoms until after becoming the City's responsibility if the deficiency is not identified through regular inspections at the time of planting. This can become an extremely expensive issue if the same developer has planted a number of trees improperly throughout a new community or boulevard.

Medium Term Action: Landscape and weed control inspections by Public Services and Enforcement Services should be completed at all phases of landscape design and construction, and during any other ground disturbance activities to ensure IPM strategies and the *Standards* are adhered to. In addition, landscape inspections should be conducted through a multi-team approach to improve knowledge sharing and identification of deficiencies. Although it is evident that completing regular inspections will require more time allocation from staff, the benefits will likely outweigh the costly maintenance and restoration requirements that the City may otherwise incur.

❖ **What are other municipalities doing?**

The Township of Scugog, Ontario has an inspector that is accredited and appointed by the Council of the Corporation of Scugog as a Municipal Law Enforcement Officer for the purposes of their Integrated Pest Management and Plant Health Care Policy Bylaw (The Township of Scugog, 2005).

The City of Kamloops in B.C. employs a Planning Landscape Inspector, to conduct periodic inspections and be sure that contractor/developer work conducted on City owned property is being undertaken as per the landscape *Standards* (The City of Kamloops, 2007).

The City of Edmonton employs a Landscape Architect. The Landscape Architect's responsibilities include coordinating inspections, undertaking site monitoring during construction, and issuance of Landscape Construction Completion Certificates and Final Acceptance Certificates (The City of Edmonton, 2015a).

In addition, the City of Edmonton IVMT completes monitoring and inspections at known locations of smaller infestations of prohibited noxious and noxious weeds and selected ravines with current and/or historical weed infestation. The purpose is to detect new infestations as early as possible, before they get out of hand.

2.2.4 DEVELOP TOOLS TO ENCOURAGE DEVELOPERS/CONTRACTORS TO IMPLEMENT WEED CONTROL AND IPM PRACTICES

The *Weed Control Act* is a provincial Act intended to protect land from the invasion and establishment of weeds, and powers of enforcement have been delegated to the local municipality. When weeds are identified on a residential or commercial property by the Weed Inspector a *Weed Control Act* Inspector Notice is served and the offender has three days to comply. If the notice can not be served to the home owner or resident of the property over 18 years of age the notice will be posted on the property and a copy will be sent to the last known property owner by mail, with 10 days to comply. If the property is not compliant within the 3/10 day period, the Weed Inspector will post a Notice to Entry under the *Weed Control Act* on the property before calling in a contractor to clean up the property. A person who contravenes the *Weed Control Act* is guilty of an offence and liable to a total fine of not more than \$5,000 or, in the case of failure to comply with a Minister's notice, a fine of not more than \$1,000 for each day the offence continues.

In the City of Leduc Enforcement Services typically issues a ticket for charges under the *Community Standards Bylaw* S. 9(2) e Long Grass and Weeds rather than the *Weed Control Act*; charges under the *Weed Control Act* are typically reserved for severe or abnormal situations. The City of Leduc *Community Standards Bylaw*, states "(1) A person shall not cause or permit a nuisance to exist on land they Own or Occupy. (2) For the purpose of greater certainty a nuisance, in respect of land, means land that shows signs of a serious disregard for general maintenance and upkeep, whether or not it is detrimental to the

surrounding area, some examples which include: (e) grass or weeds higher than 10 centimeters.” A person guilty of an offence under the *Community Standards Bylaw* is liable to a fine up to \$10,000 and imprisonment for up to 6 months for non-payment of the fine.

The City of Leduc 2015 Weed Inspector reported that new developments routinely change hands in order to avoid the timeline from construction start to remove the weeds. Regular site inspections and follow up may help enforce notices under the *Weed Control Act* and offences under the *Community Standards Bylaw*, but there is also a need to educate developers and contractors on the cost of allowing invasive species and pests to propagate on their sites during the construction phase. Above and beyond the fines, invasive species are a threat to biodiversity and species native to the area.

Developers should be educated to consider the type and magnitude of the disturbance they will be conducting, as well as the timing of the disturbance in relation to the potential for weed infestation. It is also important that private contractors and developers be educated to ensure that all equipment, materials and vehicles are free of weed seeds and plant parts before arriving on-site. Equipment, materials and vehicles exposed to weeds and problem plants should be cleaned prior to leaving an infested site. See Appendix A for “A Summary of the Updates to the City of Leduc Integrated Pest Management Plan and Impacts to Developers.”

Short Term Action: The City of Leduc Planning department currently sends out courtesy letters to developers about controlling debris etc. on their properties; the City should consider updating this letter within the next two years to include information on weed management as well.

Short Term Action: The Planning Department should consider requiring developers and contractors to provide Weed Management Plans through updates to the Precedent Development Agreement; this will require consultation with UDI prior to going to Council. Weed Management Plans would be beneficial in that they would require short-term and long-term weed management and control objectives in the pre-construction, construction, and post-construction phases. This may include but is not limited to, weed surveys, and mitigation measures prior to construction, during construction, and post-construction. Providing developers with a template plan is recommended for consistency.

Medium Term Action: Implementing creative sentencing may be another useful tool in combating developer and contractor weed control offences. Creative sentencing options can encompass a wide variety of penalties, and among them is the possibility of diverting penalty funds to projects that have a connection with the offence. Enforcement Services should look at diverting *Community Standards* and *Weed Act* funds to funding community weed pulls, education programs on IPM, or potentially funding more staff for IPM enforcement and training. Enforcement Services already runs a similar program with the Traffic Safety Fund.

❖ **What are other municipalities doing?**

The City of Edmonton has Municipal Enforcement Officers patrolling the City for noxious weeds and responding to citizen complaints. All control costs incurred by the City are added to the owner’s property bill. Costs can vary on the amount of infestation and area to be cleared but range from \$250/mow to \$5,000/mow or more (The City of Edmonton, 2015b). The City of Edmonton currently requires developers/contractors to provide maintenance logs, and is also considering requiring spray logs and a weed management plan.

The Town of Okotoks has proposed to incorporate a regular weeding program into maintenance requirements and contracts (The Town of Okotoks, 2008).

Creative sentencing is used by Alberta Environment and Parks, among other enforcement options, to ensure compliance with their environmental regulations.

2.2.5 REQUIRE CLEAN CERTIFIED STOCK

The City of Leduc 2010 *Landscape Design and Construction Standards* state that, "Plants shall be true to type and structurally sound, well branched, healthy and vigorous and free of disease, insect infestations, insect eggs, rodent damage, sunscald and frost cracks. They shall be densely foliated when in leaf and have a healthy, well-developed fibrous root system. Pruning wounds shall show vigorous bark on all edges and all parts shall be moist and show live, green cambium tissue when cut."

If a developer or contractor does not follow this standard substantial and expensive pest control issues may arise for the City in the future. Currently, the City of Leduc has a number of trees infected by scale as a result of contractors not providing plants free of disease; replacement of these trees or control of the scale could potentially end up costing the City over ten thousand dollars.

Clean plant certified nurseries produce plants that meet high phytosanitary standards. These plants are completely free of all regulated pests and substantially free from all other insects and disease. The nurseries provide a Clean Plants stamp with a unique Clean Plants certification number. The implementation of a clean stock certification requirement for developers and contractors will result in a functioning trace-back and trace-forward system, to ensure that provided plants are completely free of all regulated pests, and substantially free from all other insects and disease. The trace-back and trace-forward system will allow for efficient inspections of plant health.

Short Term Action: Public Services currently requires all plant materials to be clean certified stock; the 2010 *Minimum Landscape Design and Construction Standards* should be formally updated to require it. In addition, consideration should be given to supporting and encourage nursery suppliers in the area to take part in the certification.

❖ What are other municipalities doing?

The Town of Okotoks intends to support and encourage nursery suppliers to join forces with the Domestic Phytosanitary Certification Program. This program was developed by the Canadian nursery industry and is supported by the Canadian Food Inspection Agency promoting clean nursery stock.

2.2.6 IMPLEMENT A MULCHING BEST PRACTICE

Mulch is a great weed suppressant. Mulch prevents weed seeds from coming into contact with soil and deprives weed seeds within the soil from the light they need to germinate. In addition, mulch helps retain soil moisture and adds nutrients to the soil, as it breaks down over time.

Short Term Action: Public Services should enhance their current Mulching Best Practice, which requires the use of mulch at all new bedding sites, and prioritize existing sites for mulch addition.

In addition, Public Services should consider offering free mulch and information on preventative pest control to residents at the Eco-Station where free compost is typically offered as well. Evaluation of the success of a pilot project will inform the potential for long term integration.

❖ What are other municipalities doing?

The City of Edmonton provides residents with free woodchips for their yards at the Ambleside Eco Station.

2.3 COMPREHENSIVE CULTURAL MANAGEMENT

The IPM approach is based on using proactive, preventative and cultural strategies and relies less on reactive measures for pest control. Cultural practices are referred to as sound plant health care practices; they focus on prevention of the pest by maintaining a healthy host through proper planting, pruning, mulching, use of fertilizers and sanitation practices, for example. Cultural practices also focus on reducing pest establishment, reproduction, dispersal and survival. A lack of cultural practices, whether on public or private lands, will invite species to take up residence, propagate and disperse quickly.

To ensure a consistent service level and to ensure that maintenance standards for a particular site are met a comprehensive cultural management plan should be developed. Cultural management plans will define the minimum plant/host health care practices and the frequency required to maintain a site. The following criteria should be considered in the development of site specific action thresholds and cultural management strategies:

- Human health and safety
- Be least disruptive of natural controls
- Minimize negative impacts to non-target organisms
- Be least damaging to the general environment
- Best preserve the natural or management ecosystem
- Most likely produce long-term reductions in pest control requirements
- Be operationally feasible and effective
- Be cost-effective in the short and long term.

By defining the minimum actions required to maintain each site the development of cultural management plans will help mitigate the reactive process where areas with frequent complaints are using or receiving more resources for pest management than other areas.

Cultural management plans also determine the frequency of inspections required at a site. Regular inspections and information recording will provide baseline data that can be used as a tool for predicting where new pests will emerge and for tracking the re-establishment of pests.

Cultural management plans will allow for evaluation and the identification of sites and features that involve high labour and/or maintenance requirements by determining their actual maintenance costs; this may assist in identifying opportunities to modify existing high maintenance sites to reduce long-term costs. Over time cultural management plans will allow for the development of department and operational group budgets for annual IPM program implementation.

The following areas are suggested for the development of cultural management plans:

- Natural area weed management
- Turf pest and disease management
- Urban forest pest and disease management

- Aquatic pest and disease management
- Mosquito control
- Vertebrate pest control

2.3.1 NATURAL AREA WEED MANAGEMENT

At present, weed infestations within natural areas in the City of Leduc are a common occurrence, including the presence of several Noxious and Prohibited Noxious weed species, as identified under the Provincial *Weed Control Act*. Without proper management, these infestations can spread to where they are currently absent or only present in low abundances, and can seriously jeopardize biodiversity in natural areas. For example, Common tansy, a Noxious weed that is pervasive throughout the City, aggressively spreads via rhizomes and a single plant can produce approximately 50,000 seeds that are disbursed by wind, water, livestock and pets (Fiera Biological Consulting, 2017).

There is a need to develop and employ site-specific natural area weed management plans in areas where weed management is an issue. These plans will ensure that areas of highest concern are targeted, and that the methods used to remove weedy species are appropriate and reflective of the ecological sensitivity of the site. For example, weeds within natural areas that contain wetlands or other aquatic habitats should not be controlled with spraying, but instead should use methods such as hand pulling, clipping of seed heads, mowing, or biological control. Weed management plans should cover aspects of prevention, early identification and eradication, containment and control, and monitoring and evaluation.

The City's Draft Environmentally Significant Areas Study (Fiera Biological Consulting, 2017), identified Noxious and/or Prohibited Noxious weeds at the following natural areas:

- Telford Lake – Weeds are moderately abundant throughout; this includes two detections of Purple loosestrife, a Prohibited Noxious weed, which was observed along the northern shore of the lake. In addition, Common tansy, a provincially designated Noxious weed, is also prevalent along the northeast shoreline, and at the west end of the lake. **Priority – HIGH**
- Melcor lands located in E 25-49-25-4 – Weeds are abundant throughout this area, including Purple Loosestrife, a Prohibited Noxious weed. In addition, the noxious invasive weed Canada thistle was abundant within many of the wetlands in the ESA. **Priority – HIGH**
- Deer Creek – Weed management is an issue in some locations of Deer Creek . Of particular concern is Common tansy, a provincially designated Noxious weed that dominates some areas of Deer Creek ESA. **Priority – MEDIUM**
- Tree stand located in NW 19-49-24-4 – This area has a very low disturbance of weeds relative to other natural areas in the City; however, Common tansy and Canada thistle was abundant along the outer edges of the tree stand. Active weed management will be required to prevent the spread of these weeds into the tree stand. **Priority – LOW**
- Wetland complex located in Section 30-49-24-4 – Weeds are moderately abundant throughout this area. Common tansy was observed in high concentrations along the edge. **Priority – MEDIUM**

- Whitemud Creek Tributary –During a field assessment in 2013 by Bruce Thompson and Associates the report notes “significant weeds”, however, a list of the weeds observed was not provided. **Priority – MEDIUM**
- Tree stand located less than 100 m from the north shore of Telford Lake – Common tansy, a Noxious invasive weed, was abundant throughout the tree stand. **Priority – MEDIUM**
- Tree stand located at the east end of Telford Lake, within 60 m of the north shore of the Lake – Common tansy, a Noxious weed, is abundant throughout this area. **Priority – MEDIUM**
- Tree stand located in SW 19-49-24-4 – Weed abundance is very low compared to other areas in the City; however, nearby residential development has resulted in localized patches of noxious weeds and controlling the spread of these weeds is critical to ensure the ecological condition of this area is maintained. **Priority – LOW**
- Tree Stand located in SW 23-49-25-4 – Land access was not granted for this ESA; therefore, no field assessment was conducted in 2016. However, given that weed management is generally an issue in the city, it should be noted that any noxious or prohibited weeds within or near the ESA should be controlled to ensure the overall condition of the tree stand is not degraded. **Priority – LOW**

Short Term Action: Public Services and Enforcement Services should develop and employ site-specific natural area weed management plans in the City’s natural areas to control prohibited noxious and noxious weeds as per the *Weed Control Act*; this may require using contractor services for implementation. Incremental increases to budget over time are required to ensure we have the resources as we continue to grow.

2.3.2 TURF PEST AND DISEASE MANAGEMENT

Turf includes all sports fields, fine ornamental lawns, general park areas, boulevards, meadows, picnic areas and rough grass areas. Developing a City of Leduc Turf Management Policy would facilitate the implementation of a comprehensive cultural management plan for turf. The goal of the policy would be to have green spaces throughout the community inspected on a regular basis and provided with timely maintenance that is appropriate to the use and function of the green space.

A turf policy would require that the City of Leduc classify turf sites into varying levels of required service/maintenance. The required level of service depends on the cost of controls and the value of the plant or the aesthetic values that would be lost if not treated. In parks other than public facilities, the need for controls often depends on how much weed cover the public will tolerate, rather than on the harm to a plant or to a site. On sports turf safety considerations will influence the specified service levels.

It is recommended that at least three levels of classification be developed for turf to ensure the varying levels of required service/maintenance are adhered to and to focus the activities of the IPM program to minimize pesticide applications and reduce long-term maintenance costs. The following is an example of a Turf Management Policy site classification and series of minimum actions:

Classification	Facility Category	Turf Maintenance	Inspections	Example Sites
A	High Profile Display – Athletic Fields and City Buildings	Premium level of service – cut once per week, aeration once per year, top dressing and over seeding as required. Grass cut to standing height of 3”	Visual daily inspection and full written inspection is done monthly	Lede Park and Elks Park athletic fields and the Civic Center
B	Premium Parks and Playgrounds	High to moderate level of service – cut twice per month, aeration done once every 2 nd year, top dressing and over seeding as required. Grass cut to standing height of 3”	Visual weekly inspection and full written inspection is done monthly	Fred Johns and Alexandra Park
C	Open Spaces and Native Areas	Moderate to low level of service – cut twice per season	Visual inspections twice per growing season; during flowering and seeding. Full written inspection done annually	Kailey Park

Further classification may be used to include roadways and City owned empty lots etc.

Short Term Action: Public Services should create a Turf Management Policy that classifies turf sites into varying levels of required service/maintenance. The Turf Management Policy should be reviewed annually to confirm maintenance levels are appropriate for the use and the function of the site.

❖ **What are other municipalities doing?**

Other municipalities such as the City of Edmonton and Crowsnest Pass in Alberta, and Kenora in Ontario, have developed Turf Maintenance Service Levels, a Turf Management Policy, and a Turf Maintenance Policy, respectively. The municipality of Kenora identifies the turf maintenance regime including mowing, aeration, and top dressing frequency, whipping, litter control, and the frequency of inspections for each classification of site.

The Town of Okotoks in Alberta has developed an *Open Spaces Management Park Maintenance Classifications (2000)* document. Examples of acceptable weed levels are found in the *Outdoor Facilities Master Plan for Sports Fields (2006)* and the *Great Plains Turf Grass Manual for High and Medium Profile Areas (1997)*. The plan and manual identify their high profile parks, priority sports fields and high profile boulevards/medians which receive the highest standards of pest control. Their thresholds for weeds vary from 5% in high profile parks and boulevards to 15% on roadsides and natural areas (The Town of Okotoks, 2008).

2.3.3 URBAN FOREST PEST AND DISEASE ASSESSMENT AND CONTROL MEASURES

Urban forest includes all gardens, horticultural displays and borders, City boulevards and medians, general park and playground areas, nature parks, trails and other natural areas. Pests and disease in the urban forest may be less visible to the public eye, but protecting the urban forest asset from this damage is a key component in urban forestry risk management, and IPM. As trees have a long lifespan and add significant aesthetic and financial value to a community, protecting these assets is of utmost importance. The goal of an urban forest cultural management plan would be to have urban forests throughout the community prioritized, inspected on a regular basis, and provided with timely maintenance to reduce the potential for pest establishment.

An example of a serious threat to the urban forestry inventory is the Emerald Ash Borer (*Agrilus planipennis*). Since the arrival of Emerald Ash Borer in North America from Asia, it has killed tens of millions of ash trees and continues to spread into new areas, with considerable economic and ecological impacts. As a result, all the Ash trees in 14 northeastern United States are already dead, and trees in southern Ontario are infested. Urban foresters in Alberta cities and municipalities believe that this beetle's arrival is inevitable; just one improperly checked nursery shipment or load of infested firewood is all it would take. Ash trees are commonly found in City streets, woodlots, windbreaks and forest crops across southern Canada. In many areas of western Canada, ash trees are one of the few suitable trees for planting in urban areas (Government of Canada, 2016). In Leduc, 80% of boulevard trees are Ash trees.

Another example of a serious threat to urban forestry inventory is Dutch Elm Disease (DED). DED is a deadly disease caused by a fungus (*Ophiostoma ulmi*) that can affect any elm tree. Since its introduction from Europe it has destroyed millions of American elm trees across North America. Although Alberta is still disease free the beetles which carry the disease have been found in Edmonton and St. Alberta (since 1995), Calgary (since 1994), and Vauxhall (since 1996). On average, DED arrives three to seven years after the first detection of elm bark beetles (The City of Edmonton, 2015d).

Although preventative treatment is not 100% effective and the up-front costs may be high, it is estimated that the economic benefits of slowing the introduction of wood boring insect pests will accumulate a net benefit; It is estimated that a net benefit of \$11.7 billion will be accumulated in the United States by taking preventative measures, taking into account benefits minus costs through 2050 (Ecological Society of America, 2014).

The threat and potential economic and environmental impacts of invasive species requires vigilance on behalf of a municipality and its citizens. In preparation the City of Leduc should continue to develop, prepare and enhance its response to any potential incursion. To prevent the establishment of an invasive pest or disease in the urban forest the City of Leduc needs to focus on implementing a cultural management plan for urban forestry which includes the following preventative measures:

- **Sanitation**

The prevention of invasive pests starts by keeping trees healthy. It is important to regularly prune all dead wood that may provide beetle or pest habitat. Pre-cautions should be taken when pruning healthy trees; it is particularly important that elm trees be pruned during the winter season when the beetles, which are attracted to fresh tree wounds, are not active.

Clean plant certified nurseries produce plants that meet high phytosanitary standards. Enforcing the use of clean plant certified stock in new developments will result in a functioning trace-back and trace-forward system, to ensure that plants in new developments are completely free of all regulated pests, and substantially free from all other insects and disease.

The International Phytosanitary Standard ISPM No. 15 (ISPM15) implementation requires that all wood packaging materials of greater than 6 millimeters thickness shipped between 70 signatory countries be debarked and then heated or fumigated with methyl bromide. It is likely that the current bilateral agreement to allow non-ISPM 15 stamped wood packaging to flow between US and Canada will be coming to an end in the near future (Ecological Society of America, 2014). A requirement for sanitation of wood products in Canada may be on the horizon.

- **Public Education**

Central to education and outreach activities is the need to provide data and information on invasive pests to the public (particularly travellers who may intentionally or unintentionally introduce invasive species), in accessible formats and through readily available portals or networks. Important educational messages associated with urban forest pest prevention may include:

- Buy and burn local firewood only,
- Learn where your firewood comes from,
- Find out if you are living in or travelling to an area regulated for an invasive species,
- Leave natural items in their natural habitats.

- **Monitoring**

It is essential to detect and identify invasive species before or immediately after they become established. Site-specific and general monitoring around critical points of entry and susceptible areas is critical. Detection and monitoring activities should include surveillance activities in areas at high risk, and the establishment of coordinated public monitoring networks to detect and report invasive pest sightings. Host trees should also be monitored for the adverse effects of extreme weather conditions which may increase their vulnerability to pests and disease. Established monitoring networks can enhance coordination and ensure rapid and effective response to new invasions and pathways of invasion.

The City of Leduc should classify urban forestry sites into varying levels of cultural management based on their risk to pests and disease. Action levels for each site classification should also be determined to identify when a particular treatment should be applied to deter pest populations from rising above the pre-determined level. A zero tolerance for high risk invasive species such as DED and Emerald Ash Borer is already established.

Medium Term Action: Public Services should implement the recommendations in the 2010 Urban Forest Management Plan to address the need for pest prevention measures including sanitation, public education and monitoring. The City's existing Urban Forest Management Plan indicates that a tree inspection cycle should be implemented and trees should be inspected at least every 5 years. The forest inventory was last updated in 2012 and 2017.

The plan should also include information on sanitation measures and public education.

The City is already working with the Canadian Food Inspection Agency and the City of Edmonton to monitor for DED and Emerald Ash Borer.

Going forward contractors in new developments are to provide information on the tree inventory including GIS coordinates etc. prior to FAC.

Medium Term Action: Public Services should develop a reserve fund that is readily available to treat trees if the establishment of an invasive pest occurs. The reserve fund could also be allocated to future weather and climate related risks including flooding, wind and drought.

❖ **What are other municipalities doing?**

The City of Edmonton developed an *Urban Forest Management Plan* in 2012, which is a ten-year strategy for sustainably managing and enhancing their urban forest. One of their short term goals includes developing strategies to reduce the impacts of natural disasters on the urban forest. Actions under this strategy include identifying risks and developing response plans to monitor for threats such as local and invasive pests and to anticipate adverse weather phenomena. Currently the City of Edmonton monitors for invasive species such as Emerald Ash Borer and Dutch Elm Disease and its vectors; the city performs an annual tree health assessment to detect early forest health issues. The City also intends to increase communication about tree pest issues such as native and exotic pests on private and public lands through accurate and up to date information on their City website, in the media, and through their *Master Naturalist Program* (The City of Edmonton, 2012).

The City of Red Deer has an educational document reminding residents “Don’t move firewood.” One of the easiest ways to control the spread of invasive species is to simply not move wood from one area to another, even if it’s just a few kilometers; You never know what might be hiding in or under the bark (The City of Red Deer, 2015).

The City of Red Deer has also developed “Tree Pest Alerts” to post on their website if an invasive species is identified (City of Red Deer, 2012).

2.3.4 AQUATIC PEST AND DISEASE CONTROL

Aquatic features include all natural lakes, watercourse and man-made structures including stormwater retention ponds. The exponential growth habits of aquatic weeds and algae during warm weather requires an early response to minimize the amount of maintenance required, costs, and the visual impact of the decaying organic matter. In addition, some aquatic invasive species are threatening to invade Alberta waters, with the potential to cause significant damage to the environment and the economy. There are 16 plants, 11 bugs or shellfish and 25 fish which are classified as banned under the province’s *Fisheries Act*.

The goal of an aquatic cultural management plan will be to have aquatic features throughout the community prioritized, inspected on a regular basis and provided with timely maintenance to reduce the potential for pest and invasive species establishment.

Aquatic features should be designed and maintained to include cattails and other native vegetation at the water’s edge to filter organic compounds, and reduce weed propagation. Keeping surrounding lawns to a minimum fertilization level will also reduce nutrient inputs. Physical modifications of in-lake elements to remove accumulated nutrients or disrupt conditions favorable for algal or cyanobacterial

growth, may include increased circulation, dilution and flushing, dredging, light limiting dyes, surface covers and mechanical removal of blooms.

How much vegetation and algae is tolerable may depend on the use of the site and the cost of treatments. A natural lake may be considered for treatment if there is a manicured beach or recreational area. In a stormwater pond vegetation must be kept from restricting water flow at the inflow and outflow structures. Where residential properties are adjacent to stormwater ponds aesthetics is a factor. The extremely high toxicity of blue-green algae is a concern in any urban water at any level.

