

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



Monday, May 6, 2019, 5:00 P.M.
Lede Room, Leduc Civic Centre
1 Alexandra Park, Leduc, Alberta

- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. ADOPTION OF PREVIOUS NOTES**
 - 3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday, April 29, 2019**
- 4. DELEGATIONS & PRESENTATIONS**
- 5. BUSINESS ARISING FROM PRESENTATIONS**
- 6. IN-CAMERA ITEMS**
 - 6.1 Intermunicipal Projects Update/Strategic Planning**
FOIP s. 21 & 25 (LAST ITEM ON AGENDA)
(Committee Members - 1 hour)
- 7. RISE AND REPORT FROM IN-CAMERA ITEMS**
- 8. REPORTS FROM COMMITTEE & ADMINISTRATION**
 - 8.1 Downtown Parking Study**
(FIRST ITEM ON AGENDA)
(K. Woitt / J. Brown / U of A Students - 30 minutes)
 - 8.2 eSCRIBE Update for May 6, 2019**
(S. Davis / C. Kuzio - 15 minutes)
 - 8.3 65 Avenue Interchange Fly-Through Video**
(S. Olson - 5 minutes)

8.4 Downtown Capital Improvements Update

(K. Woitt - 30 minutes)

8.5 Community & Protective Services 2020 Budget Overview

(D. Melvie - 45 minutes)

9. GOVERNANCE

10. COUNCIL CALENDAR UPDATES

11. INFORMATION ITEMS

12. ADJOURNMENT

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

Monday, April 29, 2019

Present: Mayor B. Young, Councillor B. Beckett, Councillor B. Hamilton,
Councillor L. Hansen, Councillor T. Lazowski, Councillor L. Tillack
Absent: Councillor G. Finstad
Also Present: P. Benedetto, City Manager, S. Davis, City Clerk

1. CALL TO ORDER

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

2. APPROVAL OF AGENDA

MOVED by Councillor L. Hansen

That the Committee approve the agenda with the following additions:

9. INFORMATION ITEMS

9.1 Traffic Information Item

9.2 Council Motion Amendments

Motion Carried Unanimously

3. ADOPTION OF PREVIOUS NOTES

**3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday,
April 15, 2019**

MOVED by Councillor B. Beckett

That the notes of the Committee-of-the-Whole meeting held on Monday, April 15, 2019, be approved as presented.

Motion Carried Unanimously

4. DELEGATIONS & PRESENTATIONS

There were no delegations or presentations.

5. BUSINESS ARISING FROM PRESENTATIONS

6. IN-CAMERA ITEMS

There were no In-Camera Items.

7. RISE AND REPORT FROM IN-CAMERA ITEMS

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.1 Pride Week

N. Booth, Manager, Communications and Marketing Services, made a presentation on the flag to be flown during Pride Week in the City of Leduc. The flag is the Pride Flag with the City of Leduc logo embossed over top. Committee members were in favour of the flag.

N. Booth, C. Hui, Marketing and Communications Specialist, Arts, Culture and Heritage, and S. Davis, City Clerk, answered the Committee's questions.

8.2 Dog Parks Update

D. Melvie, General Manager, Community and Protective Services, and R. Yeung, Manager, Community Development, made a PowerPoint presentation (Attached) and answered the Committee's questions.

There was discussion about small "pocket parks" that could allow dogs off leash.

MOVED by Councillor T. Lazowski

That the Committee-of-the-Whole direct Administration to review options for additional off leash dog sites in the City of Leduc and to bring a report back to an upcoming Committee-of-the-Whole meeting.

Motion Carried Unanimously

8.3 Leduc Arts Foundry - Draft Memorandum of Understanding ("MOU")

D. Brock, Director, Community and Social Development, and T. Turner, Manager, Arts, Culture and Heritage, made a presentation and drew attention to the following points:

1. Acknowledgement that Arts and Culture is important to the City of Leduc;
2. The City of Leduc's responsibilities under the MOU;
3. Commission a third party pre-development arts infrastructure study in Leduc;
4. Continue to explore the acquisition or designation of land space for an Arts Centre

D. Brock, T. Turner and D. Melvie, General Manager, Community and Protective Services, answered the Committee's questions.

Concern was expressed that neither a Business Plan, nor a Needs Assessment, have been completed. Administration will bring back a proposal to have a third party carry out the Needs Assessment.

8.4 Treaty 6 Land Acknowledgement

S. Davis, City Clerk, and P. Benedetto, City Manager, made a presentation providing various options for acknowledgement that the City of Leduc is situated on Treaty 6 land.

S. Davis, N. Booth, Manager, Communications and Marketing Services, T. Turner, Manager, Arts, Culture and Heritage, and P. Benedetto answered the Committee's questions.

Administration was directed to proceed with Option 1 set out in the report, with the activities taking place on Monday, June 17, 2019.

9. INFORMATION ITEMS

9.1 Traffic information Item

Mayor B. Young advised that an individual may come to speak during Public Commentary relative to a ticket issued by a Bylaw Officer.

C. Chisholm, Manager, RCMP Administration and Enforcement Services, answered the Committee's questions.

9.2 Council Motion Amendments

S. Davis, City Clerk, advised that a number of the Council Reports for Decision contained resolutions that were not motion ready. Amended wording was discussed.

10. ADJOURNMENT

The meeting adjourned at 6:24 pm.

B. YOUNG, Mayor

S. DAVIS, City Clerk

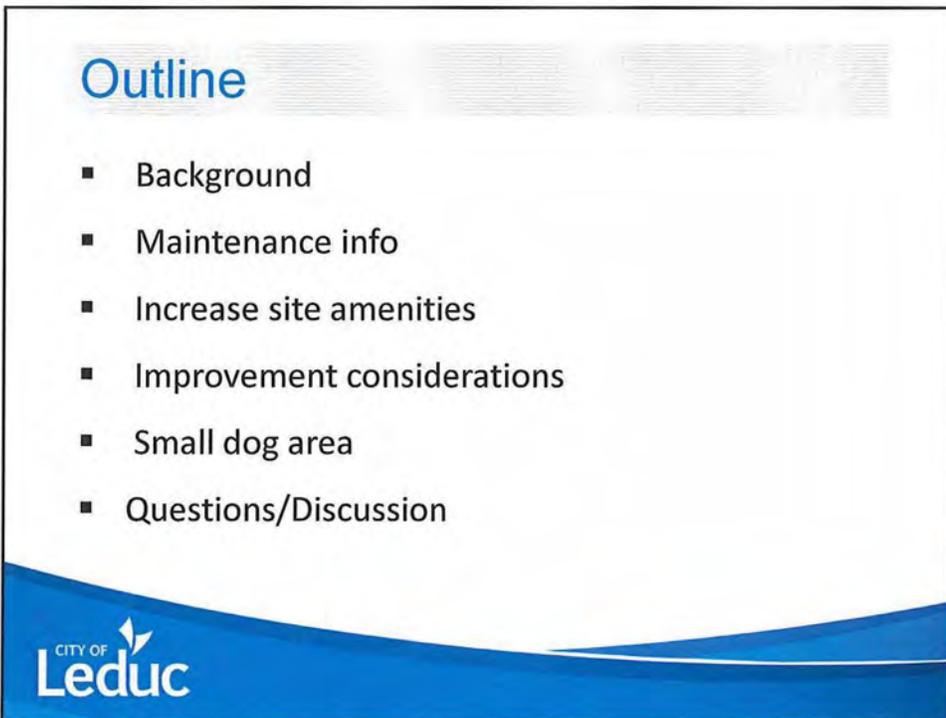


Dog Parks Update

Committee of the Whole – April 29, 2019
Report No.: 2019-CoW-010

www.Leduc.ca

CITY OF
Leduc



Outline

- Background
- Maintenance info
- Increase site amenities
- Improvement considerations
- Small dog area
- Questions/Discussion

CITY OF
Leduc

Background

Two current locations: Barclay Park



Background

Two current locations: K-9 Off Leash Dog Park



Maintenance Information

- Mowed approximately twice a season
- Garbage cans are changed once a month
- Utilizes large in ground waste containers
- Additional maintenance or work if required
- Animal control as needed



Increase in Site Amenities

DOG PARK ETIQUETTE



Leduc's off-leash dog parks should offer an enjoyable experience for all pets and their owners, but we need your help to make this happen.



- Installation of new park benches
- Porta potty during summer months
- Administration will assess garbage situation during 2019 season
- Installation of additional signage in 2019



Improvement Considerations

- **Water Fountain**

- 75mm Water Service $\$250/\text{m} \times 62\text{m} = \$15,500.00$
- 75mm Sanitary Service $\$250/\text{m} \times 62\text{m} = \$15,500.00$
- Sanitary Manhole $\$5000/\text{ea} \times 1 = \5000
- Water Fountain - $\$10,000$
- TOTAL = $\$45,000.00$



Improvement Considerations

- **Drainage improvements**

- Would require engineered landscape plan to ensure proper drainage throughout the wetland - $\$15,000$
- Approximately $\$11/\text{square metre}$ for sod and topsoil work



Improvement Considerations

- Trail improvements
 - To complete a paved trail for the length of the existing loop
 - Cost estimate - \$587,758 (approximately 1700 m)
 - Not a high demand and would affect service levels
 - Could consider partial trail on the north portion of the park



Small Dog Area



- Currently, we promote small dog owners to utilize Barclay Park
- To develop small dog area, we need to identify rules and regulations
- Comments from other municipalities:
 - Hard to identify what is considered a small dog: weight vs height
 - Users need to be self-governed
 - Small dog areas are used for puppy training and socialization
 - Some municipalities are moving towards increased off leash sites instead of specific small dog areas
 - Owners are leaving small dogs in the area while using the rest of the park with their larger dogs
- Administration does not recommend a segregated small dog area at this time.

Discussion or Questions?



MEETING DATE: May 6, 2019

SUBMITTED BY: Ken Woitt, Director, Planning and Development

PREPARED BY: Jordan Brown, Planning Intern

REPORT TITLE: Downtown Parking Study

REPORT SUMMARY

University of Alberta Masters of Planning students, with the guidance of the City's Planning Department, have completed a study on parking supply and usage in the downtown. This study is part of the City's ongoing relationship with the University of Alberta's School of Urban and Regional Planning, and helps to fulfill one of 12 action priorities identified in the City of Leduc's Downtown Master Plan. The study attached to this report details the students' findings and their proposed recommendations.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION: In 2012, the City of Leduc Council approved the Downtown Master Plan, which gave 12 "action priorities" for the City to implement. Completing a parking strategy study was one of the 12 action priorities, and this study helps to fulfill that implementation item.

KEY ISSUES:

University of Alberta Planning Students completed the study for the City of Leduc as part of their planning studio project, and the timeline for the project was January – April 2019. The students developed an innovative method of counting vehicles using an Unmanned Aerial Vehicle (UAV), or drone. This innovative method, combined with "stopwatch data", provided robust data on both parking occupancy and duration rates in key areas within the study area.

This data led the students to conclude that overall, Downtown Leduc does not have a parking supply issue, however, there are some key hot spots where additional parking stalls could be helpful. The students also developed a range of short, medium, and long term recommendations for the City and other key stakeholders to consider:

1. Communication and Education Campaign – Develop and implement a campaign to achieve community and stakeholder buy-in, and to influence and reinforce desired parking behaviours.
2. Add Parking Stalls in Northeast Downtown – Additional parking is required to relieve demand in the northeast portion of the study area. This could be achieved by converting 48A Street into a one-way street and installing angle parking on its western side. The City could also explore opportunities to acquire land in order to improve parking options in the area.
3. Rapid Parking Stalls – It was found that a large percentage of drivers parked for less than 15 minutes, especially on Main Street. Rapid parking stalls with a maximum 15 minute parking time could be located in strategic locations to accommodate this demand.
4. Targeted and Consistent Enforcement – This is an effective way to establish and reinforce optimal parking behaviours in the Downtown. Focus could be targeted on locations that have been identified as "failed" parking areas (reaching over 85% occupancy).

5. Network Analysis – This study did not explore where visitors to Downtown were travelling from or how they made transportation mode choices (ex. driving instead of walking, bussing, etc.). A fine grained network analysis could inform future decisions by providing more information on how people choose to get Downtown.
6. Ongoing Analysis – Continuing to collect and analyse data on a consistent schedule will allow for the City to track changes and trends as Leduc's population grows.
7. Pricing Parking (Future) – Pricing parking is not currently a feasible solution for managing parking in Downtown Leduc. However, it could become reasonable in the future as Leduc grows and reaches the population projected by the Edmonton Metropolitan Region Board of 49,600 – 68,000 by 2044.
8. Future Condominium Development – The results of this study indicate that a parcel of land with a four-storey apartment building and underground parking would bring double the number of people downtown every day compared to a surface parking lot on the same piece of land. It is recommended that future residential development in the study area should consist of low-rise apartments with underground parking, and that future expansion of the public parking supply should be located below these buildings. The public parking lot currently located at 49 St. and 49 Ave. is a good case study for this concept and could be a good place to target future efforts. However, the increased cost of underground parking must be considered in the overall viability of developing condominiums downtown.

Council is not obligated to pursue any of these proposed recommendations, however, if Council would like to explore any of the recommendations further, Council can direct administration to do so.

ATTACHMENTS:

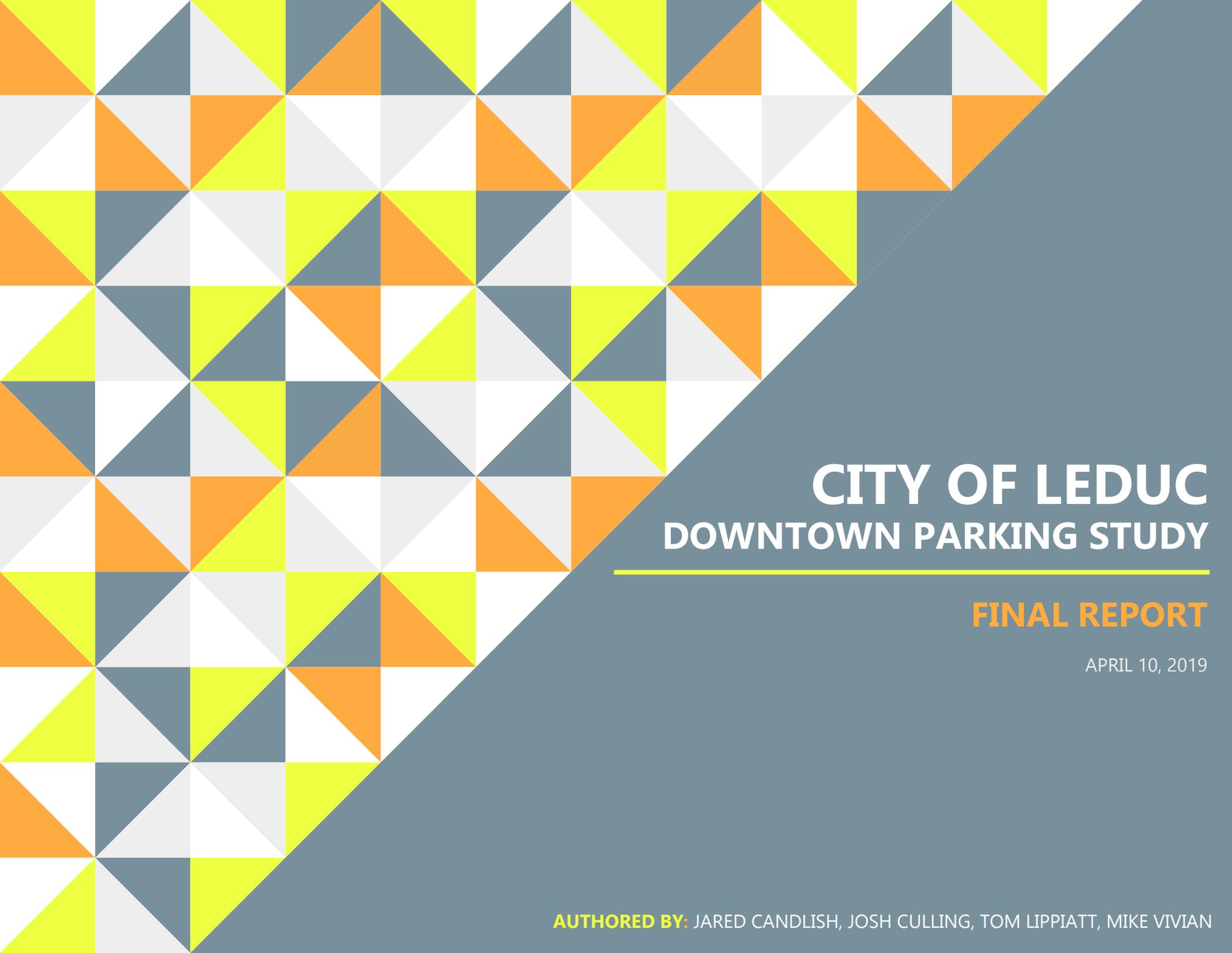
Downtown Leduc Parking Study Final Report

RECOMMENDATION

For information only. Administration intends to submit this study to the Alberta Professional Planners Institute to be considered for a Special Study Award, which requires a motion from Council. This study will be brought to Council in the future for a motion.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / D. Melvie, General Manager, Community & Protective Services / M. Pieters, General Manager, Infrastructure & Planning



CITY OF LEDUC DOWNTOWN PARKING STUDY

FINAL REPORT

APRIL 10, 2019

AUTHORED BY: JARED CANDLISH, JOSH CULLING, TOM LIPPIATT, MIKE VIVIAN



AUTHORS' DECLARATION

TERMS OF USE

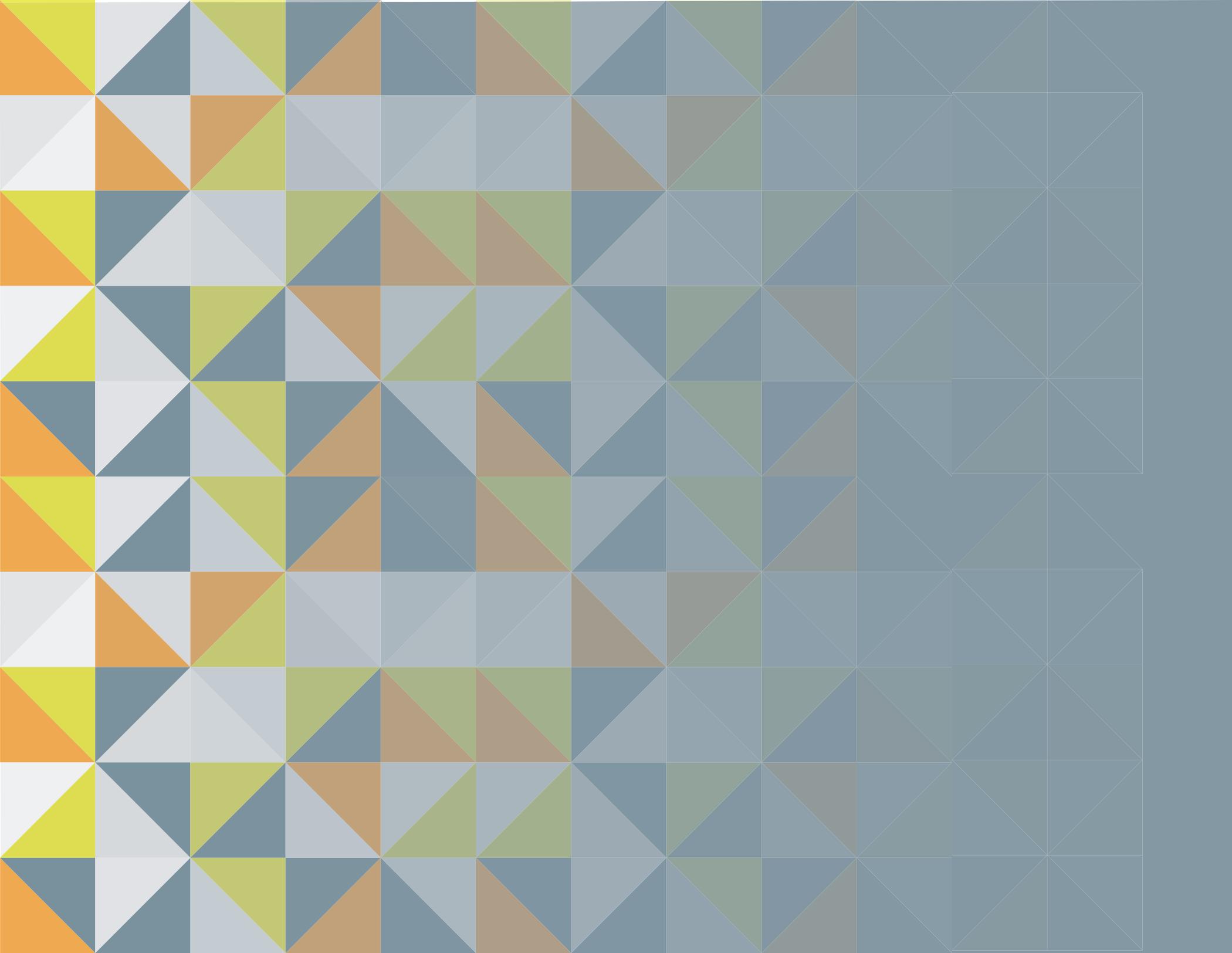
The following report is the sole property of Jared Candlish, Josh Culling, Tom Lippiat, and Mike Vivian (the Project Team). Distribution or dissemination of this report, or information contained within, is strictly prohibited without the explicit consent of the Project Team. The Project Team is not to be deemed liable for third-party information contained within the report.

AUTHORED BY: JARED CANDLISH, JOSH CULLING, TOM LIPPIAT, MIKE VIVIAN

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
1.0 RECOMMENDATIONS	7
1.1 COMMUNICATION & EDUCATION CAMPAIGN	9
1.2 ADD PARKING STALLS IN NORTHEAST DOWNTOWN	10
1.3 RAPID PARKING STALLS	13
1.4 TARGETED AND CONSISTENT ENFORCEMENT	14
1.5 NETWORK ANALYSIS	15
1.6 ONGOING ANALYSIS	16
1.7 PRICING PARKING	17
1.8 FUTURE CONDOMINIUM DEVELOPMENT	18
2.0 ANALYSIS	21
2.1 PHASE 1: SPATIAL ANALYSIS	23
2.2 PHASE 2: USAGE AND DURATION ANALYSIS	35
3.0 METHODOLOGY	39
3.1 DATA COLLECTION	41
3.2 DATA PROCESSING	49
3.3 DATA ANALYSIS	50
4.0 LITERATURE REVIEW	55





LIST OF FIGURES

FIGURE 1: ADDING PARKING STALLS CONFIGURATION	12
FIGURE 2: FAILED, OPTIMAL, AND UNDERUTILIZED AREAS MAP	16
FIGURE 3: LOCATION OF POTENTIAL CONDO DEVELOPMENT	20
FIGURE 4: PARKING STALL INVENTORY MAP	24
FIGURE 5: 25 METRE BUSINESS BUFFER MAP	26
FIGURE 6: 50 METRE BUSINESS BUFFER MAP	27
FIGURE 7: 50 METRE MAIN STREET BUFFER MAP	28
FIGURE 8: 100 METRE MAIN STREET BUFFER MAP	29
FIGURE 9: 200 METRE MAIN STREET BUFFER MAP	30
FIGURE 10: WALKING DISTANCE MAP	32
FIGURE 11: DURATION OF STAY FOR SELECTED AREAS MAP	38
FIGURE 12: UAV FLIGHT PATH MAP	44
FIGURE 13: STOPWATCH DATA AREAS MAP	46
FIGURE 14: UAV TAKE- OFF / TELECOMMUNICATION INTERFERENCE	48
FIGURE 15: OCCUPANCY AREA STATUS MAP	58
FIGURE 16: STOPWATCH DATA LOCATIONS MAP	66





LIST OF FIGURES CONT.

FIGURE 17: AVERAGE DURATION FOR STOPWATCH DATA MAP	67
FIGURE 18: OFF- STREET AND ON- STREET PARKING MAP	71
FIGURE 19: ANGELED, PARALLEL & PERPENDICULAR PARKING MAP	72

APPENDICES

APPENDICES	55
APPENDIX 1: OCCUPANCY DATA	57
APPENDIX 2: DURATION DATA	65
APPENDIX 3: STALL CONFIGURATIONS	71
APPENDIX 4: REFERENCES	73



EXECUTIVE SUMMARY





EXECUTIVE SUMMARY



BACKGROUND

In January 2019, the City of Leduc secured the services of the University of Alberta's School of Urban & Regional Planning Graduate students to complete a parking study for downtown Leduc, which is one of the twelve identified priority action items within Leduc's Downtown Master Plan (2012). The intention of this study is to provide an understanding of the role that parking supply and management practices in downtown Leduc have in fostering the advancement of the vision for downtown Leduc.

The main objectives and deliverables of this study were as follows:

- Provide an academic literature review of parking management strategies and best practices;
- Provide an assessment of the effectiveness of current state parking supply and demand, and the associated parking management strategies in downtown Leduc;
- Provide a set of context sensitive short-term and long-term recommendations for parking management strategies in downtown Leduc resulting from an analysis of the parking usage data collected; and,
- Disseminate the results and recommendations of this study to the relevant members of the City of Leduc's Administration, Leduc's Downtown Business Association, and Leduc's City Council (Committee of the Whole).

3 | DOWNTOWN LEDUC PARKING STUDY - FINAL REPORT



RECOMMENDATIONS

A series of contextually sensitive recommendations have been developed for parking management strategies in downtown Leduc. The recommended strategies are as follows:

- Create a communications and education campaign to establish and reinforce optimal and preferred parking behaviours;
- Add additional parking stall in the North East portion of the study area to accommodate existing demand and parking patterns;
- Introduce a number of rapid parking stalls (15 minutes or less) in strategic areas along 50 Avenue;
- Conduct ongoing analysis of parking behaviours in downtown Leduc on a consistent schedule;
- Establish a consistent and targeted approach to parking enforcement in downtown Leduc;
- Conduct a transportation network analysis to capture and understand the spatial and temporal movement of vehicles and people to and within Downtown Leduc;
- Consider establishing a pay-for-parking program when the City of Leduc reaches a certain population threshold (60,000 people); and,
- Consider, in the long term, rezoning the paved parking lot at 49 Street and 49 Avenue to enable a condominium development, with the inclusion of a shared parking program within the site's underground parking.



ANALYSIS

A multi-phased analysis of parking behaviours was conducted to establish these recommendations.

PHASE 1

The first phase of analysis centred on a spatial analysis of the current parking conditions in downtown Leduc. Through this spatial analysis, the total number of parking stalls (934), both public and private, was identified along with the average number parking stalls per business (8). The 934 parking stalls were then further analyzed, which showed that 64% of the parking stalls were located within 25m of a business, and 98% of the parking stalls are located within 50m of a business. Further, 32%, 81%, and 99% of the parking stalls are located within 50 metres, 100 metres, and 200 metres of 50th Avenue respectively.

This phase also included an analysis of the wayfinding signage related to parking in downtown Leduc, and the analysis showed that the number and location of signs was sufficient. The issue is that the design of the signage is not necessarily clear and in some instances can be confusing. Furthermore, the signs do not have a cohesive aesthetic.

PHASE 2

The second phase of analysis centres on usage and duration data associated with parking behaviors in downtown Leduc. Through the analysis of the occupancy data, it has been concluded that **Leduc does not have an overall parking supply issue**. Parking occupancy is classified into three categories:

- Parking which has failed, over 85% occupancy;
- Parking which is optimal, between 70% and 85% occupancy; and,
- Parking which is underutilized, under 70% occupancy.

Some specific parts of the study area do fail (12%), however most parts are underutilized (55%) and one third (33%) of the study area functions within optimal range, the analysis showed that the duration of stay average is generally low in most areas, with only one area that was observed having an average duration that approached the 2 hour maximum.



EXECUTIVE SUMMARY



METHODOLOGY

The data used to conduct the analysis and develop a set of recommendations was done through the utilization of an Unmanned Aerial Vehicle (UAV) to ensure that high-quality data is being collected, and to address the fragmented nature of the study area as well as issues related to the privacy of users of the area.

The raw data for occupancy was captured by photographing the entire study area at 50 feet by Unmanned Aerial Vehicle (UAV) every 30 minutes. The UAV was used to capture images from 8:00 am to 6:00 pm on Wednesday March 13th and 8:00 am to 6:00 pm on Saturday March 16th.

To supplement the UAV images, rich duration data was collected by clocking in and out times for vehicles in various parts of the study area. This data was collected in 6 pre-determined regions throughout the study area. Data was collected over 5 days, and primarily over the 10:30 - 2:30 period of the day.



STUDY FINDINGS DISSEMINATION

The results of this study will be disseminated to the City of Leduc's Administration on April 10, 2019, Leduc's Downtown Business Association on May 10, 2019, and Leduc's City Council on May 13, 2019.

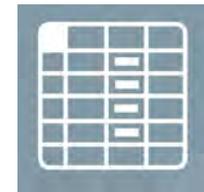


PROJECT DELIVERABLES

The project has developed a number of deliverables, which are as follows:



UAV IMAGERY



EXCEL FILES OF PROCESSED DATA



INTERIM REPORT AND PRESENTATION



FINAL REPORT AND PRESENTATION







RECOMMENDATIONS

1.0 RECOMMENDATIONS

1.1 COMMUNICATION & EDUCATION CAMPAIGN

A branded, robust, and multi-pronged communication and education campaign should be developed and implemented to achieve community and stakeholder buy-in, community and stakeholder ownership of parking management in downtown Leduc, and to influence and reinforce desired parking behaviours of the users of downtown Leduc.

RATIONALE

The communication and education campaign will seek to achieve the following:

- Remind and reinforce the practice of parking on the peripheral edges of downtown Leduc for longer-term stays.**
- Inform users of the downtown of regularly underutilized parking locations, as well as areas that are often at, or near capacity.**
- Identify areas where “rapid parking” is available along Main Street.**



ACTIONS:

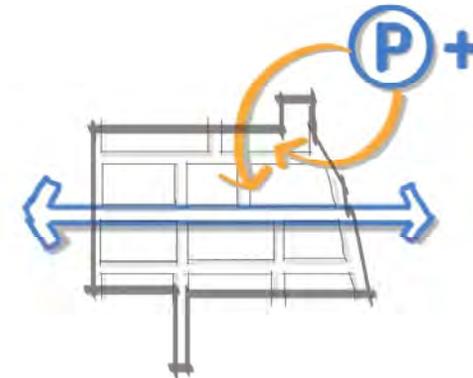
Actions for the implementation of the multi-pronged communication and education campaign include, but are not limited to, the following:

- Creating a downtown Leduc Parking Map.**
- Developing a sub-page on Leduc.ca that details parking locations, conditions, and average weekday / weekend occupancies.**
- Improving the wayfinding signage for parking locations in downtown Leduc.**



1.2 ADD PARKING STALLS IN THE NORTH-EAST PORTION OF THE STUDY AREA

Additional parking is required to relieve demand in the north-east portion of the study area. To accommodate this demand 48a St. (between 50 Ave. and 51 Ave.) should be converted into a one-way street and angle parking installed along its western edge. If possible, the City of Leduc should pursue a lease agreement for the private lot near 51 Ave. and 47 St. and reconfigure the lot to make more efficient use of the land.



RATIONALE

12% of the parking within the study area fails (over 85% occupancy) and these parking occupancy failures are concentrated in the north-east portion of the study area.

The most intense demand was observed along 48A St. which reaches 136% capacity at its peak. The public parking lot immediately north is in a sustained state of failure (over 85% capacity) from 9:00 am. to 2:00 pm. The public parking lot immediately east along 47 St. reaches over 100% capacity multiple times between 9:00 am. to 4:30 pm. A total of 13 new stalls are required to accommodate the excess demand from these failed areas.

Making 48A St. a one-way street with angle parking along the west side would add 8 public stalls. Leasing 1/2 of the land area in the private lot would open enough space to add an additional 9 public stalls for a total of 17. The recommendation to lease 1/2 of the private lot depends on the owner's willingness to reconfigure their existing stalls to utilize the empty space in the center of the lot.

Turning 48A St. into a one way would also make it consistent with the existing configuration of 49 St. (between 50 Ave. and 51 Ave.) one block to the west. This consistency may improve the parking experience in the study area but public engagement and a technical study are required to confirm this assumption.

1.2 ADD PARKING STALLS IN THE NORTH-EAST PORTION OF THE STUDY AREA (CONT)

ACTIONS:

Actions for adding stalls to the north-east portion of the study area could include, but are not limited to, the following:

To convert 48A St. the following phases are recommended:

- **Conduct a technical study to determine the feasibility of converting 48A St. (between 50 Ave. and 51 Ave.) from two-way traffic to one-way traffic and to determine the optimal direction (north or south).**

- **Conduct public engagement to determine the feasibility of converting 48A St (between 50 Ave. and 51 Ave.) from two-way traffic to one-way traffic.**

- **Convert 48A St. from two-way traffic to one-way traffic and convert the existing “in-line” stalls on its west edge to parallel stalls.**

To expand the public lot at 48A St. and 51 Ave., the following phases are recommended:

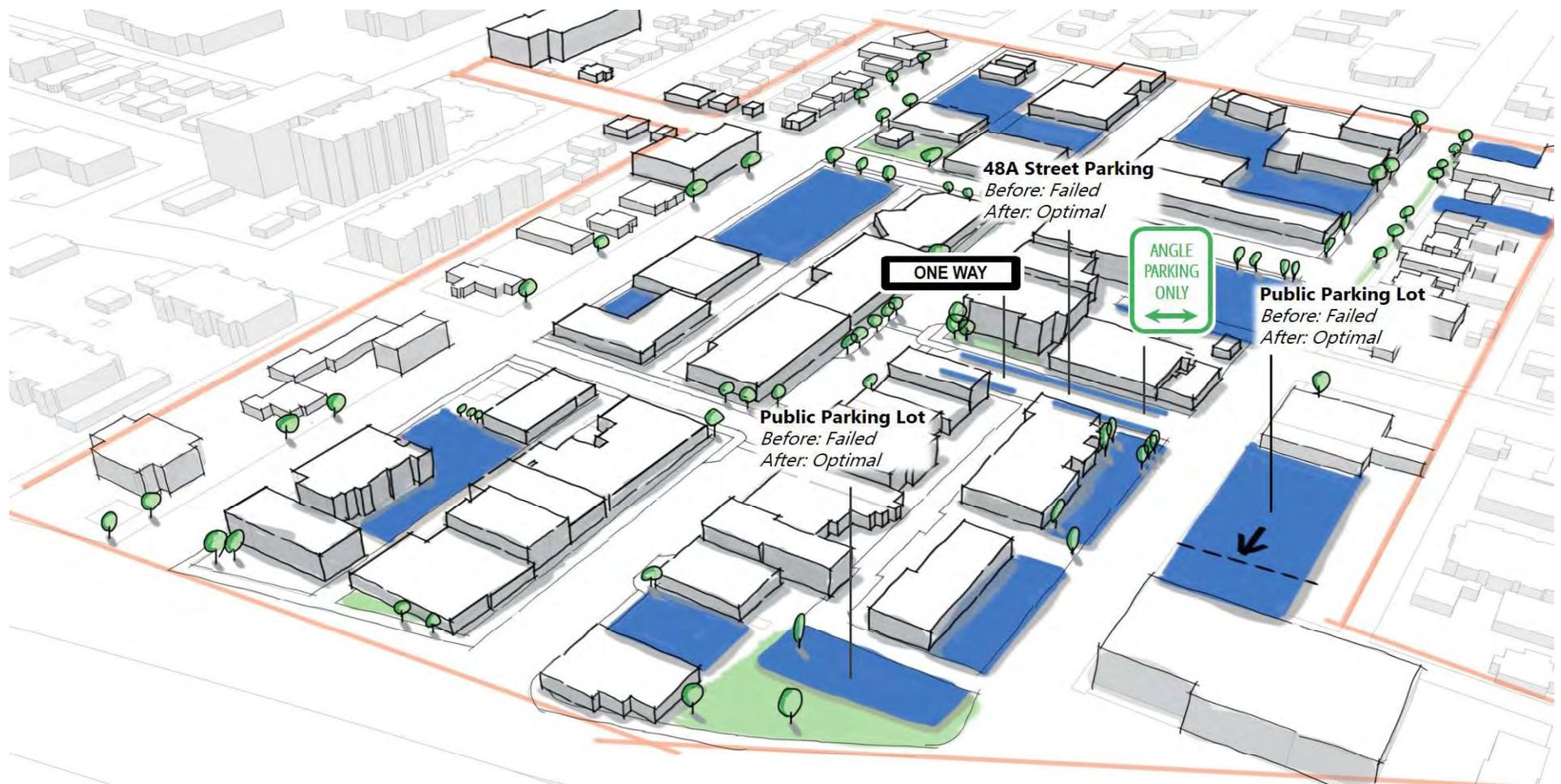
- **Conduct a technical study to determine the feasibility of expanding and reconfiguring the existing public lot at 48A St. and 51 Ave. into the adjacent private lot on its eastern edge.**

- **Secure a lease with the current owner of the private lot.**

- **Reconfigure the parking stalls in the existing public lot to accommodate vehicle circulation in the expanded lot.**

The predicted outcome of this recommendation is shown in the map on page 12.

FIGURE 1: ADDING PARKING STALLS CONFIGURATION



1.3 INTRODUCE RAPID PARKING STALLS

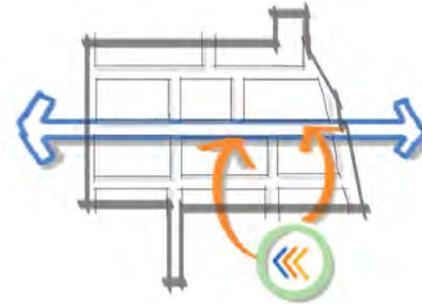
15 min. maximum parking should be added to 50 Ave. to accommodate the use time that was observed in the area. At least 1 stall per block, located on both the North and South sides of 50 Ave., will provide a stall for those who are only planning to be at their destination for a short time.

RATIONALE

If a user’s intention is to carry out a quick visit on main street and there is no parking immediately near that site location, the visitor will likely perceive that there is not enough parking. Adding parking, which addresses this particular use, may contribute to a more enjoyable main street experience.

Two locations along Main Street were observed on two separate days for four hours (10:30 am. - 2:30 pm.). The theme of short stay parking emerged throughout this data as 57% of the parking events were for 15 minutes or less. It is clear that a significant proportion of individuals currently visiting downtown do so for a single task and a duration under 15 minutes.

Providing Rapid Parking Stalls caters the space to this use, providing these individuals with a space that will turn over quickly.



ACTIONS

- Identify suitable stalls on main street to be used as Rapid Parking stalls.
- Mark these stalls with signs that separate them from the general, 2 hour parking supply - Rapid Parking - 15 min. maximum.



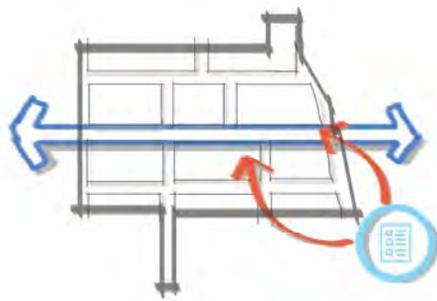
1.4 TARGETED AND CONSISTENT ENFORCEMENT

RATIONALE

Enforcement of parking restrictions is an effective way to establish and reinforce optimal parking behaviours of the patrons of downtown Leduc.

ACTIONS

Explore developing a coordinated and consistent enforcement strategy with the intention of targeting locations that have been identified as ‘failed’ parking areas (over 85% occupancy), as well as areas of high importance such as Main Street, to ensure that time restrictions are being followed.



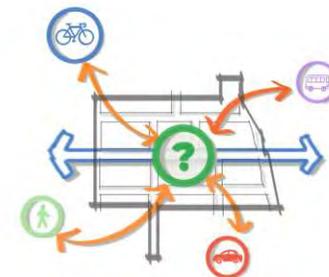
1.5 NETWORK ANALYSIS

RATIONALE

For this study, both micro and macro parking behavior of people visiting the Downtown was observed. However, where people were coming from, or the relationship between their origin and destination in terms of transportation choice could not be identified. A fine grained network analysis can assist with informing future decisions on how people choose to arrive to the Downtown.

ACTIONS

- Identify the availability of different transportation types to visitors of Downtown Leduc.
- Use information developed out of a transportation network analysis to inform future transportation and parking decisions in the Downtown.



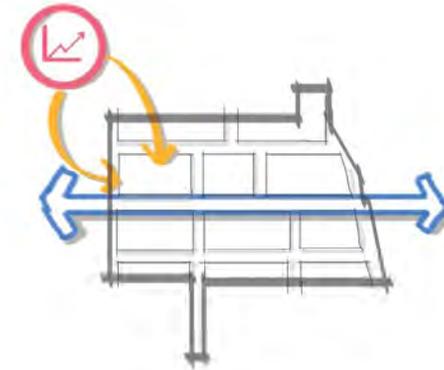
1.6 ONGOING ANALYSIS

Frequent collection of data and analysis of parking trends should occur and be used to inform future development decisions in Leduc's main Downtown area.

RATIONALE

The information provided in this report is a snapshot of a particular time. While it reflects the current trends in Leduc's occupancy and duration rates, it does not reflect future trends. For example, the Edmonton Metro Region Board Growth Report forecasts a population of 49,600 - 68,000 by the year 2044. Leduc's 2018 census identified a municipal population of 32,448. If the forecasted growth numbers are realized, there will be an impact on downtown parking.

Ongoing data collection and analysis will allow for the municipality to track the changes in use (duration and occupancy) on a general and micro-region standpoint. This data will be helpful in understanding how parking preferences are changing and what affects the initiatives introduced by the municipality regarding parking are having. Data accrued on a regular basis will help Leduc to make informed decisions regarding future downtown parking needs.

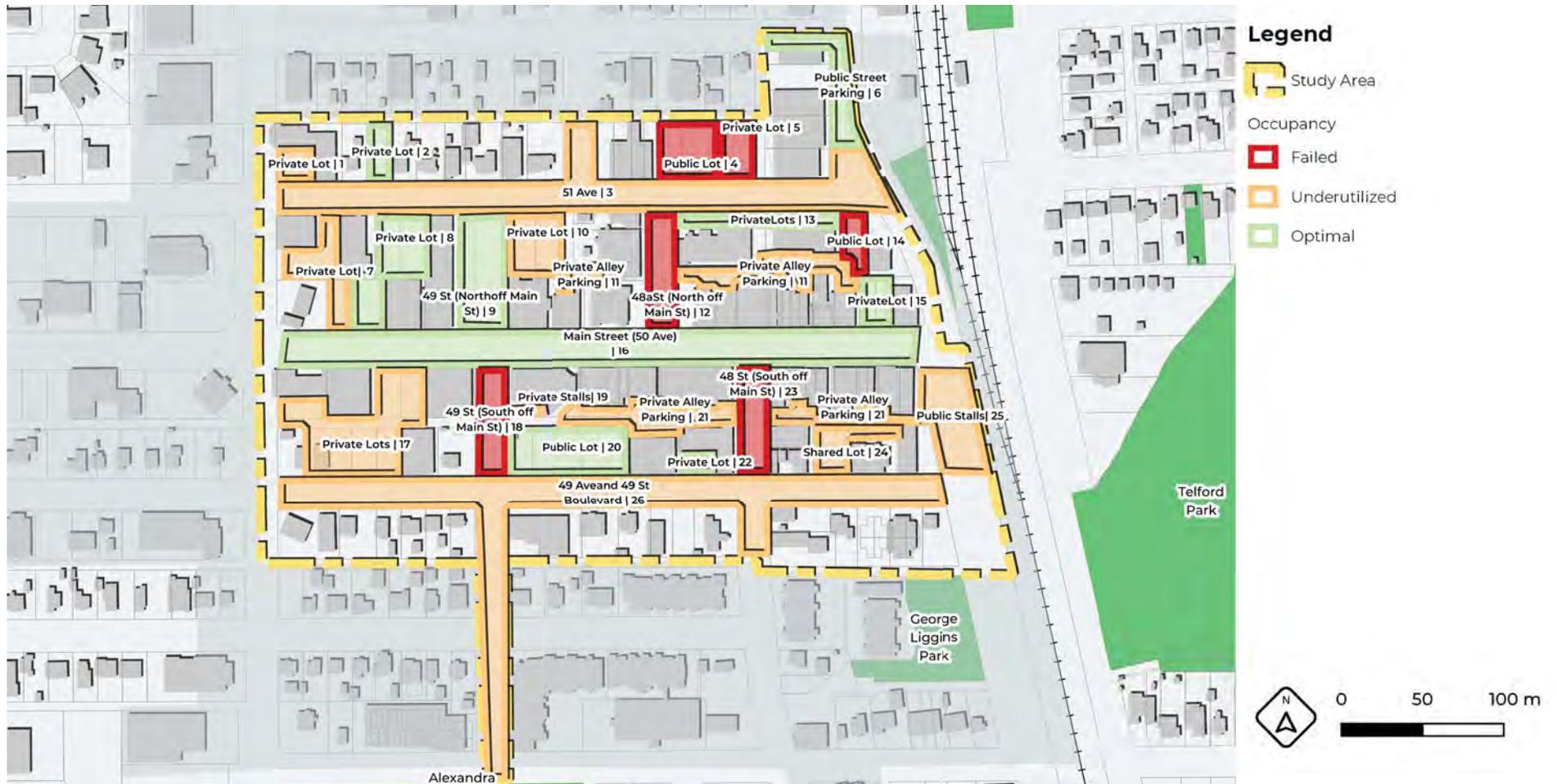


ACTIONS

- Establish a procedure and frequency for the regular collection of parking data. It is recommended that a similar procedure as outlined in this report be implemented in order to use this data as a baseline for future comparison.**
- Yearly data, collected in the Summer, consisting of occupancy and duration data for the downtown region, would be ideal.**
- Close attention should be given to the areas identified as 'failure' in this report (see map below) and also those areas where the municipality introduces strategies to address parking related issues.**



FIGURE 2: FAILED, OPTIMAL & UNDERUTILIZED PARKING LOCATIONS



1.7 PRICING PARKING

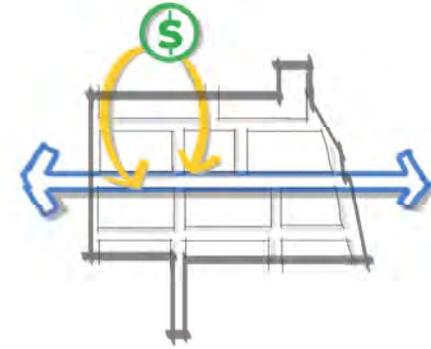
If Leduc realizes the EMRB forecasted growth, and if residential growth in the downtown area occurs (as is targeted in the Leduc Downtown Master Plan, pg. 41), then a system to charge for parking would be a reasonable way to manage parking in the area.