Where the cumulative nutrient input is high, and/or where the risk to human health is high aquatic features should be prioritized for management. These sites may include water bodies within the golf course where fertilizer is used extensively, and Telford Lake, where the public actively uses the lake for recreational activities such as boating and paddling. Monitoring will ensure that these risks are identified quickly and that lake users are informed.

Alberta Health Services (AHS) issues blue-green algae advisories identified through the AHS' Routine Recreational Water Monitoring Program, or through members of the public (verified by AHS) (Alberta Health Services, 2015). The City of Leduc should consider registering Telford Lake with AHS' Routine Recreational Water Monitoring Program to protect recreational users from the risk of blue-green algae.

The discovery of goldfish in stormwater ponds and the on-going threat of a zebra mussel infestation has the Alberta government ramping up awareness of invasive aquatic species in provincial water bodies. Goldfish are becoming a problem throughout stormponds in Alberta and have been identified in St. Albert, Lacombe, Lethbridge and Fort McMurray stormwater ponds.

Crayfish may also be an emerging problem in Leduc as they have been identified in a number of stormwater ponds; however, they are more than likely a crayfish species natural to the area.

Medium Term Action: Public Services should classify aquatic sites into varying levels of required service/maintenance through an Aquatic Sites Management Plan. Detection and monitoring activities should include surveillance activities in areas at high risk, and the establishment of coordinated public monitoring networks to detect and report invasive pest sightings.

Public Services should also develop a zero tolerance policy for invasive aquatic species where there is a threat of significant damage to the environment and the economy.

❖ **What are other municipalities doing?**

Pigeon Lake is working with Alberta Environment and Parks to control blue-green algae. Watershed controls including fertilizer restrictions, enhanced stormwater treatment, riparian restoration, and agricultural best management practices are being employed. It was noted that along with these initiatives there is a need for a strong education and awareness campaign to help lower the input of nutrients to the lake. Alberta Environment and Parks and Alberta Lake Management Society Lake Watch program are working together to collect data necessary to produce a nutrient budget for the lake. Monitoring has been expanded to include weekly to bi-weekly sampling of streams within the Pigeon Lake watershed (from April to October) and weekly lake sampling (June to September) as well as additional groundwater and air monitoring samples. (Pigeon Lake, 2015).

Strathcona County implemented a stormwater pond monitoring program, which was carried out to understand trends in water quality over time and understand the impacts on receiving waters. The monitoring program consisted of sampling seven locations every month from May to October. Parameters sampled for included BOD, chloride, COD, DO, Nitrogen, TSS, TDS, turbidity, phosphorous, coliforms, TKN, and once a year herbicides and hydrocarbons. The results were recorded in a database, and the County has indicated that they will be continuing with the monitoring program in the future, to monitor for potential water quality issues (Strathcona County, 2005).

Parkland County is developing an online training tool to educate property owners near the lake edge on watershed controls.

The Sylvan Lake Watershed Stewardship Society has worked with the Alberta Real Estate Foundation to develop an information package on information specifically for lakefront and streamside properties in Alberta. The publication is called "*On the Living Edge: Your Guide for Waterfront Living*" and provides information on erosion, septic systems, building by water and purchasing tips.

2.3.5 MOSQUITO MANAGEMENT

Mosquito control through IPM addresses each of the core elements of mosquito management namely: surveillance and environmental monitoring, source reduction and other forms of water management, and public relations and education. Larvicides and adulticides should only be used as a last resort and depending on the mosquito control objectives.

Developing an IPM based program should be the gold standard for any jurisdiction considering implementing a mosquito control program; however, it takes a considerable amount of planning, lead time and financial support to achieve a truly integrated mosquito control program. Leduc must first consider whether their mosquito control objectives will be focused on disease control or discomfort control.

As of January 2004, 43 species of mosquitos have been identified as possible vectors of West Nile Virus (WNV) in North America by the US Center for Disease Control. Of these 43 species, 30 occur in Canada. Municipalities that are carrying mosquito control programs are well advised to map and deal with any breeding sites that are producing these potential vector species. *Culex* species appear to act as the main amplifying vector of WNV and have been targeted as a priority species for control in many jurisdictions across North America. Currently, the Public Health Agency of Canada holds the opinion that "the chance of being infected is low - and the percentage of those infected that develop severe health effects is even lower" (Health Canada, 2001).

The City of Leduc is conscious of the potential effects of the WNV, and is currently working with the City of Edmonton to monitor mosquito populations. Part of the purpose of monitoring mosquito populations is to determine if the types of mosquitoes present are the variety which can be carriers of this virus. Leduc currently only controls mosquitos in the larvae stage with a natural garlic spray. The garlic spray is non-toxic and is mainly used in high-use public areas. While the City understands that mosquitos can be a severe annoyance during the summer months, the potential environmental, health and economic costs of a mass spraying program are not in the best interest of Leduc at this time. The City may need to re-evaluate the need to conduct a more aggressive mosquito control program if the risk of WNV becomes a greater threat in this region.

A mosquito cultural management plan may include:

- Incorporate preventative design guidelines to eliminate potential problem areas in the design, development and construction of landscape facilities
- Renovations of poorly drained wet areas to minimize larval breeding sites
- Mowing of long grass to reducing resting sites for adult mosquitos
- Provide public education to eliminate standing water and potential breeding habitats
 - Ensure rain barrels have covers,
 - Make sure eaves troughs are unclogged and allow water to flow properly,
 - Mow long grass.

Long Term Action: Public Services should continue collaborating with the City of Edmonton to monitor mosquito populations, and continue to use garlic spray to control mosquitos in high use public areas. The City should consider classifying sites for the required level of mosquito control and re-evaluate mosquito management if the control objective changes from nuisance control to disease control.

Public Services should also consider hiring summer staff to inspect residential properties for standing water, provide resident education, and pilot natural mosquito controls like garlic spray and olive oil in standing water.

❖ **What are other municipalities doing?**

The City of Brandon, Manitoba has established mosquito thresholds for areas within the City. Established thresholds are primarily based on a mosquito larvae dip sample taken at the breeding sites. A larviciding program is initiated if more than 25 mosquito larvae are caught in 10 dips. Staff will document the control and monitor for results. In Brandon, adulticiding is only applied when Manitoba Health identifies a health concern. (The City of Brandon, 2015).

The Township of Langley, B.C. participates in the Metro Vancouver Regional Nuisance Mosquito Control Program. The environmentally-sensitive program is designed to reduce nuisance mosquito populations to tolerable levels by aiming to control mosquitoes at the larval stage of the mosquito life cycle. When sites meet threshold levels, specific identified surface water is treated with the environment-friendly larvicide *Bacillus thuringiensis israelensis* coated pellets. *Bacillus thuringiensis israelensis* is a bacterium found naturally in soils (The Township of Langley, 2005).

2.3.6 VERTEBRATE MANAGEMENT

Under the *Agricultural Pests Act, Pest and Nuisance Control Regulation* AR 184/2001 local authorities are delegated the responsibility and required to prevent the establishment of, or destroy animals that have been designated as “pests”. The only declared vertebrate pests are rat species and rabies diseased wildlife. Unlike “pests”, local authorities are not mandated to prevent the establishment of, or destroy and control species designated as nuisances; however, they are permitted to control nuisances at their discretion using sound husbandry practices that comply with all applicable laws.

The City of Leduc has several vertebrate nuisances including voles, badgers, coyotes, beavers, gophers and gulls. Gopher holes can be a concern on public sports fields, creating an unsafe playing surface for sports participants. Coyote management may be required by regulation if the animals are sick with rabies or exhibit an aggressive behavior towards humans. Beavers may require control if they are interfering with culverts and stormwater infrastructure and/or causing prospective flooding issues in the

event of a large runoff. Gull management may be required when they are interfering with the Edmonton International Airport flight path.

For the most part vertebrate pests are not a prevalent issue for Leduc. The City of Leduc currently uses a contractor for pest control, which is outsourced through Public Services.

Short Term Action: Public Services should continue to use a contractor for vertebrate pest control.

Medium Term Action: Public Services should also encourage the use of citizen science to track and record the number of vertebrate pests in the City. Gathering information in this manner will be relatively inexpensive and can then be used to evaluate the need for further vertebrate control resources. This may be possible through the SeeClickFix citizen engagement tool.

❖ **What are other municipalities doing?**

St. Albert manages its discretion on the prevention and control of vertebrate nuisances through the establishment of a Pest Control unit in Public Services that is educated in the recognition of nuisances on public property. The unit will take appropriate action to ensure there is a balance of natural wildlife establishment and quality of life and safety for residents (The City of St. Albert, 2011).

The City of Edmonton has a Pest Control Operator, who is specialized in the control of mosquitoes, rodents and various other insect and vertebrate pests/nuisances. The Pest Control Operator also controls aquatic weeds and other plants found in the lakes of ornamental parks (The City of Edmonton, 1990).

2.4 PUBLIC EDUCATION

There are few formal educational opportunities in Leduc that enable residents to understand the methods and principles needed to participate in IPM on civic or private landscapes. Different levels of cooperation and participation from residents will result from apparent contradictory messages received from various sources internal and external to the community. There is a need to establish consistent messaging regarding pest management in the City and educational programs that help homeowners utilize IPM principles and strategies on their own property.

Weeds and pests on private property contribute to unsightly premises, weed and pest dispersment, and public complaints. Weed infestation in ecological reserve areas is a prominent problem for the City and the source of weeds has commonly been residential or poorly maintained new developments. As residential properties contribute to a large portion of the weed populations in Leduc the lack of education and sense of responsibility surrounding pest management needs to be addressed.

Short Term Action: Public Services, Enforcement Services, Engineering and Communications should work together to create an IPM Education Campaign.

Public education in the following areas is suggested:

- **The Risk of Invasive Species** – Invasive weeds can be attractive and many people may not view them as a concern. It is important for the public to understand that invasive species have the potential to cause damage to the environment, the economy, human health and safety. Invasive species have no natural predators or pathogens to limit their population and they spread rapidly.

They have been identified as the second most significant threat to biodiversity in the world, and are threatening the survival of our native plants and thus our fish and wildlife.

- **Weed Identification** – Plants that are perfectly safe to plant in one part of the country can be an environmental or agricultural problem in another. It is important to provide educational information to the public to help them identify weeds local to their area. Identification of Noxious and Prohibited Noxious weeds, as per the *Weed Control Act*, is particularly important. Information on identifying common weed and pest problems within the City and how to control them can be advertised in the City newspaper, website and social media.

Short Term Action: Enforcement Services is currently working with Communications to add Noxious and Prohibited Noxious weeds to the website, and intends to hand out pamphlets on weed control with weed notices and at community booths.

Public Services currently hands out door knockers to houses with elm scale and black knot and notifies residents when trees are being removed from City lands in neighborhoods due to disease or pest management. In addition, Public Services is working with Communications to provide more information on tree pests on the City's website within the next two years.

- **Remove Weeds from Retailer Shelves** - It is also not uncommon that attractive Noxious and Prohibited Noxious weeds are cultivated and propagated in private gardens. Educational campaigns can be used to help residents identify weeds and select non-invasive species at garden centres for their yard. The City may also want to consider talking to local garden centers directly to help them weed out threatening invasive species from store shelves. The City of Leduc should consider certifying invasive-free retailers that can be promoted for public use.

Short Term Action: Enforcement Services should work with major retailers to remove invasive, noxious and prohibited noxious weed species from store shelves. In addition, the City should also recommend that retailers sell herbicide free plants.

- **Public Responsibility** – Weed infestations on residential properties can spread quickly into surrounding lands, including sensitive ecological reserves. It is important to instill a sense of responsibility in residents with regards to maintaining their yards. Educational campaigns may be useful to remind residents that maintaining their yard, boulevard, side yard and back alleys are all their responsibility; these areas are often neglected and therefore a prime place for weed propagation.

Short Term Action: Weed education efforts should be particularly aimed at the owners of newly built homes, as unfinished landscaping and disturbed areas are particularly vulnerable to weed growth when not adequately maintained.

- **Preventative and Cultural Weed Control Methods** – There is a need to provide information to the public on proactive cultural and preventive measures for controlling weed species. Currently when weeds are identified on private property the only thing the weed inspector is able to prescribe is

mowing down the weed or hand pulling. Weed and pest complaints need to be followed up with the appropriate communication tools to educate property owners and tenants. Information on preventative (landscape design) and cultural practices (maintenance regimes) to prevent weeds in the future, as well information on why it's important to control weeds and invasive species in general should be provided when an order to comply is issued.

Short Term Action: An education campaign advocating for “do it yourself natural controls” would also help empower residents to control weeds on their property without the use of pesticides.

- **Understanding the Benefits of Naturalized Areas** – Where minimum maintenance standards are acceptable to the public and maintenance staff, pesticide use can usually be avoided by applying alternative management practices and tolerating less managed conditions. There is a need to educate the public on what is classified as a weed, versus a nuisance, and the benefits of naturalized landscaping, to reduce the number of public complaints. Dandelions for example, are not listed by the Alberta *Weed Control Act* and so are considered a non-regulated nuisance weed; As such the City does not blanket spray for dandelions in an effort to protect the environment and reduce pesticide use and maintenance costs. Naturalized landscapes usually requires less maintenance and are less vulnerable to pest infestations.

Short Term Action: Public Services should work with Communications to provide information on the ecological advantage of naturalized areas, despite appearing less manicured, on the City website within the next two years.

- **Opportunities to get involved** – There are a number of residents who have expressed an interest in parks maintenance within their neighborhoods. Presently, there is little coordination and continuity between the City and residents in pest management. The IPM plan can be used to establish a framework to encourage and facilitate community involvement with City staff to identify and monitor new pest problems and to help establish practical and effective pest control targets and workable solutions.

Short Term Actions:

- **Enforcement Services should continue to work with residents and volunteer groups in the hand pulling of noxious weeds in environmentally sensitive areas.**
- **Public Services and Engineering should continue to collaborate with Communities in Bloom and the Leduc Environmental Advisory Board on related environmental issues.**

Medium Term Actions:

- **Public Services should consider promoting citizen science as a cost effective method of monitoring for pests. This could be incorporated into the SeeClickFix citizen engagement tool.**

❖ What are other municipalities doing?

The Edmonton Zoning Bylaw requires that residential property owners landscape any front or side yards that are visible from a public street. Having common landscaping standards that all property owners must meet helps ensure Edmonton is an appealing, safe and livable city for everyone.

Edmonton completes weed pulls with the Edmonton Naturalization Group in ecological areas such as the Garlic Mustard Pull in Mill Creek Ravine. The City of Edmonton also has a webpage dedicated to Naturalization FAQ to inform residents of the benefits of naturalized areas (The City of Edmonton, 2013).

The City of Okotoks has public education through communications and the horticulture hotline, which aim to inform residents of strategies to control pests and disease while conserving water and minimizing chemical use (The City of Okotoks, 2008).

The City of Calgary has partnered with local garden centers, and Landscape Alberta Nursery Trades Association on an innovative program aimed at eliminating threatening invasive species from store shelves (The City of Calgary, 2015a).

The County of Strathcona provides weed identification information on bus benches and the City of St. Alberta highlights “the weed of the day” in their newspaper.

The City of Red Deer provides information to their local radio and television stations for broadcast, submits various articles about mosquito control, weeds, assorted insect pests, Dutch Elm Disease etc. to the Community Services Activity and Program Guide, and carries out public involvement with local schools for Dutch Elm Disease Awareness Week (The City of Red Deer, 2012).

In addition, part of the roles of the City of Red Deer Weed Inspector and Pest Inspectors is to interact with parks staff and the public to provide education and awareness about IPM and community participation (The City of Red Deer, 2012).

2.5 PUBLIC NOTIFICATION

2.5.1 PRE-APPLICATION NOTIFICATION SIGN UP SYSTEM

The health and safety of citizens and the environment are very important to the City and so herbicide and pesticide application is done in the most responsible way possible. Residents concerned about the spraying taking place in Leduc have the option to join the Pesticide Spraying Notification Program and receive pre-notification emails of spraying taking place within the City.

The City will have to do its best to keep the notification system up to date, as spraying is heavily dependent on weather conditions. The highest level of precipitation and daily average winds are in June, July and August; these climatic factors seriously restrict pesticide application timing. This makes notification prior to pesticide applications very difficult which in turn increases manpower costs and costs to reschedule applications.

The notification emails may appear as follows:

“Herbicide applications are scheduled to take place in the following communities during the week of xxxxx.”

“Please note: When you sign up you to the registry you will receive notification of all spraying taking place in the City of Leduc. The City will do its best to keep the notification system up to date, but spraying is heavily dependent on weather conditions. The City will not be held responsible for any errors in or missed notifications. Please note it is the responsibility of the resident to update the City on any changes in the email address that notifications are being sent to.”

Medium Term Action: The Pesticide Spraying Notification Program has already been developed by the City of Leduc, but the program requires advertising to promote the sign up option. Notifications and website updates need to be coordinated with Public Services staff and sent out in the early spring prior to spraying taking place.

In addition, Public Services should consider annual newspaper postings regarding proposed spraying and provide more detail on the spray buffer around schools and playgrounds.

❖ **What are other municipalities doing?**

The City of Edmonton has a “Spray-Line” which citizens can call and get daily updates and detailed information on any current spraying activities on City lands (April – October). Spraying information is also advertised in local community newsletters and newspapers and notification letters are sent to all schools, daycares and community leagues prior to the spraying season (The City of Edmonton, 2015c).

The City of Red Deer places a yearly pesticide-use notification ad in the local newspaper to provide the public with information regarding the application of pesticides in public open spaces areas (City of Red Deer, 2012).

2.5.2 PRE AND POST-APPLICATION SIGNAGE

Before pesticide application, applicators must post warning signs. The applicator shall provide all necessary information on the sign and signs shall remain in place and be retrieved 48 hours after application.

Short Term Action: Both pre and post notification signage needs to be readily visible, understandable and not susceptible to vandalism. Public Services should consider implementing readily visible pre and post application signage that can be consistently used, whether the site is being sprayed by contractors or the City. Public Services should coordinate with the weed control contractor to see if they can post consistent City signage 24 hours in advance to spraying.

❖ **What are other municipalities doing?**

The District of North Vancouver Notification of Pesticide Use Bylaw requires all signage to be 30 cm by 45 cm in size. The sign is required to include the following information:

- the word WARNING at least 2.5 cm in height, and followed by “This area will be/has been chemically treated on or after (date).”
- the common trade name, active ingredient and concentration of the pesticide
- the date and time of the pesticide application
- the name and telephone number of the person applying the pesticide
- the words “AVOID CONTACT WITH TREATED AREAS,” and

- the words “if you require emergency medical information, the Poison Control Centre telephone numbers are xxx” (The District of North Vancouver, 1991).

The City of Calgary has several types of pesticide signage including the following:

- Community signs – large signs are posted at major roadways entering the specific community four days prior to possible herbicide application. The signs indicate when possible herbicide spraying will commence, the time frame of possible application, and the identification of yellow signs which provide additional information.
- White pesticide area identification signs – smaller signs are posted at the entryways or along the perimeters of the specific park that is being treated just prior to application commences.
- Yellow pesticide applied indicator signs – signs are 16 inches x 24 inches and are posted around the specific areas inside the park indicating exactly where the pesticide has been applied. These signs have all the information pertaining to the product used at the specific location, what pest was being treated, the date and time of application, the active ingredient of the product applied and the Pest Control Product (PCP) number associated with the product (The City of Calgary, 2015b).

An example of the City of Calgary post-notification signage is available in Appendix B.

The City of Red Deer also uses on-site signage to inform the public that non-pesticide applications of strictly water are being used to help control pests; the intent of these signs is to alleviate any perceived concerns by the public about pesticide use (City of Red Deer, 2012).

3.0 SUMMARY AND CONCLUSIONS

The range of pests can be extensive and consequently input from city staff and members of the public is vital and necessary to enhance the operational, planning and technical results of the IPM program. In gathering information from concurrent weed and pest operations it was concluded that with the increase in development and disturbed areas in Leduc, as well as changing climate regimes, such as increased drought conditions, the City should consider focusing on establishing preventative pest control strategies, and implementing site specific cultural management plans to reduce pest establishment, reproduction, dispersal and survival.

The main action items suggested to improve the City’s current pest-control operations are summarized as follows:

- A greater emphasis on fundamental IPM procedures including monitoring, control and reporting,
- A greater emphasis on preventing pest problems through site design and enforcement,
- Increased levels of cultural practices,
- Enhanced public education,
- Enhanced public notification.

Through fostering IPM awareness among City staff, developers and contractors, and the public the City will be able to develop well-defined decision-making guidelines for management actions under IPM.

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APPENDIX A

A Summary of the Updates to the City of Leduc Integrated Pest Management Plan and Impacts to Developers

October 27, 2017

The City has developed an updated Integrated Pest Management Plan since the release of their original plan in 2003. As the original plan was quite general, the new plan includes updated regulatory language and Leduc specific recommended actions. Although the plan largely focuses on action priorities specific to the City, the plan also references developer weed control responsibilities and opportunities for developers to implement integrated pest management on private land. The updated IPM plan will replace the existing plan, as a schedule to the Precedent Development Agreement; the following document summarizes key aspects of the plan that will have an impact on developers.

Integrated Pest Management for New Developments and Construction

Preventing pests through the design and construction of facilities and landscapes is an essential component of IPM and developing cost-effective maintenance regimes. Pests can easily take up residence in areas that are not landscaped appropriately or areas with inappropriate plant materials.

Increased development within the City has resulted in an increase of disturbed soil areas susceptible to weed infestation, as well an increase in introduced soils and potential weed seeds. When these areas are not controlled they become unsightly and contribute to the weed problem on surrounding private and public landscapes. The large quantities of new trees and other plant materials used in new communities may also pose a risk, as appropriate site preparation and plant selection are the most important factors in preventing vulnerabilities to pests.

It is important that new developments and ground disturbance activities consider the type and magnitude of the disturbance that will be conducted as well as the timing of the disturbance in relation to the potential for weed infestation. Equipment, materials and vehicles should be cleaned of weed seeds and plant parts before arriving on-site and cleaned prior to leaving an infested site to avoiding spreading.

The City of Leduc 2010 *Minimum Landscape Design and Construction Standards* (the *Standards*) contain many aspects of IPM, such as specifications for adequate top soil depth, tree planting requirements, and species selection guidelines which all contribute to preventative pest management. The *Standards* serve as a principal tool for incorporating preventative pest control measures during site development and should be reviewed.

Plant Selection

The City of Leduc *Standards* state that, "Plants shall be true to type and structurally sound, well branched, healthy and vigorous and free of disease, insect infestations, insect eggs, rodent damage, sunscald and frost cracks. They shall be densely foliated when in leaf and have a healthy, well-developed fibrous root system. Pruning wounds shall show vigorous bark on all edges and all parts shall be moist and show live, green cambium tissue when cut." In support of this statement the City of Leduc currently requires that all new plant material be Clean Certified Stock.

Native plantings are recommended because they are uniquely suited to growing in their native area. Native plants have typically co-evolved with beneficial species, like native pollinators, and are typically armed with natural resistances to Albertan pests and disease.

Planting a diverse inventory of plants per site is recommended over planting a monoculture to help protect against susceptibility to pests.

Weed Control

The *Standards* require that “all areas be kept free from weeds from construction commencement until issuance of the Final Acceptance Certificate (FAC).”

Under the *Alberta Weed Control Act* (WCA), prohibited noxious weeds need to be destroyed and noxious weeds need to be controlled. The WCA is a provincial Act intended to protect land from the invasion and establishment of weeds. Weeds listed in the WCA are a threat to Alberta’s environment, economy and society. They have the potential to degrade habitats, reduce biodiversity, increase erosion, cause wildfires, reduce property value, create obstacles to international trade and cause reduction in productivity of agricultural land.

Under the WCA, powers of enforcement have been delegated to the local municipality. When weeds are identified on a residential or commercial property by the Weed Inspector a WCA Inspector Notice is served and the offender has three days to comply. If the notice can not be served to the home owner or resident of the property over 18 years of age the notice will be posted on the property and a copy will be sent to the last known property owner by mail, with 10 days to comply. If the property is not compliant within the 3/10 day period the Weed Inspector will post a Notice to Entry under the WCA on the property before calling in a contractor to clean up the property. A person who contravenes the WCA is guilty of an offence and liable to a total fine of not more than \$5,000 or, in the case of failure to comply with a Minister’s notice, a fine of not more than \$1,000 for each day the offence continues.

In the City of Leduc Enforcement officers typically issue a ticket for charges under the *Community Standards Bylaw* Section 9(2)e Long Grass and Weeds rather than the WCA; charges under the WCA are typically reserved for severe or abnormal situations. The City of Leduc *Community Standards Bylaw*, states that “(1) A person shall not cause or permit a nuisance to exist on land they Own or Occupy. (2) For the purpose of greater certainty a nuisance, in respect of land, means land that shows signs of a serious disregard for general maintenance and upkeep, whether or not it is detrimental to the surrounding area, some examples which include: (e) grass or weeds higher than 10 centimeters.” A person guilty of an offence under the *Community Standards Bylaw* is liable to a fine up to \$10,000 and imprisonment for up to 6 months for non-payment of the fine.

The updated IPM Plan includes a recommendation to update the Precedent Development Agreement with the requirement for Developers to provide a weed management plan. As part of the updates to the Precedent Development this year, this recommendation will be reviewed.

Prohibited Noxious and Noxious Weed fact sheet: <https://www.abinvasives.ca/fact-sheets>

More information on the *Alberta Weed Control Act*:

[http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/acts6156](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/acts6156)

APPENDIX B

WARNING

AVOID PROLONGED CONTACT WITH TREATED AREA UNTIL DRY

 **THIS AREA HAS BEEN SPOT TREATED FOR PESTS** 

with _____ for _____

on _____, 20____ at _____

Active Ingredient _____ PCP Number _____

For further information call:
call: 3-1-1

 THE CITY OF CALGARY
Proudly

Do not remove this sign for 48 hours after application date

DATE: December 1, 2017

MEETING DATE: January 8, 2018

SUBMITTED BY: Rick Sereda, Director, Public Services

PREPARED BY: Miro Frybort, Infrastructure Analyst

REPORT TITLE: Snow & Ice Control Policy Proposed Amendments

REPORT NUMBER: #2017-CR-127

REPORT SUMMARY

The purpose of this report is to update the City's Snow & Ice Control Policy (Policy No. 31.02:03). Expansion of the City's corporate limits, addition of new roadwork/pedestrian walkway infrastructure and the inclusion of new winter maintenance services has necessitated the Policy be amended to reflect current operating conditions. The Policy was last updated February 27, 2006.

RECOMMENDATION

That Council approve the City's updated Snow & Ice Control Policy (Policy No. 31.02:03).

BACKGROUND

KEY ISSUE(S) / CONTEXT:

In 2016/2017 the City's Snow & Ice Control Policy was reviewed and identified by Administration as requiring to be amended to meet current winter maintenance practices. Changes that are addressed in the updated Policy include additional transportation infrastructure from the 2014 annexation and new residential/commercial subdivision development. Also included in the amended Policy are new service levels for recreational ice surface maintenance, bus stop winter maintenance, winter road patrol procedures, the addition of dry sand storage boxes and reference to the City's proposed "Salt Management Plan".

LEGISLATION AND/OR POLICY:

The City's Snow & Ice Control Policy (Policy No. 31.02:03) was established to identify winter maintenance service levels and priorities for the provision of providing a safe and reliable transportation network.

PAST COUNCIL CONSIDERATION:

Relevant Resolutions: Resolution #3/96, 09/97, 10/97, 04/97, 04/98, 311/98, 287/99, 261/201, 06/2003, 04/2005, 47/2006.

The most recent motion is shown below:

At the Council meeting of Monday February 27, 2006, the following motion was approved: "... that Council adopt the Snow & Ice Control policy – Number 31.02:03 Revision #8."

CITY OF LEDUC PLANS:

City of Leduc 2012 Municipal Development Plan: (5) Social Wellness & Safety – (5C) Healthy, Inclusive, and Safe Communities, (7) Governance - (7A) Responsible Local Government and Service Delivery.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

There are no additional organizational implications.

FINANCIAL:

There are no additional financial implications.

POLICY:

Proposed changes to the Snow & Ice Control Policy:

- Added the ability for the Director of Public Services to deviate from the application of the Policy during unusual circumstances and/or prolonged extreme weather conditions.
- Amended (1) Level 1 Priority Snow Plowing to include Meadowview Boulevard, C.W. Gaetz Road, 69 Street, 64 Avenue, Bridgeport Link & Bridgeport Gate. Extended boundaries for 65 Avenue, Rollyview Road, Coady Boulevard, Grant MacEwan Boulevard and Discovery Way.
- Amended (1) Level 2 Priority Snow Plowing to include C.W. Gaetz Road, Grant MacEwan Boulevard, Township Road 494, 54A Street, 48 Avenue, W.F. Lede Service Road. Revised boundaries for 43 Street, 65 Avenue and Range Road 252.
- Amended (2) Level 1 Priority Sidewalk, Multiway and Recreational Area Snow Clearing to include bus stops and boarded ice surfaces.
- Amended (2) Level 2 Priority Sidewalk, Multiway and Recreational Area Snow Clearing to include Telford Park Skate Oval and neighborhood ice surfaces.
- Amended (3) Level 1 Priority Snow Removal to include 51 Avenue (50 Street – 47 Street).
- Amended (3) Level 2 Priority Snow Removal to include 46 Street and extended boundaries for 50 Street and Rollyview Road.
- Amended (3) Level 3 Priority Snow Removal to include Robinson Drive, Blackstone Boulevard, Spruce Boulevard, Sheppard Boulevard, Southfork Road and Deer Valley Drive/West Haven Boulevard.
- Amended (3) Level 4 Priority Snow Removal to include Central Business District / Alexandra Park, Blackstone and Robinson Subdivisions.
- Amended (4) Ice Control to include use of rock chips in residential neighborhoods and reference proposed "Salt Management Plan" (Schedule 6).
- Amended (5) Level 1 Priority Parking Lots to include West Fire Station and Leduc Public Library.
- Amended (5) Level 2 Priority Parking Lots to include 49 Avenue parking lot (ATB/Leduc Food Bank).
- Amended (6) Snow storage sites to include permanent site at 4301 – 56 Avenue.
- Removed Schedule 5 "Temporary Snow Storage Sites".
- Added (7) Winter Road Patrols.
- Added (8) Residential Dry Sand Boxes including Schedule 5: Dry Sand Box Location Map.

LEGAL:

There are no additional legal implications.

IMPLEMENTATION / COMMUNICATIONS:

All of the proposed additions to the Snow & Ice Control Policy have been adopted as operational practices by Public Services and no further implementation would be required. If approved, the updated Policy would be made available to the Public via the City of Leduc website.

ALTERNATIVES:

1. That Council request additional changes to the Snow & Ice Control Policy and give further direction.

ATTACHED REPORTS / DOCUMENTS:

1. Snow and Ice Control Policy (No. 31.02:03)
2. Schedule 1 – Snow Plow Service Level 1& 2
3. Schedule 2 – Sidewalk and Multiway Snow Removal Service
4. Schedule 3 – Snow Removal Service Level 1,2 & 3
5. Schedule 3A – Snow Removal Service Level 4
6. Schedule 4 – Parking Lot Snow Removal 2017/2018
7. Schedule 5 –Dry Sand Storage Sites
8. Schedule 6 – City of Leduc Salt Management Plan
9. Notification of Intent to Prepare a Salt Management Plan

Others Who Have Reviewed this Report

P. Benedetto, City Manager / B. Loewen, City Solicitor / D. Melvie, General Manager, Community & Protective Services / M. Pieters, General Manager, Infrastructure & Planning



City of Leduc Policy

Policy Title: SNOW AND ICE CONTROL Policy No: 31.02:03

**Supersedes: 21.02:03
Rev. 8
Revision #: 9**

Authority (Council or City Manager): CITY COUNCIL	
Section: INFRASTRUCTURE & PLANNING	Approval Date:
Responsible Department: PUBLIC SERVICES	Effective Date: 12-Jan-2018
Relevant Legislation: N/A	
Relevant Council Resolution(s) and Date(s): N/A	
Relevant Bylaw and Date(s): RESOLUTION #3/96, 09/97, 10/97, 04/98, 311/98, 287/99, 261/2001, 06/2003, 04/2005, 47/2006	
Authority's Signature:	

Policy Objective:

To establish consistent and systematic service levels within Council's approved budget parameters for the provision of a safe and reliable transportation network within the City of Leduc.

Policy:

The City's snow and ice control entails six major functions:

1. Snow Plowing
2. Sidewalk, Multiway & Recreational Areas Snow Clearing
3. Ice Control
4. Snow Removal
5. Parking Lot Clearing
6. Snow Storage Sites
7. Winter Road Patrols
8. Residential Dry Sand Boxes

This Policy covers most winter maintenance scenarios. When unusual conditions occur, the Director of Public Services or designate shall use their discretion and judgment and if need be to deviate in the application of this policy to achieve the desired service levels as resources permit.

Process:

1. Snow Plowing

There are two service level priorities for snow plowing.

Level 1 Priority

Level 1 Priority snow plowing generally occurs after snow accumulation of 2 to 5 cm.

The following streets are considered a Level 1 Priority:

- 46 Street / 45 Street / 43 Street (Black Gold Drive – Airport Road)
- Black Gold Drive (Rollyview Road – West of West Haven Drive)
- 50 Street (Hwy 2A - 65 Avenue)
- 65 Avenue (50 Street - 35 Street)
- 50 Avenue (50 Street - West Corporate Limits) except for Hwy 2 R.O.W.
- Highway 2A (38 Avenue - South Corporate Limits)
- Rollyview Road (50 Street – East Corporate Limits)
- Coady Boulevard (Rollyview Road – Meadowview Boulevard)
- Grant MacEwan Boulevard (Bridgeport Gate – Blackstone Boulevard)
- Bridgeport Crossing (50 Avenue - Bridgeport Blvd.)
- Discovery Way (50 Avenue – Bridgeport Link)
- Sparrow Drive (Airport Road - 65 Avenue)
- Sparrow Crescent
- 47 Street (50 Avenue - 61 Avenue)
- Meadowview Boulevard (Coady Boulevard – C.W. Gaetz Road)
- C.W. Gaetz Road (Rollyview Road – Robinson Drive)
- 69 Street (West Fire Station #2)
- 64 Avenue (Highway 2 Off-Ramp / Leduc Chamber of Commerce)
- Bridgeport Link
- Bridgeport Gate

Normally streets will be plowed within 12 hours following 2 to 5 cm of snow. Snow plowing may occur on any street, road or lane at any time if the street becomes impassable for emergency response vehicles.

Refer to attached Schedule 1

Level 2 Priority

Level 2 Priority snow plowing generally occurs after snow accumulation of 5 to 10 cm of snow and after all Priority 1 streets have been plowed.

- Rural Boundary Roads
- North Industrial Area
- 43 Street (56 Avenue – 65 Avenue)
- 65 Avenue (35 Street – Range Road 250)
- RR 252 – (HWY 2 – West Corporate Limits)
- Lions Park Road
- C.W. Gaetz Road (Meadowview Boulevard – South Corporate Limits)
- Grant MacEwan Boulevard (Bridgeport Gate – 65 Avenue)
- Grant MacEwan Boulevard (Blackstone Boulevard – South Corporate Limits)
- Township Road 494 (HWY 2 – West Corporate Limits)
- 54A Street (65 Avenue – 50 Avenue)
- 48 Avenue (44 Street – W.F. Lede Service Road)
- W.F. Lede Service Road (48 Avenue – Leduc Recreation Centre North Boundary)

Timing of Priority 2 roads will be as per available City resources.

2. Sidewalk, Multiway and Recreational Area Snow Clearing

There are 2 service level priorities for various multiways, bus stops and recreational facilities.

Level 1 Priority

Level 1 Priorities are defined as sidewalks, multiways and bus stops which are pedestrian corridors used to channel pedestrians to business areas, service providers, recreation facilities and education facilities. Priority 1 includes bus stops within the City's corporate limits, sidewalks located adjacent to arterial roadways, where the back of residential lots face the arterial. In situations where sidewalks and multiways run parallel on one side of the roadway or close proximity only one surface will be cleared.

In addition to providing pedestrian corridors, Level 1 priorities will also provide some recreational opportunities for residents. Sidewalks may be deemed Priority 1 where safety of pedestrians is a concern.

Sidewalks, multiways and bus stops will be cleared to a "snow free surface" after 2 cm of snow.

The following boarded ice surfaces are included for Priority 1 clearing:

- Kinsmen Rink
- Lions Rink (Aileen Faller Park)
- Robinson Rink

Sidewalks/multiways are not normally sanded unless they become hazardous due to freezing rain or other such weather conditions.

Multiways and sidewalks which are considered a Level 1 Priority are shown on **Schedule 2**.

Normally the sidewalks & multiways will be cleared within 48 hours following a snow accumulation of 2 cm. (After the Event)

Level 2 Priority

Level 2 Priorities are defined as the City's outdoor ice surfaces and will generally be cleared snow free once all Level 1 priority, sidewalk, multiways, bus stops and boarded rinks are completed.

The following ice surfaces are included for Priority 2 clearing:

- Civic Centre Ice Surfaces
- Telford Park Skate Path
- Neighborhood Ice Surfaces

3. Snow Removal

There are 4 service level priorities for snow removal operations.

Level 1 Priority

Level 1 Priority will be given to the downtown commercial area of the City. Removal normally occurs after an accumulation of 5 cm of compacted snow.

The following streets are considered Level 1 Priority for snow removal:

- 50 Avenue (50 Street – 47 Street)
- 49 Avenue (50 Street – 47 Street)
- 49 Street (51 Avenue – 49 Avenue)
- 48A Street (51 Avenue – 50 Avenue)
- 48 Street (50 Avenue – 49 Avenue)
- 51 Avenue (50 Street – 47 Street)

Normally snow will be removed within 24 hours after snowfall has stopped or as soon as the majority of businesses have cleared their sidewalks.

Level 2 Priority

Level 2 Priorities are the remaining streets in the downtown core. Snow will normally be removed after an accumulation of 7 to 10 cm of compacted snow.

The following streets are considered Level 2 Priority for snow removal:

- Remaining downtown core as attached Schedule 3.
- 50 Avenue (50 Street – Hwy 2) only where snow is plowed onto center of street.
- 50 Street (65 Avenue – **Bella Coola Drive**) only where snow is plowed onto center of street.
- Black Gold Drive (48 Street – **Rollyview Road**) only where snow is plowed onto center of street.
- **46 Street (Black Gold Drive – 50 Avenue).**

Level 3 Priority

Level 3 Priorities for snow removal are the collector streets within the various subdivisions. Snow will normally be removed after an accumulation of 7 to 10 cm of compacted snow.

The following streets will be completed on a rotational basis, with the order reversed after each removal process:

- South Park Drive
- 42 Street (South Park Drive – Campbell Road)
- Caledonia Drive / Meadowview Drive
- Southfork **Drive**
- Corinthia Drive
- Bella Coola Drive
- 52 Street / 57 Avenue (43 Avenue – 50 Street)
- 51 Street (43 Avenue – 49 Avenue)
- 47 Street (Black Gold – 50 Avenue)
- 45 Avenue (50 Street – 51 Street)
- 46 Avenue (46 Street – 44 Street)
- 45 Street (South of 46 Avenue)
- Alton Drive
- Windrose Drive
- Suntree Promenade
- Alexander Drive
- William Bell Drive
- Bridgeport Boulevard
- Bridgeport Crossing
- Ameena Dr.
- West Haven Dr.
- **Robinson Drive**
- **Blackstone Boulevard**

- Spruce Boulevard
- Sheppard Boulevard
- Southfork Road
- Deer Valley Drive / West Haven Boulevard

Refer to attached Schedule 3

Level 4 Priority

Level 4 Priorities are normally identified as residential streets. Snow removal will normally occur after an accumulation of 15 cm of compacted snow or when access by emergency vehicles is severely impaired. Residential snow removal will be scheduled to accommodate 2 removals per season or as snowfall dictates.

The subdivisions will normally be done in the following order. On the next occurrence, the order will be reversed with the last subdivision completed first.

- Willow Park - Section 1
- Linsford Park - Section 2
- Bridgeport - Section 3
- Deer Valley - Section 4
- Leduc Estates - Section 5
- Lakeside Estates - Section 6
- Windrose - Section 7
- Suntree - Section 8
- West Haven - Section 9
- Corinthia Park - Section 10
- Southfork - Section 11
- Caledonia Park - Section 12
- Tribute - Section 13
- Meadowview - Section 14
- South Park - Section 15
- Telford - Section 16
- Central Business District / Alexandra Park - Section 17
- Blackstone - Section 18
- Robinson - Section 19

Refer to attached Schedule 3A

4. Ice Control (Sanding & Rock Chips)

As road conditions become slippery, abrasives and/or melting agents may be applied to hazardous locations such as intersections, curves, hills, railway crossings, **school areas** and pedestrian crosswalks.

The priority for ice control will be:

1. Streets identified in the Snow Plowing Schedule, downtown area crosswalks & intersections abutting schools, curves or hills.
2. Collectors identified in the Snow Removal Schedule.
3. Residential intersections, and lane entrances and exits only as required.

It is not common practice to sand streets in their entirety unless severe weather conditions warrant such actions. **Ice control for residential areas will predominantly consist of rock chips. De-icing agents in residential areas will not be used unless weather conditions deem it necessary. "Road salts" mean road salts that contain inorganic chloride salts with or without ferrocynaide salts to prevent the formation of ice.**

The City of Leduc "Salt Management Plan" contains best management practices that optimizes the strategies relative to snow and ice control to minimize the amount of road salt entering the environment without compromising road safety.

To meet these objectives, the organization will:

- **Manage road salts in accordance with Environment and Climate Change Canada's *Code of Practice for the Environmental Management of Road Salts* (April 3, 2004).**
- **Keep employees and the public informed about the environmental practices related to road salts.**
- **Adopt internal standards to meet or exceed local requirements.**
- **Comply with applicable laws and regulations.**
- **Conduct regular management reviews and make improvements wherever feasible.**

Refer to attached Schedule 6 for the complete contents of the City of Leduc Salt Management Plan.

5. Parking Lots

The City owned parking lots will be cleared & initially snow stockpiled within the parking lot. Normally parking lots will be cleared after an accumulation of 5 to 10 cm of snow. Two levels of priorities are given to parking lots.

Level 1 Priority

The following parking lots will normally be cleared within 24 hours following an accumulation of 5 to 10 cm of snow:

- **Leduc Recreation Centre** (East & West Parking Lots)
- **Protective Services Building** (West bay doors access to 50 Street)

- Civic Centre
- Alexandra Arena
- West Fire Station
- Leduc Public Library
- Leduc Recreation Center Park and Ride Lot
- Alexandra Arena Park and Ride Lot

Level 2 Priority

The following parking lots will normally be cleared within 72 hours following an accumulation of 5 to 10 cm of snow:

- South Reservoir
- 51 Avenue Parking lot
- Alexandra Pool
- Telford House
- Recycling Depot
- Cemetery
- North Reservoir
- Kinsmen
- Fred Johns Park (North & South Sides)
- Aileen Faller Parking Lot (Black Gold Drive)
- 49 Avenue Parking Lot & Lane (ATB Parking Lot, Leduc Food Bank Lane)

As City resources warrant, stock piled snow will be removed.

Refer to attached Schedule 4

6. Permanent & Temporary Snow Storage Sites

The City is presently using the following permanent snow storage sites:

- Site 1 4301 – 56 Avenue

Temporary snow storage sites will be utilized if warranted and will be dependent on obtaining permission rights from private property owners. If the sites are City property, they are to be used only by City operations.

7. Winter Road Patrols

A winter road patrol consists of driving the entire length of the City's plow route and collector road network. During the patrol, the inspector will note all adverse road conditions including but not limited to icy surfaces, drifting snow, windrow height and road temperatures. These observations will then be used to determine/prioritize what action is required by Public Services with regards to winter road maintenance operations.

The following schedule is to be utilized by Public Services staff when conducting winter road patrols:

- Monday – Friday (7:00 am – 3:30 pm): The Infrastructure maintenance manager and/or the Lead will conduct at least one winter road patrol per day.
- Monday – Friday (3:30 pm – 11:00 pm): The Standby Operator will conduct one winter road patrol per day.
- Sunday – Thursday (11:00 pm – 7:00 am): The Night Shift Operator(s) will conduct one winter road patrol per night.
- Weekend (3:30 pm Friday – 11:00 pm Sunday): The Standby Operator will conduct one winter road patrol per day.
- Additional winter road patrols other than the ones listed above may be conducted depending on weather conditions.

8. Residential Dry Sand Boxes

To assist the public with neutralizing ice on sidewalks fronting private property, Public Services will make dry sand available in storage boxes located throughout out the City.

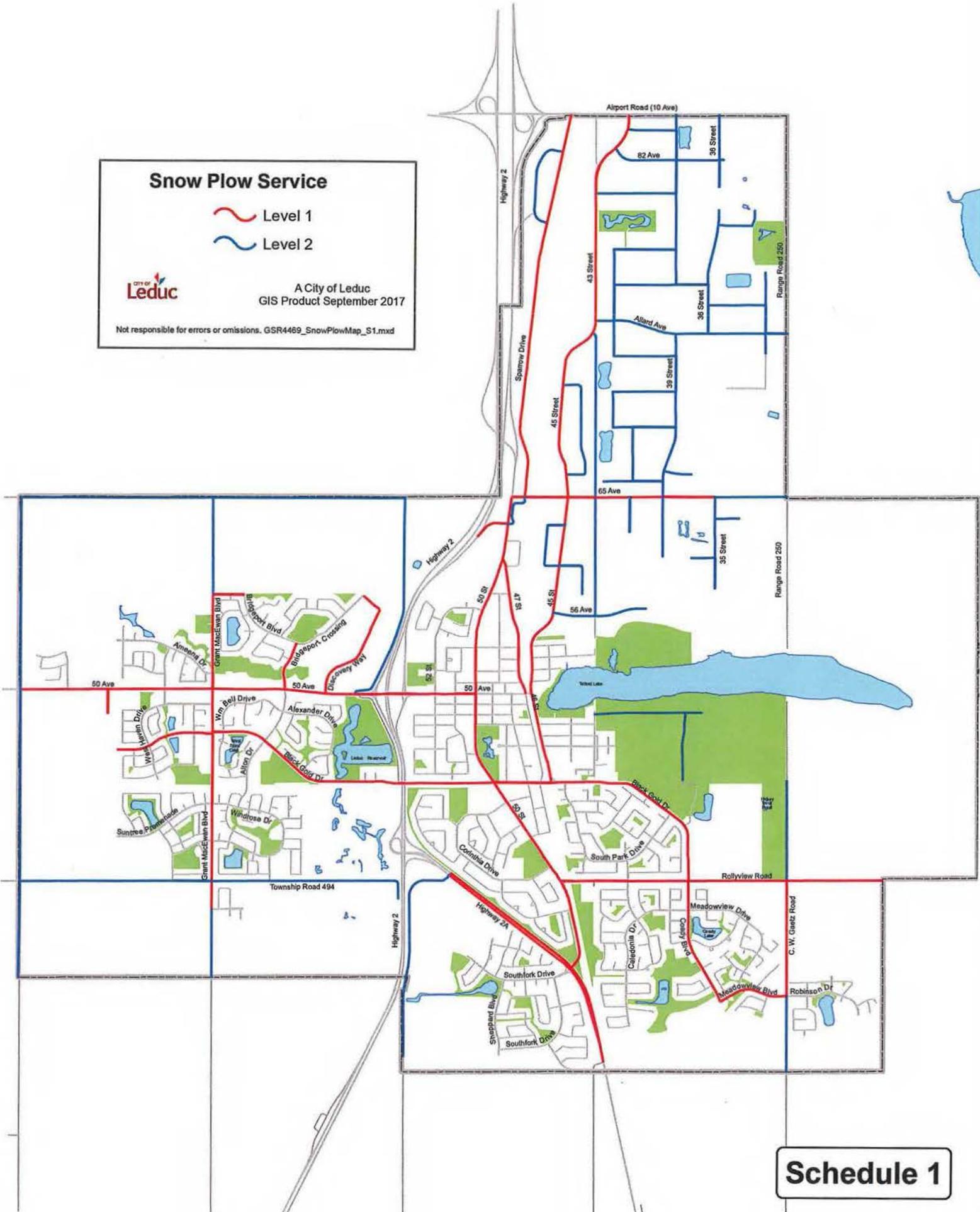
Refer to attachment Schedule 5

Snow Plow Service

 Level 1
 Level 2


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Schedule 1

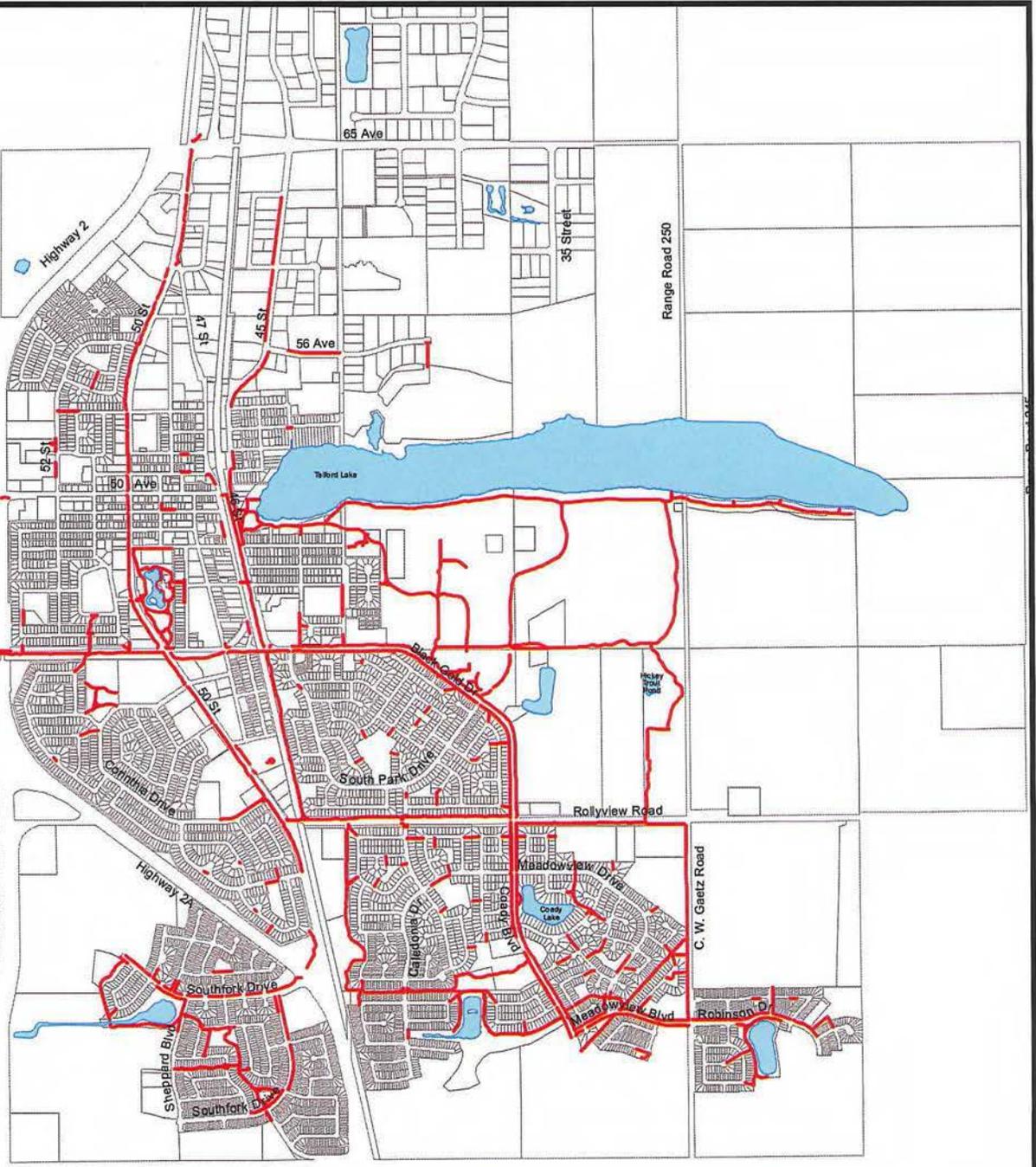
Sidewalk and Multiway Snow Removal Service