RATIONALE

At this point in time, pricing parking does not make sense as a strategy for managing parking in Leduc (neither the occupancy nor the duration data demonstrates such a need). Should Leduc reach the population of Medicine Hat (63, 260), a municipality that prices parking, it would be more financially efficient to price parking than to add additional stalls (at a scale that would likely be necessary to alleviate any potential parking problems in the downtown area).

The literature demonstrates that pricing parking is the most effective parking management tool. Passing the cost of parking on to the user of the parking stall ensures that the cost of parking is not subsidized and encourages the driver to consider the choice they are making.

This recommendation does not have a clear timeline. It will be dependent upon various factors: population, development patterns, trends in vehicle use and ownership, and political will. Should Leduc find itself in a situation where a majority of the downtown area is at or near parking failure (over 85% occupancy), this approach would need to be considered.



ACTIONS

- Based on population growth, downtown development, and available parking data, identify the areas that may benefit from pricing parking.**
- Research the most relevant system for pricing parking. Currently, the literature indicates that technology should be used to manage the pricing (ex. Pay from your mobile phone), that curb parking should be priced at a premium rate, and that funds garnered from the pricing of parking should be used toward improvements in that general area.**

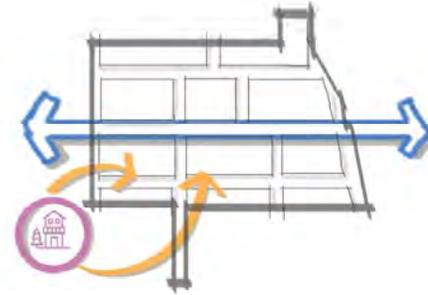


1.8 FUTURE DOWNTOWN CONDO DEVELOPMENT

The results of this study indicate that a parcel of land with four-story apartment building and underground parking would bring double the number of people downtown every day compared to a surface parking lot built on the same piece of land. It is recommended that future development in the study area should consist of low-rise apartments with underground parking, and that future expansion of the public parking supply should be located below these buildings. It is also recommended to make the public parking lot at 49 Ave. and 49 St. available for condo or apartment development, subject to strict conditions that any development on that parcel will contain at least 120 bedrooms and that 67 public parking stalls be made available for permanent lease by the City of Leduc.

RATIONALE

The public parking lot on the north-east corner of 49 Ave. and 49 St. has 67 stalls and hosts 118 cars per day. The four-story condominium with underground parking at 4806 48 Ave. occupies an identical parcel and has 120 bedrooms. Assuming that each car and each bedroom is occupied by a single person, they bring an equal number of people downtown on a daily basis. These assumptions are based on observations made during the parking study and census dwelling statistics. Both parcels of land may bring the same number of people downtown, but local residents may bring more overall businesses downtown because their homes are within walking distance.



If a condo identical to the one at 4806 48 Ave. was built on the public parking lot at 49 Ave. and 49 St., the existing 67 parking stalls in that lot should be replaced by underground parking. This means the recommended development would contain 67 public stalls that host 118 cars (118 people) per day and an additional 120 bedrooms (120 people) per day. This development would double the number of people this parcel of land brings to downtown every day.

This is a low-risk opportunity to promote the kind of development that is called for in the Downtown Master Plan. The city is only required to rezone the parking lot, place conditions on its sale, and wait for an interested developer. It would be recommended to place a restrictive covenant on the parcel's title to ensure that a minimum of 67 parking stalls are permanently available for public use.

1.8 FUTURE DOWNTOWN CONDO DEVELOPMENT (CONT)

ACTIONS

Rezone the four parcels that make up this lot. The zoning should support four-story buildings and underground parking. Leduc’s MUN or MUC zones are recommended to align development with the goals of the Downtown Master Plan.

Place conditions on the sale of the lot that require: consolidation of the four parcels, construction of a 120 bedroom development, and shared underground parking.

Place a restrictive covenant on the parcel’s title to ensure that a minimum of 67 parking stalls are permanently available for public use.

Sell the parcel to a developer who is willing to replace the existing 67 public parking stalls with parkade parking inside the building footprint. Any such development would require at least two levels of parking, one to replace the surface level parking and one for residents of the building.

ACTIONS CONT.

To generally support development that is at least four-stories tall with underground parking and to support shared public-private parking in those developments to meet future parking demand, the following steps are recommended:

For sites that are not required to expand public parking supply:

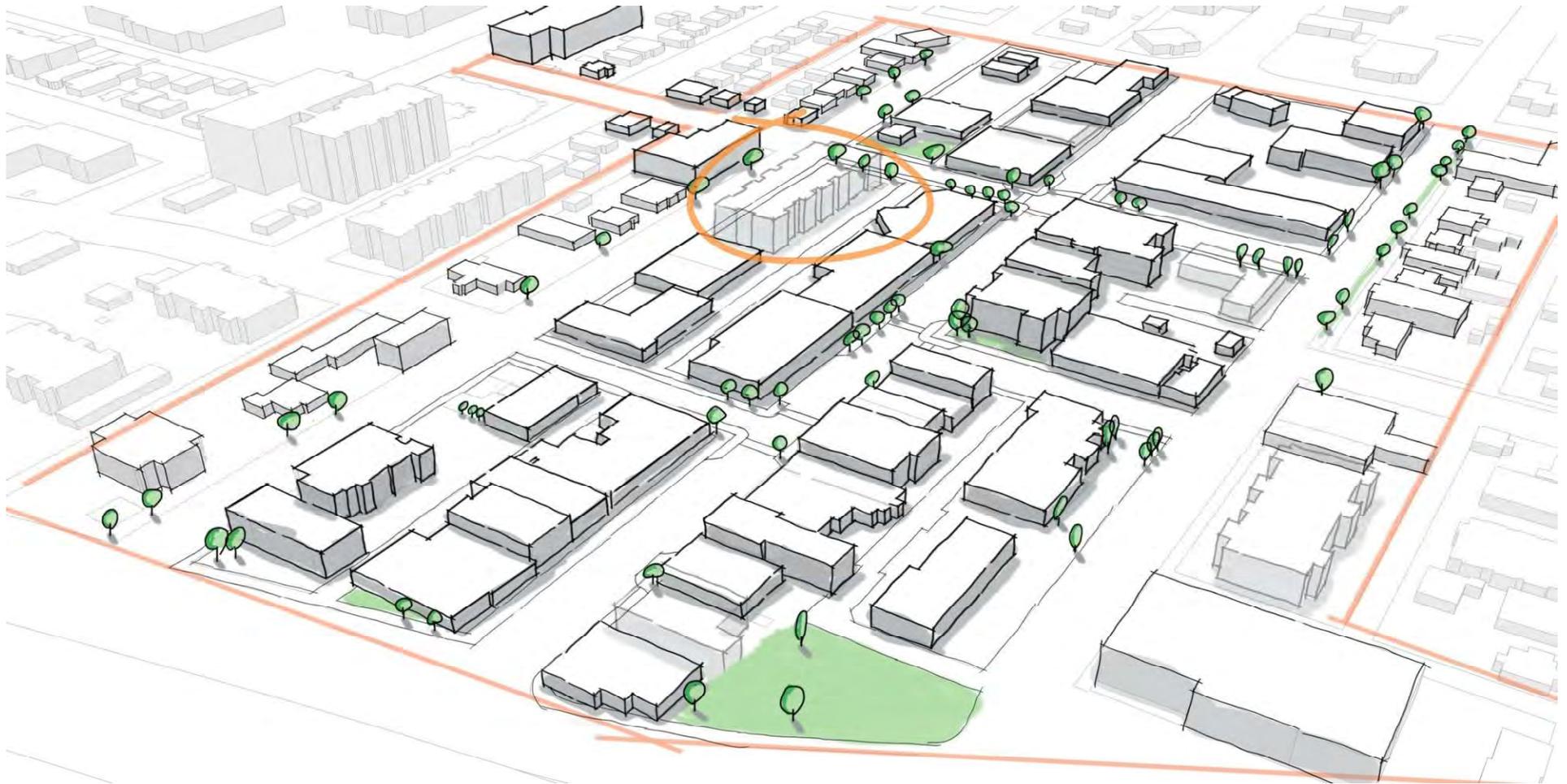
Consider rezoning parcels south of 49th Ave. and north of 51 Ave. that currently contain single detached homes from CBD and RSD to MUN or MUC.

For sites the city wishes to use for expanding public parking supply:

In addition to rezoning these lots to MUN or MUC, consider purchasing and consolidating target lots. Ownership of consolidated lots would give the city leverage to require construction of a shared parking agreement on the City’s terms.



FIGURE 3: LOCATION OF POTENTIAL CONDO DEVELOPMENT





2020



ANALYSIS

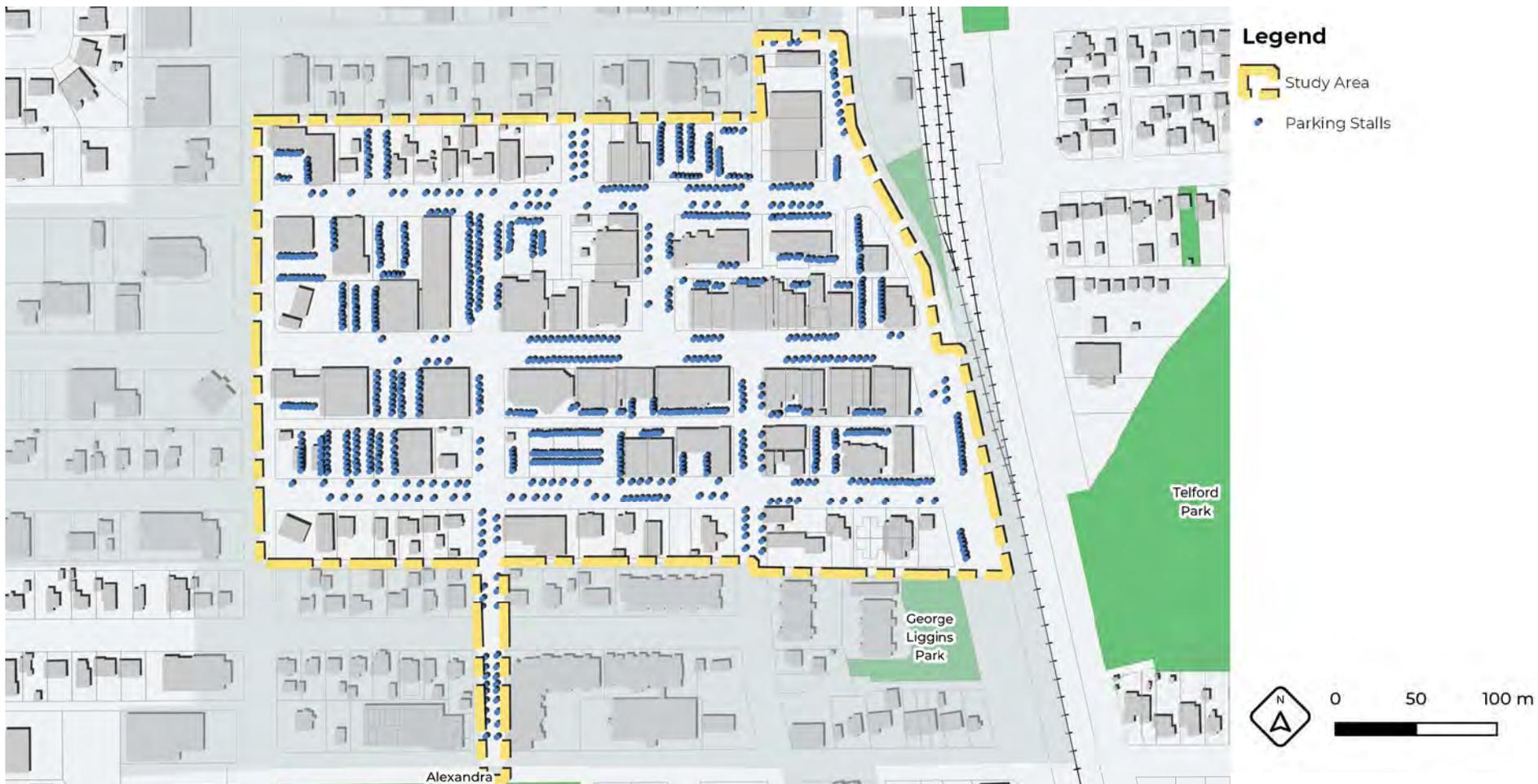
2.0 ANALYSIS

2.1 PHASE ONE: SPATIAL ANALYSIS OF PARKING CONDITIONS

2.1.1 CURRENT INVENTORY

METRIC	RESULTS	RELEVANCE
Total number of stalls	934	Total parking stock in area
Avg. number of stalls per business	8	Baseline information
Total number of public stalls	479	City of Leduc has direct control
Total number of private customer stalls	351	Parking stock held by private owners
Total number of private staff stalls	104	Parking stock held by private owners
Average number of staff stalls per business	1	Staff may park here if other areas are n/a
Ration of public and private parking	51% public / 49% private	City of Leduc has control of 53%
Total number of handicap stalls	15	Parking requirements regulated under MGA

FIGURE 4: PARKING STALL INVENTORY



2.1.2 PARKING STALL BUFFER ANALYSIS

Using a geographic information system (GIS), a buffer of varying size was placed first around businesses and then around the main street corridor. A buffer is a zone, set at a specific distance, around another map feature. This spatial analysis provides us with a sense of Leduc's parking supply, as it currently exists, in relation to distances to businesses and to main street.

This analysis does not take into account stall occupancy or duration of stay, nor does it provide number of parking stalls on a per businesses basis. It instead, simply outlines the parking supply that is within a reasonable distance of the project area.

The results of the buffer analysis are as follows:

- Applying a 25 metre buffer to the Downtown businesses demonstrates that 64% (602 stalls) of the parking inventory of the downtown area is within this distance of the businesses.
- A 50 metre buffer includes 97.6% (912 stalls) of the parking inventory within the downtown area. This demonstrates that the vast majority of parking is within close proximity to the downtown businesses (page 26).
- A majority of businesses are located along 50 Ave., when a 50 metre buffer is applied, 32.2% (301 stalls) of the parking spaces are accounted for. These stalls are primarily on-street, angled parking (page 27).
- When increased to 100 metres, 81.4% (761 stalls) of the parking inventory is accounted for, which includes many of the larger, off-street lots adjacent to 49 Ave. and 51 Ave (page 28).
- 98.5% (920 stalls) of the parking inventory are accounted for within 200 metres of Main Street (page 29).