 Cleared Multiway/Sidewalks

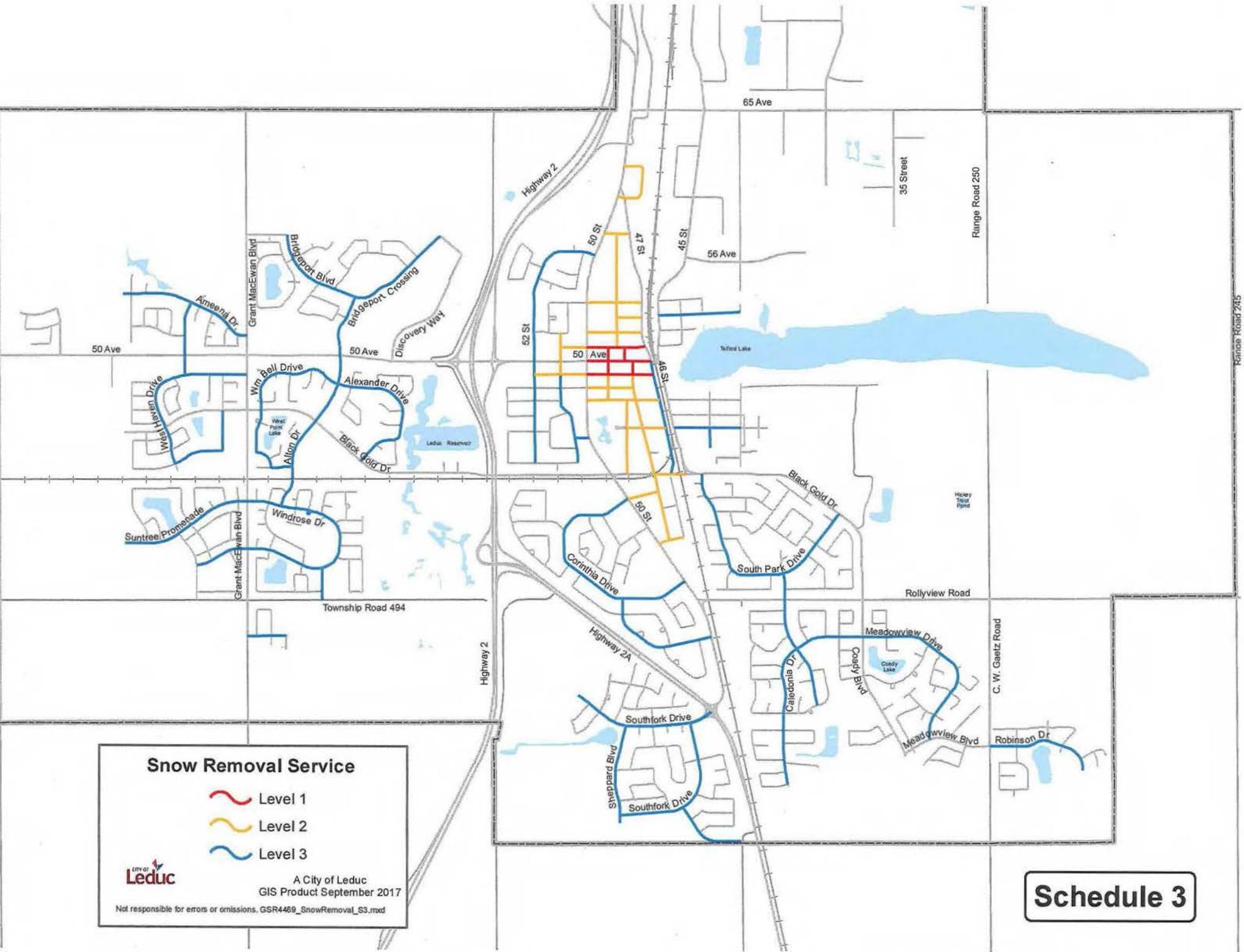


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GIS Product September 2017

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Schedule 2



Snow Removal Service

-  Level 1
-  Level 2
-  Level 3



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Schedule 3

Snow Removal Service

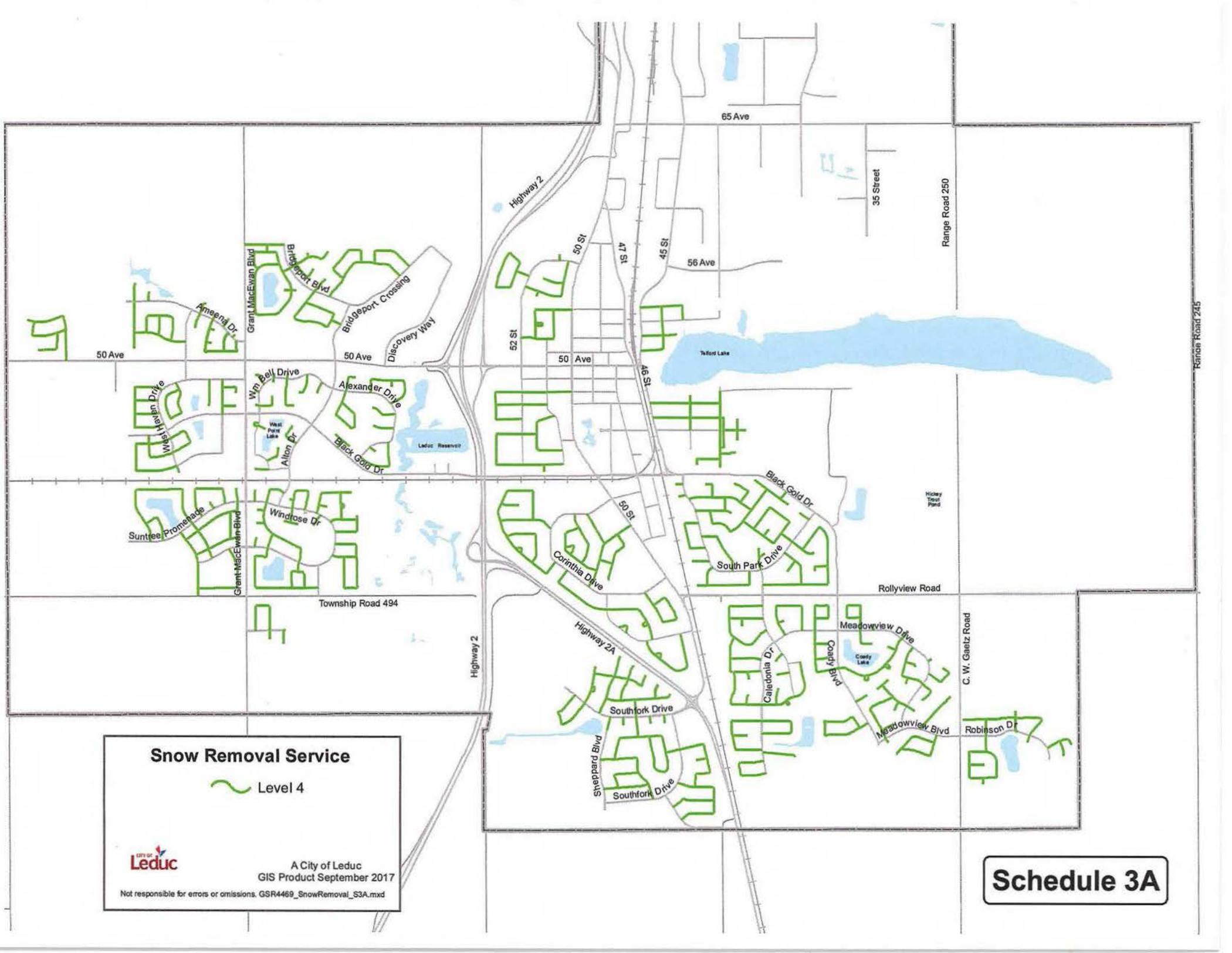
 Level 4



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Schedule 3A

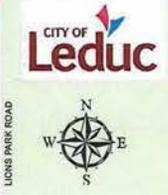


- | | | |
|--|------------------------------|-------------------------------|
| 1 ATB/Beside Food Bank | 7 Behind Bank of Montreal | 13 Drama Society |
| 2 Aillen Faller Park | 8 Boat Club Parking Lot | 14 East Side RCMP Parking |
| 3 Alexandra Arena | 9 Cemety | 15 Gaetz Agency - 47 St |
| 4 Alexandra Pool | 10 Chamber Parking Lot | 16 Gaetz Landing - 49 Ave |
| 5 Alley Behind Chicago Deep Dish Pizza | 11 Civic Centre | 17 Fire House 2 |
| 6 Barclay Park Parking Lot | 12 Dog Park (X2) Parking Lot | 18 Fred Johns Park North Side |

Parking Lot Snow Removal 2017/2018



- | | | |
|---|--|---------------------------------------|
| 19 Fred Johns Park South Side | 25 LRC - West Side | 31 Protective Services Building (PSB) |
| 20 Kinsmen Park | 26 LRC Park and Ride | 32 Recycling Depot |
| 21 Leduc Library | 27 North Reservoir | 33 Rugby Club Parking Lot |
| 22 Luchak Parking Lot | 28 North Telford Parking Lot | 34 South Reservoir |
| 23 Lede Parking Parking Lot | 29 Operations Building | 35 Stage Works |
| 24 LRC - East Side | 30 Outlook Park | 36 Telford House |
| ■ Level 1 Priority | ■ Level 2 Priority | 37 West Lift Station |

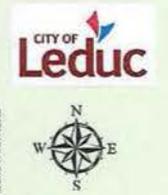
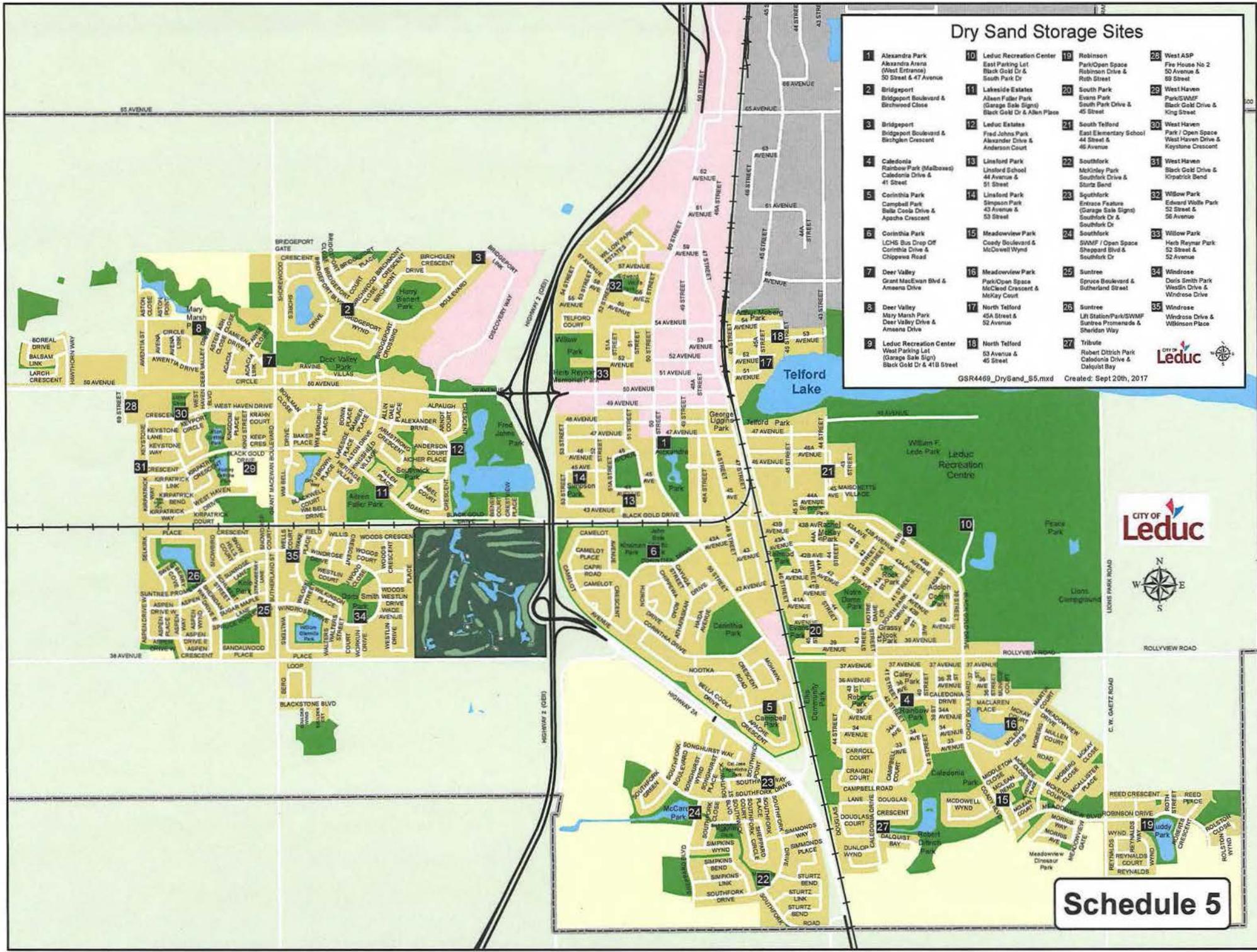


Schedule 4

Dry Sand Storage Sites

- | | | | |
|---|---|--|---|
| 1 Alexandra Park
Alexandra Arms
(West Entrance)
50 Street & 47 Avenue | 10 Leduc Recreation Center
East Parking Lot
Black Gold Dr &
South Park Dr | 19 Robinson
Park/Open Space
Robinson Drive &
Ruth Street | 28 West ASP
Fire House No 2
50 Avenue &
59 Street |
| 2 Bridgeport
Bridgport Boulevard &
Elchwood Close | 11 Lakeside Estates
Allen Fuller Park
(Garage Sale Sign)
Black Gold Dr & Allen Place | 20 South Park
Evans Park
South Park Drive &
45 Street | 29 West Haven
Park/SWMP
Black Gold Drive &
King Street |
| 3 Bridgeport
Bridgport Boulevard &
Blighden Crescent | 12 Leduc Estates
Fred Johns Park
Alexander Drive &
Anderson Court | 21 South Telford
East Elementary School
44 Street &
46 Avenue | 30 West Haven
Park / Open Space
West Haven Drive &
Keystone Crescent |
| 4 Caledonia
Rainbow Park (Malbass)
Caledonia Drive &
41 Street | 13 Linsford Park
Linsford School
44 Avenue &
91 Street | 22 Southfork
McKinley Park
Southfork Drive &
Stuart Bend | 31 West Haven
Black Gold Drive &
Kipatrick Bend |
| 5 Cornithia Park
Campbell Park
Bella Coala Drive &
Apache Crescent | 14 Linsford Park
Simpson Park
43 Avenue &
53 Street | 23 Southfork
Entrance Feature
(Garage Sale Sign)
Southfork Dr &
Southfork Dr | 32 Willow Park
Edward Wolfe Park
52 Street &
56 Avenue |
| 6 Cornithia Park
LCHS Bus Drop Off
Cornithia Drive &
Chippewa Road | 15 Meadowview Park
Coady Boulevard &
McDowell Wynd | 24 Southfork
SWMP / Open Space
Sheppard Blvd &
Southfork Dr | 33 Willow Park
Herb Reymar Park
52 Street &
52 Avenue |
| 7 Deer Valley
Grant McEwan Blvd &
Arensia Drive | 16 Meadowview Park
Park/Open Space
McCand Crescent &
McKay Court | 25 Sntree
Spruce Boulevard &
Sutherland Street | 34 Windrose
Doris Smith Park
Westlin Drive &
Windrose Drive |
| 8 Deer Valley
Mary Marsh Park
Deer Valley Drive &
Arensia Drive | 17 North Telford
45A Street &
52 Avenue | 26 Sntree
LRT Station/Park/SWMP
Sntree Promenade &
Sheridan Way | 35 Windrose
Windrose Drive &
Wilkinson Place |
| 9 Leduc Recreation Center
West Parking Lot
(Garage Sale Sign)
Black Gold Dr & 41B Street | 18 North Telford
53 Avenue &
45 Street | 27 Tribute
Robert Dittich Park
Caledonia Drive &
Dalquist Bay | |

GSR4469_DrySand_S5.mxd Created: Sept 20th, 2017



Schedule 5

2017

City of Leduc Salt Management Plan



City of Leduc

9/22/2017

Instructions

Record-Keeping and Reporting

1. An organization that meets the criteria of section 5 of the *Code of Practice for the Environmental Management of Road Salts* should:
 1. provide to the Minister of the Environment
 - notification of intent to prepare a salt management plan (SMP) within 6 months after publication of this *Code* in the *Canada Gazette* or within 6 months of becoming subject to this *Code*, whichever is later; and
 - information specified in Annex C of this *Code*, in the form provided by the Minister, by June 30 of the year following the year that the organization becomes subject to this *Code* and every year thereafter;
 2. keep records of all data reported, copies of the salt management plan, plan revisions, training records, and any yearly review reports, including those that contain corrective action;
 3. retain the information referred to in paragraph (b) for seven years; and
 4. make the information referred to in paragraph (b) available to the Minister of the Environment upon request.

Reporting to Environment Canada on your salt management plan

You should report the information described in Annex C of the *Code* using the form provided by Environment Canada (refer to Appendix 1-D to this Guide). Online reporting will also be available through the Road Salts Website. The objective of the report is to inform Environment Canada about your Salt Management Plan, its implementation stage, and your use of road salts. Submission of an Salt Management Plan to Environment Canada is not required. Environment Canada will not review or endorse any salt management plan. The data reported will be used to assess the trend in salt use and management practices by your organization over time.

The purpose of reporting is to assess the effectiveness of the *Code* in minimizing the environmental impacts of road salts.

Annual Report Submission: <https://www.ec.gc.ca/sels-salts/>

Salt Management Plan:

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1.0 General Information

Table 1. General Information

Organization	The City of Leduc
Address	1 Alexandra Park, Leduc, AB T9E 4C4
Technical Contact	Rick Sereda
Telephone Number	780-980-7193
Fax Number	780-980-7127
Email Address	rsereda@leduc.ca
Population	30,498
Road Length Serviced (total length of road which salt is applied in organizations jurisdiction)	452 km
Winter Severity/Total Number of Events Requiring Salt Application During Winter	38
Salt Management Plan Date of Approval	TBD
Date Plan will be Fully Implemented	TBD

*See Appendix A for further information on Winter Severity/Event Criteria

1.1 Overview

A comprehensive five-year scientific assessment on road salts by Environment Canada determined that, in sufficient concentrations, road salts pose a risk to freshwater ecosystems, soil, vegetation and wildlife. Under the *Canadian Environmental Protection Act, 1999*, the Government of Canada published a *Code of Practice for the Environmental Management of Road Salts* on April 3, 2004. The *Code* is designed to help municipalities and other road authorities better manage their use of road salts in a way that reduces their impacts on the environment while maintaining road safety.

The Transportation Association of Canada (TAC) published a *Salt Management Guide* and a series of *Syntheses of Best Practices* to assist organizations as they find ways to more effectively manage their salt use and provide the public with the safe and efficient transportation systems they expect, while minimizing effects on the environment. The *Syntheses of Best Practices* supplement the recommendations made within the *Code*.

Road Authorities that use more than 500 tonnes of road salt in a winter season (five year rolling average) and/or have salt vulnerable areas in their territory, such as natural water bodies or salt vulnerable vegetation, are subject to the *Code of Practice for the Environmental Management of Road Salts* with the particular requirement to prepare, implement and file a Salt Management Plan. The Salt Management Plan shall cover all activities which may result in the release of salts to the environment, such as salt storage, application of salts on roads, and the disposal of snow containing road salts; the salt management plan should also include proof of implementation of best management practices to protect the environment from the negative impacts of road salts. Currently the City of Leduc utilizes over 500 tonnes of road salts per year (five year rolling average) and has salt vulnerable areas in it's boundaries.

In consideration of the requirement to file a Salt Management Plan, this document has been prepared to permit the City of Leduc to comply with the *Code of Practice for the Environmental Management of Road Salts*. It must be recognized that this plan is subject to change, updating and continuous improvement to reflect organizational changes, technological changes and new operational procedures

and best management practices as they become available. Once the plan is developed road authorities will be required to undertake formal annual reviews with the goal of continually improving their winter maintenance operations.

1.2 Objective

The objective of the City of Leduc's Salt Management Plan is to set a procedural framework to ensure safe, efficient and cost effective roadway systems, in recognition of the adverse effects that excessive use of road salt can have on the environment. The Salt Management Plan contains best management practices that will optimize strategies relative to snow and ice control and strive to minimize the amount of road salts entering the environment.

As specified in the *Code of Practice for the Environmental Management of Road Salts*, the Salt Management Plan is to be endorsed by the "highest level of government"; therefore, the Council of the City of Leduc will be requested to endorse this plan.

1.3 Organization of the Plan

This plan is organized to provide a review of existing City of Leduc winter maintenance policies, operating practices and strategies including:

- General Salt Use
- Salt and Sand Storage
- Snow Disposal
- Street Sweeping
- Identification and Protection of Salt Vulnerable Areas
- Communication and Weather Monitoring
- Training
- Spill Response Procedures
- Record Keeping
- Monitoring

Current best management practices used by the City are compared to those recommended by the *TAC Salt Management Guide* and *Syntheses of Best Practices* to identify opportunities for improvement. Salt Management goals will be identified to address potential gaps and further protect the environment from the negative impacts of road salt, while maintaining road safety.

3.0 City of Leduc's Winter Maintenance Policies

3.1 Snow and Ice Control Policy

The City of Leduc has a *Snow and Ice Control Policy (Policy # 31.02:03)*. Leduc's *Snow and Ice Control Policy* has six major functions:

1. Snowplowing
2. Sidewalk, Multiway and Recreational Area Snow Clearing
3. Ice Control
4. Snow Removal
5. Parking Lot Clearing
6. Snow Storage Sites

- 7. Winter Road Patrols
- 8. Residential Dry Sand Boxes

This Policy covers most winter maintenance scenarios. When unusual conditions occur, the Director of Public Services or designate shall use their discretion and judgment and if need be to deviate in the application of this policy to achieve the desired service levels as resources permit.

3.1.1 Level of Service

As per the City of Leduc’s Snow and Ice Control Policy, as road conditions become slippery, abrasives and/or melting agents may be applied to hazardous locations such as intersections, curves, hills, railway crossings, school areas and pedestrian crosswalks. Residential intersections, lane entrances and exits may be sanded only as required. It is not common practice to sand streets in their entirety unless severe weather conditions warrant such actions.

In accordance with the *Snow and Ice Control Policy* the City of Leduc provides a level of service for clearing snow accumulation and treating icy roadways as illustrated in the table below.

Table 2. Level of Service

Snow Accumulation			
Priority Ranking	Class of Highway	Depth	Time
Snow Plowing			
Priority 1	Highways and Arterials	2-5 cm	Within 12 hrs
Priority 2	Rural boundary roads and north industrial areas	5-10 cm	As City resources will allow
Sidewalk, Multiway and Recreational Area Snow Clearing			
Priority 1	Sidewalks, Multiways and Bus Stops which are pedestrian corridors used to channel pedestrians to main business areas and recreation facilities	2 cm	Within 48 hrs
Priority 2	Outdoor ice surfaces		After priority no. 1 and normally within 72 hrs following a snow fall.
Snow Removal			
Priority No. 1	Downtown, Commercial	5 cm	
Priority No. 2	Remaining Downtown, Commercial	7 – 10 cm	
Priority No. 3	Collector Streets within various subdivisions	7-10 cm	Completed on a rotational basis with the order reversed after each removal process
Priority No. 4	Residential streets	15 cm	Completed on a rotational basis with the

			order reversed after each removal process
Parking Lot Clearing			
Priority No. 1	City owned parking lots	5 – 10 cm	Within 24 hours
Priority No. 2	City owned parking lots	5 – 10 cm	Within 72 hours

3.1.2 Salt Management

“Road salts” mean road salts that contain inorganic chloride salts with or without ferrocynaide salts to prevent the formation of ice.

The City of Leduc Salt Management Plan contains best management practices that optimize the strategies relative to snow and ice control to minimize the amount of road salt entering the environment without compromising road safety.

To meet these objectives, the organization will:

- Manage road salts in accordance with *Environment and Climate Change Canada’s Code of Practice for the Environmental Management of Road Salts* (April 3, 2004).
- Keep employees and the public informed about the environmental practices related to road salts.
- Adopt internal standards to meet or exceed local requirements.
- Comply with applicable laws and regulations.
- Conduct regular management reviews and make improvements wherever feasible.

4.0 Operational Practices and Strategies

4.1 General Salt Use

Application of the 4-R’s of Salt Management: right material, right amount, right place and right time, is governed by pavement temperatures, which can fluctuate depending upon time of day, degree of cloud cover and sub-surface conditions.

Currently the City does not have designated application rates for sand and salt use. Investigation into the amount of sand/salt released per km will be conducted to further understand application rates. The City already has plans in place to implement an Automatic Vehicle Location Program; this program will provide data on vehicle travel, including distances for which sand/salt mixtures were released and distances for which the track plow was up versus down.

City of Leduc operators are familiar with the *Snow and Ice Control Policy* and priority areas for ice control which assists in generating consistent decision making.

4.1.1 Material Used

Table 3. Total Quantity of Road Salts and Non-Chloride Materials Used for Winter Road Maintenance

Material	Year					5 Year Average
	2016	2015	2014	2013	2012	
Solids (Tonnes)						
Road Salt	482	342	778	817	690	622 Tonnes
Sand	2,550	2,794	3,490	2,735	2,035	2,721 Tonnes
Buckshot/Chips	388	844	413	883	342	574 Tonnes
Liquids (Litres)						
CaCl ₂ for pre-wetting sand	28,000					28,000 Litres

The City of Leduc pre-treats sand stockpiles with 19% calcium chloride (CaCl₂) to help the sand stick to the pavement and accelerate the melting process. Pre-treatment has the advantage over pre-wetting in the spreader, of not requiring the same level of investment in infrastructure (i.e. chemical storage tanks) and equipment (i.e. on board tanks and pumps). It provides an excellent way for any contractor to obtain the benefits of liquid enhanced solid de-icers without having to change their equipment.

The City uses salt and pre-treated sand on arterial and collector roads.

Ice control for residential areas and City owned parking lots will predominantly consist of non-treated rock chips. De-icing agents in residential areas and parking lots will not be used unless weather conditions deem it necessary. This reduces the potential for contamination of residential storm ponds and is more environmentally friendly to lawns, trees and sidewalks. In addition, rock chips provide far superior traction than sand for both cars and pedestrians.

The quality of snow and ice control materials can influence their effectiveness. The City of Leduc re-tenders for sand and rock chips each year and inspects the quality of the materials being offered.

Potash salt is ordered from Saskatchewan annually; the contract includes a requirement to ensure salt is tarped during transport.

4.1.2 Sandbox Container Program

To assist the Public with neutralizing ice on sidewalks fronting private property, Public Services makes dry sand available in storage boxes located throughout the City through the Sandbox Container Program. Sand is available at the following locations:

- Alexandra Arena parking lot
- Leduc Recreation Centre west parking lot
- Aileen Fahler Park parking lot
- Eco Station
- Kinsmen Community Park

4.1.3 Winter Maintenance Equipment

Table 4. Inventory of Municipal Equipment Used for Winter Maintenance

Description	Unit No.	Function
2012 Ford350 4x4 Reg Cab	346	Multiway Sander – Light Duty
2015 Ford F350 4x4 Ext Cab	355	Sander/Plow – Light Duty
2009 International Truck	408	Plow/Sander
2012 International Truck	409	Plow/Sander
2013 International 7400 6x4 Truck	411	Plow
2014 Freightliner Truck	412	Plow/Sander
2017 Freightliner Truck	415	Plow/Sander
2002 CAT938G	502	Wheel Loader
2004 JCB 214	503	Backhoe/Wheel Loader
2004 CAT 262B	504	Skidsteer
2006 CAT 140H	505	Motor Grader
2016 Artic Shark	506	Ice Breaker – Loader Attachment
2007 RPM Tech 217	512	Snow Blower – Loader Attachment
2010 Cat 938H	521	Wheel Loader
2011 John Deere 410JU	526	Backhoe/Wheel Loader
2011 Volvo G940B	529	Motor Grader
2011 RPM 217	530	Snow Blower – Loader Attachment
2014 John Deere 624K	532	Wheel Loader
2014 John Deere 870G	533	Motor Grader
2015 RPM 220	534	Snow Blower – Loader Attachment
2016 S650 Bobcat	535	Skidsteer
2005 Toro 4000D	603	Mower/Multiway Sweeper
2008 Toro 4500D	605	Mower/Multiway Sweeper
2011 Toro 4500D	609	Mower/Multiway Sweeper
2013 Toro GM 4000D	611	Mower/Multiway Sweeper
2013 Toro GM 4000D	612	Mower/Multiway Sweeper
2013 Toro GM 4000D	613	Mower/Multiway Sweeper
1993 Kubota	803	Tractor
2009 Kubota	804	Tractor
2011 Bobcat 5600 Tool Cat	914	Multipurpose
2016 Bobcat 5600 Tool Cat	920	Multipurpose

The City also contracts out tandem trucks with snow boards for snow hauling and a bulldozer for pile grooming at temporary snow storage sites.

All of the City's sanders and trucks have spreader controls, which regulate the amount of salt spread based on the speed of the vehicle. The spreader controls are manual and therefore not calibrated at this time.

The City has one truck capable of pre-wetting however the City has not utilized it to date.

Prior to the winter season the fleet undergoes a pre-season mechanical review to determine road-worthiness.

Three of the City's trucks are equip with vehicle mounted surface temperature measuring devices (infrared thermometers), and one hand-held device is available as needed. The surface temperature measuring devices assist in making decisions on when to apply salt and what type of technique to use (i.e. plowing, sanding, de-icing).

The City does not currently utilize road weather information systems (RWIs).

4.2 Salt and Sand Storage

The goal of salt and sand storage best management practices are to reduce the potential for a release.

The City of Leduc currently operates one maintenance yard at 4300 56 Ave, Leduc, Alberta. A multi-functional 2,183 m² facility was constructed to store salt and blends of sand and salt. The building is covered by a 100 percent metal roof with solar panel covering and materials are kept inside on an impermeable concrete pad. The facility can hold approximately 190 m³ of salt, 4,600 m³ of sand and 310 m³ of rock chips; salt and salt containing sand are stored in concrete bunkers separate from the non-chloride materials.

The facility is designed to facilitate deliveries, stock piling and loading of sanders inside the facility, which assists in preventing uncontrolled releases.

Good house keeping practices include regular sweeping of the facility.

Drainage and runoff within the storage facility is contained with a built in sump and catchbasin. As runoff quantities are typically minimal the sump is vacuumed out as needed and does not drain to the sanitary.

The City of Leduc ensures that sanders are only washed in a designated wash bay where the wash water is contained and passes through an oil and grit separator before entering the sanitary system.

Runoff from the surrounding maintenance yard is directed to an on-site storm sewer which drains to a stormceptor at the nearby engineered snow storage facility, for further treatment.

4.3 Snow Disposal

The City of Leduc has three temporary snow storage sites and one engineered snow storage site (Alberta ESRD Registration No. 265496-00-07, Application No. 009-265496- Snow Storage Sites).

Temporary snow storage sites will be utilized if warranted and will be dependent on obtaining permission rights from private property owners. If the sites are City property, they are to be used only by City operations.

Table 5. Snow Storage Sites

Location	Ground Conditions		Run Off		Surrounding Land Use			
	Paved	Unpaved	Controlled	Uncontrolled	North	East	South	West
SE ½ 35-49-W4M Engineered Site		Clay Base	Entire site bermed – stormceptor to storm sewer		City Operations building	Industrial	Residential/Parkland	Industrial
NE ¼ 24-49-25 W4M on RR 250 Temporary Site		Native Soil		Uncontrolled	Commercial	Agricultural	Residential	Residential
W ¼ 28-49-25-W4M access from TWP Rd. 494 Temporary Site		Native Soil		Uncontrolled	Agricultural	Residential	Agricultural	Agricultural
NW ¼ 28-49-25-W4M access via 74th Street/RR 254 Temporary Site		Native Soil		Uncontrolled	Residential	Residential	Residential	Agricultural/Deer Creek

The City hauls all salt contaminated snow to the Engineered Snow Storage Facility (Permanent site SE ½ 35-49-W4M). Only snow from residential areas and parking lots, where salt use is not used, is hauled to the temporary snow storage sites.

The City keeps annual records of the volume of snow dumped and where it was dumped.

The goal of snow disposal best management practices is to reduce the potential for a release through the management of drainage and meltwater. The Engineered Snow Storage Facility is surrounded by clay berms and contains a 1,400 m³ settling pond which overflows into a stormceptor separator as per As-built Drawings 5 and 6 of 6 dated October 27, 2008. The stormceptor discharges via a 450 mm diameter storm sewer to an off-site stormwater system located near the southwest corner of the site. This storm sewer eventually discharges into Telford Lake.

The accumulated sediment in the stormceptor is cleaned out annually with a vacuum truck.

The Engineered Snow Storage Facility was constructed with a clay base to reduce the potential for salt infiltration into the soil and groundwater.

Sediment left behind after snow melt is sampled for landfill disposal. The City is also looking into washing the sediment and drying it for re-use in winter maintenance activities.

4.4 Street Sweeping

Street sweeping removes pollutants deposited on roads and parking lots, thereby reducing pollutant runoff to stormwater management facilities. The *Stormwater Management Guidelines for the Province of Alberta* indicate that street sweeping is most effective in the early spring to remove accumulated winter sediment.; this will help prevent excess sand/salt mixtures from entering the environment.

The City of Leduc currently conducts street sweeping consistently throughout the spring, summer and fall. During these seasons the City spends approximately 30 hours of street sweeping per week; main roads are prioritized followed by outlying roads and residential subdivisions.

Rock chips collected from areas in the City where salt is not used, and stored for re-use in the following winter season.

Remaining street sweepings are stored at the Operations Building and sampled for contaminants before landfilling. Disposal of sediment collected during street sweeping depends on the analysis of the material.

4.5 Identification and Protection of Vulnerable Areas

Salt vulnerable areas are localized areas particularly sensitive to road salts such as wetlands, lakes, ponds, riparian areas, and salt vulnerable vegetation along roadways. The location of vulnerable areas should be considered in the location of maintenance yards, snow disposal sites and the design of new roads or upgrading of existing roads.

The City of Leduc conducted an Environmentally Significant Areas Study in 2016/2017; the Study identified 86 natural areas in the City including wetlands, streams, ponds, lakes, woodlands, fish, wildlife and plant habitat. Key natural areas that are likely to be sensitive to roads salts are listed in the table below.

Table 6. Vulnerable Areas in the City of Leduc

Habitat Type	Location
1. Lake	Telford Lake
2. Native grassland, forest and wetlands	E-25-49-25-4
3. Creek	Deer Creek
4. Tree Stand	NW-19-49-24-4
5. Wetland Complex	30-49-24-4
6. Creek	Whitemud Tributary Creek
7. Tree Stand	North of Telford Lake
8. Forest and wetland complex	East of Telford Lake
9. Tree Stand	SW-19-49-24-4
10. Tree Stand	SW-23-49-25-4

A sand/salt mixture is only used on arterial roads, and some collector roads, at stop signs. Rock chips are used as an alternative for residential areas and the majority of collector roads. A map showing the Location of Salt Vulnerable Areas and Road Salt/Sand Application is available in Appendix B.

In addition, the City does not plow snow in the vicinity of salt vulnerable areas; snow is removed to avoid salt laden snow runoff in the area.

Reducing salt exposure to these areas will be the result of successfully implementing the 4-R's of Salt Management: right material, right amount, right time, right place.

4.6 Communications and Weather Monitoring

4.6.1 Internal Communications

Staff access the Environment Canada website and other media outlets for current and forecasted weather information.

All winter maintenance vehicles are equipped with two way communications (mobile radios, cell, etc.), and Public Services staff are responsible for reporting changing weather and/or road conditions.

4.6.2 External Communications

The City of Leduc Operations Building Administrative Assistants take Customer Service Opportunity requests from the public including winter road maintenance concerns.

Winter road maintenance activities are communicated with the public through the following:

- City of Leduc website:
 - Snow and Ice Control Policy and FAQs
 - Plow Route Map
 - Snow Removal Map
 - Parking Lot Snow Removal Map
 - Sidewalk and Multi-Way Snow Removal
 - Approved Budget and Operational Plans
- Periodic announcements (emails sent to residents and staff)

4.6.3 Winter Patrol

Winter road patrol consists of driving the entire length of the City's plow route and collector road network. During the patrol, the inspector will note all adverse road conditions including but not limited to icy surfaces, drifting snow, snow windrow height and road temperatures. These observations will then be used to determine/prioritize what action is required by Public Services with regards to winter road maintenance operations.

The following schedule is utilized by Public Service staff when conducting winter road patrols:

- Monday – Friday (7:00 am – 3:30 pm): The Infrastructure Maintenance Manager and/or the Lead will conduct at least one winter road patrol per day.
- Monday – Friday (3:30 pm – 11:00 pm): The Standby Operator will conduct one winter road patrol per day.
- Sunday – Thursday (11:00 pm – 7:00 am): The Night Shift Operator(s) will conduct one winter road patrol per night.
- Weekend (3:30 pm Friday – 11:00 pm Sunday): The Standby Operator will conduct one winter road patrol per day.
- Additional winter road patrols other than the ones listed above may be conducted depending on weather conditions.

4.7 Training

The City currently provides staff training for winter maintenance personnel, including training through the Alberta Municipal Health and Safety Association (AMHSA).

Staff also attend conferences to discuss issues such as new equipment, material trends in winter maintenance, regulatory changes and common issues relating to winter storm management.

Records of employee training are kept through Intelex software as of 2017.

Table 7. Staff Winter Training Schedule

Job Class	Training	Frequency
Director, Public Services	APWA North American Snow Conference	Annual
Manager, Infrastructure Maintenance	APWA North American Snow Conference	Bi-Annual
	APWA Western Snow and Ice Conference	Annual
Lead, Infrastructure Maintenance	APWA North American Snow Conference	Bi-Annual
	APWA Western Snow and Ice Conference	Annual
Operator	AMHSA Defensive Driving	Bi-Annual
	AMSHA Backhoe/Loader	Bi-Annual
	AMHSA Front End Loader	Bi-Annual
	AMHSA Plow Truck Sander	Bi-Annual
	AMHSA Road Grader	Bi-Annual
	AMHSA Skid Steer	Bi-Annual

In addition, prior to the winter season, staff meet to discuss the strategy for winter maintenance, to go over the spreading/plow responsibilities, and to review the safety issues. In the spring following the winter season, staff typically meet to discuss the successes and failures of the past winter maintenance campaign and to provide input and suggestions for improvement.

4.8 Spill Response Procedures

In the case of a salt spill or extra heavy application the City would refer to the Alberta Environment Reporting Spills and Releases (2016) guidelines.

The release of road salts into the environment should be reported to Alberta Environment and Parks when:

- The release has caused, is causing, or may cause an adverse effect;
- The release is into a watercourse or into the groundwater or surface water in any quantity;
- If the amount released exceeds the quantities set out in the *Code of Practice*;
- If there is uncertainty whether the amount exceeds the quantities set out in the *Code of Practice*.

4.9 Record Keeping

The City maintains a winter maintenance spreadsheet that contains total quantities of materials used and keeps records of annual weather data reports from Environment Canada.

Pending the implementation of the City's asset management program the City will strive to track the following information within the program:

- Areas maintained;
- Material used (sand and/or salt, and/or rock chips);
- Specified operator;
- Shift hours; and
- Pavement and air temperature.

The City retains records for the purchase of salt and sand for use in winter operations.

Currently no formal records are kept for application rates/route/storm.

4.10 Monitoring

The City currently conducts quarterly Formal Work Place Inspections on operations to identify areas for corrective action or improvement and/or positive actions/initiatives noted.

On a three-year rotation the City also conducts external Environmental Audits on City facilities. The Environmental Audit identifies best management practices and items of non-compliance for follow-up action.

The City does not currently have chloride monitoring results associated with current salt management operations.

5.0 Salt Management Goals

5.1 Overview

The City's current winter maintenance policies and practices form the baseline or benchmark upon which improvements can be made to manage the use of road salts more effectively and in turn its impact on the environment.

The City of Leduc has prepared a multi year work plan, to improve management of road salt and its winter maintenance policies, practices and procedures, though comparing current best management practices against the *TAC Salt Management Guide* and *Syntheses of Best Practices*; salt management goals are identified to address potential gaps and further protect the environment from the negative impacts of road salt, while maintaining road safety.

Key operational practices and strategies related to the effective management of road salt during winter maintenance activities are presented as goals, with a discussion of the objective, environmental conditions, current situation, plan goal, responsibilities, performance measures and the approximate cost and timeline for implementation. These goals are not meant to be a comprehensive consideration of every possible best management practice, but rather a listing of improvements that are seen to be beneficial and feasible considering current conditions.

The Director of Public Services is responsible for overseeing all of the goals outlined in this plan; staff specific to implementation have been identified for each goal.

Example - Subject	
Objective	This section states the salt management objective that is to be achieved.
Environmental Consideration	It is important to understand the rationale behind the need to make changes. This section briefly identifies the environmental considerations that make it important to address the subject area.
Current Situation	This section identifies the status of the subject area upon initial implementation of the plan.
Goal	The plan must have clearly stated goals and timetables.
Responsibility	The Director of Public Services is responsible for overseeing all of the goals outlined in this plan; staff specific to implementation have been identified for each goal.
Performance Measure	It is important to monitor and measure the progress implementing each element of the Salt Management Plan. This section will establish the criteria for measuring performance.
Expected Costs	Range from Low, Medium and High
Timeline	Range from Already In Place, Immediate, Short Term, Medium Term, and Long Term

5.2 Management Practices

5.2.1 Winter Maintenance Policy

Snow and Ice Control Policy (Level of Service)	
Objective	To ensure that the City's Snow and Ice Control Policy is reviewed and that any revisions are approved by Council as needed, and communicated to winter maintenance personnel.
Environmental Consideration	The prescribed level of service in the Snow and Ice Control policy is the foundation for winter maintenance programs and has significant impact on salt use.
Current Situation	The City's Snow and Ice Control Policy is presented in Section 3.1
Goal	The Snow and Ice Control Policy will be reviewed annually and updated as needed. The Snow and Ice Control Policy will be updated to include: <ul style="list-style-type: none"> • Salt and Sand Storage • Winter Patrol
Responsibilities	Director of Public Services
Performance Measure	Presence of written Snow and Ice Control Policy that has been approved by Council.
Expected Costs	Low
Timeline	Immediate

5.3 Equipment

5.3.1 Equipment Upgrading

Equipment Upgrading	
Objective	It is intended that the winter maintenance fleet be capable of delivering appropriate levels of de-icing materials within a full range of climatic conditions.
Environmental Consideration	Equipment upgrades will improve the capability of placing the right amount of de-icing materials in the right place at the right time and allow for an increased level of data collection which, in turn, leads to more effective use of salt.
Current Situation	<p>Currently City spreaders have manual spreader controls.</p> <p>Three city vehicles are equipped with vehicle mounted surface temperature measuring devices. The placement of infrared thermometers (IRTs) on spreaders would also enhance decision making capabilities.</p> <p>Currently City staff do not use pre-wetting in their winter operations toolbox, although the City has one truck with the capability.</p> <p>Sand stockpiles are pre-treated with CaCl₂.</p>
Goal	<p>As the spreader fleet comes up for replacement within the City's vehicle replacement program the following should be considered for addition to the specification list, as justified:</p> <ul style="list-style-type: none"> • electronic spreader controls • IRTs • pre-wet capabilities
Responsibilities	Director of Public Services, Infrastructure and Maintenance Manager
Performance Measure	% of equipment with electronic spreader controls, IRTs and pre wet capabilities.
Expected Costs	High
Timeline	Long Term

5.3.2 Equipment Calibration

Equipment Calibration	
Objective	To ensure that equipment is properly calibrated at the beginning of the winter maintenance season and that calibration is maintained during the winter.
Environmental Consideration	Effective placement of material is dependent upon accurate calibration of distribution equipment, and equipment that assists in decision making.
Current Situation	All spreaders are manual and therefore can not be calibrated. Surface temperature measuring devices are not currently calibrated.
Goal	<ul style="list-style-type: none"> • Surface temperature measuring devices are calibrated annually by November, and re-calibrated as needed. • As electronic spreaders are acquired they will be calibrated by November of each year. • Develop a policy for equipment calibration.
References	TAC Syntheses of Best Practices Road Salt Management for Salt Management Plans (1.0)
Responsibilities	Fleet Supervisor
Performance Measure	<ul style="list-style-type: none"> • % of equipment calibrated by November. • Existence of policy for equipment calibration.
Expected Costs	Medium
Timeline	Long Term

5.4 Materials

5.4.1 Material Ordering and Delivery

Material Ordering and Delivery	
Objective	To maintain best practices and procedures in the ordering and delivery of de-icer materials.
Environmental Consideration	Improper housekeeping practices relating to the delivery and handling of salt can increase loss to the environment. Excessive moisture in the de-icing material may make the material unusable for use during the winter season.
Current Situation	Salt and winter sand is delivered and stockpiled inside the covered storage building. The City retenders for abrasive materials, including sand and rock chips, annually to ensure quality. Potash salt is consistently ordered from a supplier in Saskatchewan; the requirement for salt to be tarped during delivery is included in the contract.
Goal	Take the following measures with respect to material ordering and deliveries: <ul style="list-style-type: none"> • ensure that deliveries of salt and sand are covered with waterproof tarpaulin and occur in good weather; and • ensure that the loading pads are kept clean of material. All deliveries are to be recorded on approved forms to summarize: <ul style="list-style-type: none"> • weather conditions • required tarping • transfer of material indoors • loading pad cleaned; and • weigh ticket with truck number and net weight
References	TAC Syntheses of Best Practices Road Salt Management for Salt Management Plans (1.0)
Responsibilities	Infrastructure and Maintenance Manager
Performance Measure	<ul style="list-style-type: none"> • % of deliveries tarped/ordered in good weather. • Audit compliance of housekeeping practices through periodic yard inspections.
Expected Costs	Low
Timeline	Short Term

5.4.2 Salt Use Record Keeping

Salt Use Record Keeping	
Objective	To provide an accurate record of salt and sand usage by route and vehicle to be able to fine tune the amount of material to be spread for varying climatic and pavement conditions.
Environmental Consideration	Effective salt management requires an accurate understanding of how much is being used, and where. It is not sufficient to measure yearly or seasonal gross totals since these can vary widely year-to-year due to weather fluctuations.
Current Situation	Current usage data is variable. Salt use is rationalized at the end of each season by comparing the amount of salt ordered to residual and usage data.
Goal	<ul style="list-style-type: none"> • Pending the implementation of the City's asset management program the City will strive to track salt use through the program. • Provide all vehicles with Automatic Vehicle Locating (AVL) to assist with tracking of service provided. AVL would also assist with the analysis of complaints and for use against any claims against the City. • Weigh trucks as they enter and leave the maintenance yard to confirm how much was spread on the serviced route • Download data from electronic spreaders as they become available
Responsibilities	Director of Public Works, Infrastructure and Maintenance Manager, Infrastructure and Maintenance Lead, Infrastructure and Maintenance Operator
Performance Measure	Completion of year end salt records and benchmarked routes.
Expected Costs	Medium
Timeline	Short Term – Long Term

5.4.3 Salt Application Rates

Salt and Sand Application Rates	
Objective	Develop documented standard application rates for each type of material and pavement condition to generate consistent decision making.
Environmental Consideration	Effective salt management requires an accurate understanding of how much is being used, and where.
Current Situation	The Roads foreman and Operators are allowed latitude in salt application depending upon road and weather conditions. Consistent application rates have not yet been established.
Goal	Application rates for salt and/or sand/salt will be investigated and tested under different conditions to determine an effective program that contributes to a reduction in salt use. Once developed salt application rates will be consistently applied based on type of precipitation, temperature and pavement condition.
Responsibilities	Infrastructure and Maintenance Manager, Infrastructure and Maintenance Lead
Performance Measure	Documented application rates
Expected Costs	Low
Timeline	Long Term

5.5 Sand and Salt Storage

Salt and Sand Storage	
Objective	All de-icing chemicals shall be stored inside proper storage structures as to minimize loss of salt to the environment.
Environmental Consideration	If not properly stored, de-icing chemicals can be lost to the environment in large quantities because of exposure to precipitation and wind. This loss can be costly due to actual loss of salt and can lead to environmental damage. Loading of salt/mix spreading equipment inside a storage facility is preferred to outside loading to reduce loss of salt to the environment.
Current Situation	100% of sites where mix/salt is stored has the mix/salt placed inside structures. 100% of sites storage is on impermeable pads. 100% of the sites have drainage controls in place. All loading and dumping is conducted inside of the storage structure.
Goal	Continue with current salt storage practices.
References	TAC Syntheses of Best Practices Road Salt Management for Design and Operation of Maintenance Yards (7.0)
Responsibilities	Manager of Infrastructure and Maintenance
Performance Measure	% of sites where mix/salt is stored inside, % of sites with storage on impermeable pads and % of sites with drainage controls in place.
Expected Costs	Low
Timeline	Already in Place.