FIGURE 5: 25 METRE BUSINESS BUFFER

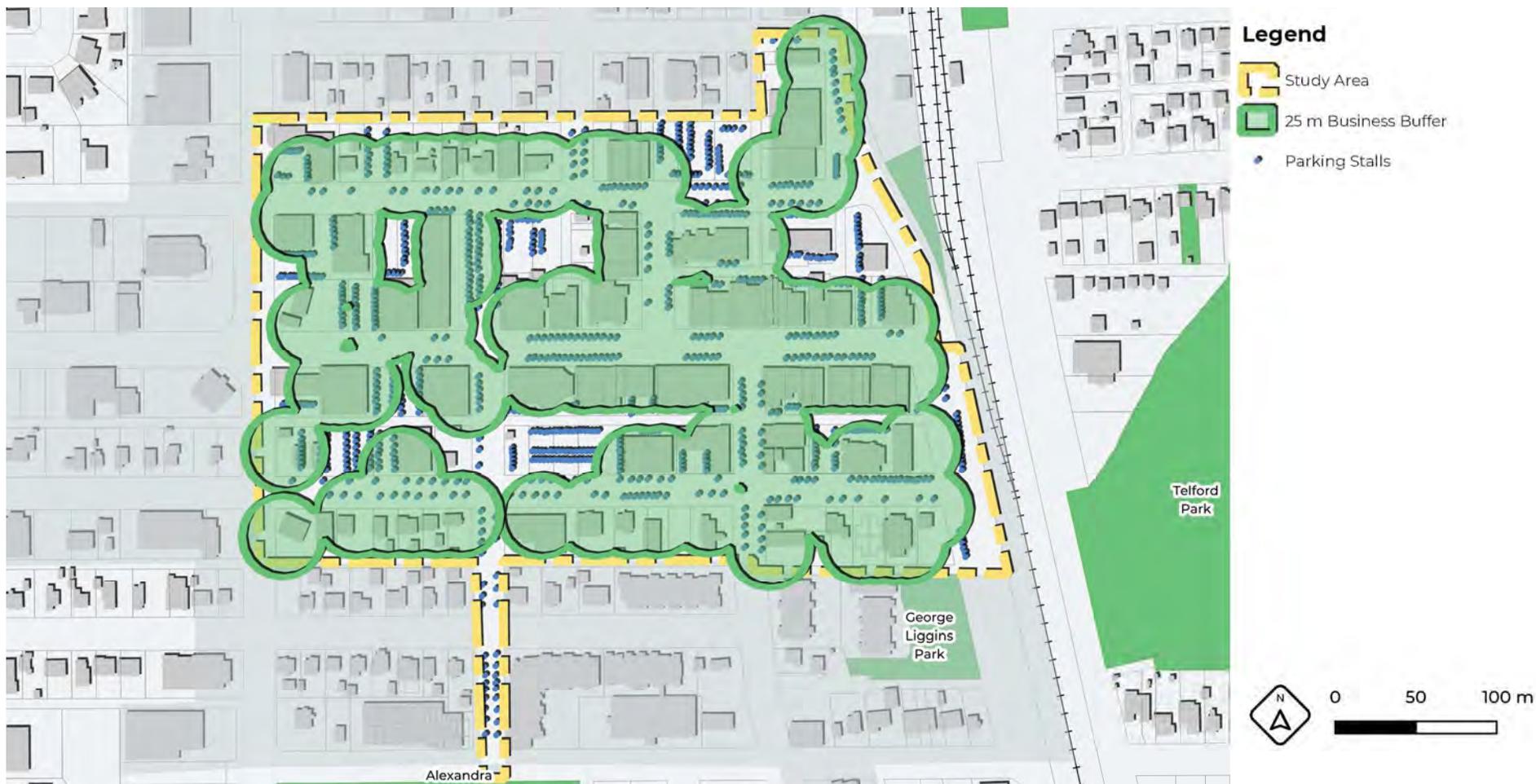


FIGURE 6: 50 METRE BUSINESS BUFFER



FIGURE 7: 50 METRE MAIN STREET BUFFER

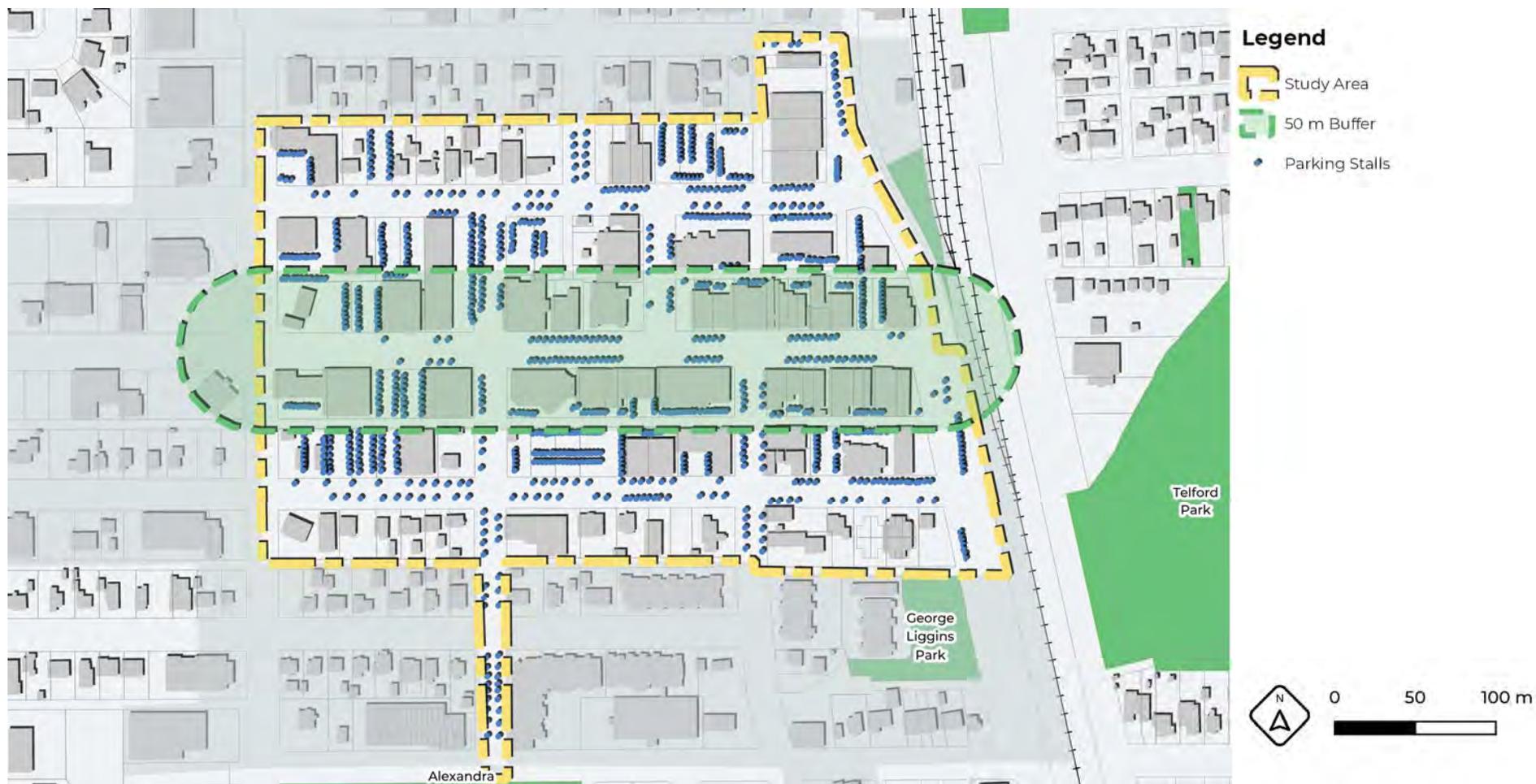


FIGURE 8: 100 METRE MAIN STREET BUFFER

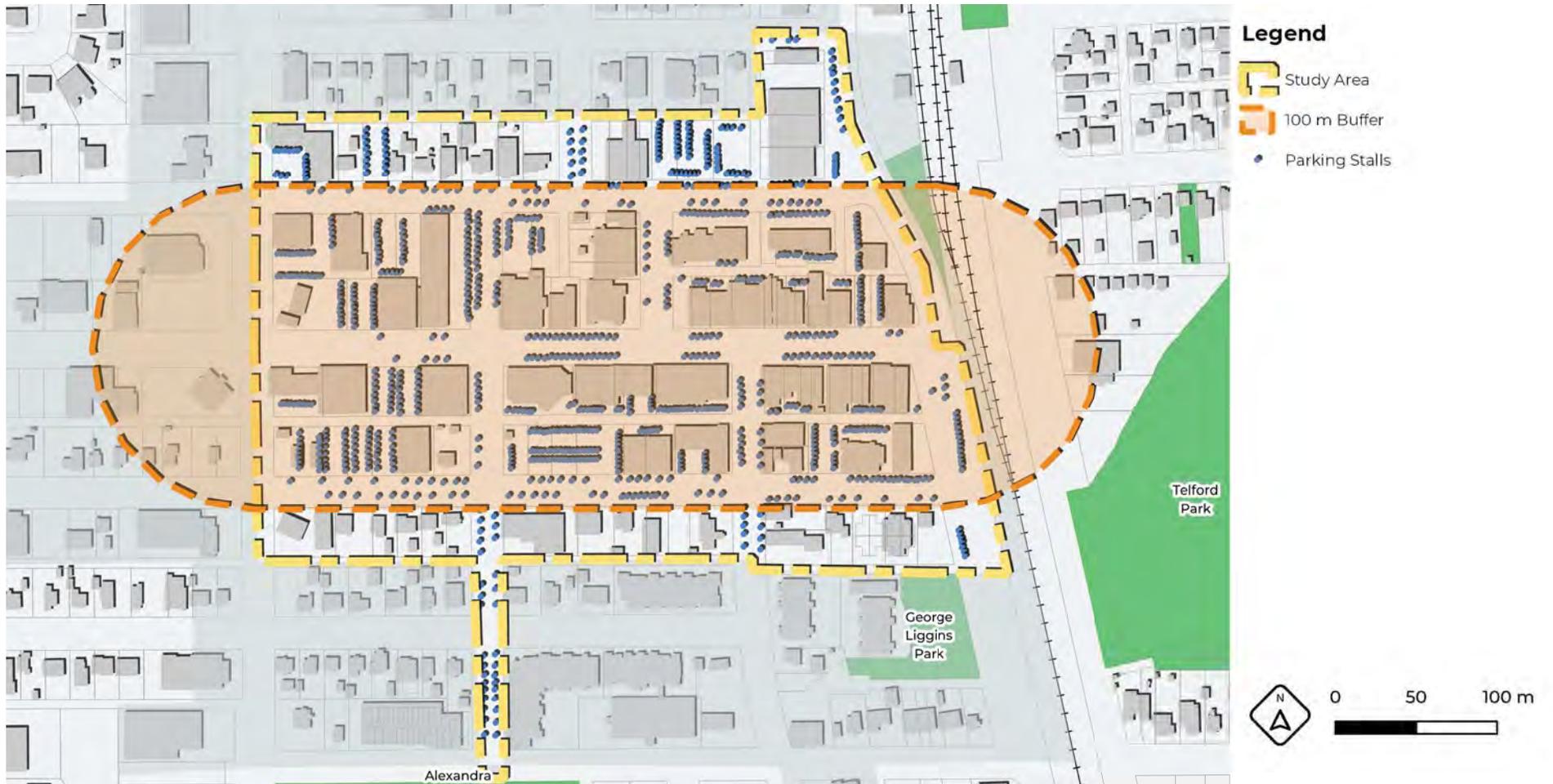
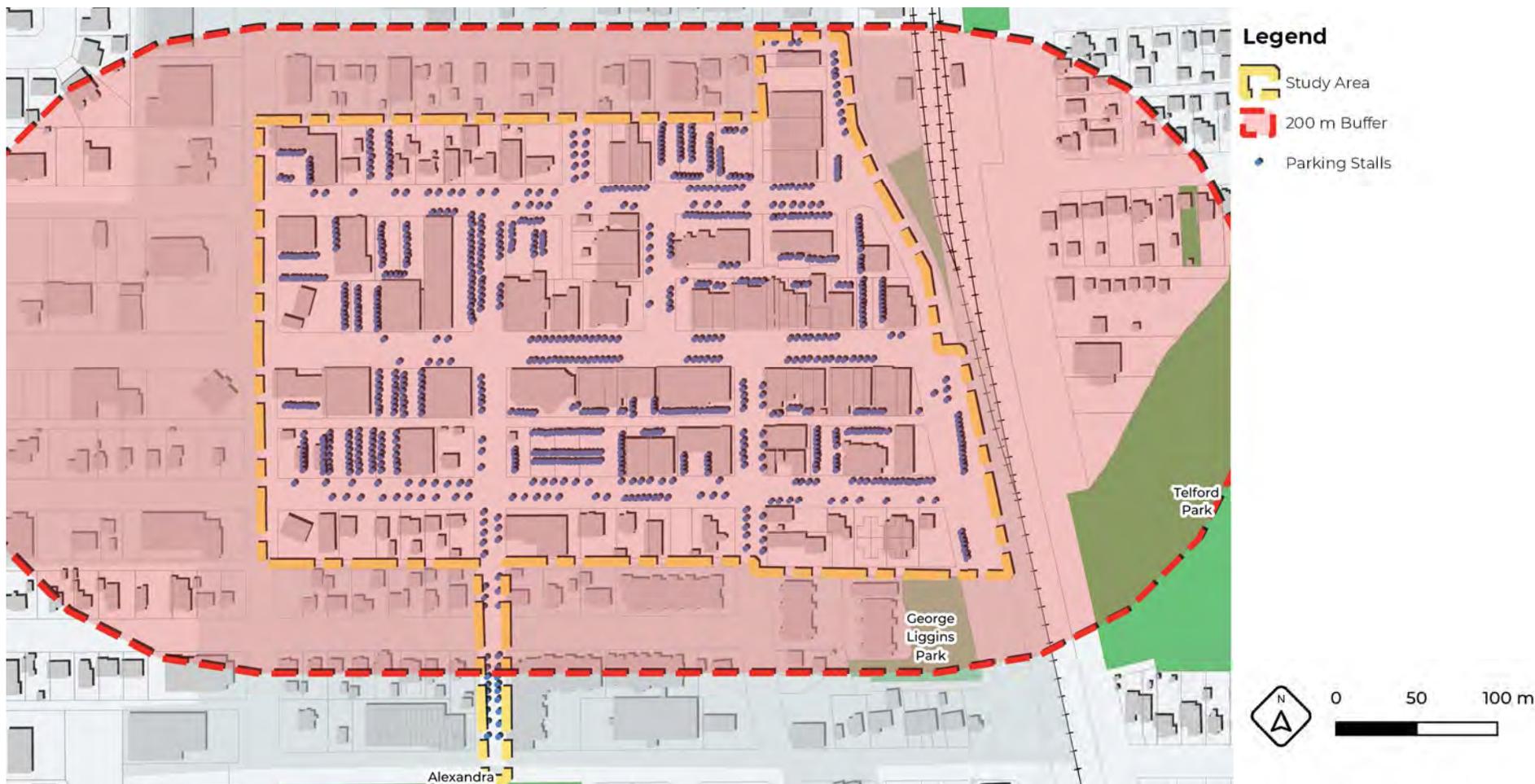




FIGURE 9: 200 METRE MAIN STREET BUFFER



2.1.2 PARKING STALL BUFFER ANALYSIS (CONT)

For reference, the Town of Okotoks parking study stated that a 600 metre distance was a “reasonable” walking distance for a parking spot. Conversely, the Town of Beaumont study determined 200 metre to be the optimal distance. When compared to these amounts, Leduc’s distance to parking spots is far less, offering little barrier to accessing businesses from parking supply. Based on distance from stall to business, Leduc is well situated to provide a convenient experience to its residents.

Given that some of the best practices consider different distances as a ‘reasonable’ walking distance, an additional analysis on walking distances was conducted. The additional analysis took into account a time factor and applied distances based on intervals of 1 minute, 2 minutes, and 3 minutes to understand the time it takes a pedestrian to walk from parking locations to Main Street. For reference, a pedestrian can usually walk a distance of 80 metres in 1 minute.

Using the intersection of 48A St. and 50 Ave as an example destination point, three buffers of 80 metres, 160 metres, and 240 metres were applied (which correspond to 1 minute, 2 minutes, and 3 minutes walking time, respectively).

The results from the analysis show 16.2% (152 stalls) of the parking inventory is accounted for in a 1 minute walk, 66.8% (624 stalls) are within a 2 minute walk, and all of the parking is within a three minute walk of the intersection.



FIGURE 10: WALKING DISTANCE MAP



2.1.3 WAYFINDING

While parking supply is located within a suitable distance to the businesses, the wayfinding experience provide challenges to accessing it. It was identified that the number and location of signs was sufficient. Signs are placed throughout the study area and within a sufficient distance of the parking areas they are pointing towards.

The issue is that the design of the signage is not necessarily clear and in some instances can be confusing. Furthermore, currently the signs do not have a cohesive aesthetic. Redesigning the signs could improve clarity and create a consistent visual experience throughout the downtown area.



Located on Main St., 49th St. and 50th Ave. The sign does not define the type of parking available and the opposing arrows may be confusing.



Same lot and sign but this one faces outward, at the entrance, toward the street.



Located on Main St., 49th St. and 50th Ave. The sign does not define the type of parking available and the opposing arrows may be confusing.



Located at 48a St. and 51st Ave. The sign does not define the type of parking available and the multiple arrows may be confusing.

2.2 PHASE TWO: ANALYSIS OF USAGE AND DURATION DATA

2.2.1 OCCUPANCY

Through the analysis of the occupancy data, it has been concluded that **Leduc does not have an overall parking supply issue**. Some specific parts of the study area do fail (12%), over 85% occupancy, however most parts are underutilized (55%), below 70% occupancy, and exactly one third (33%) of the study area functions within optimal range, which is defined as 70%-85% of all stalls being occupied during peak hours.

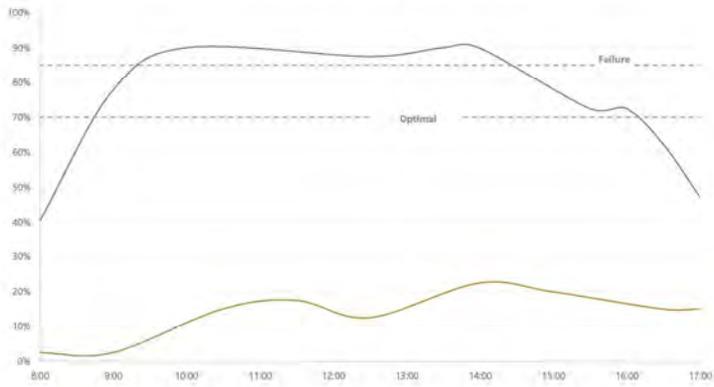
Looking more closely at specific parts of the study area they generally show very different occupancy patterns. The built form in the study area can make it challenging for visitors to walk directly from some parking areas to the business they are visiting. Specifically, the mid-block breaks that feed into Main Street (49 St., 48A St., and 48 St.) are up to 115 meters apart and the east-west alleys that are set back a half-block from Main Street are often obstructed on one end by buildings. This results in a fragmented pedestrian environment which may encourage drivers to seek parking as close as possible to the business they are visiting. As a result, each part of the study area was found to have very unique occupancy behaviours.

The tables on the following page provide an example of each of the three categories observed.

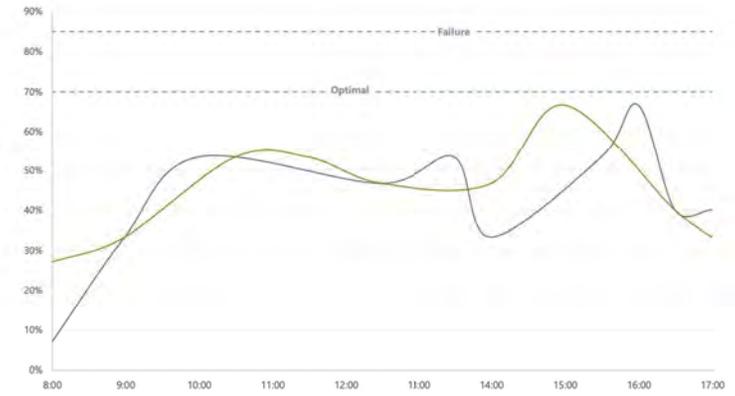
These categories are: Failed, Optimal, Underutilized. The remaining tables for each of the lots can be found in Appendix 1.

- Public Lot 4, which failed, is comprised of 40 stalls and had a peak occupancy of 90%
- Public Lot 2, which is optimal, is comprised of 16 stalls and had a peak occupancy of 75%
- Private Lot 1, which is underutilized, is comprised of 15 stalls and had a peak occupancy of 67%

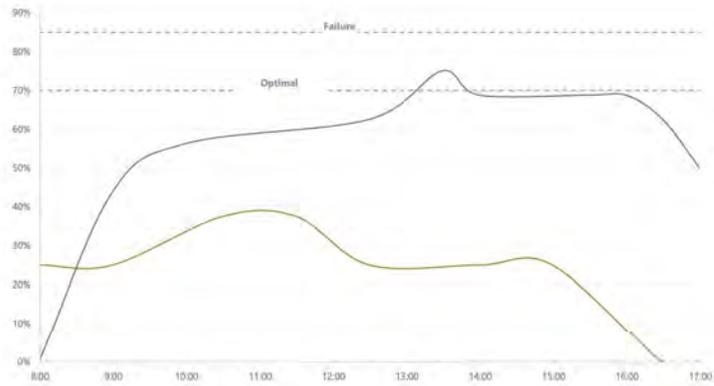
PUBLIC LOT (4)



PRIVATE LOT (1)



PRIVATE LOT (2)

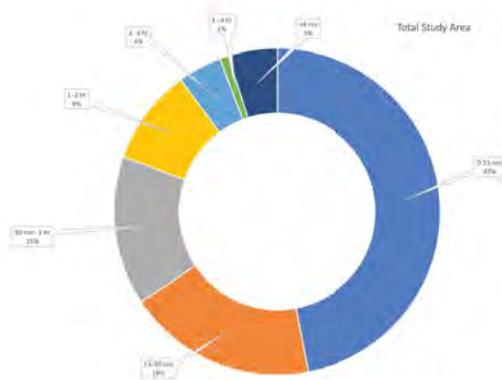


— Wednesday
— Saturday

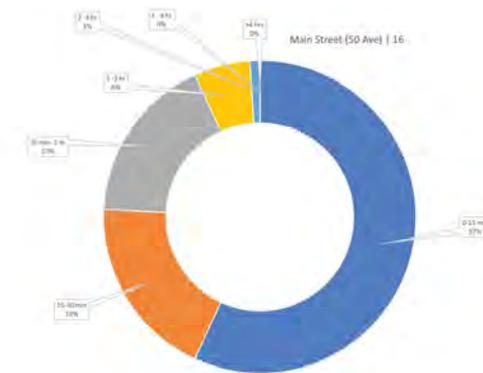
2.2.2 DURATION

Six areas were selected as representative of the broader study area, which are shown on the next page. These areas were observed on either a Wednesday or a Saturday for 4 hours each, spanning 10:30 am. - 2:30 pm. The most significant finding from this observation is that the duration of stay average is generally low in most areas. Only one area that was observed had an average duration that approached the 2 hour maximum (Area 4, which is in fact unregulated).

If the whole study area is considered, it can be shown that the predominant amount of duration is 0-15 min. This trend was observed in each of the identified areas. It is clear that at this point in time, a vast majority of those who are visiting the downtown area are only doing so for short periods, completing an errand before leaving for another destination.



Previous to the study it was hypothesized that cars were parking on the main street for a duration that exceeds the 2 hour maximum. What has been demonstrated in the data is that this is not the case. The vast majority of the cars observed were of a duration less than 2 hours. Only 1% of those who parked on main street had a duration of more than 2 hours.



What the graph below (and the additional graphs in Appendix 2) demonstrate is that those who park for a duration of 2 hours or more are doing so in the unregulated parking areas. The parking system in Leduc appears to be working as it should be: shorter duration near the businesses in the 2 hour maximum areas, while longer duration occurs in the unregulated lots off of Main Street.

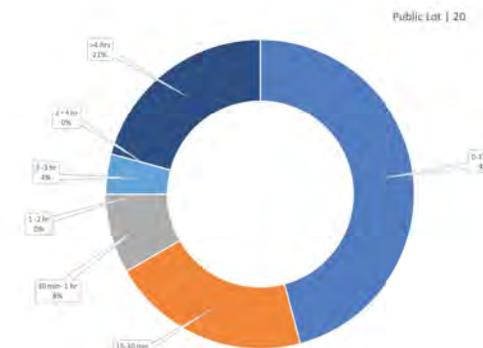
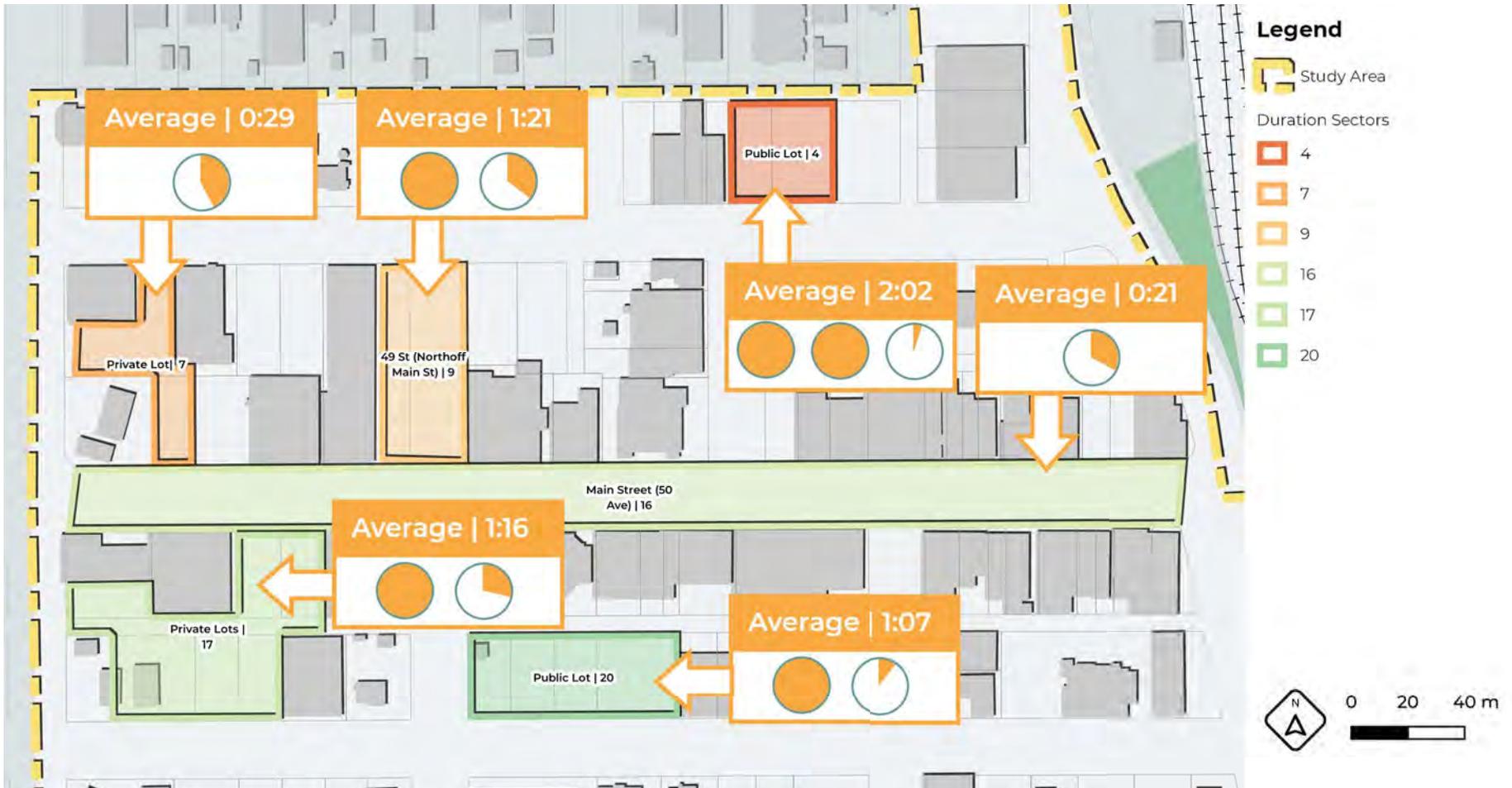


FIGURE 11: DURATION OF STAY FOR SIX SELECTED AREAS





300



METHODOLOGY

3.0 METHODOLOGY

3.1 DATA COLLECTION

3.1.1 KEY CONSIDERATIONS

From the outset of the parking study, it was recognized that high quality raw data would provide more robust parking management strategies to the City of Leduc. With 934 parking stalls in the fragmented study area, it was also recognized that it would be necessary to develop a methodology for capturing utilization and duration-of-stay data in an efficient manner across the large number of stalls. Common practice in parking studies of this size is to collect license plate information on foot, but there are significant limitations with this approach such as freedom of information, efficiency and the likelihood that this method would create conflict with members of the public who see their license plate being recorded.

KEY CONSIDERATIONS

- The quality of the data being collected
- The size of the study area, as well as the fragmented nature of the over 900 parking stalls within the study area
- The privacy of individuals parking within the study area during the data collection period

3.1.2 UNMANNED AERIAL VEHICLE (UAV)

It was determined that a technological approach will be employed for the data collection portion of the project to ensure that the key considerations are being captured. A number of technology-assisted data collection methods were explored, with the outcome of Unmanned Aerial Vehicle (UAV) photography being the preferred approach.