5.6 Storm Response

5.6.1 Winter Patrol

Winter Patrol	
Objective	Winter road conditions are monitored in an appropriate fashion to be able to react to changing weather and road conditions and ensure that levels of service for the public are maintained.
Environmental Consideration	Accurate interpretation of conditions and appropriate levels of action to provide safe road conditions will result in timely and efficient application of winter de-icing materials.
Current Situation	Winter patrol is conducted by day shift and night shift, Monday to Friday, as required, based on weather conditions. On the weekend a standby operator also conducts winter patrol at the same time as checking the reservoir and as required according to weather conditions
Goal	Update the Snow and Ice Control Policy with information on winter patrol procedures – or develop winter patrol policy
Responsibilities	Director of Public Services, Manager of Infrastructure and Maintenance, Infrastructure and Maintenance Lead
Performance Measure	<ul style="list-style-type: none"> • The existence of documented winter patrol procedures. • Documentation of road and weather conditions and appropriate responses to situations.
Expected Costs	Low
Timeline	Short Term

5.6.2 Weather Monitoring

Weather Monitoring	
Objective	To provide timely and accurate weather information to assist in snow and ice control decision making.
Environmental Consideration	Effective use of salt is dependent upon good snow and ice control decision making, which in turn depends on good weather information. Salt can be wasted if information is inaccurate or not timely.
Current Situation	The City of Leduc currently monitors websites such as Environment Canada for weather forecasting and radar and uses municipal staff observations, and communications from the general public to monitor weather. Staff also monitor pavement temperatures by use of on-board infra-red thermometers.
Goal	To gather additional information by implementing a Road Weather Information System (RWIS) to transmit real-time weather data and pavement and ground temperatures through a dedicated website.
Responsibilities	Infrastructure Analyst, Manager of Infrastructure and Maintenance, Infrastructure and Maintenance Lead
Performance Measure	<ul style="list-style-type: none"> • RWIS weather data • % of decision-making staff trained to interpret data
Expected Costs	Medium
Timeline	Long Term

5.6.3 Storm Response Record Keeping

Storm Response Record Keeping	
Objective	To improve overall storm monitoring and response capabilities
Environmental Consideration	Accurate record keeping and reporting during snow and ice control activities will allow a review of storm response and ultimately result in the most effective response in similar situations. This will optimize the use of salt. It will also provide information for due diligence defence.
Current Situation	Environment Canada weather reports are kept on file annually. Quantity of material used per shift or weather event is not currently recorded.
Goal	Record keeping will be formalized <ul style="list-style-type: none"> • Pending the implementation of the City's asset management program the City will strive to track salt use through the program; the program should allow the City to reference response actions specific to storm events by date • As vehicles with AVL become available track and record distance and routes • As electronic spreaders become available record quantity of material used per shift/route • As RWIS information becomes available track applicable data
Responsibilities	Infrastructure Analyst, Infrastructure and Maintenance Lead
Performance Measure	<ul style="list-style-type: none"> • % completed Winter Roadway Maintenance Service Records. • A documented storm response plan. • Meeting the City's service level indicated in the Snow and Ice Control Policy.
Expected Costs	Medium
Timeline	Short – Long Term

5.7 Snow Removal and Disposal

Snow Storage Facilities	
Objective	To ensure snow removal and disposal operations are done efficiently and in an environmentally friendly manner to reduce or eliminate potential impacts at snow disposal sites.
Environmental Consideration	Management of snow disposal sites and disposal operations can assist in leading to a reduction of environmental impacts. Review of disposal operations can lead to adopting methods that are less harmful to the environment.
Current Situation	Currently salt impacted snow removed from City roadways is stored at the Engineered Snow Storage Facility, which has a clay base but is unpaved. There has been no benchmark established to determine the levels of salt, oil/grease and heavy metals at this site or at the point where the melt water discharges to the storm sewer. Snow from unsalted areas is stored at 1 of 3 unpaved temporary snow storage sites. Sediment left behind after snow melt is sampled for landfill disposal. The City is also looking into washing the sediment and drying it for re-use.
Goal	<ul style="list-style-type: none"> • Monitor the levels of chloride and hydrocarbons at snow storage sites prior to the winter season and after. Sample snow storage effluent in early spring. • Implement drainage controls at temporary snow storage sites, particularly sites within proximity of salt vulnerable areas (i.e. west side temp. site where effluent has potential to impact Deer Creek)
References	TAC Syntheses of Best Practices Road Salt Management for Snow Storage and Disposal (8.0)
Responsibilities	Manager of Infrastructure Maintenance
Performance Measure	<ul style="list-style-type: none"> • Monitoring results for soil and melt water effluent. • Number of snow storage sites with drainage controls.
Expected Costs	Medium
Timeline	Long Term

5.8 Salt Vulnerable Areas

Salt Vulnerable Areas	
Objective	To identify, monitor and protect salt vulnerable areas within the City.
Environmental Consideration	Environmentally sensitive areas that are impacted by salt use may require unique solutions, including the use of other strategies or alternatives to typical de-icers to sustain the unique features and functions of the area. The <i>Code of Practice for Environmental Management of Road Salts</i> identifies concentrations of chloride in the environment at which negative environmental impacts are likely to occur, and furthermore suggests a program to assess the levels of impact due to winter maintenance in these areas.
Current Situation	The City has conducted an Environmentally Significant Areas Study and identified key natural areas in the City.
Goal	<ul style="list-style-type: none"> • To map vulnerable areas for operator reference during salt applications and develop guidelines to reduce potential impacts in the vicinity (i.e. use rock chips instead of treated sand). • Initiation of monitoring to explore the level of impact resulting from the City's winter maintenance practices (i.e. Telford Lake, Deer Creek).
References	TAC Synthesis of Best Practices for: Drainage and Stormwater Management (4.0) and Vegetation Management (6.0).
Responsibilities	Manager of Infrastructure Maintenance, Environmental Sustainability Coordinator
Performance Measure	<ul style="list-style-type: none"> • Guidelines for winter road maintenance in the vicinity of these areas. <ul style="list-style-type: none"> ○ Number of operators aware of salt vulnerable areas • Reporting on chloride concentrations in natural areas.
Expected Costs	Low – Medium
Timeline	Short – Long Term

5.9 Communications

Communications	
Objective	To inform staff and the public about the City's winter maintenance program and Salt Management Plan and inform the public that road salt is not toxic to humans.
Environmental Consideration	Increased awareness of the role of road salt in winter maintenance and opportunities for managing road salt will improve everyone's understanding of the importance of proper salt management.
Current Situation	The Snow and Ice Control Policy, as well as information about salt use is on the City website.
Goal	Provide annual information updates to the public on the policies and practices of the operations during the winter months, including information on salt toxicity, through various mediums such as press releases, handouts, websites etc.
Responsibilities	Manager of Infrastructure Maintenance, Infrastructure and Maintenance Lead, Communications
Performance Measure	The City's webpage is updated annually
Expected Costs	Medium
Timeline	Short Term

5.10 Training

Snow and Ice Control Training	
Objective	To ensure that all management staff and operators are trained in snow and ice control, including salt management practices.
Environmental Consideration	To achieve effective implementation of a salt management program, staff must understand the rationale behind the measures being implemented as well as what is expected of them.
Current Situation	The City currently provides staff training for winter maintenance personnel, including courses taken through the Alberta Municipal Health and Safety Association (AMHSA) as required. Staff attend conferences to discuss issues such as new equipment, material trends in winter maintenance, regulatory changes and common issues relating to winter storm management. Completion of training courses is recorded in Intalex.
Goal	Training schedules will be formalized. To continue with current training programs, evaluate/provide new training opportunities as they become available. Training modules in the following areas should be considered: <ul style="list-style-type: none"> • Good housekeeping practices • Interpretation of weather and pavement conditions • Proper use of infra red thermometers • When and how to apply chemicals • Health and safety requirements; and • Proper record keeping and review
Reference	TAC Syntheses of Best Practices Road Salt Management for Training (2.0) Appendix B. Examples of Staff Training Program
Responsibilities	Director of Public Services
Performance Measure	Number of supervisory staff receiving training. Number of operators receiving training.
Expected Costs	Medium
Timeline	Medium Term

5.11 Technology Review

Technology Review	
Objective	To keep informed and up to date on new innovations in snow and ice control.
Environmental Consideration	New techniques, procedures, and technologies may provide new methods for reducing salt entering the environment.
Current Situation	Pre-wetting of sand with CaCl ₂ . City attend staff conferences to stay up to date on new technologies.
Goal	On an annual basis new technologies and proven alternative methods to combat winter storms will be reviewed to determine their applicability in altering current practices.
Responsibilities	Director of Public Services, Infrastructure Analyst, Manager of Infrastructure and Maintenance, Infrastructure and Maintenance Lead
Performance Measure	<ul style="list-style-type: none"> • Report on new developments. • Number of people attending conferences annually.
Expected Costs	Low
Timeline	Short Term

5.12 Spill Response

Spill Response	
Objective	To have standard spill response procedures in place to ensure spills are appropriately managed.
Environmental Consideration	As per the Canadian Environmental Protection Act salt may have an immediate or long term harmful effect on the environment – spill procedures will reduce the potential for adverse environmental impacts due to excessive salt exposure.
Current Situation	In the case of a salt spill or extra heavy application the City would refer to the Alberta Environment Reporting Spills and Releases (2016) guidelines.
Goal	The development of a Spill Response Policy and Procedure for when salt spills while spreading or controls have become misadjusted to cause an overabundance of salt being placed. The procedure should include information on who to notify, how and when to respond, and what resources may be required. An Environmental Release Report form should also be developed for tracking information.
Responsibilities	Manager of Infrastructure Maintenance, Environmental Sustainability Coordinator
Performance Measure	Development of Spill Response Policy and Procedure, the number of employees trained in spill response guidelines and the number of spill response report forms filled out.
Expected Costs	Low
Timeline	Immediate

5.13 Annual Review

The Salt Management Plan is a continual improvement document and recognizes that change will be incremental and ongoing. The Plan is intended as a starting point for the City to proceed with the implementation and continuance of best management practices for winter maintenance operations. The long term goal of this plan is to protect the environment from excessive concentrations of road salts while at the same time, ensure that winter roads are kept safe.

Within the *Code of Practice for the Environmental Management of Road Salts, Annex C: Monitoring and Measuring Progress*, is included in order to establish a common approach to monitoring and measuring the progress of an organization in the use of road salt, implementation of best management practices and the concentration of road salt in the environment.

Environment Canada has developed a template Annual Report Form of the basic information to be collected and reported. The City of Leduc will utilize this template form for the purpose of providing consistency of information reporting to the federal agency. The report is required to be submitted annually by June 30th.

This review should be integrated into the City's budgetary process to permit timely acquisitions of new equipment and to identify other funding needs as required.

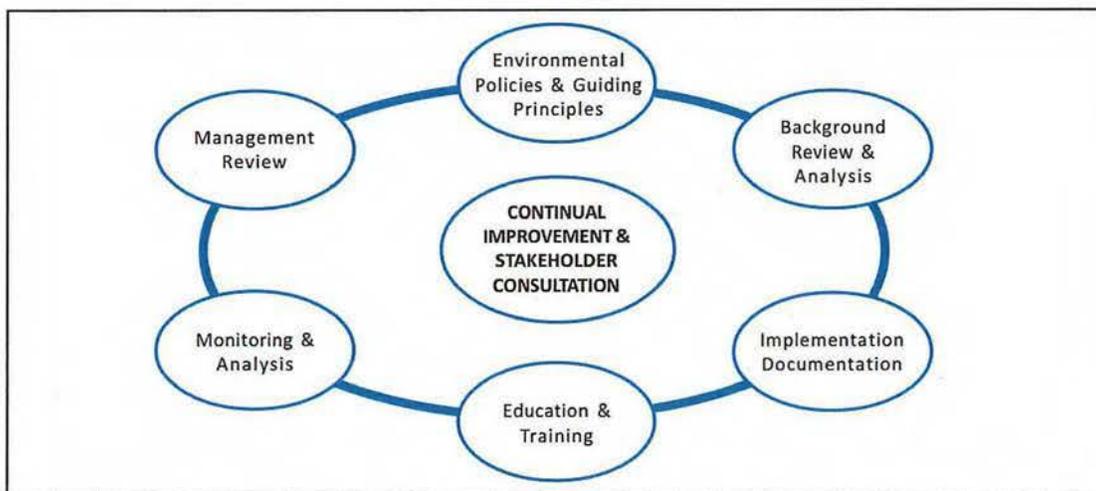


Figure 1 – Salt Management Process

6.0 Conclusion

Effective road salt management requires dedication to adopting, implementing and refining best management practices. Public safety must be maintained as best management practices are implemented. Personnel at all levels of the organization will need to be trained and educated so that maximum benefits are realized.

Appendix A. Winter Severity/Event Criteria

Winter Severity/Total Number of Events

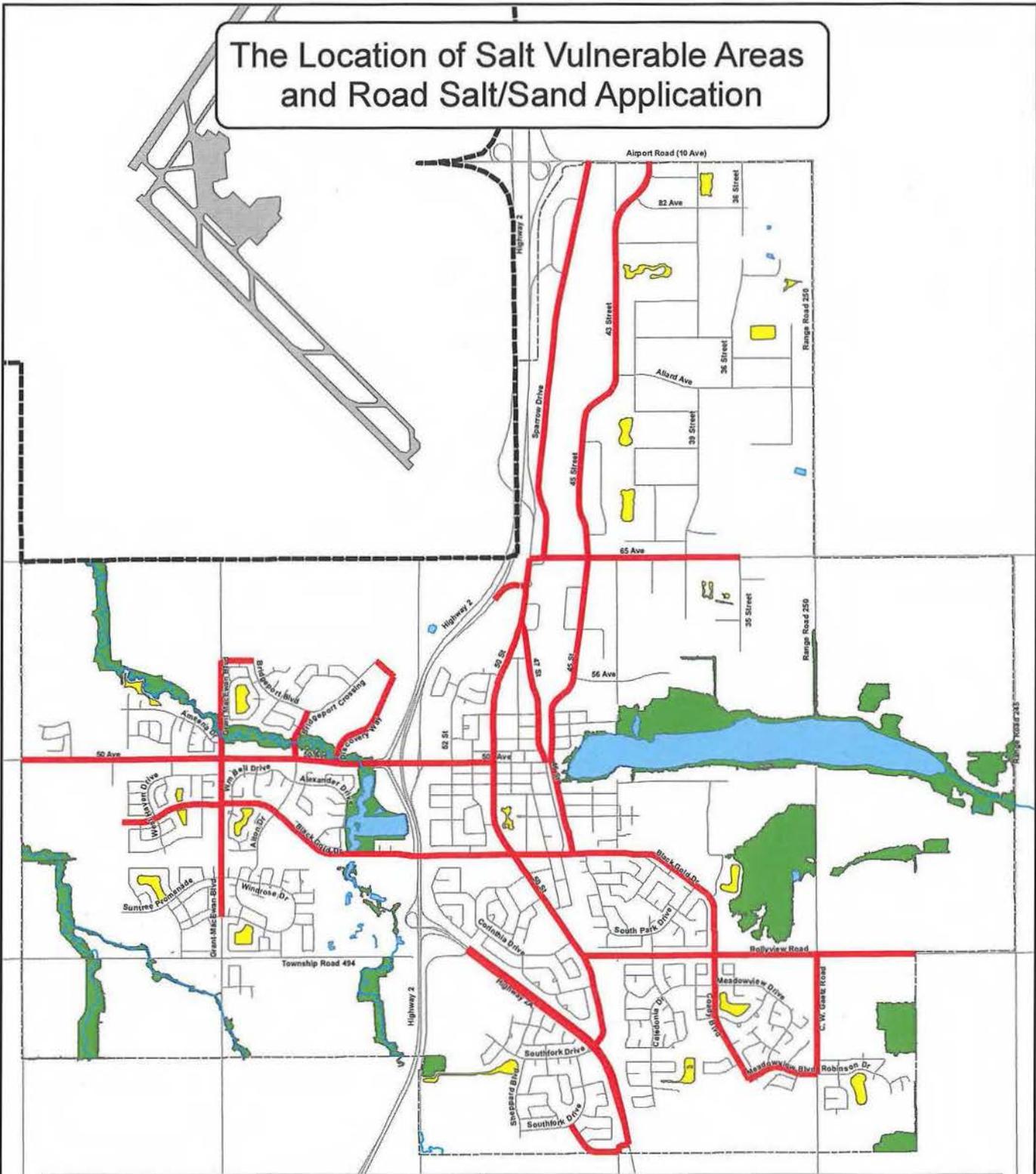
Month	Year	
	2016	2017
January	7	6
February	11	5
March	2	12
April	2	9
May	-	-
June	-	-
July	-	-
August	-	-
September	-	-
October	5	-
November	7	-
December	11	-
Total	45	32

Event Criteria: One or more of the following conditions must be met:

- Total Snow > 2 cm
- Total Rain > 1 mm and Minimum Temp < 0°C
- Speed of Maximum Wind Gust > 40 km/hr and Snow on the Ground

**Appendix B. The Location of Salt Vulnerable Areas and Arterial Road
Salt/Sand Application**

The Location of Salt Vulnerable Areas and Road Salt/Sand Application



Salt Vulnerable Areas

 Upland	 Waterbody	 Storm Ponds	 Salt/Sand applied to Roads
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GSR4320v4.mxd Created: August 22nd, 2017

Appendix C. Current Maintenance Practices as Measured Against Best Management Practices

As per the Transportation Association of Canada Synthesis of Best Practices Road Salt Management 1.0 – Salt Management Plans, an inventory of current practices must be established to form a benchmark against which progress can be measured. The following elements may be considered in an overall situational analysis:

Spreading

Current Application Rate for each type of material and pavement condition:	No set application rates
Percentage of fleet with pre-wetting?	1 truck
Percentage of fleet with liquid only applications?	0%
Use of alternative freeze point depressants	CaCl ₂ (28,000 L used annually)
Number of Road Weather Information systems	0%
Number of other surface temperature measuring devices (hand-held or vehicle mounted)	3 vehicle mounted, 1 hand-held
Use of dedicated pavement and/or atmospheric forecasting	0

Salt Vulnerable Areas

Location of salt vulnerable areas	Identified in Environmentally Significant Areas Study
Description of winter maintenance practices in the vicinity of vulnerable areas (i.e. alternate treatment)	N/A

Sand and Salt Storage

Number and Capacity of Storage Sites	1 storage site - 2,183 m ² The facility can hold approximately 190 m ³ of salt, 4,600 m ³ of sand and 310 m ³ of rock chips
Percentage of salt and sand/salt stored under cover on impermeable pads	100%
Percentage of facilities with indoor loading	100%
Percentage of sites with management of salt impacted drainage and vehicle wash water	100%
Levels of environmental indicators (e.g. chloride levels)	N/A
Percentage of salt in winter sand	19%
Existence of a good housekeeping policy, and adherence to this policy	Good housekeeping practices but no formal policy

Snow Disposal Sites

Number and capacity of snow disposal sites	1 permanent engineered site, three temporary sites; capacity unknown
Levels of environmental indicators (e.g. chloride levels)	N/A
Percentage of disposal sites with water management systems	25% (The Engineered Snow Storage Facility)
Conformance with existing environmental standards for snow disposal sites	Yes – all registered with Alberta ESRD
Existence of a good housekeeping policy and adherence to the policy	Good house keeping practices but no formal policy

Training

Percentage and frequency of staff receiving training in salt best management practices broken down into categories (e.g. managers, supervisors and operators) and topics covered	See Table 7. Staff Winter Training Schedule
--	---

Research and Testing

In the interest of continual improvement, organizations should have a program to identify, test, adapt and adopt new approaches	No formal program in place.
---	-----------------------------

Documented Policies

Level of service for each facility/roadway segment	City of Leduc Snow and Ice Policy
Salt and sand application rates	Currently no formal application rates
Managed sand and salt storage	Good housekeeping practices in place but no formal policy
Good housekeeping practices for maintenance yards consistent with TAC's Design and Operation of Road Maintenance Yards Synthesis of Best Practices	Good housekeeping practices in place but no formal policy
Equipment calibration and re-calibration	Currently no policy
Training	Currently no policy
Snow Disposal	Good housekeeping practices in place but no formal policy
Incorporation of salt management consideration into facility design and construction	Currently no policy
Salt Vulnerable Areas	Currently no policy

Appendix D. Other Salt Management Plans Reviewed in the Development of this Plan

<https://www.ec.gc.ca/sels-salts/default.asp?lang=En&n=E68EE1F4-1&offset=5&toc=hide>

Other resources:

https://www.ajax.ca/en/exploreoutdoors/resources/TownofAjax-SaltMgmtPlan_1.pdf - Town of Ajax

<http://city.brockville.on.ca/UploadedFiles/slatman.pdf> - City of Brockville

http://www.stjohns.ca/sites/default/files/files/publication/Salt%20Management%20Plan%20Winter%202005-2006%20_0.pdf – City of St. John's

http://www.northumberlandcounty.ca/en/departments_publicworks/resources/2015_salt_management/Salt_Management_Plan_2015.pdf - County of Northumberland

http://wellington-north.com/content/government/departments/public-works/roads/salt_management_plan.pdf - Municipalities of North Wellington County



(date)

Minister of the Environment
c/o Director, Commercial Chemicals Formulation
Environment Canada
Place Vincent Massey
351 St. Joseph Blvd., 12th Floor
Gatineau QC K1A 0H3

Our File: *(our file number)*

SENT BY EMAIL
sv-rs@ec.gc.ca

Subject: Notification of Intent to Prepare a Salt Management Plan

This letter confirms the intention of the City of Leduc to prepare a salt management plan in accordance with the *Code of Practice for the Environmental Management of Road Salts*, published April 3, 2004.

Senior management will ensure that a salt management plan is developed, implemented and updated.

Furthermore, the organization commits to reporting information about the implementation of their salt management plan as prescribed in the *Code* in order to allow Environment Canada to follow-up on road salts use and management in Canada.

Future inquiries pertaining to the organization's salt management should be addressed to:

Rick Sereda
Director, Public Services
4300 56 Avenue, Leduc Alberta
T9E 0T1

Sincerely, (return 4x)

Rick Sereda
Director, Public Services

T 780.980.7177 F 780.980.7127 1 Alexandra Park Leduc, Alberta T9E 4C4

Phone: 780-980-7193
rsereda@leduc.ca

/sw

DATE: December 7, 2017

MEETING DATE: January 8, 2018

SUBMITTED BY: Jennifer Cannon, Director Finance

PREPARED BY: Gino Damo, Manager Revenue Services

Rhonda Loewen, Lead Revenue Services

REPORT TITLE: Bylaw 965-2017 – Amendment #1 to the Fees 2018 Bylaw No. 962-2017

REPORT NUMBER: 2017-CR-125

FEES BYLAW 965-2017 FIRST, SECOND AND THIRD READING

To consider adopting Bylaw 965-2017 – Amendment #1 to the Fees Bylaw No. 962-2017.

RECOMMENDATION

1. That Council give Bylaw 965-2017 First Reading.
2. That Council give Bylaw 965-2017 Second Reading.
3. That Council unanimously agrees to consider Bylaw No. 965-2017 Third Reading.
4. That Council give Bylaw 965-2017 Third Reading.

BACKGROUND

KEY ISSUE(S) / CONTEXT:

The Fees Bylaw sets product and service pricing for the corporation legislatively and assists Administration in communicating this pricing to the public.

The 2018 overstrength flow-through rates were provided to the City of Leduc by the Alberta Capital Region Wastewater Commission on December 15, 2017 after the approval of Bylaw 962-2017, the Fees Bylaw on December 4, 2017. Normally, the overstrength flow-through rates are received before the Fees Bylaw is approved however Alberta Capital Region Wastewater Commission presented the budget later due to requiring more time to review their budget. These flow-through rates are fully recovered as they are passed on by the City of Leduc directly to the applicable consumer. The changes are as follows:

	Before Per Kg	After Per Kg	Increase/Decrease Per Kg (\$)	Increase/Decrease Per Kg (%)
(a) Biochemical Oxygen Demand Overstrength charge applies above 300 mg/l	\$0.3075	\$0.3131	\$0.0056	1.79%
(b) Chemical Oxygen Demand Overstrength charge applies above 600 mg/l (or twice the B.O.D. concentration of sewage, whichever is greater)	\$0.3075	\$0.3131	\$0.0056	1.79%
(c) Oil & Grease Overstrength charge applies above 100 mg/l	\$0.2701	\$0.2796	\$0.0095	3.40%
(d) Phosphorus Overstrength charge applies above 10 mg/l	\$8.9441	\$9.8385	\$0.8944	9.09%
(e) Suspended Solids Overstrength charge applies above 300 mg/l	\$0.2754	\$0.2705	-\$0.0049	-1.81%
(f) Total Kjeldahl Nitrogen Overstrength charge applies above 50 mg/l	\$1.5993	\$1.7592	\$0.1599	9.09%

Administration recommends the adoption of Bylaw 965-2017 at this time, to allow sufficient time to ensure that rate changes are in place prior to next billing cycle in February 2018.

LEGISLATION AND/OR POLICY:

The Municipal Government Act provides broad authority for municipalities to set fees for service. Some of these fees must be passed by bylaw, for example, business licence fees.

Section 7(f) of the Municipal Government Act provides broad authority to pass bylaw for "services provided by or on behalf of the municipality". There is specific authority to set fees respecting services provided pursuant to the Freedom of Information and Protection of Privacy Act (F-25).

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The organizational implications will be limited to Finance as these are billed through the department.

FINANCIAL:

The updated overstrength flow-through rates have no impact on the budget, as they are passed on to the applicable consumer and fully recovered. However, failure to update these rates as recommended would impact the City financially as flow-through rates changed since the December 4th approval. This would result in the City charging less than what the City is getting charged; thus creating a fiscal pressure.

POLICY:

No policy implications.

LEGAL:

Bylaw 965-2017 amends the existing bylaw. Should the amendment not be approved, the existing Fees and Charges Bylaw passed in December 2017 will remain in force. By passing these fees in the bylaw, no fee for a service contemplated by the bylaw may be charged except as authorized by the bylaw. This reduces the risk of unapproved fees and charges being used by the City. It does reduce flexibility for some business units, as they cannot reduce fees without the express authority to do so in the bylaw.

IMPLEMENTATION / COMMUNICATIONS:

Rate changes will be implemented on the next billing cycle in February 2018. Approval of the bylaw will be communicated internally to business units by the Finance Department. Arrangements to have the amended bylaw posted to the City of Leduc website will be made by the Office of the City Clerk.

ALTERNATIVES:

1. That Council defeats Bylaw No. 965-2017.

ATTACHED REPORTS / DOCUMENTS:

1. Bylaw 965-2017 – Amendment #1 to the Fees 2018 Bylaw No. 962-2017

Others Who Have Reviewed this Report

P. Benedetto, City Manager / B. Loewen, City Solicitor / I. Sasyniuk, General Manager, Corporate Services / M. Pieters, General Manager, Infrastructure & Planning / J. Cannon, Director, Finance

Bylaw No. 965-2017

PAGE 1

AMENDMENT # 1 – TO BYLAW NO. 962-2017, THE FEES BYLAW

WHEREAS the Council of the City of Leduc has enacted Bylaw No. 962-2017, being a Bylaw to establish fees that must be charged for the licenses, permits and approvals provided by the municipality;

AND WHEREAS the Council of the City of Leduc has deemed it expedient and necessary to amend Bylaw No. 962-2017;

THEREFORE, the Council of the City of Leduc, in the Province of Alberta, in open meeting assembled enacts as follows:

PART I: APPLICATION

1. That Bylaw No. 962-2017 be amended as follows:

Subsection 6. (2) is repealed and replaced with the following:

- (2) Overstrength charges - overstrength charges are collected by multiplying the amount specified as the charge by the number of cubic meters of sewage that exceeds concentration indicated for that matter:
- (a) Biochemical Oxygen Demand
Overstrength charge applies above 300 mg/l \$0.3131/ kg
 - (b) Chemical Oxygen Demand
Overstrength charge applies above 600 mg/l (or twice the B.O.D. concentration of sewage, whichever is greater) \$0.3131/ kg
 - (c) Oil & Grease
Overstrength charge applies above 100 mg/l \$ 0.2796/ kg
 - (d) Phosphorus
Overstrength charge applies above 10 mg/l \$ 9.8385/ kg
 - (e) Suspended Solids
Overstrength charge applies above 300 mg/l \$ 0.2705/ kg

APPROVED
As to Form
B. L.

City Solicitor

Bylaw No. 965-2017

PAGE 2

(f) Total Kjeldahl Nitrogen
Overstrength charge applies above 50 mg/l \$ 1.7592/ kg

PART II: ENACTMENT

2. This Bylaw shall come into force and effect when it receives Third Reading and is duly signed.

READ A FIRST TIME IN COUNCIL THIS ____ DAY OF JANUARY, 2018.

READ A SECOND TIME IN COUNCIL THIS ____ DAY OF JANUARY, 2018.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS ____ DAY OF JANUARY, 2018.

Bob Young
MAYOR

Sandra Davis
CITY CLERK

Date Signed

PUBLIC COMMENTARY

XI.

IN-CAMERA ITEMS

There are no In-Camera Items

XII.

**RISE & REPORT FROM
IN-CAMERA ITEMS**

MEETING DATE: JANUARY 8, 2018
COMMISSIONS, AUTHORITIES, OTHER: LEDUC & DISTRICT REGIONAL CHAMBER OF COMMERCE
SUBMITTED BY: COUNCILLOR B. HAMILTON

COUNCIL UPDATES

Apparent communication issues between the City, the Chamber and LNEDA regarding the Chamber building caused the Chamber to lose a rent-paying tenant and live with uncertainty around their building lease future for the past few months.

On November 30th, I attended a Building Committee Meeting with Mike Pieters, Bruce Knisley, Shawn Olson, Chamber & LNEDA representatives where it was finally made clear that the LNEDA does not feel the Chamber space is appropriate for their purposes. The Chamber is now proceeding with advertising their available space in hopes of attracting a tenant.

Either now, or when the Chamber Lease comes up for renewal I believe the Chamber board will ask for and is deserving of an accommodation equalling their costs associated with the advertising and loss of rental revenue connected with this situation.

MEETING DATE: JANUARY 8, 2018
COMMISSIONS, AUTHORITIES, OTHER: ARTS SUMMIT
SUBMITTED BY: COUNCILLOR B. BECKETT

COUNCIL UPDATES

- 1) Urban transformation through arts & culture
- 2) Capturing the value of culture in economic terms
- 3) Culturally sensitive public art
- 4) Quantifying the economic impact of culture
- 5) Justice, Art & Youth in Action
- 6) Building an Arts & Culture strategy

Mayor Bob Young's Report: November 27-December 31, 2017

November 27, 2017:

- Lunch meeting with Executive Director of LNEDA
- Council Photos

November 28, 2017:

- Ribbon Cutting and Grand Opening of Fantasy Goldsmiths
- Admin Support meeting with EA to City Manager and Acting EA to Mayor & Council
- Meet and greet with Regional Manager and District Supervisor for AltaGas Utilities

November 29, 2017:

- St. Michael's Health Group
- Announcement at EIA re: support of Edmonton Metro Region's business, technology and tourism industry
- Lunch meeting with Joyce Tustian of WMC
- Council Christmas pictures

November 30, 2017:

- 2018 Mayor's Prayer Breakfast planning meeting
- Leduc & District Food Bank – 3rd Annual Stuff a Bus Kick Off Campaign
- Lunch meeting with EMRB Board Chair, Dr. Jodi Abbott
- Meeting with Leduc CAO
- CRSWC Organizational Meeting

December 1, 2017:

- City of Leduc and County of Leduc CAO and Mayor meeting
- Meeting with GM of Corporate Services and Manager of Communications and Marketing Services

December 2, 2017

- Leduc Santa's Helper's Auction
- PPCLI Foundation & the Edmonton Garrison Military Family Resource Centre-Heroes Hockey Challenge and Yellow Ribbon Gala Dinner

December 4, 2017:

- Agenda review with Deputy Mayor, CAO and City Clerk
- Committee of the Whole Meeting

December 5, 2017:

- Percy Page Centre Coffee Break Promotion
- CAMEX Luncheon re: Highway 2 Clean Up

December 5, 2017 continued:

- Meeting regarding Canadians Alumni Charity Game
- Board of Directors of Salem Manor Society Christmas Celebration

December 6, 2017:

- Appreciation and Christmas lunch for Leduc Ambassador team
- Briefing for Airport Accord Oversight Committee meeting
- Meeting with Environmental Sustainability Coordinator re: Weather and Climate Readiness Plan – Elected Official Champion
- Leduc Chamber hosts Leduc Art Club Mixer

December 7, 2017:

- Ribbon Cutting and Grand Opening of Edward Jones Investments
- City of Leduc and Beaverbrook Land Development Introduction
- Habitat for Humanity Edmonton Christmas Open House
- Drop In Community Visioning Event

December 8, 2017:

- Leduc Chamber – Annual Spirit of Giving Luncheon
- Leduc Beaumont MLA Anderson Holiday Open House
- Ribbon Cutting for Paradise Inn & Suites
- Candy Checkstop

December 9, 2017:

- Drop In Community Visioning Event
- City of Leduc Christmas Party & Staff Recognition Awards
- Leduc Foundation Staff & Board Recognition and Christmas Party

December 11, 2017:

- Agenda Review with Deputy Mayor, CAO and City Clerk
- Digital & A.I. – Driving the Future of Travel Event
- Airport Accord Oversight Committee Meeting
- Council and EA Meeting
- Committee of the Whole Meeting

December 12, 2017:

- Mayor's Economic Development Summit
- Interviews – Executive Assistant, Mayor & Council

December 13, 2017:

- Leduc Transit Artist in Motion Awards
- Interviews - Executive Assistant, Mayor & Council

December 14, 2017:

- Edmonton Metropolitan Region Board meeting
- Holiday/Get Acquainted Lunch with EMRB Board Chair, Dr. Jodi Abbott
- Interview follow up meetings
- Mayor Young meeting with CAO
- Planeview Place Christmas Party

December 15, 2017:

- EIA Outlet Mall Tour
- Minister's Award for Municipal Excellence

December 18, 2017:

- Mayor's Prayer Breakfast rebrand meeting
- Library Board meeting

December 19, 2017:

- FCSS Advisory Board Meeting and Christmas Potluck

December 20, 2017:

- Leduc Rep Interview

December 21, 2017:

- Meeting with Director of Intergovernmental Affairs & Corporate Planning

December 22-December 31, 2017:

- Vacation



Building Permit Detail Summary

November 1, 2017-November 30, 2017 (inclusive)

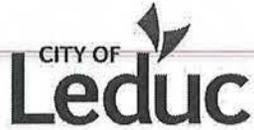
Commercial					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201703408 (Finaled-16/11/2017)	Alteration and improvements	RMD Sales & Service Inc/ CRS		Central Business District	\$10,400.00
PRBD201703832 (Issued-08/11/2017)	Alteration and improvements	GH Construction Ltd.		West Commercial	\$30,000.00
PRBD201704075 (Issued-21/11/2017)	Alteration and improvements	PHIL HIEBERT CONTRACTING LTD		Central Business District	\$15,000.00
PRBD201704127 (Issued-21/11/2017)	Alteration and improvements	MSL PROJECTS & DESIGN INC		Central Business District	\$50,000.00
PRBD201704145 (Issued-28/11/2017)	Alteration and improvements	NORSON CONSTRUCTION LLP		Bridgeport	\$320,000.00
Subtotal			5		\$425,400.00
Duplex Dwelling					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201704045 (Issued-09/11/2017)	New Construction - Duplex	AREO HOMES PVT LTD	1	West Haven	\$325,000.00
PRBD201704046 (Issued-09/11/2017)	New Construction - Duplex	AREO HOMES PVT LTD	1	West Haven	\$330,000.00
Subtotal			2	2	\$655,000.00
Government/Institutional					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201703932 (Issued-16/11/2017)	Accessory Structure - Modular School Classroom	DAYSTAR CHRISTIAN ASSEMBLY		Caledonia Park	\$31,000.00
Subtotal			1		\$31,000.00
Other Residential					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201703523 (Issued-16/11/2017)	Accessory Structure - Detached Garage	MOFFAT BRENT		Suntree	\$16,000.00
PRBD201703659 (Issued-10/11/2017)	Accessory Structure - Detached Garage	HOMES BY VIKAS INC		Meadowview Park	\$13,200.00
PRBD201703662 (Issued-10/11/2017)	Accessory Structure - Detached Garage	HOMES BY VIKAS INC		Meadowview Park	\$13,200.00



Building Permit Detail Summary

November 1, 2017-November 30, 2017 (inclusive)

PRBD201703680 (Issued-10/11/2017)	Accessory Structure - Detached Garage	HOMES BY VIKAS INC	Meadowview Park	\$13,200.00
PRBD201703685 (Issued-10/11/2017)	Accessory Structure - Detached Garage	HOMES BY VIKAS INC	Meadowview Park	\$13,200.00
PRBD201703807 (Issued-07/11/2017)	Basement Development	SHELTON DAPHNE & GLEN	Meadowview Park	\$20,000.00
PRBD201703822 (Issued-14/11/2017)	Basement Development	GRANT SUSAN	Windrose	\$42,000.00
PRBD201703829 (Issued-14/11/2017)	Basement Development	FORTHRIGHT CONSTRUCTION LTD	Windrose	\$30,000.00
PRBD201703830 (Issued-07/11/2017)	Accessory Structure - Hot Tub	LIZEE SARAH	Windrose	\$5,000.00
PRBD201703866 (Finaled-08/11/2017)	Accessory Structure - Hot Tub	BONTKES ROGER	Corinthia Park	\$35,000.00
PRBD201703868 (Issued-10/11/2017)	Accessory Structure - Detached Garage	JAYMAN BUILT LTD	Southfork	\$16,900.00
PRBD201703869 (Issued-07/11/2017)	Alteration and improvements	Mardel Construction Ltd/ Paul Davis of Edmonton	Willow Park	\$150,000.00
PRBD201703882 (Issued-14/11/2017)	Accessory Structure - Detached Garage	JAYMAN BUILT LTD	Southfork	\$12,900.00
PRBD201703886 (Issued-08/11/2017)	Accessory Structure - Hot Tub	VAN GEERENSTEIN RENIER	Meadowview Park	\$11,000.00
PRBD201703908 (Issued-09/11/2017)	Accessory Structure - Detached Garage	JAYMAN BUILT LTD	Southfork	\$18,000.00
PRBD201703914 (Issued-10/11/2017)	Basement Development	SLOMBA RONALD	Suntree	\$33,000.00
PRBD201703951 (Issued-09/11/2017)	Accessory Structure - Deck Uncovered	MANSELL ELANA	Tribute	\$5,000.00
PRBD201704013 (Issued-09/11/2017)	Basement Development	HANEA ALEXANDRA	Southfork	\$2,500.00
PRBD201704026 (Issued-15/11/2017)	Accessory Structure - Detached Garage	Prominent Homes Edmonton Ltd	Black Stone	\$14,000.00
PRBD201704027 (Issued-09/11/2017)	Basement Development	MALKIN KRYSTAL	Suntree	\$21,000.00



Building Permit Detail Summary

November 1, 2017-November 30, 2017 (inclusive)

PRBD201704036 (Issued-08/11/2017)	Basement Development	LAKE DANIEL M	Corinthia Park	\$35,000.00
PRBD201704038 (Issued-14/11/2017)	Accessory Structure - Hot Tub	SAUVE ROBERT	South Park	\$17,000.00
PRBD201704042 (Issued-15/11/2017)	Basement Development	ELUN PAUL M	Black Stone	\$5,000.00
PRBD201704043 (Issued-14/11/2017)	Basement Development	JACOB'S CONSTRUCTION	Lakeside Estates	\$29,750.00
PRBD201704061 (Issued-21/11/2017)	Alteration and improvements	ProQual Construction & Innovations Inc.	Bridgeport	\$60,000.00
PRBD201704063 (Issued-15/11/2017)	Basement Development	FEULEFACK JOSEPH	Meadowview Park	\$21,000.00
PRBD201704078 (Issued-09/11/2017)	Basement Development	BECK CHRISTOPHER J	Suntree	\$25,000.00
PRBD201704080 (Issued-15/11/2017)	Basement Development	DOBLANKO KORBYN AD	Suntree	\$20,000.00
PRBD201704082 (Issued-15/11/2017)	Basement Development	BUGNET CHAD V	West Haven	\$21,000.00
PRBD201704086 (Issued-28/11/2017)	Basement Development	BOWERS JOHN	Suntree	\$18,000.00
PRBD201704113 (Finaled-17/11/2017)	Wood Stove/fireplace	CHRISHOLM TYLER	Corinthia Park	\$5,000.00
PRBD201704134 (Issued-28/11/2017)	Basement Development	FEDOR TRACY L	Windrose	\$10,000.00
PRBD201704164 (Finaled-30/11/2017)	Accessory Structure - Shed	HERMANN ERIC	Lakeside Estates	\$5,000.00
PRBD201704193 (Issued-30/11/2017)	Basement Development	TRIUMPH HOMES LTD	Black Stone	\$30,000.00
PRBD201704194 (Issued-30/11/2017)	Basement Development	TRIUMPH HOMES LTD	Black Stone	\$32,000.00

Subtotal	35			\$818,850.00
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Permit	Type of Work	Builder	Units	Area	Valuation
Single Detached Dwelling					



Building Permit Detail Summary

November 1, 2017-November 30, 2017 (inclusive)

PRBD201703855 (Issued-10/11/2017)	New Construction - Single Detached Dwelling	JAYMAN BUILT LTD	1	Southfork	\$420,000.00
PRBD201703880 (Issued-14/11/2017)	New Construction - Single Detached Dwelling	JAYMAN BUILT LTD	1	Southfork	\$354,000.00
PRBD201703881 (Issued-09/11/2017)	New Construction - Single Detached Dwelling	JAYMAN BUILT LTD	1	Southfork	\$200,000.00
PRBD201703894 (Issued-16/11/2017)	New Construction - Single Detached Dwelling	NIAGARA CUSTOM HOMES LTD	1	Deer Valley	\$398,000.00
PRBD201703907 (Issued-09/11/2017)	New Construction - Single Detached Dwelling	JAYMAN BUILT LTD	1	Southfork	\$372,000.00
PRBD201703939 (Issued-15/11/2017)	New Construction - Single Detached Dwelling	OCTAGON CONSTRUCTION LTD	1	Windrose	\$500,000.00
PRBD201704025 (Issued-09/11/2017)	New Construction - Single Detached Dwelling	Prominent Homes Edmonton Ltd	1	Black Stone	\$364,000.00
PRBD201704093 (Issued-20/11/2017)	New Construction - Single Detached Dwelling	Devonian Landscape Centre Ltd.	1	Windrose	\$342,000.00
Subtotal		8	8		\$2,950,000.00
Townhouse (3-6 units) Fee Simple Lots					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201703658 (Issued-10/11/2017)	New Construction - Townhouse	HOMES BY VIKAS INC	1	Meadowview Park	\$305,000.00
PRBD201703661 (Issued-10/11/2017)	New Construction - Townhouse	HOMES BY VIKAS INC	1	Meadowview Park	\$299,000.00
PRBD201703678 (Issued-10/11/2017)	New Construction - Townhouse	HOMES BY VIKAS INC	1	Meadowview Park	\$299,000.00
PRBD201703683 (Issued-10/11/2017)	New Construction - Townhouse	HOMES BY VIKAS INC	1	Meadowview Park	\$305,000.00
PRBD201703712 (Issued-07/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1	Deer Valley	\$315,000.00
PRBD201703715 (Issued-07/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1	Deer Valley	\$315,000.00
PRBD201703717 (Issued-07/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1	Deer Valley	\$315,000.00



Building Permit Detail Summary

November 1, 2017-November 30, 2017 (inclusive)

PRBD201703719 (Issued-07/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1 Deer Valley	\$315,000.00
PRBD201703720 (Issued-02/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1 Deer Valley	\$315,000.00
PRBD201703722 (Issued-02/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1 Deer Valley	\$315,000.00
PRBD201703724 (Issued-02/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1 Deer Valley	\$315,000.00
PRBD201703725 (Issued-02/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1 Deer Valley	\$315,000.00
PRBD201703727 (Issued-02/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1 Deer Valley	\$315,000.00
PRBD201703740 (Issued-02/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1 Deer Valley	\$315,000.00
PRBD201703741 (Issued-02/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1 Deer Valley	\$315,000.00
PRBD201703742 (Issued-02/11/2017)	New Construction - Townhouse	ONE SIGNATURE HOMES LTD.	1 Deer Valley	\$315,000.00
Subtotal		16	16	\$4,988,000.00
Total		67	26	\$9,868,250.00

TOTAL PERMIT VALUE COMPARISON OF 2017 TO 2016

Year 2017	Residential Permits	Commercial Permits	Institutional Permits	Industrial Permits	Total of all Building Permits
January	\$ 11,023,279.68	\$ 590,000.00	\$ 1,000,000.00	\$ 225,000.00	\$ 12,838,279.68
Feburary	\$ 6,394,500.00	\$ 50,000.00	\$ 5,000.00	\$ 82,000.00	\$ 6,531,500.00
March	\$ 7,355,867.43	\$ 241,500.00	\$ 35,000.00	\$ 70,000.00	\$ 7,702,367.43
April	\$ 5,679,040.00	\$ 452,879.00	\$ 144,000.00	\$ -	\$ 6,275,919.00
May	\$ 14,259,804.48	\$ 475,000.00	\$ 1,138,000.00	\$ 1,047,391.00	\$ 16,920,195.48
June	\$ 10,196,140.00	\$ 2,781,600.00	\$ 15,000.00	\$ 352,800.00	\$ 13,345,540.00
July	\$ 11,355,600.00	\$ 1,841,165.00	\$ 110,400.00	\$ 26,399,000.00	\$ 39,706,165.00
August	\$ 9,928,100.00	\$ 1,113,000.00	\$ 1,007,000.00	\$ 172,900.00	\$ 12,221,000.00
September	\$ 12,555,400.00	\$ 886,000.00	\$ -	\$ 775,000.00	\$ 14,216,400.00
October	\$ 7,572,200.00	\$ 1,094,000.00	\$ 1,504,908.00	\$ -	\$ 10,171,108.00
November	\$ 9,411,850.00	\$ 425,400.00	\$ 31,000.00	\$ -	\$ 9,868,250.00
December					
Year-to-date Totals	\$ 105,731,781.59	\$ 9,950,544.00	\$ 4,990,308.00	\$ 29,124,091.00	\$ 149,796,724.59

Year 2016	Residential Permits	Commercial Permits	Institutional Permits	Industrial Permits	Total of all Building Permits
January	\$ 3,527,200.00	\$ 260,000.00	\$ -	\$ 49,000.00	\$ 3,836,200.00
Feburary	\$ 3,358,149.00	\$ 472,370.00	\$ 5,000.00	\$ 3,282,570.00	\$ 7,118,089.00
March	\$ 5,393,000.00	\$ 11,034,500.00	\$ 40,000.00	\$ 60,800.00	\$ 16,528,300.00
April	\$ 5,049,390.00	\$ 86,000.00	\$ -	\$ 1,902,000.00	\$ 7,037,390.00
May	\$ 5,887,400.00	\$ 1,296,120.00	\$ 25,000.00	\$ 680,000.00	\$ 7,888,520.00
June	\$ 5,947,159.00	\$ 1,850,900.00	\$ 10,601,750.00	\$ 1,900,000.00	\$ 20,299,809.00
July	\$ 6,902,400.00	\$ 4,519,500.00	\$ 888,500.00	\$ -	\$ 12,310,400.00
August	\$ 8,634,943.00	\$ 4,110,000.00	\$ 60,000.00	\$ 150,000.00	\$ 12,954,943.00
September	\$ 8,363,200.00	\$ 276,950.00	\$ 959,837.00	\$ 40,000.00	\$ 9,639,987.00
October	\$ 7,065,283.29	\$ 970,000.00	\$ -	\$ -	\$ 8,035,283.29
November	\$ 8,646,500.00	\$ 29,500.00	\$ 740,800.00	\$ 2,172,800.00	\$ 11,589,600.00
December					
Year-to-date Totals	\$ 68,774,624.29	\$ 24,905,840.00	\$ 13,320,887.00	\$ 10,237,170.00	\$ 117,238,521.29

TOTAL RESIDENTIAL UNITS COMPARISON OF 2017 TO 2016

YEAR 2017	Single Family	Duplex (side by side and up & down)	Multi Family (3-plex, 4-plex, townhouse, rowhousing and apartments)
	No. of Units	No. of Units	No. of Units
January	6	4	29
February	15	2	4
March	15	6	-
April	13	4	-
May	37	2	-
June	15	8	9
July	19	8	4
August	17	4	5
September	18	8	11
October	12	4	5
November	8	2	16
December			
Year-to-date Totals	175	52	83

Note: August Duplex Unit numbers reduced by 2 units due to demolition caused by fire

YEAR 2016	Single Family	Duplex (side by side and up & down)	Multi Family (3-plex, 4-plex, townhouse, rowhousing and apartments)
	No. of Units	No. of Units	No. of Units
January	8	2	0
February	4	6	-
March	4	10	4
April	9	4	-
May	2	10	7
June	12	2	-
July	8	4	11
August	18	4	-
September	11	5	11
October	12	3	8
November	9	14	6
December			
Year-to-date Totals	97	64	47



Building Permit Detail Summary

December 1, 2017-December 31, 2017 (inclusive)

Commercial					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201703324 (Finaled-08/12/2017)	New Construction - Commerical Building	PETRA HOLDINGS LTD.		Central Business District	\$450,000.00
PRBD201704089 (Issued-22/12/2017)	Addition to existing building non-residential & residential	BAZ (B.A.Z.) ENTERPRISES LTD		West Commercial	\$10,885.00
PRBD201704301 (In Plan Check-22/12/2017)	Alteration and improvements	PETRA HOLDINGS LTD.		Central Business District	\$130,000.00
PRBD201704392 (Issued-14/12/2017)	Alteration and improvements	JL CONSTRUCTION/JACQUES LAPIERRE CONSTRUCTION LTD		West Commercial	\$33,000.00
Subtotal			4		\$623,885.00
Duplex Dwelling					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201704199 (Issued-22/12/2017)	New Construction - Duplex	BEDROCK HOMES LIMITED	1	Woodbend	\$280,000.00
PRBD201704260 (Issued-15/12/2017)	New Construction - Duplex	CRANSTON HOMES LTD	1	Black Stone	\$287,000.00
PRBD201704261 (Issued-15/12/2017)	New Construction - Duplex	CRANSTON HOMES LTD	1	Black Stone	\$287,000.00
PRBD201704287 (Issued-08/12/2017)	New Construction - Duplex	CRANSTON HOMES LTD	1	Black Stone	\$294,000.00
PRBD201704290 (Issued-08/12/2017)	New Construction - Duplex	CRANSTON HOMES LTD	1	Black Stone	\$294,000.00
Subtotal			5		\$1,442,000.00



Building Permit Detail Summary

December 1, 2017-December 31, 2017 (inclusive)