This approach was selected due to its fulfillment of the key considerations associated with the collection of data:

- Utilization data will be able to be collected on a frequent interval for the entire study area as opposed to the projected manual count interval of 1 hour.
- Utilizing a technological approach such as a UAV reduces the possibility of human error associated with fatigue.
- Due to the planned flight altitudes the photos will not capture personally sensitive information like faces or license plates.

To employ this approach, funding was secured to procure the services of an external UAV operator.

3.1.3 UAV OPERATOR

The study area falls within the controlled airspace of Edmonton International Airport (EIA) and as such the UAV operator was required to fly under the instructions of EIA's Air Traffic Control. Given the sensitivity associated with flying a UAV within the controlled airspace of a major international airport, heightened scrutiny was applied when selecting an external UAV operator.

An extensive search was conducted whereby multiple operators were reviewed. Ultimately, Canadrone was the company selected to provide contracted UAV services for the data collection portion of this study for the following reasons:

- Canadrone is licensed to file the flight plan required to operate a drone in controlled airspace, referred to in the industry as an SFOC (Special Flight Operations Certificate).
- Canadrone possesses liability insurance which is an additional requirement for operating in controlled airspace.
- Canadrone flies the SenseFly Albris quad-rotor UAV. This drone is recognized by Transport Canada as compliant under their "complex" category of operating regulations, meaning that it is safe to use in conditions where reliability and control are important factors.
- Canadrone has previous experience flying within controlled airspaces near major international airport.

3.1.4 COLLECTION PROCESS

UAV IMAGES

The raw data for occupancy was captured by photographing the entire study area by Unmanned Aerial Vehicle (UAV) every 30 minutes. The UAV was used to capture images from 8:00 am. to 5:00 pm. on Wednesday March 13th and 8:00 am. to 5:00 pm. on Saturday March 16th. On each of these days the weather was ideal, and those images that were captured are clear. The hours described above reflect a combination of available daylight, maximum battery life of the UAV, and average business hours within the study area.

Edmonton International Airport restricted the UAV to 50' of altitude. Canadrone, the company contracted for the drone imagery, optimized their flight route in response and were still able to fly the study area every 30 minutes, taking 160 photos each complete flight of the study area. Part of the optimization strategy included reducing the overlap between photos from 70%, which is the recommended overlap for stitching photos together, down to 20% to ensure the drone could complete a full lap in under 30 minutes. Canadrone communicated this strategy the day prior to our first flight and we agreed that under the circumstances it was the best possible solution.

FIGURE 12: UAV IMAGE CAPTURE FLIGHT PATH



3.1.4 COLLECTION PROCESS (CONT)

STOPWATCH DATA

Rich duration data was collected by clocking in and out times for vehicles in various parts of the study area. Representative areas were identified within the study area, these areas were observed for up to 4 hours. This duration was chosen because it amounts to twice the enforced maximum parking time limit and represented approximately half of the working day. Cars that are observed for the entirety of this 4 hour period represented vehicles that were misusing the parking area and created congestion in the area.

This stopwatch data provided the most precise duration data possible. It was impossible to collect this sort of rich data for every stall in the study area. While the data points were less than could have been collected by surveying the whole parking area or utilizing the UAV images for this task, neither of these options provide the quality of data that was collected by observing cars in specific areas. Based on this data, it was possible to draw general conclusions for the area as a whole.

This data was collected in 6 pre-determined regions throughout the study area. These regions were primarily informed by the ability to track the area from a stationary location. Data was collected over 5 days, and primarily over the 10:30 - 2:30 period of the day.

This time was selected because the initial hypothesis was that lunch hour and shoulder times would be the busiest periods of the day. Observation was based around observing as many stalls as could be accurately managed and was not focused on collecting data for all of the stalls in the study region. Quality of duration data was more important to the study than quantity of data points.

FIGURE 13: STOPWATCH DATA AREAS



3.1.5 LIMITATIONS

On Wednesday March 13th, Canadrone made it known to the study team that the drone was experiencing some technical issues. These issues were not corrected for the March 16th flight and were unanticipated. Canadrone is awaiting information from the manufacturer of the Drone that may help them to understand the reason for the technical difficulties. The effects of these issues were not fully realized until the study team received the images and identified significant gaps within the images captured.

The drone flew 40 complete missions, 20 on March 13 (8:00 am to 6:00 pm) and 20 on March 16 (8:00 am to 6:00 pm). On both days the UAV sent information to the pilot’s computer after each lap to confirm that all images were recorded successfully, however when the SD card was pulled and the images transferred it became apparent that some laps did not have all 160 images recorded. Specifically, 12 of the 20 flights from March 12 were usable and 13 of the 20 flights from March 16 were usable. For reference, 6 of these 40 completed missions provided an area capture rate of 11% - 15%. At this point, the cause appeared to be related to uplink interference possibly coming from the telecommunication antennas on Summit Square Apartments. This is the first time Canadrone has experienced this specific issue and they have contacted the UAV manufacturer for an explanation.

Theses errors ensured that the data collected from the images was not consistent. As a result, we were only able to utilize the drone imagery as a means to calculate the occupancy of the parking areas at various points throughout the days. This was much more limited than we had previously planned. To address this limitation, we collected stopwatch data. This is a suitable data replacement - while it provides less data points (the drone images would have allowed for duration calculations for the area as a whole), the data that has been collected is much more precise than the drone imagery could have provided.

The image on the next page depicts the take-off location in orange and the building that may have caused interference in red.



Rooftop telecommunication antennas on Summit Square Apartments, Leduc, AB

FIGURE 14: UAV TAKE-OFF LOCATION / TELECOMMUNICATION INTERFERENCE



3.2 DATA PROCESSING

The 160 images that made up one complete study area of pictures were organized into their proper flight order. These images formed a map that was used to guide the analysis of the drone imagery. Drone images were analyzed by 26 pre-determined regions and the occupancy for these regions was recorded in an excel table. This provided the occupancy at specific times during the day, for the complete study area, and for the specific regions. In total 19 flights were analyzed, providing us the occupancy amount for multiple times throughout the study period. The table below shows the 19 flights that were used to analyze occupancy for the study area with 10 on Wednesday, March 13 and 9 on Saturday, March 16.

An overlay of the current parking arrangement in Leduc was created in ArcGis with information from Leduc as well as Google Maps. This overlay provided a visual rendering of each parking stall that was analyzed by this study. Each stall was assigned a unique number, ranging from 1 to 934. The overlay was utilized as a guide for data processing and collection, and will be provided to Leduc as a deliverable.

The stopwatch data, capturing duration time, was inputted directly into an Excel sheet. The Excel sheet recorded in and out time relative to specific stalls. This data was combined into one table and organized in order to ensure usability. Duration was calculated based on the in and out times that were provided. Those cars that were not witnessed entering or exiting were documented as open ended and incorporated into the overall data set. For example, upon arrival, a white car was observed as already parked and is observed for 1 hour before it leaves. With this, it can be stated with certainty that the car was parked for at least 1 hour. As such, data was organized in such a way as to demonstrate the maximum hours that we could account for: at least 4 hours, at least 3 hours, etc.

	8:00	8:30	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	13:00	13:30	14:00	14:30	15:00	15:30	16:00	16:30	17:00	17:30
MARCH 13	X		X		X					X		X	X			X	X	X	X	
MARCH 16	X		X			X		X		X			X		X			X	X	



3.3 DATA ANALYSIS

3.3.1 SPATIAL ANALYSIS OF CURRENT PARKING CONDITIONS

During this analysis the focus was on spatial characteristics of the existing parking stock. This included quantity of stalls, ownership and walking distance between parking stalls and local businesses. Vehicle movement was beyond the scope of this study.

Stalls were identified first through information provided by Leduc and augmented with Google maps. Over the course of the study, this data was verified, corrected, and augmented.

3.3.2 ANALYSIS OF USAGE AND DURATION

Data was organized according to the region that organized the collection of data. General findings were derived from a basic analysis of this data, such as average usage and average duration. A more complex analysis was carried out by combining the duration and occupancy data. Patterns were observed, noted, and used to inform recommendations.

Much of this analysis was visualized in graphs and tables, presented in the analysis section of this report. This analysis contributed new data sets utilized in ArcGis for spatial analysis, allowing conclusions to be drawn as well as the visualization of certain data in a more effective way.

3.3.3 SPATIAL ANALYSIS OF USAGE AND DURATION

In this final phase of data analysis, the results of the previous two phases were combined in order to identify patterns. The data for all 26 occupancy regions and the duration data for the 6 which were selected as representative duration sectors was overlaid on the parking area in GIS. By spatially analyzing this data it was possible to understand how the regions interact with one another, providing an understanding of the parking situation in general area and specific areas.

This spatial analysis provided the clearest understanding of Leduc's parking situation. From this analysis it was possible to come to informed recommendations to address the experience and perception of parking shortage in Leduc's downtown. Several images were also generated to communicate the findings that were accrued through this study.



40



LITERATURE REVIEW

4.0 LITERATURE REVIEW

A review of academic literature associated with parking management was conducted. The finds of this literature review found that parking management focused around the following themes:

FREE PARKING

While the cost of parking may not be directly paid for by the one using the stall, the cost is absorbed somewhere else. This cost is manifest in several ways, including time spent locating a stall, opportunity cost in terms of other uses for the land, eroding the pursuing of alternative modes of transportation, and increased development costs.

Authors: Shoup (2018a), Shoup (2005), Manville & Shoup (2018), and Marsden (2014)

PAYING FOR PARKING

The literature demonstrates that paying for parking is the most effective way to manage parking. Passing the cost of parking on to the user of the parking stall ensures that the cost of parking is not subsidized and encourages the driver to consider the choice they are making.

Authors: Bates (2014), Goodman (2018), Klein (2018), Kobus (2013), Manville (2014), Shoup (2018b), and Shoup (2018c)

THE NEED FOR PARKING

The research shows that parking begets the need for more parking as more parking is added to an area without being managed by pricing it, it can actually create an environment that is more congested because it will attract more vehicles and erode other modes of transportation.

Authors: Fraser (2018), McCahill (2018), Shoup (2018c), Shoup (2018d), and Weinberger (2018)

MINIMUM PARKING REQUIREMENT

Parking requirements can add to the development price which gets shifted to those who buy or rent that development. In residential areas, this can place a burden on the renter/owner that they cannot shoulder as housing becomes more expensive as a result. Minimum requirements for developments identify parking as the primary issue of importance. These parking requirements tend to neglect location in favour of particular building attributes (size & type). Thus, they are not relevant to the particular parking needs of an area (ex. A restaurant vs a convenience store). Instead of parking minimums, maximums should be established. This will limit the amount of parking that a development can have.

Authors: Gabbe (2018), Goodman (2018), McDonnel (2018), Shoup (2014), Shoup (2018d), and Shoup (2018e)



TYPE OF PARKING

Street parking provides more overall value than off-street parking. This is because it is of the highest demand, provides an efficient land use and cost, helps to regulate traffic speeds and induce lower speeds which together create a more pedestrian friendly area.

Author: Marshall (2014)

REVITALIZATION AND PARKING

Reducing or constraining the amount of parking within an area can lead to revitalization of that area. The land that was once used for parking or may have been required for such can now be used to toward ends that are more productive.

Authors: Zack (2018) and Melia (2014)

PARKING BEHAVIOUR

While it may seem daunting to address the various challenges that contribute to a congested traffic and parking area, the reality is you do not have to change the behaviour of everyone all at once. It is the behaviour of those who want to park right beside their destination that needs to be addressed in order to alleviate parking and parking related congestion.

Authors: Sattayhatewa (2003) and Brooke (2014)

PARKING MANAGEMENT

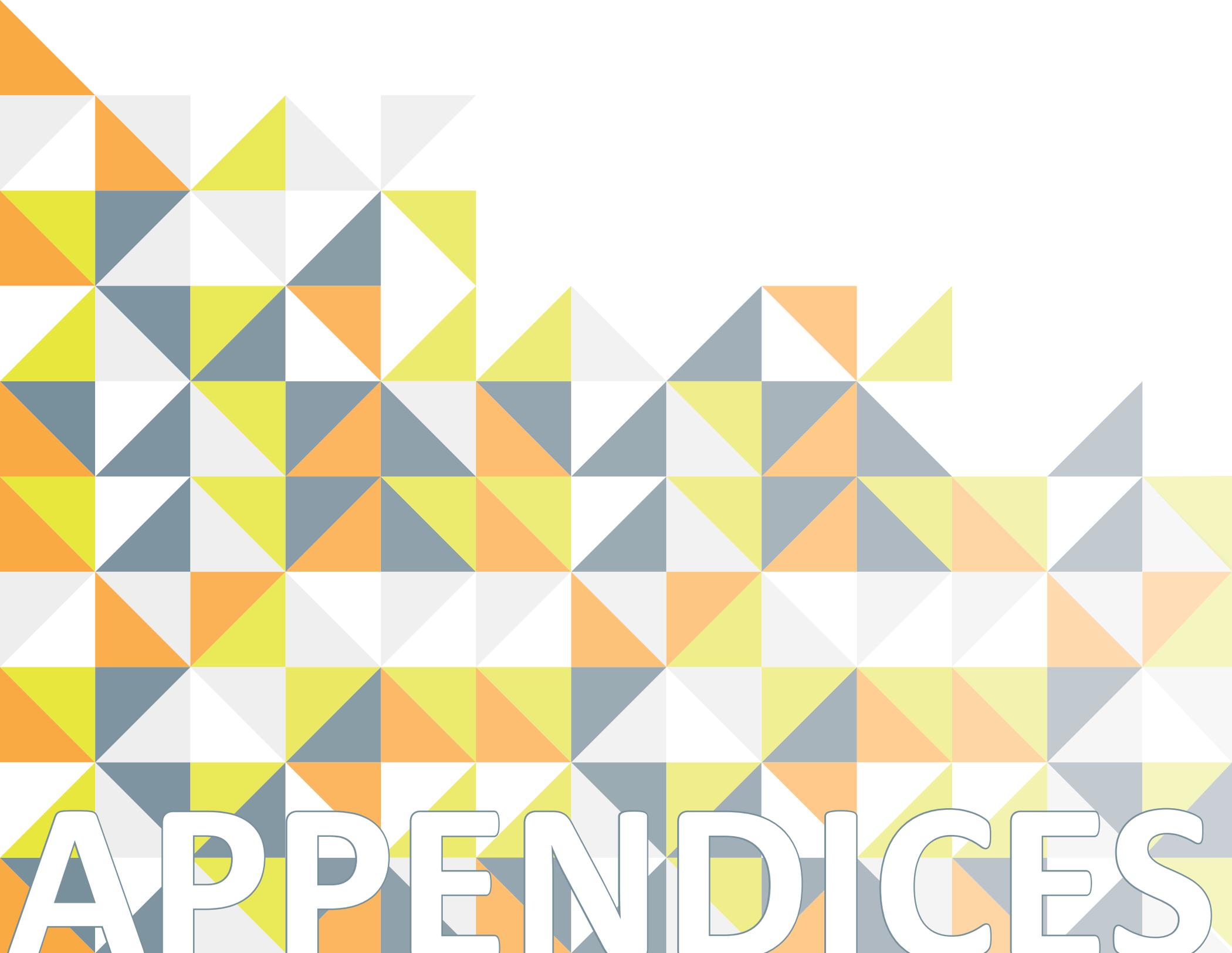
Managing parking is the tension between having enough spots available to people that they will not have to cruise around looking for one (contributing to congestion) but not having so much that there is underuse (which is a waste of resources). The most prudent approach is to utilize a contingency-based approach, meaning that the amount dedicated to the project and area is conservative, but many strategies are in place to address demand issues if they arise. Parking management strategies must be inline with the objectives of the municipality and must be context aware.

Authors: Goodman (2018), Litman (2008), Litman (2016), Litman (2018) Rye & Koglin (2014), Shoup (2018a), and Shoup (2018d)

PARKING MANAGEMENT PRINCIPLES

Parking management principles: These ten general principles can help guide planning decision to support parking management: consumer choice, user information, sharing, efficient utilization, flexibility, prioritization, pricing, peak management, quality vs. quantity, and comprehensive analysis.

Author: Litman (2016)



APPENDICES



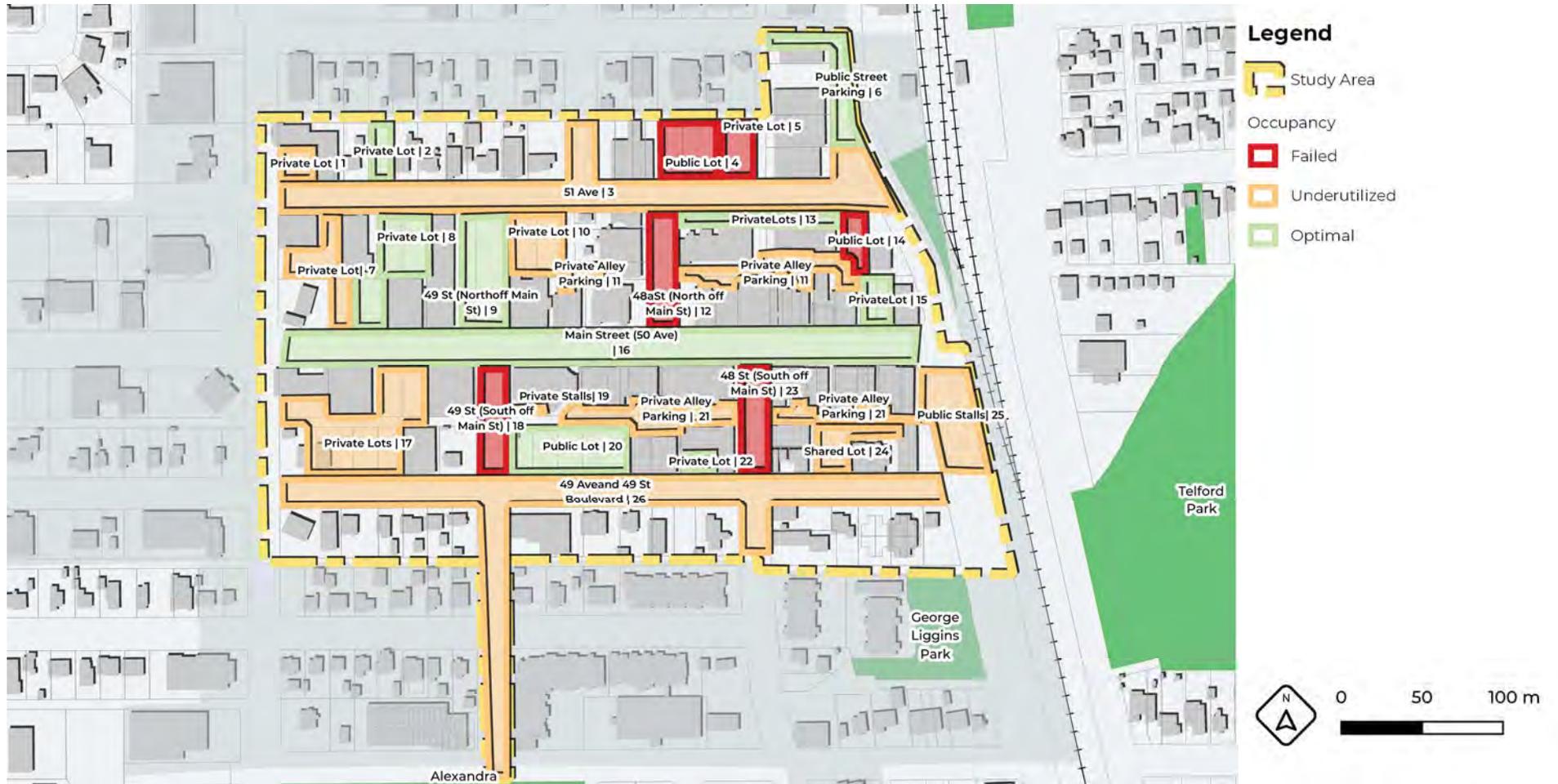
APPENDIX 1: OCCUPANCY DATA

To show how parking functioned in different parts of the study area it was divided into 26 different sectors and occupancy rates were measured in each sector. This appendix contains a map showing the sector locations and an occupancy graph and summary table for each sector.

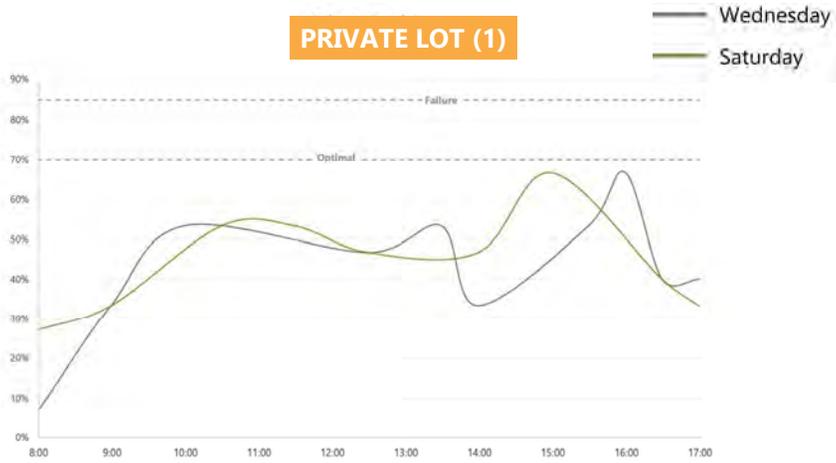
Each of the 26 graphs show occupancy data for Wednesday, March 13 and Saturday, March 16 . Each graph also displays "Failure" and the "Optimal" thresholds to show how each sector is performing.

The failure threshold is set at 85% and the optimal threshold is set at 70%. These thresholds are based on industry standards and findings in the literature review. The summary table for each sector shows the empty stall count, the peak (maximum) occupancy observed, and the functionality of the sector (failed, optimal, or underutilized).