Government/Institutional					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201704273 (Issued-11/12/2017)	Alteration and improvements	One Star Solutions		Corinthia Park	\$9,000.00
Subtotal			1		\$9,000.00
Industrial					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201703853 (Issued-06/12/2017)	New Construction - Industrial Building	RYKEN GROUP LTD		Leduc Business Park	\$2,200,000.00
PRBD201703960 (Issued-20/12/2017)	Alteration and improvements	C3 Elite Finishes Inc.		Northeast Industrial Park	\$85,000.00
PRBD201704003 (Finaled-12/12/2017)	New Construction - Industrial Building	EAGLE BUILDERS LP		Leduc Business Park	\$2,800,000.00
PRBD201704011 (Issued-01/12/2017)	Alteration and improvements	FERNWOOD DEVELOPMENTS LTD		Leduc Business Park	\$86,000.00
Subtotal			4		\$5,171,000.00
Other Residential					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201703969 (Issued-12/12/2017)	Secondary suite	MCGRAW LEE		Tribute	\$20,000.00
PRBD201703972 (Issued-21/12/2017)	Accessory Structure - Detached Garage	Pacesetter Homes Partnership		Meadowview Park	\$13,000.00
PRBD201703976 (Issued-21/12/2017)	Accessory Structure - Detached Garage	Pacesetter Homes Partnership		Meadowview Park	\$13,000.00
PRBD201703978 (Issued-01/12/2017)	Basement Development	DEPREZ CHRISTOPHER R		Deer Valley	\$5,000.00
PRBD201703979 (Issued-21/12/2017)	Accessory Structure - Detached Garage	Pacesetter Homes Partnership		Meadowview Park	\$13,000.00
PRBD201703982 (Issued-21/12/2017)	Accessory Structure - Detached Garage	Pacesetter Homes Partnership		Meadowview Park	\$13,000.00



Building Permit Detail Summary

December 1, 2017-December 31, 2017 (inclusive)

PRBD201704048 (Issued-07/12/2017)	Secondary suite	GIESE GUNNAR M	4	Southfork	\$40,000.00
PRBD201704215 (Issued-06/12/2017)	Basement Development	Golub Vitali		West Haven	\$14,000.00
PRBD201704238 (Issued-11/12/2017)	Basement Development	COOK NEIL M		Southfork	\$19,000.00
PRBD201704263 (Issued-05/12/2017)	Accessory Structure - Deck Uncovered	SCHULTZ SHAYNE E		Leduc Estates	\$8,000.00
PRBD201704267 (Issued-14/12/2017)	Basement Development	WEBSTER CURTIS		Windrose	\$30,000.00
PRBD201704299 (Issued-15/12/2017)	Secondary suite	HOMES BY SHER-BILT INC		Robinson	\$40,000.00
PRBD201704310 (Finaled-14/12/2017)	Accessory Structure - Hot Tub	LENNOX VICTOR		Suntree	\$5,000.00
PRBD201704314 (Issued-14/12/2017)	Accessory Structure - Deck Uncovered	ENCORE MASTER BUILDER INC	0	West Haven	\$2,696.00
PRBD201704328 (Issued-21/12/2017)	Accessory Structure - Detached Garage	KELEMEN TAYLOR L		West Haven	\$8,000.00
PRBD201704334 (Issued-14/12/2017)	Basement Development	KRABBES KYLE		Southfork	\$24,500.00
PRBD201704338 (Issued-14/12/2017)	Basement Development	CARLSON Dustin		Black Stone	\$25,000.00
PRBD201704396 (Issued-21/12/2017)	Accessory Structure - Deck Uncovered	SMITH CRAIG		Deer Valley	\$1,000.00
Subtotal		18	4		\$294,196.00
Single Detached Dwelling					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201704169 (Issued-13/12/2017)	New Construction - Single Detached Dwelling	HOMES BY AVI (EDMONTON) LP	1	Southfork	\$409,243.59
PRBD201704181 (Issued-06/12/2017)	New Construction - Single Detached Dwelling	HOMES BY SANTOS CONSTRUCTION	1	Meadowview Park	\$415,000.00



Building Permit Detail Summary

December 1, 2017-December 31, 2017 (inclusive)

PRBD201704231 (Issued-08/12/2017)	New Construction - Single Detached Dwelling	Prominent Homes Edmonton Ltd	1	Deer Valley	\$385,000.00
PRBD201704232 (Issued-08/12/2017)	New Construction - Single Detached Dwelling	Prominent Homes Edmonton Ltd	1	Deer Valley	\$385,000.00
PRBD201704315 (Issued-14/12/2017)	New Construction - Single Detached Dwelling	JAYMAN BUILT LTD	1	Southfork	\$402,000.00
PRBD201704460 (Issued-18/12/2017)	New Construction - Single Detached Dwelling	Look Master Builder Inc.	1	Black Stone	\$395,000.00
Subtotal		6	6		\$2,391,243.59
Townhouse (3-6 units) Fee Simple Lots					
Permit	Type of Work	Builder	Units	Area	Valuation
PRBD201703970 (Issued-21/12/2017)	New Construction - Townhouse	Pacesetter Homes Partnership	1	Meadowview Park	\$239,390.00
PRBD201703974 (Issued-21/12/2017)	New Construction - Townhouse	Pacesetter Homes Partnership	1	Meadowview Park	\$232,730.00
PRBD201703977 (Issued-21/12/2017)	New Construction - Townhouse	Pacesetter Homes Partnership	1	Meadowview Park	\$232,730.00
PRBD201703981 (Issued-21/12/2017)	New Construction - Townhouse	Pacesetter Homes Partnership	1	Meadowview Park	\$240,000.00
Subtotal		4	4		\$944,850.00
Total		42	19		\$10,876,174.59

TOTAL RESIDENTIAL UNITS COMPARISON OF 2017 TO 2016

YEAR 2017	Single Family	Duplex (side by side and up & down)	Multi Family (3-plex, 4-plex, townhouse, rowhousing and apartments)
	No. of Units	No. of Units	No. of Units
January	6	4	29
February	15	2	4
March	15	6	-
April	13	4	-
May	37	2	-
June	15	8	9
July	19	8	4
August	17	4	5
September	18	8	11
October	12	4	5
November	8	2	16
December	6	5	4
Year-to-date Totals	181	57	87

Note: August Duplex Unit numbers reduced by 2 units due to demolition caused by fire

YEAR 2016	Single Family	Duplex (side by side and up & down)	Multi Family (3-plex, 4-plex, townhouse, rowhousing and apartments)
	No. of Units	No. of Units	No. of Units
January	8	2	0
February	4	6	-
March	4	10	4
April	9	4	-
May	2	10	7
June	12	2	-
July	8	4	11
August	18	4	-
September	11	5	11
October	12	3	8
November	9	14	6
December	8	6	-
Year-to-date Totals	105	70	47

TOTAL PERMIT VALUE COMPARISON OF 2017 TO 2016

Year 2017	Residential Permits	Commercial Permits	Institutional Permits	Industrial Permits	Total of all Building Permits
January	\$ 11,023,279.68	\$ 590,000.00	\$ 1,000,000.00	\$ 225,000.00	\$ 12,838,279.68
Feburary	\$ 6,394,500.00	\$ 50,000.00	\$ 5,000.00	\$ 82,000.00	\$ 6,531,500.00
March	\$ 7,355,867.43	\$ 241,500.00	\$ 35,000.00	\$ 70,000.00	\$ 7,702,367.43
April	\$ 5,679,040.00	\$ 452,879.00	\$ 144,000.00	\$ -	\$ 6,275,919.00
May	\$ 14,259,804.48	\$ 475,000.00	\$ 1,138,000.00	\$ 1,047,391.00	\$ 16,920,195.48
June	\$ 10,196,140.00	\$ 2,781,600.00	\$ 15,000.00	\$ 352,800.00	\$ 13,345,540.00
July	\$ 11,355,600.00	\$ 1,841,165.00	\$ 110,400.00	\$ 26,399,000.00	\$ 39,706,165.00
August	\$ 9,928,100.00	\$ 1,113,000.00	\$ 1,007,000.00	\$ 172,900.00	\$ 12,221,000.00
September	\$ 12,555,400.00	\$ 886,000.00	\$ -	\$ 775,000.00	\$ 14,216,400.00
October	\$ 7,572,200.00	\$ 1,094,000.00	\$ 1,504,908.00	\$ -	\$ 10,171,108.00
November	\$ 9,411,850.00	\$ 425,400.00	\$ 31,000.00	\$ -	\$ 9,868,250.00
December	\$ 5,072,289.59	\$ 623,885.00	\$ 9,000.00	\$ 5,171,000.00	\$ 10,876,174.59
Year-to-date Totals	\$ 110,804,071.18	\$ 10,574,429.00	\$ 4,999,308.00	\$ 34,295,091.00	\$ 160,672,899.18

Year 2016	Residential Permits	Commercial Permits	Institutional Permits	Industrial Permits	Total of all Building Permits
January	\$ 3,527,200.00	\$ 260,000.00	\$ -	\$ 49,000.00	\$ 3,836,200.00
Feburary	\$ 3,358,149.00	\$ 472,370.00	\$ 5,000.00	\$ 3,282,570.00	\$ 7,118,089.00
March	\$ 5,393,000.00	\$ 11,034,500.00	\$ 40,000.00	\$ 60,800.00	\$ 16,528,300.00
April	\$ 5,049,390.00	\$ 86,000.00	\$ -	\$ 1,902,000.00	\$ 7,037,390.00
May	\$ 5,887,400.00	\$ 1,296,120.00	\$ 25,000.00	\$ 680,000.00	\$ 7,888,520.00
June	\$ 5,947,159.00	\$ 1,850,900.00	\$ 10,601,750.00	\$ 1,900,000.00	\$ 20,299,809.00
July	\$ 6,902,400.00	\$ 4,519,500.00	\$ 888,500.00	\$ -	\$ 12,310,400.00
August	\$ 8,634,943.00	\$ 4,110,000.00	\$ 60,000.00	\$ 150,000.00	\$ 12,954,943.00
September	\$ 8,363,200.00	\$ 276,950.00	\$ 959,837.00	\$ 40,000.00	\$ 9,639,987.00
October	\$ 7,065,283.29	\$ 970,000.00	\$ -	\$ -	\$ 8,035,283.29
November	\$ 8,646,500.00	\$ 29,500.00	\$ 740,800.00	\$ 2,172,800.00	\$ 11,589,600.00
December	\$ 4,906,748.64	\$ 151,000.00	\$ 8,000.00	\$ 522,600.00	\$ 5,588,348.64
Year-to-date Totals	\$ 73,681,372.93	\$ 25,056,840.00	\$ 13,328,887.00	\$ 10,759,770.00	\$ 122,826,869.93

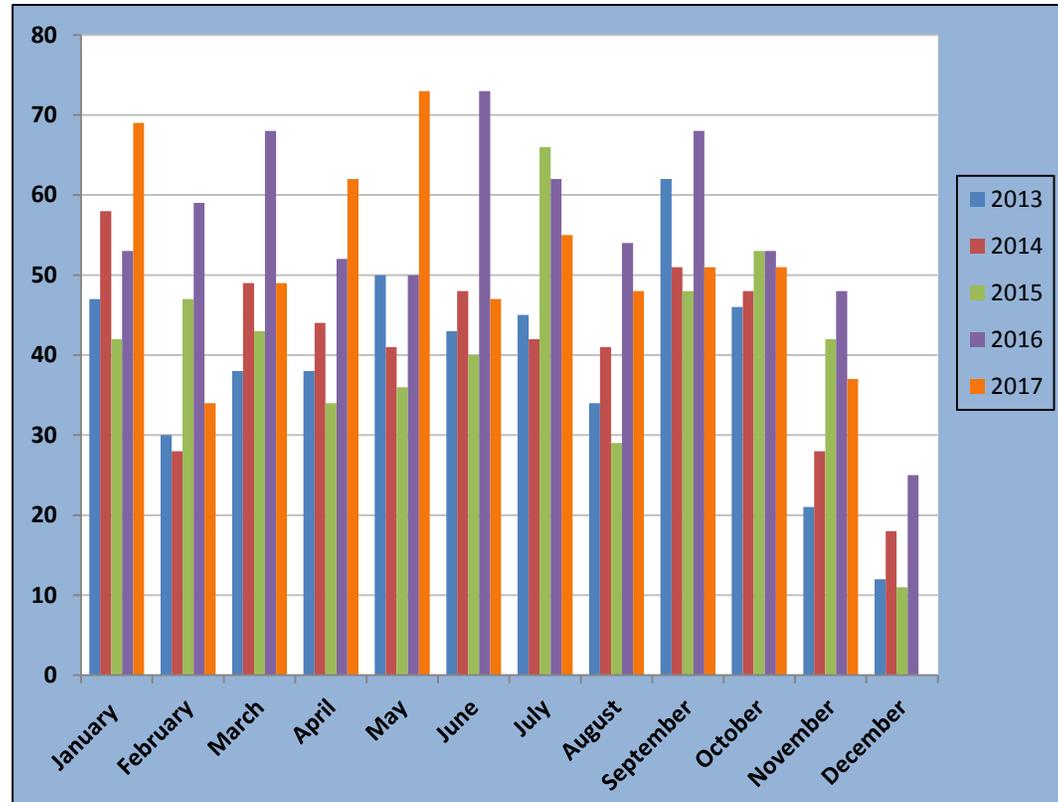
November 2017 - Newly Issued Business Licences

License #	Business Name	Location	Activity	Contact	Category	Tax Roll
LCB201700414	16 Ton Enterprises Ltd	7611 SPARROW DR, #303	Heavy Truck Retail Sales	7809295799	General	015653
LCC201701225	DOT CONSTRUCTION	362 SOUTHFORK DR	General construction/ custom	7807204764	Home Based	016514
LCB201701351	L.A. LAWN & SNOW CARE	4507 46 AVE, Leduc, AB	LAWN & SNOW SERVICE	7809964018	Home Based	009536
LCB201701406	Trinity Power Corporation	7508 42 ST, Leduc, AB	Equipment rentals and sales	6045291134	General	013604
LCB201701420	Starburst Events Inc.	4907 46 ST, Leduc, AB	Leduc Christmas Shopping	4033073530	Mobile	009666
LCB201701427	LEDUC ART CLUB	5209 47 ST, Leduc, AB	ART CLASSES	7809869773	General	009946
LCB201701440	AURORA YOGA & SPA	5205 50 AVE, Unit:1	YOGA/ MASSAGE/ ESTHETICS	7809865588	General	010288
LCB201701442	Barbara Zacharuk Aesthetic Therapies		Therapeutic skincare	7803878339	Non-Resident	
LCB201701443	JVC ENTERPRISES	401 SOUTHFORK DR, #295	Distribution (small items)	7808864158	Home Based	017296
LCC201701445	DOORS ON DEMAND		OVERHEAD DOOR SALES/SERVICE	4037832454	Non-Resident	
LCB201701446	BEAULOOK HAIR AND BODY STUDIO	4719 50 AVE, Leduc, AB	HAIR SALON	7809800639	General	010239
LCC201701447	Coventry Homes Inc.		Residential home sales	7805096204	Non-Resident	
LCC201701449	Extreme Concrete Cutting and Coring		Concrete cutting, removal & demo	7808181686	Non-Resident	
LCC201701453	AMP ELECTRIC LTD		ELECTRICAL CONTRACTOR	7808188189	Non-Resident	
LCB201701454	SARADEE SALON	4702 59 AVE, Unit:102,	HAIR SALON	7809867271	General	010940
LCC201701458	J&G Urethanes/Superior Spray Systems		Spray Foam Insulation	7804577388	Non-Resident	
LCC201701460	Postma Electric		Electrical Wiring	4033589652	Non-Resident	
LCB201701464	Dreamation Creation	16 ALLINDALE PL	Novelty socks	7802641229	Home Based	005623
LCC201701468	G.M.D. MASONRY		MASONRY CONTRACTOR	7806954418	Non-Resident	
LCB201701469	STILL LANDSCAPING		LANDSCAPING/ SNOW REMOVAL	7802971298	Non-Resident	
LCC201701473	DOUBLE L ROOFING		ROOFING COMPANY	7803405445	Non-Resident	
LCC201701477	SECRET ELECTRIC	4427 45 ST, Leduc, AB	ELECTRICAL CONTRACTOR	7809820028	Home Based	009442
LCC201701479	Ajax Drywall 2000 Ltd.		Drywall & insulation installation	7804471029	Non-Resident	
LCC201701480	OIL CITY ELECTRICAL SERVICES		ELECTRICAL WIRING	5879389010	Non-Resident	
LCC201701481	Blue Chip Mechanical Inc		Plumbing, gas, hvac contractor	4038630010	Non-Resident	
LCC201701482	Devonian Landscape Centre Ltd.		landscape supply & construction	7809101698	Non-Resident	
LCC201701488	TempHeat		Temporary construction heat	7808183453	Non-Resident	
LCC201701492	HOFSCO ELECTRIC LTD		ELECTRICAL CONTRACTOR	7809914535	Non-Resident	
LCC201701497	Lincolnberg Communities Inc.		Home Builder	7804318824	Non-Resident	
LCB201701499	CWD WASTE SOLUTIONS INC.		WASTE MANAGEMENT	7804532767	Non-Resident	
LCB201701501	Canadian Energy Assessment Services	142 SELKIRK PL, Unit:167	HVAC and solar assessments	4035974877	Home Based	017204
LCC201701502	Dean Ruptash		ELECTRICAL CONTRACTOR	7809557703	Non-Resident	
LCC201701505	STAN'S SIDING & SOFFIT LTD		VINYL SIDING/ ALUMINUM SOFFITS	7809295000	Non-Resident	

LCC201701510	Throwing Copper Electric		ELECTRICAL CONTRACTOR	7802985848	Non-Resident	
LCC201701513	NCGL CONSTRUCTION LTD		GENERAL CONTRACTOR	7804707100	Non-Resident	
LCC201701518	Synero Inc.		General contracting	8447963767	Non-Resident	
LCB201701528	TRACY LEIGH PROFESSIONAL	5220 50 ST, Leduc, AB	PUBLIC ACCOUNTING FIRM	7809025466	General	010325
Total		37				

Newly Issued Business Licences Comparison by Year

	2013	2014	2015	2016	2017
January	47	58	42	53	69
February	30	28	47	59	34
March	38	49	43	68	49
April	38	44	34	52	62
May	50	41	36	50	73
June	43	48	40	73	47
July	45	42	66	62	55
August	34	41	29	54	48
September	62	51	48	68	51
October	46	48	53	53	51
November	21	28	42	48	37
December	12	18	11	25	
Total	466	496	491	665	576



Current Licence Types

	General	Resident (Non-Res.	Mobile	Non-Profit	Total
January	730	226	370	0	19	1345
February	825	283	436	4	23	1571
March	865	310	505	6	23	1709
April	895	348	562	9	25	1839
May	926	363	627	10	25	1951
June	934	374	675	15	25	2023
July	947	379	722	17	25	2090
August	957	382	770	18	28	2155
September	962	389	813	20	28	2212
October	961	399	857	20	29	2266
November	968	405	889	23	30	2315
December						

2013 Year End for Comparison

Total	848	314	686	17	5	1870
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2014 Year End for Comparison

Total	897	351	803	14	11	2076
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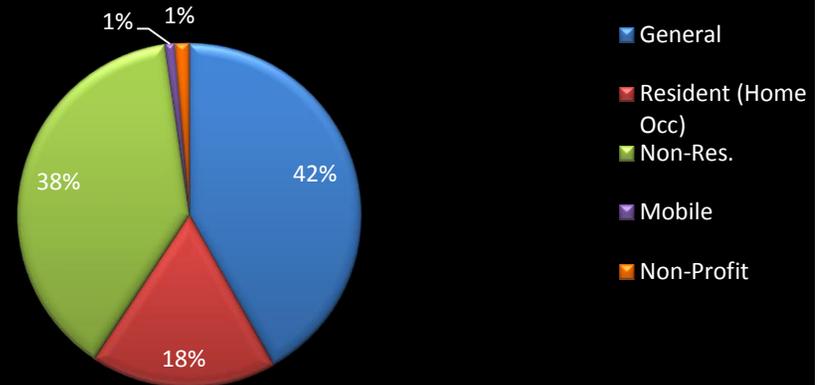
2015 Year End for Comparison

Total	936	371	840	41	15	2203
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2016 Year End for Comparison

Total	971	403	809	44	23	2250
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Licence Types as of Nov. 30, 2017

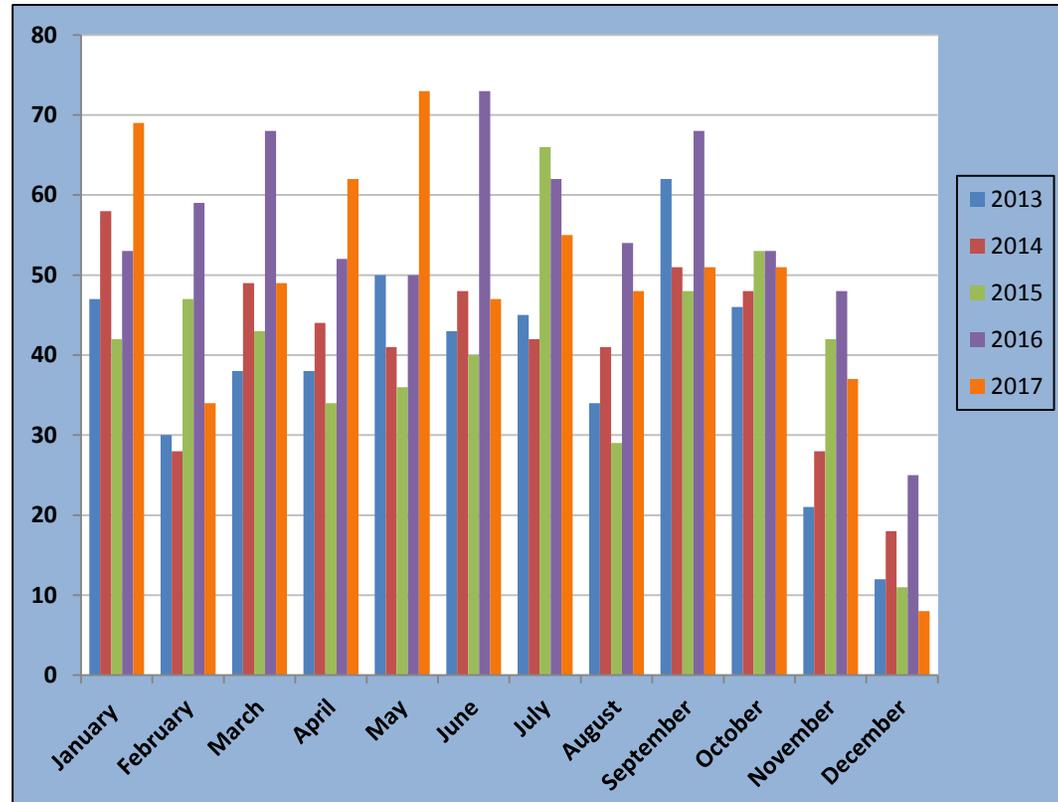


December 2017 - Newly Issued Business Licences

License #	Business Name	Location	Activity	Contact	Category	TaxRoll
LCB201701206	A Chef Next Door	5910 50 ST, Unit:26, Leduc, AB	culinary service; kitchen training	5877856035	General	010364
LCB201701247	TRUSTED FRESHNESS LTD	6602 45 ST, Unit:102, Leduc, AB	Indoor vertical farming	7804559153	General	009490
LCC201701553	Gramar Concrete Services Ltd		New residential concrete flat work	7804649691	Non-Resident	
LCC201701557	SEHJAS HOMES LTD		NEW HOME CONSTRUCTION	7807008817	Non-Resident	
LCB201701577	INDIA GRILL & BISTRO	5103 50 AVE, Unit:111, Leduc, AB	RESTAURANT	7806121000	General	011124
LCB201701599	2083127 Alberta Ltd	5512 45 ST, Unit:101, Leduc, AB	COMPUTER SERVERS	7802007591	General	
LCC201701733	Kignsmen Electric Corp		Electrician	5875976937	Non-Resident	
LCC201701743	Reward Construction		Concrete Slabs	7804627999	Non-Resident	

Newly Issued Business Licences Comparison by Year

	2013	2014	2015	2016	2017
January	47	58	42	53	69
February	30	28	47	59	34
March	38	49	43	68	49
April	38	44	34	52	62
May	50	41	36	50	73
June	43	48	40	73	47
July	45	42	66	62	55
August	34	41	29	54	48
September	62	51	48	68	51
October	46	48	53	53	51
November	21	28	42	48	37
December	12	18	11	25	8
Total	466	496	491	665	584



Current Licence Types

	General	Resident (Non-Res.	Mobile	Non-Profit	Total
January	730	226	370	0	19	1345
February	825	283	436	4	23	1571
March	865	310	505	6	23	1709
April	895	348	562	9	25	1839
May	926	363	627	10	25	1951
June	934	374	675	15	25	2023
July	947	379	722	17	25	2090
August	957	382	770	18	28	2155
September	962	389	813	20	28	2212
October	961	399	857	20	29	2266
November	968	405	889	23	30	2315
December	972	405	894	23	30	2324

2013 Year End for Comparison

Total	848	314	686	17	5	1870
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2014 Year End for Comparison

Total	897	351	803	14	11	2076
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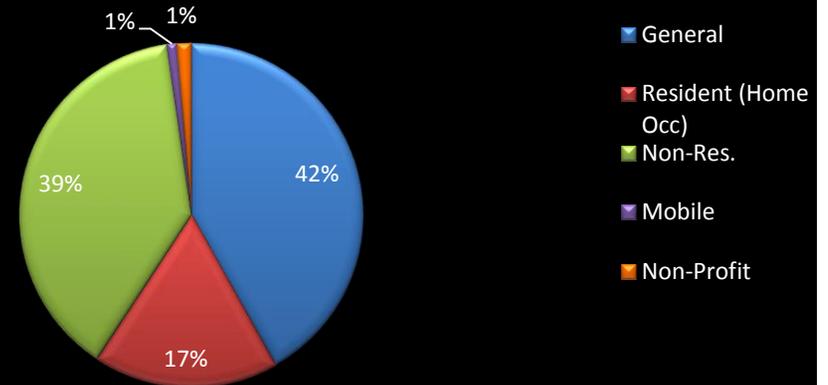
2015 Year End for Comparison

Total	936	371	840	41	15	2203
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2016 Year End for Comparison

Total	971	403	809	44	23	2250
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Licence Types as of Dec. 31, 2017



XV.

ADJOURNMENT