FIGURE 15: OCCUPANCY AREA STATUS

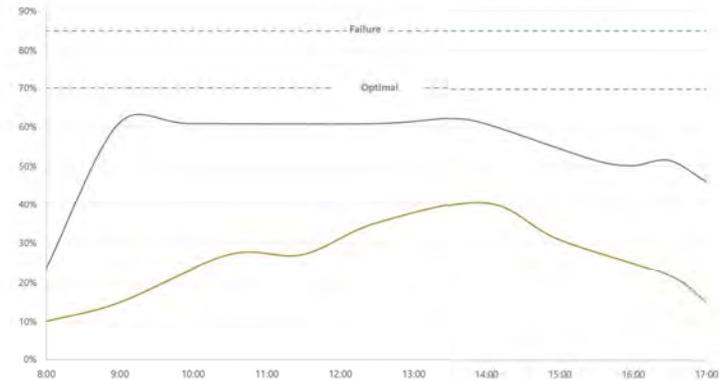


PRIVATE LOT (1)



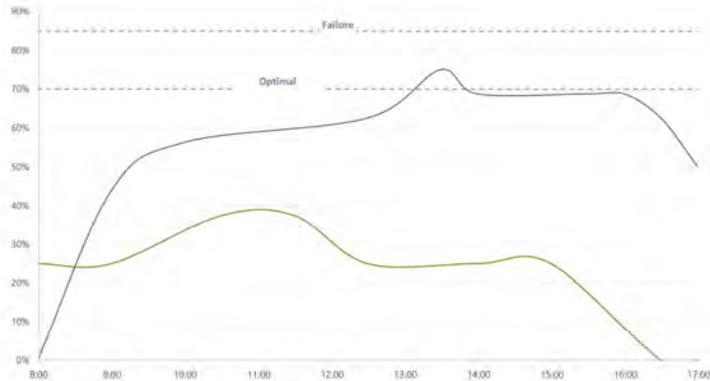
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
15	67%	UNDERUTILIZED

51 AVE (3)



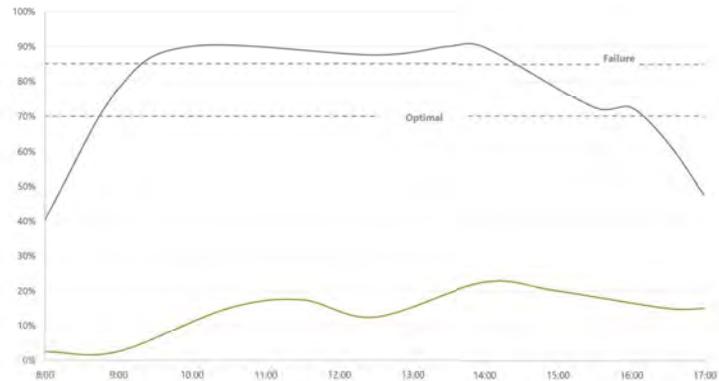
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
74	62%	UNDERUTILIZED

PRIVATE LOT (2)



# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
16	75%	OPTIMAL

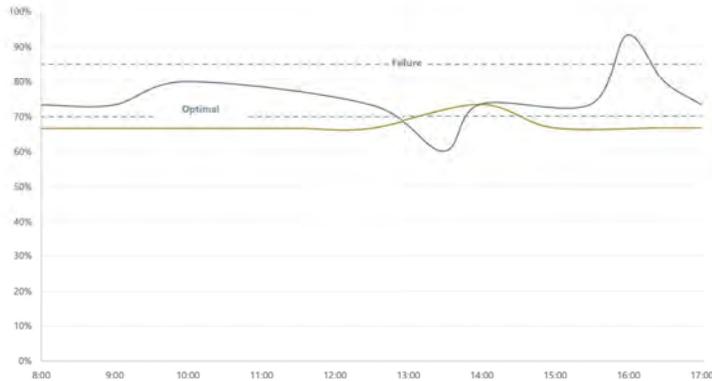
PUBLIC LOT (4)



# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
40	90%	FAILED

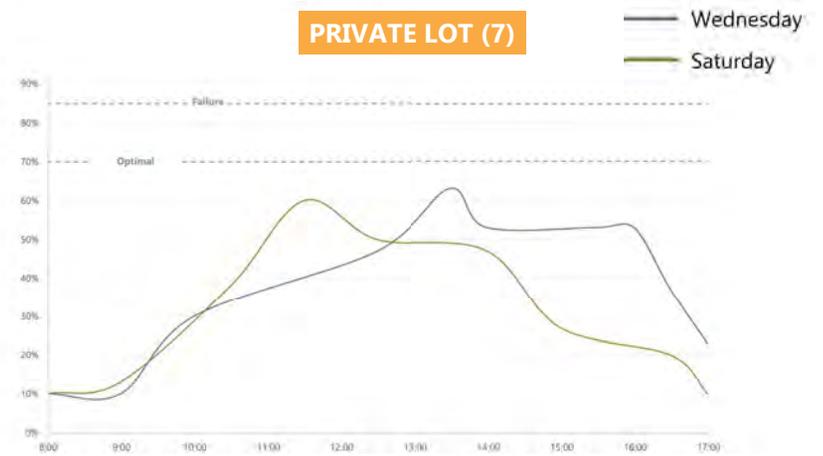


PRIVATE LOT (5)



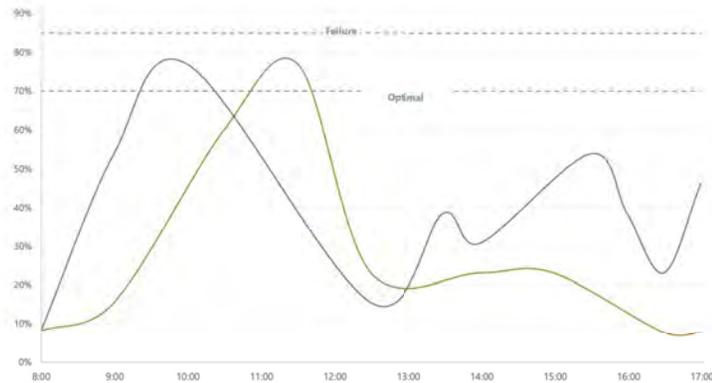
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
15	93%	FAILED

PRIVATE LOT (7)



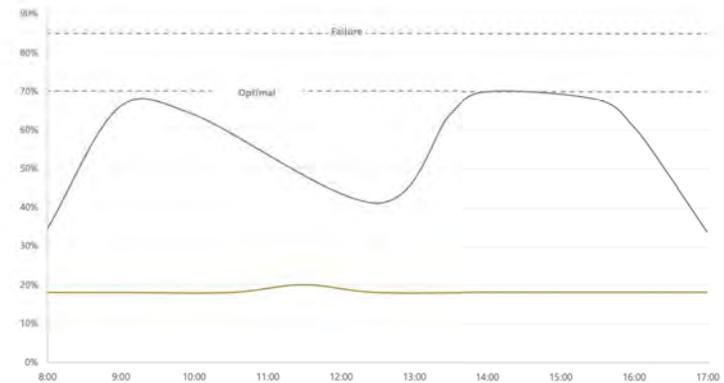
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
30	63%	UNDERUTILIZED

PUBLIC STREET PARKING (6)



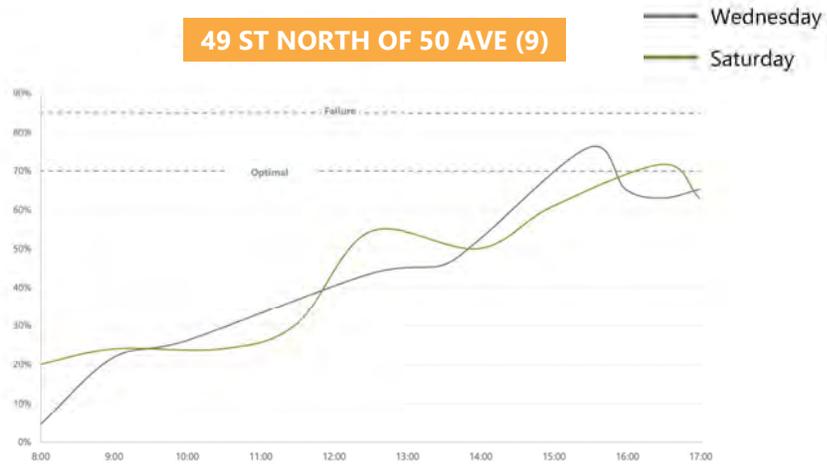
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
13	77%	OPTIMAL

PRIVATE LOT (8)



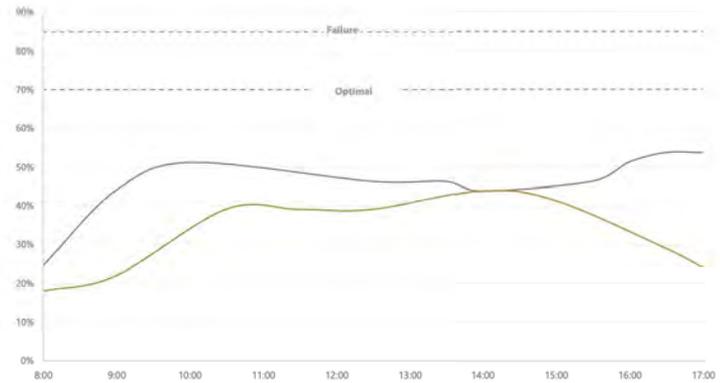
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
44	70%	OPTIMAL

49 ST NORTH OF 50 AVE (9)



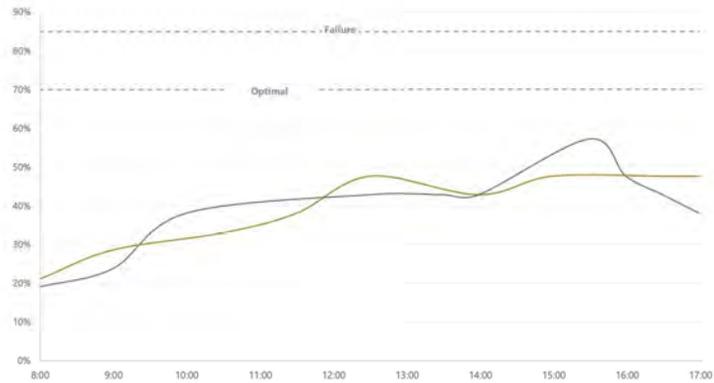
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
46	75%	OPTIMAL

PRIVATE ALLEY PARKING (11)



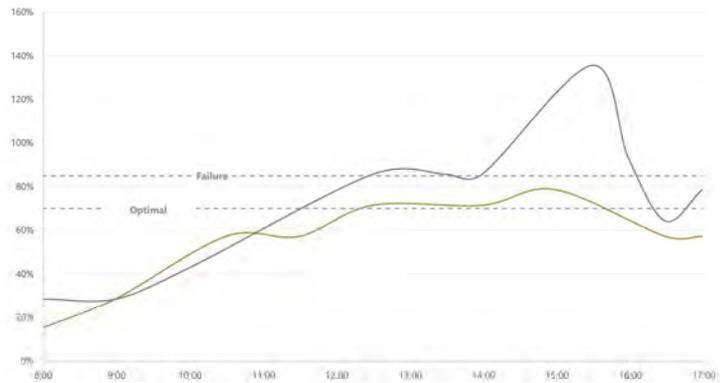
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
46	54%	UNDERUTILIZED

PUBLIC LOT (10)



# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
21	57%	UNDERUTILIZED

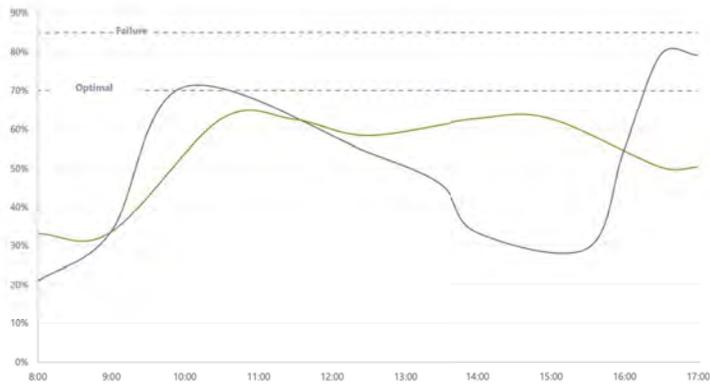
48A ST. NORTH OF 50 AVE (12)



# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
14	136%	FAILED

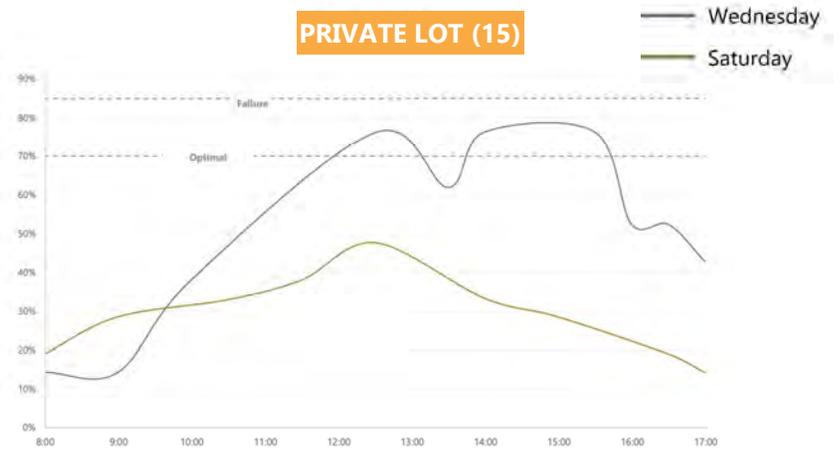


PRIVATE LOT (13)



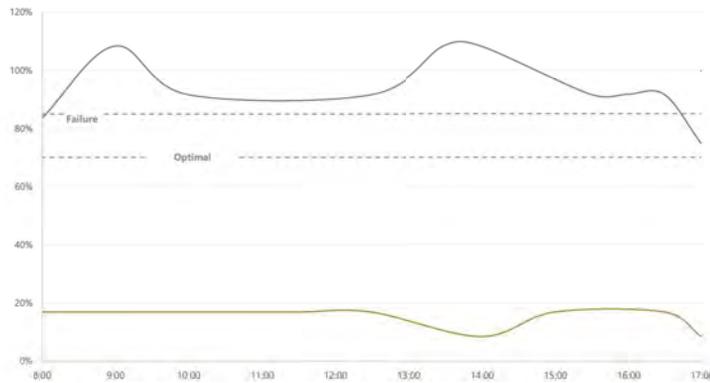
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
24	79%	OPTIMAL

PRIVATE LOT (15)



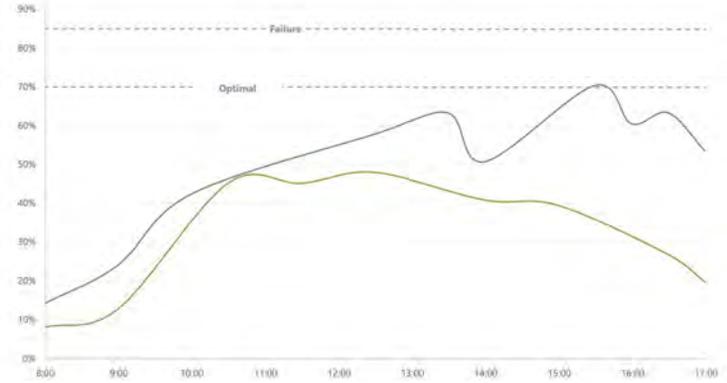
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
21	76%	OPTIMAL

PUBLIC LOT (14)



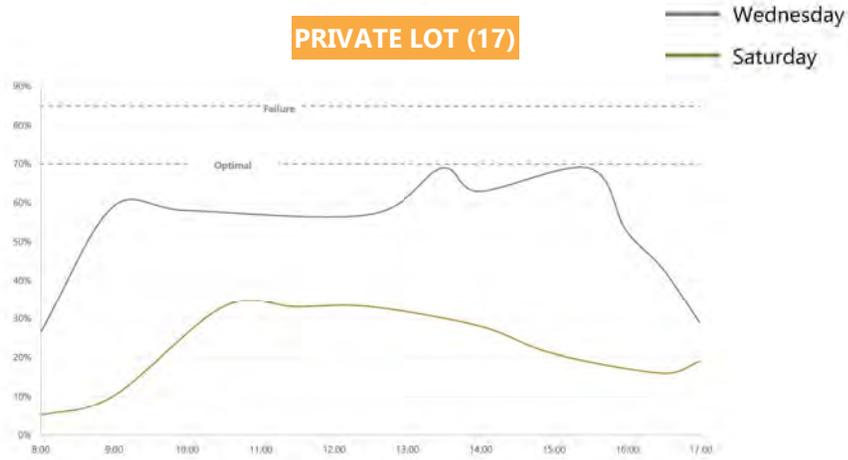
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
12	108%	FAILED

MAIN STREET - 50 AVE (16)



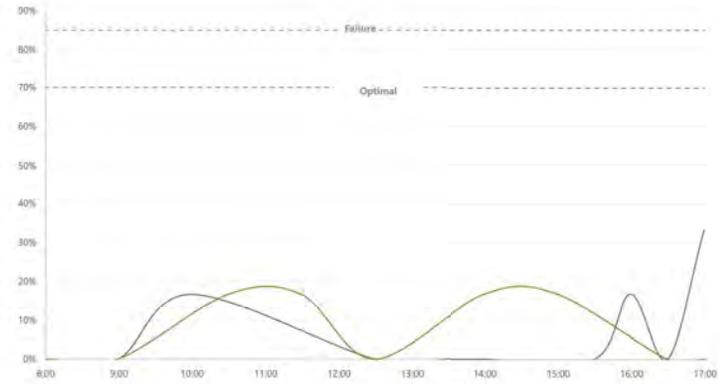
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
71	70%	OPTIMAL

PRIVATE LOT (17)



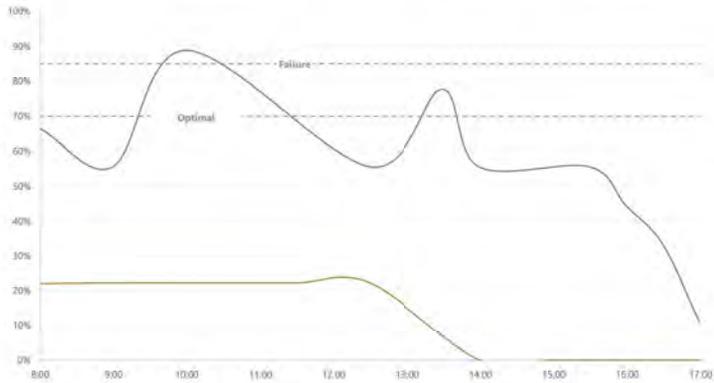
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
100	69%	UNDERUTILIZED

PRIVATE LOT (17)



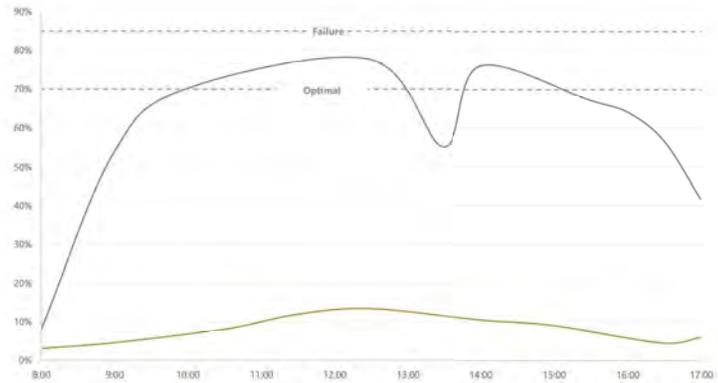
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
6	33	UNDERUTILIZED

49 ST SOUTH OF 50 AVE (18)



# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
9	89%	FAILED

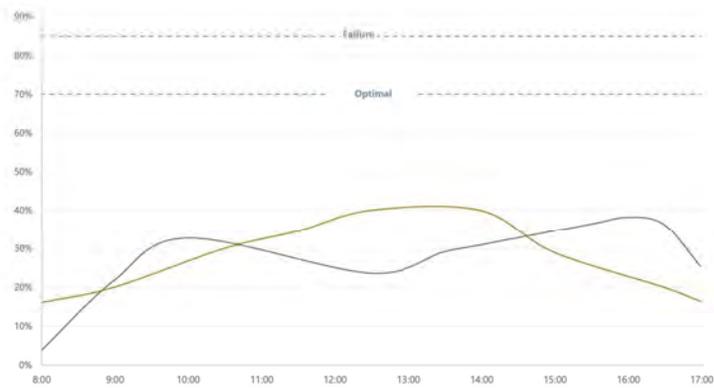
PUBLIC LOT (20)



# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
67	78%	OPTIMAL

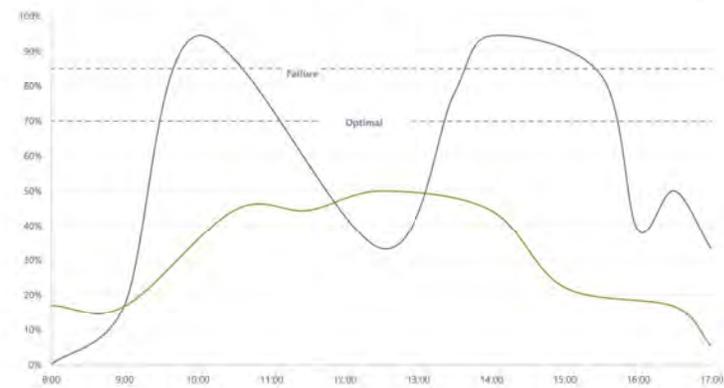


PRIVATE ALLEY PARKING (19)



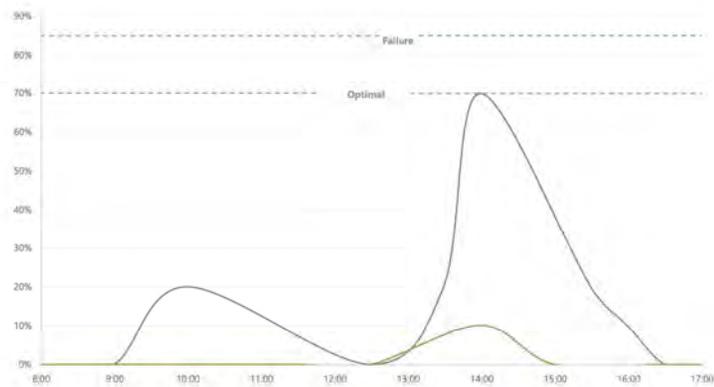
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
55	40%	UNDERUTILIZED

48 ST SOUTH OF 50 AVE (23)



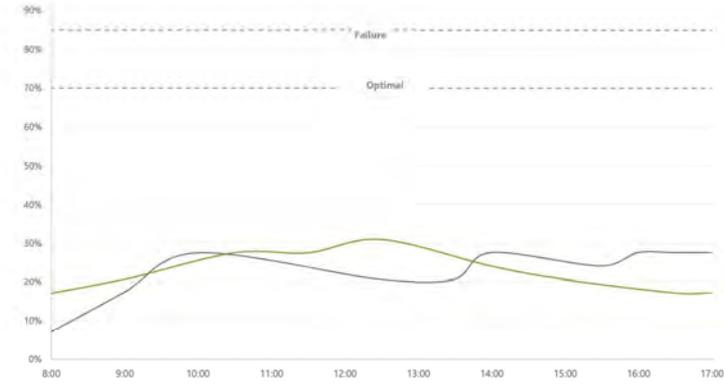
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
18	94%	FAILED

PRIVATE LOT (20)



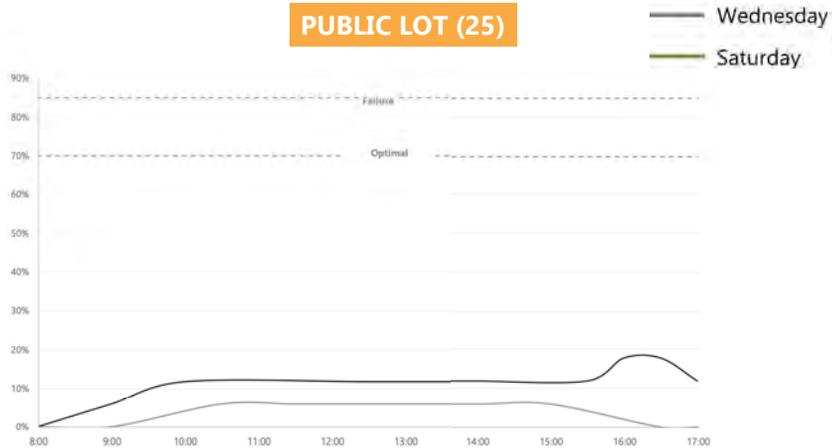
# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
10	70%	OPTIMAL

SHARED LOT (24)



# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
10	70%	UNDERUTILIZED

PUBLIC LOT (25)

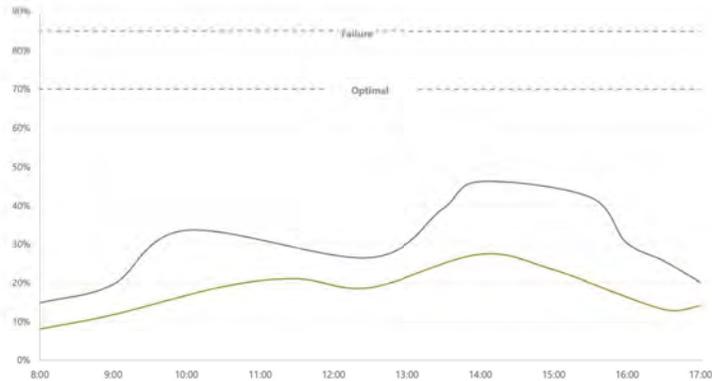


APPENDIX 2: DURATION DATA

To measure duration of stay (turnover) 6 representative sectors in the study area were selected and the vehicle activity was recorded with a stopwatch. This appendix contains two maps, with the first showing where the 6 representative areas are located, and the second one showing how these overlap with the lot names that have been used throughout this report. Below the maps is a donut chart for each sector showing the percentage of vehicles that park for 0-15 minutes, 15-30 minutes, 30 minutes-1 hour, 1-2 hours, 2-3, hours, 3-4 hours, and over 4 hours.

# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
17	18%	UNDERUTILIZED

49 ST AND 49 AVE BLVD (26)

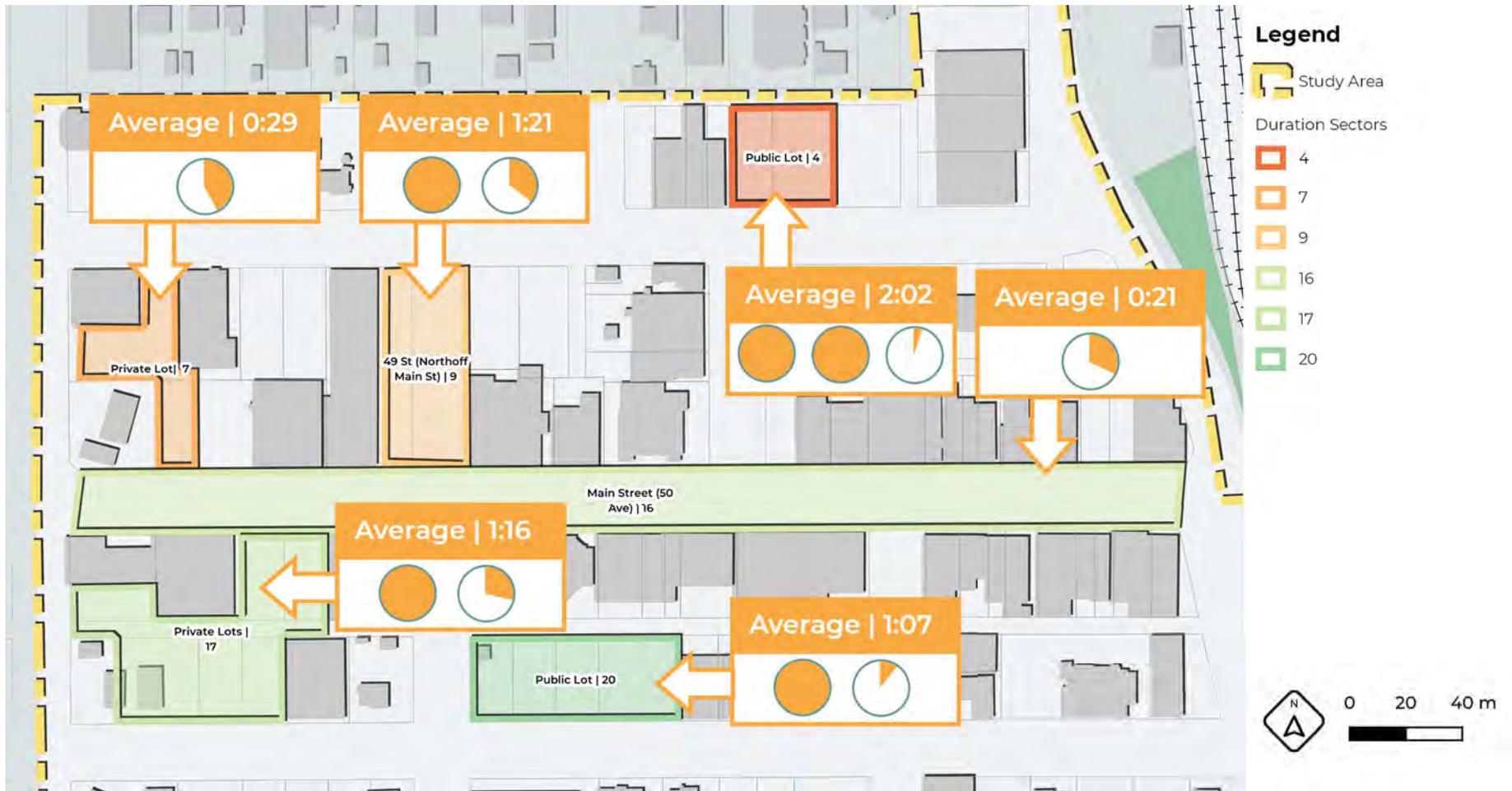


# OF STALLS	PEAK OCCUPANCY	FUNCTIONALITY
128	46%	UNDERUTILIZED

FIGURE 16: STOP WATCH DATA LOCATIONS

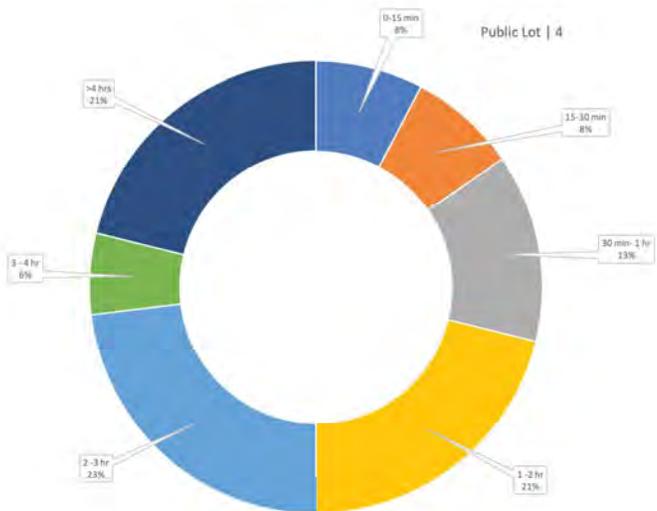


FIGURE 17: AVERAGE DURATION FOR STOP WATCH DATA LOCATIONS



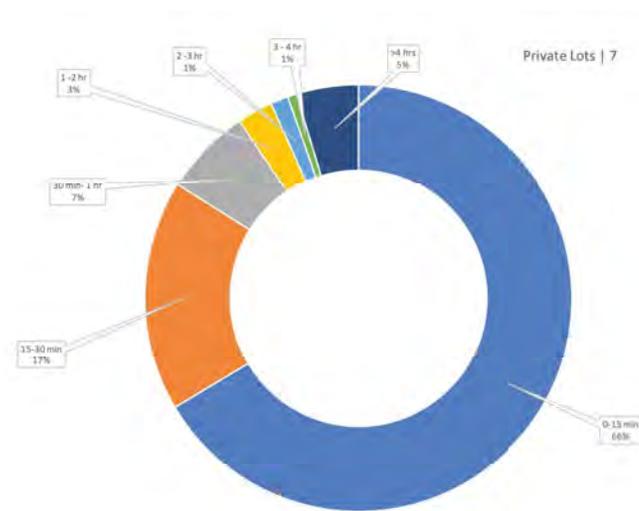


AREA 4



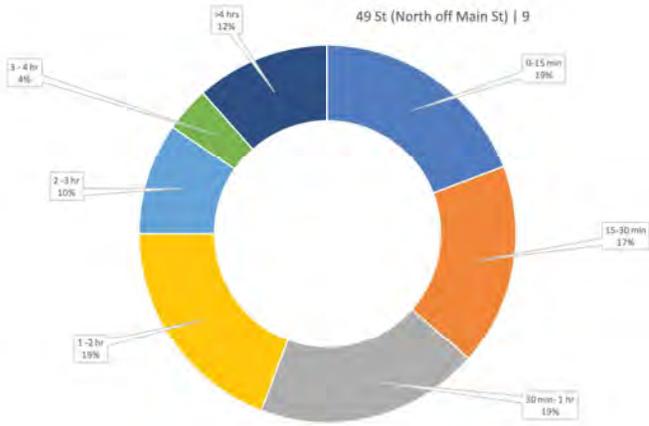
MOST OFTEN DURATION	0-15 MIN
AVERAGE	21 MIN

AREA 7



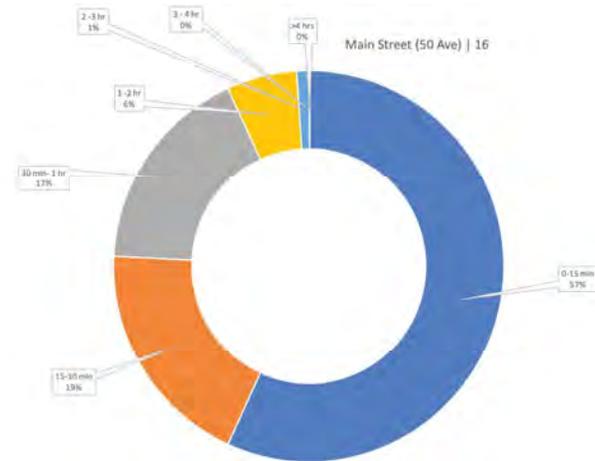
MOST OFTEN DURATION	0-15 MIN
AVERAGE	1 HR AND 7 MIN

AREA 9



MOST OFTEN DURATION	0-15 MIN, 15 - 30 MIN, 1 - 2 HRS
AVERAGE	1 HR AND 21 MIN

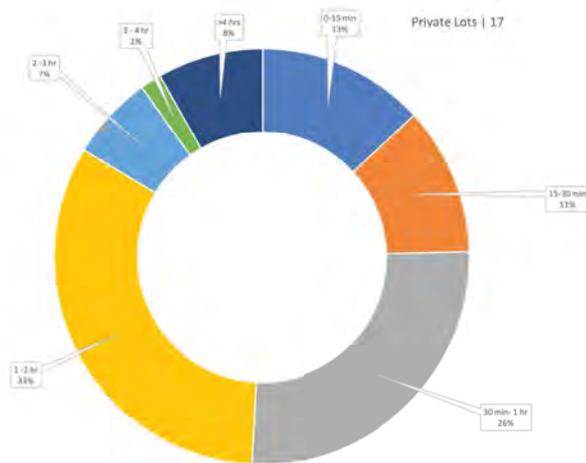
AREA 16



MOST OFTEN DURATION	2 - 3 HRS
AVERAGE	2 HRS AND 2 MIN

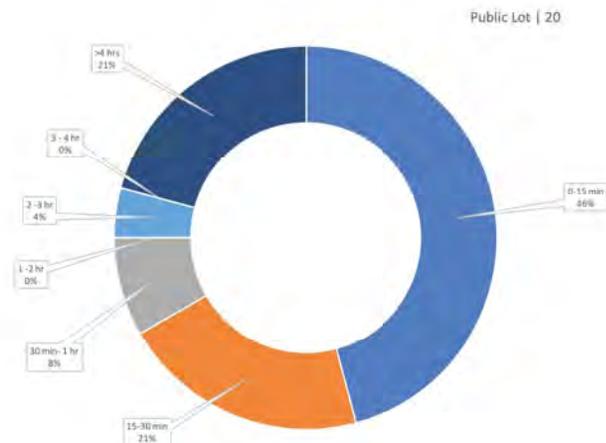


AREA 17



MOST OFTEN DURATION	1 - 2 HRS
AVERAGE	1 HR AND 17 MIN

AREA 20



MOST OFTEN DURATION	0 - 15 MIN
AVERAGE	29 MIN

APPENDIX 3: STALL CONFIGURATIONS

The distribution of on-street versus off street parking and the distribution of angle, parallel, and perpendicular parking is shown in the maps below:

FIGURE 18: OFF-STREET AND ON-STREET PARKING



FIGURE 19: ANGLED, PARALLEL & PERPENDICULAR PARKING



APPENDIX 4: REFERENCES

- Bates, John. (2014). Parking Demand. In *Parking Issues and Policies* (57-86), <https://doi.org/10.1108/S2044-994120140000005010>
- Brooke, Sarah. Ison, Stephen. Quddus, Mohammed. (2014). Parking Choice. In *Parking Issues and Policies* (PP. 115-135), <https://doi.org/10.1108/S2044-994120140000005018>
- City of Leduc. (2013). Land Use Bylaw. Retrieved from <https://www.leduc.ca/sites/default/files/Land%20Use%20Bylaw%20809-2013%20-%20December%2017%2C%202018.pdf>
- City of Leduc. (2018). Municipal Census, 2018. Retrieved from <https://www.leduc.ca/city-clerk/leduc-census>
- City of Leduc. (2017). Municipal Development Plan. Retrieved from https://www.leduc.ca/sites/default/files/CityofLeduc_MDP_Consolidated-amendments_November-2017.pdf
- Edmonton Metropolitan Region Board. (2017). Edmonton Metropolitan Region Growth Plan. Retrieved from <http://emrb.ca/Website/media/PDF/Publications/EMRGP-Interactive.pdf>
- Fraser, Andrew. Chester, Mikhail. Matute, Juan. (2018). The Parking Glut in Los Angeles . In Shoup, D. (Ed.), *Parking and the City* (PP. 177 - 182). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Gabbe, C. J. and Pierce, Gregory. (2018). The Hidden Cost of Bundled Parking. In Shoup, D. (Ed.), *Parking and the City* (PP. 155 - 160). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Goodman, Seth. (2018). The United States of Parking. In Shoup, D. (Ed.), *Parking and the City* (PP. 109 - 124). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Klein, Michael. (2018) Progressive Parking Prices. In Shoup, D. (Ed.), *Parking and the City* (PP. 283 - 285). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>

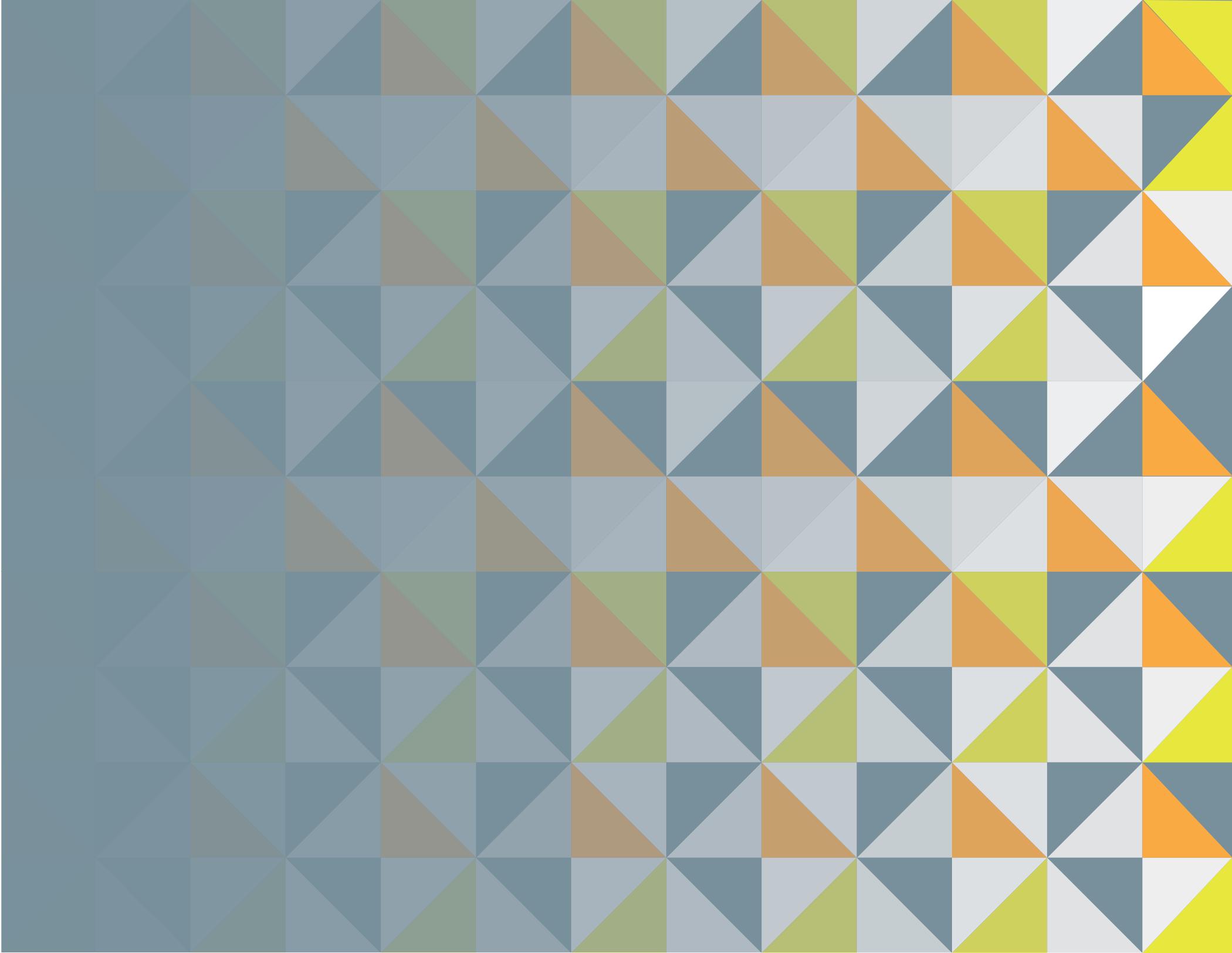


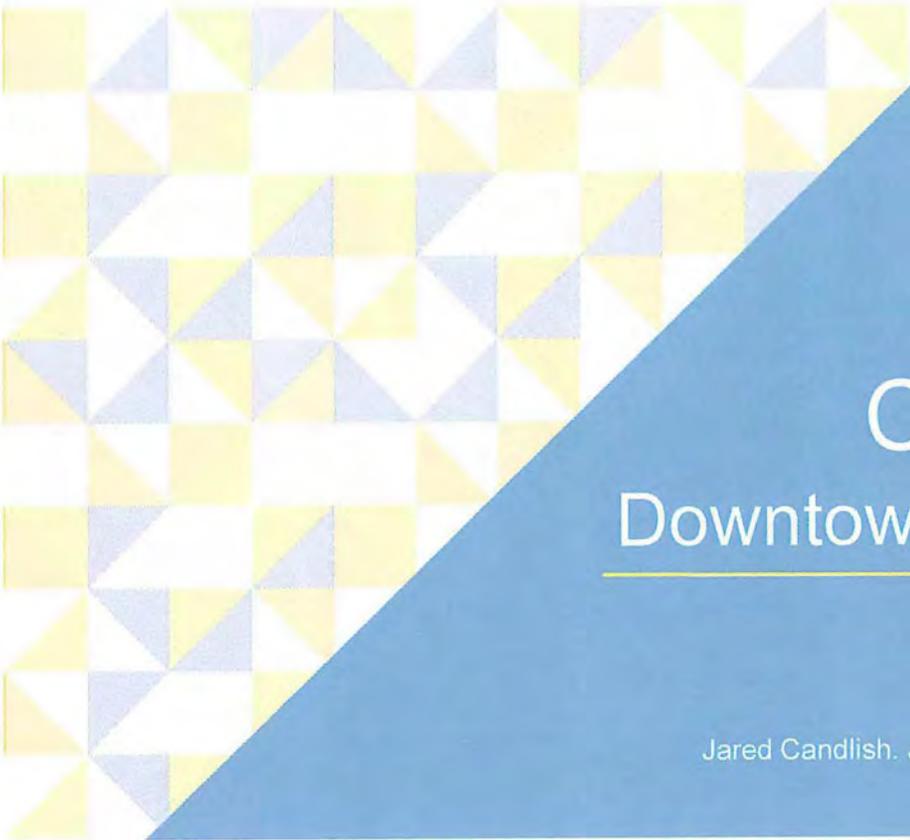
-
- Kobus, M. B. W., Gutiérrez-Puigarnau, E., Rietveld, P., & Van Ommeren, J. N. (2013). The On-street Parking Premium and Car Drivers Choice Between Street and Garage Parking. *Regional Science and Urban Economics*, 43(2).
- Litman, Todd. (2008). Parking Management Best Practices. *ITE Journal on the Web*.
- Litman, Todd. (2016). Parking Management: Strategies, Evaluation and Planning. Victoria Transport Policy Institute
- Litman, Todd. (2018). Parking Pricing Implementation Guidelines. Victoria Transport Policy Institute
- Manville, Michael. (2014). Parking Pricing. In *Parking Issues and Policies* (PP. 137-155), <https://doi.org/10.1108/S2044-994120140000005019>
- Manville, Michael (2018). People, Parking, and Cities. In Shoup, D. (Ed.), *Parking and the City* (PP. 74 - 80). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Marsden, Greg. Parking Policy. (2014). In *Parking Issues and Policies* (PP. 11-32), <https://doi.org/10.1108/S2044-994120140000005016>
- Marshall, Wesley E. (2014). On-Street Parking. In *Parking Issues and Policies* (PP. 361-380), <https://doi.org/10.1108/S2044-994120140000005014>
- McCahill, Chris. Garrick, Norman. Atkinson-Palombo, Carol. (2018). The Fiscal and Travel Consequences of Parking Requirements. In Shoup, D. (Ed.), *Parking and the City* (PP. 125 - 133). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- McDonnell, Simon. Madar, Josiah. (2018). The Unintended Consequences of New York City's Minimum Parking Requirements. In Shoup, D. (Ed.), *Parking and the City* (PP. 148 - 154). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Melia, Steven. (2014). Carfree and Low-Car Development. In *Parking Issues and Policies* (213-233), <https://doi.org/10.1108/S2044-994120140000005012>

- Reséndiz, Rodrigo García. Gavaldón, Andrés Sañudo. (2018). Less Off-Street Parking, More Mexico City. In Shoup, D. (Ed.), *Parking and the City* (PP. 183 - 190). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Rye, Tom. Koglin, Till. (2014). Parking Management. In *Parking Issues and Policies* (PP. 157-184), <https://doi.org/10.1108/S2044-994120140000005027>
- Sattayhatewa, P., & Smith, R. L., Jr. (2003). Development of Parking-choice Models for Special Events. *Transportation Research Record*, 1858, 31 - 38.
- Shoup, D. (2018a). Introduction. *Parking and the City*. New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Shoup, D. C. (2005). *The high cost of free parking*. Chicago: Planners Press, American Planning Association.
- Shoup, Donald. (2014). The High Cost of Minimum Parking Requirements. In *Parking Issues and Policies* (PP. 87-113), <https://doi.org/10.1108/S2044-99412014000000501>
- Shoup, Donald. (2018b). Free Parking or Free Markets. In Shoup, D. (Ed.), *Parking and the City* (PP. 270 - 276). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Shoup, Donald. (2018c). Progressive Parking Fines. In Shoup, D. (Ed.), *Parking and the City* (PP. 286 - 288). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Shoup, Donald. (2018d). Putting a Cap on Parking Requirements . In Shoup, D. (Ed.), *Parking and the City* (PP. 199 - 204). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Shoup, Donald. (2018e). The Unequal Burden of Parking Requirements. In Shoup, D. (Ed.), *Parking and the City* (PP. 97 - 101). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Shoup, Donald. (2018f). The High Cost of Parking Requirements. In Shoup, D. (Ed.), *Parking and the City* (PP. 81 - 96). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Siegman, Patrick. (2018). Abolishing Minimum Parking Requirements: A Guide for Practitioners. In Shoup, D. (Ed.), *Parking and the City* (PP. 231 -



-
- Weinberger, Rachel. (2018). Parking Mismanagement: An Rx for Congestion. In Shoup, D. (Ed.), *Parking and the City* (PP. 101 - 108). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>
- Zack, Deck. (2018). Revitalizing a Downtown with Smart Parking Policies. In Shoup, D. (Ed.), *Parking and the City* (PP. 426 - 437). New York: Routledge, <https://doi-org.login.ezproxy.library.ualberta.ca/10.4324/9781351019668>





City of **Leduc** Downtown Parking Study

Final Report
May 6, 2019

Jared Candlish. Joshua Culling. Tom Lippiatt. Mike Vivian.



Outline



- Introduction
- Process
- Results
- Recommendations



Introduction.

Objectives and Scope

- Assessment Of Current Parking Supply And Demand
- Develop A Set Of Recommendations
- Academic Lit. Review / Municipal Scan

Study Area



Process.



Innovation

- Leduc challenged us to innovate
- Utilizing a drone provided theoretical advantages
- It was also an original approach



Data: Occupancy

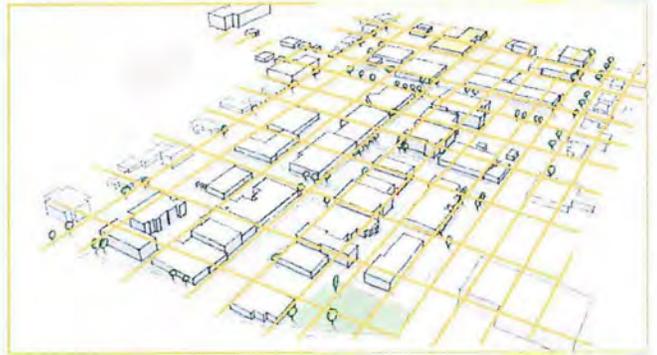
- Drone flight: Wednesday and Saturday; 8 AM – 6 PM
- Flight Path: Grid pattern throughout study area





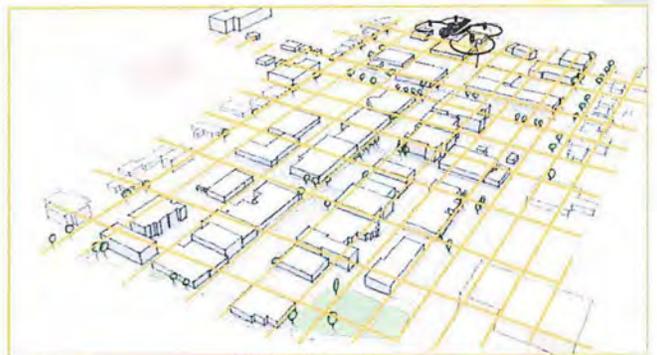
Data: Occupancy

- Drone flight: Wednesday and Saturday; 8 AM – 6 PM
- Flight Path: Grid pattern throughout study area



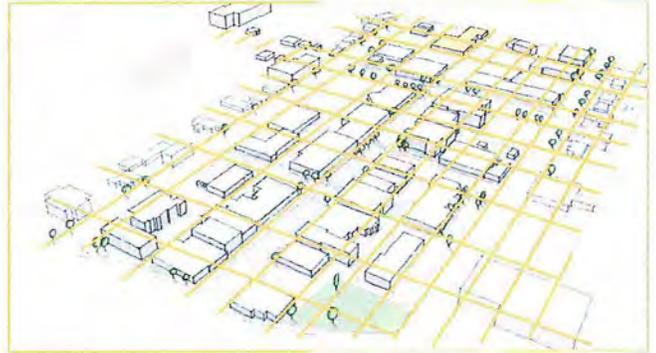
Data: Occupancy

- Drone flight: Wednesday and Saturday; 8 AM – 6 PM
- Flight Path: Grid pattern throughout study area



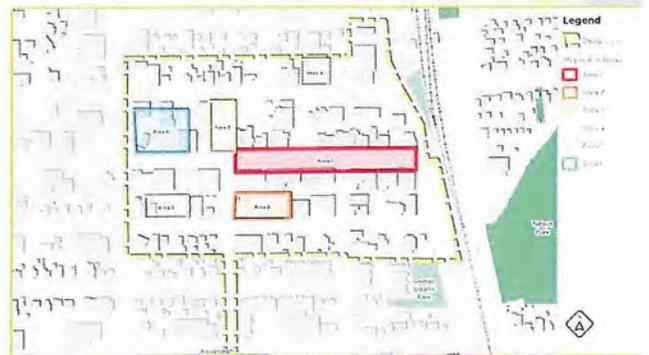
Data: Occupancy

- Drone flight: Wednesday and Saturday; 8 AM – 6 PM
- Flight Path: Grid pattern throughout study area



Data: Duration

- Acquisition: Stopwatch
- Processing: Directly into Excel
- 577 data points; six areas





Data: Summary

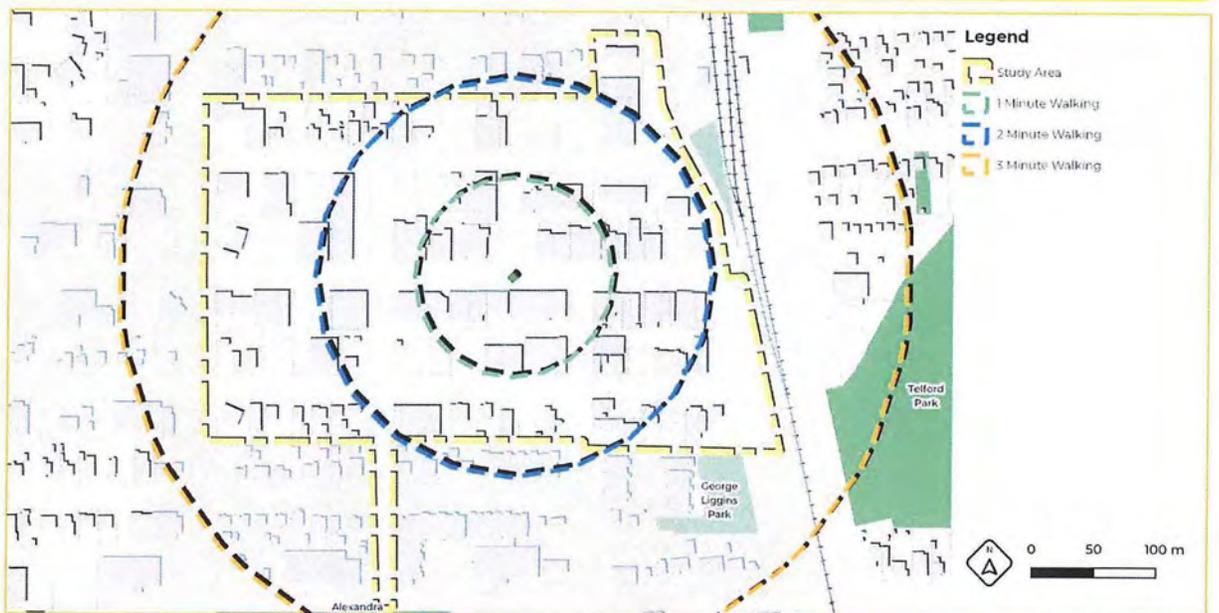
1. Drone images for **occupancy data**
2. Stopwatch data for **duration data**



Results.

Phase One: Current State

Walking Distance Buffer

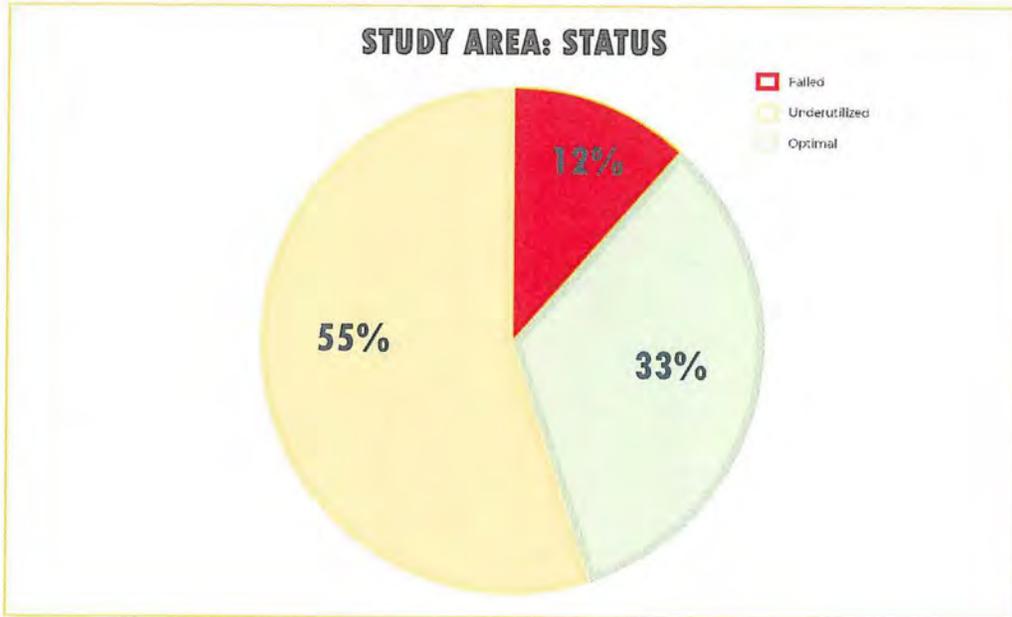


Wayfinding



Phase Two: Duration & Occupancy

Occupancy



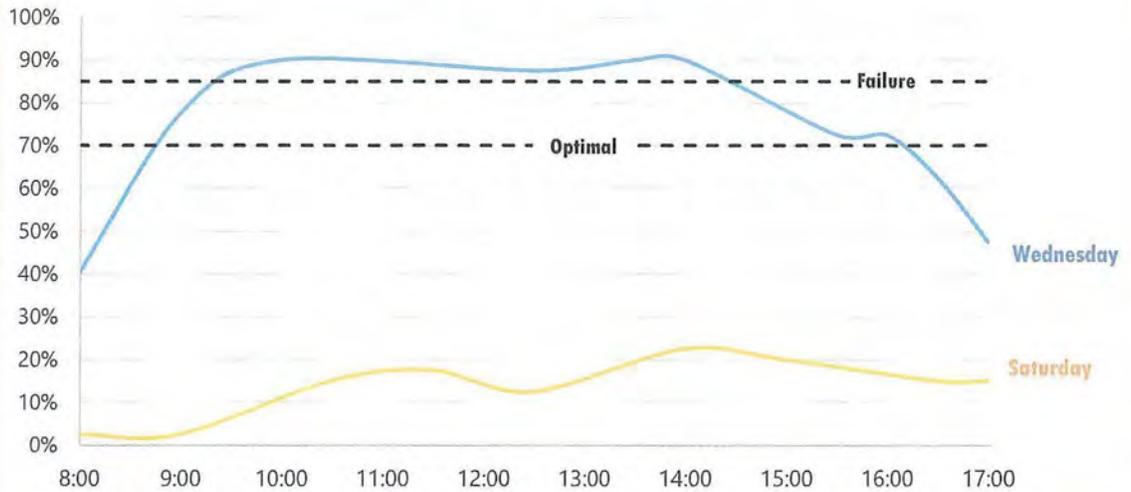
Occupancy



Occupancy



Public Lot | 4



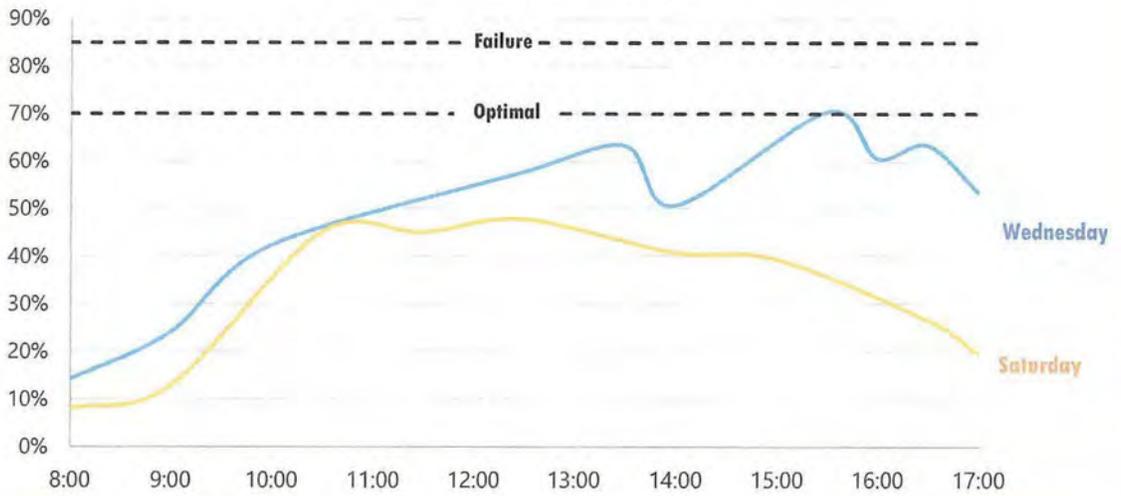
Occupancy



Occupancy



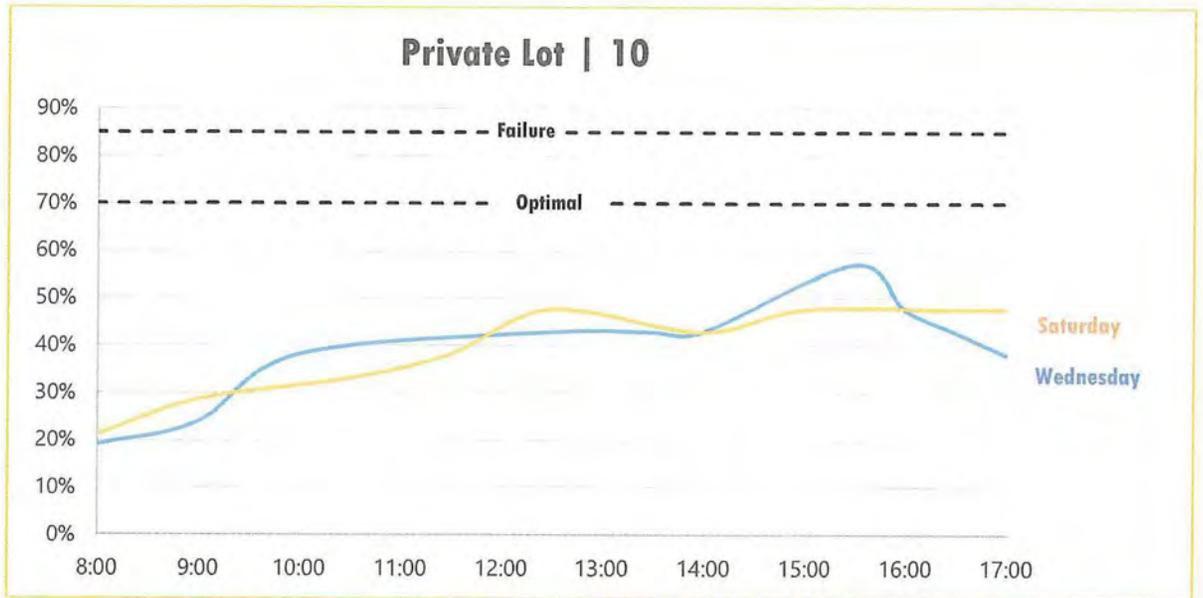
Main Street (50 Ave) | 16



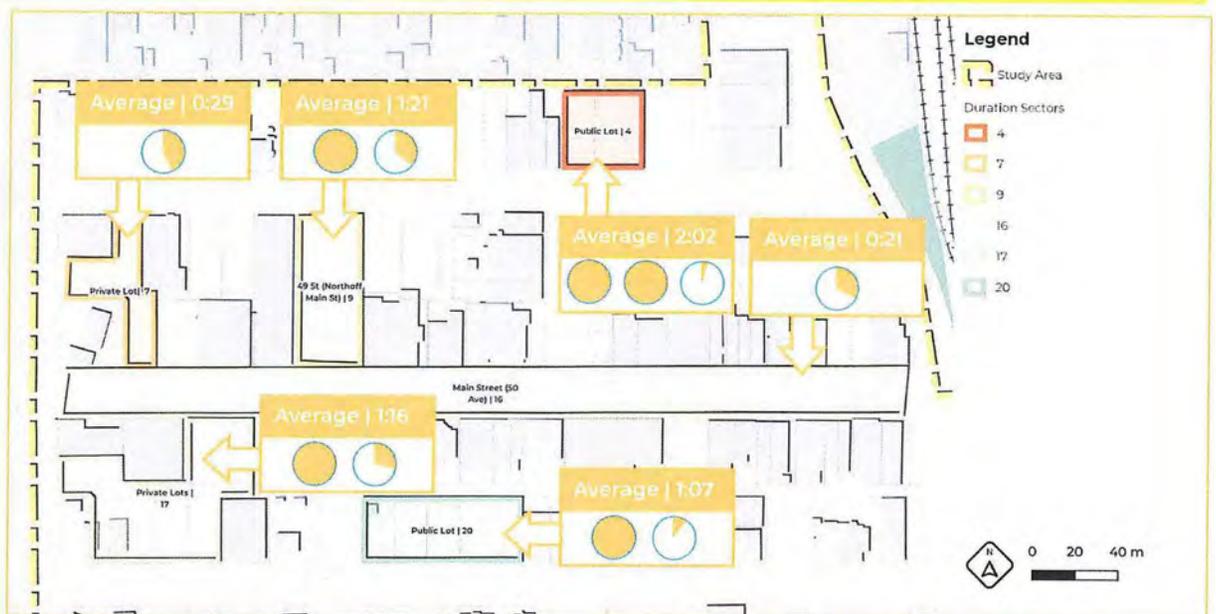
Occupancy



Occupancy

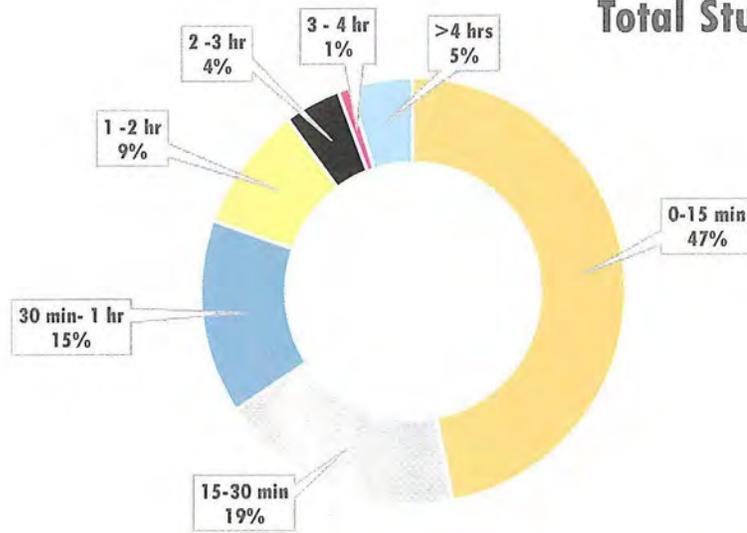


Duration



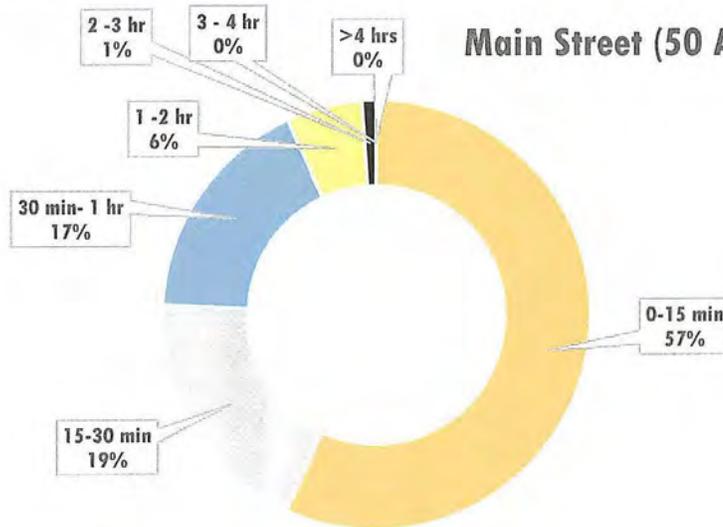
Duration

Total Study Area

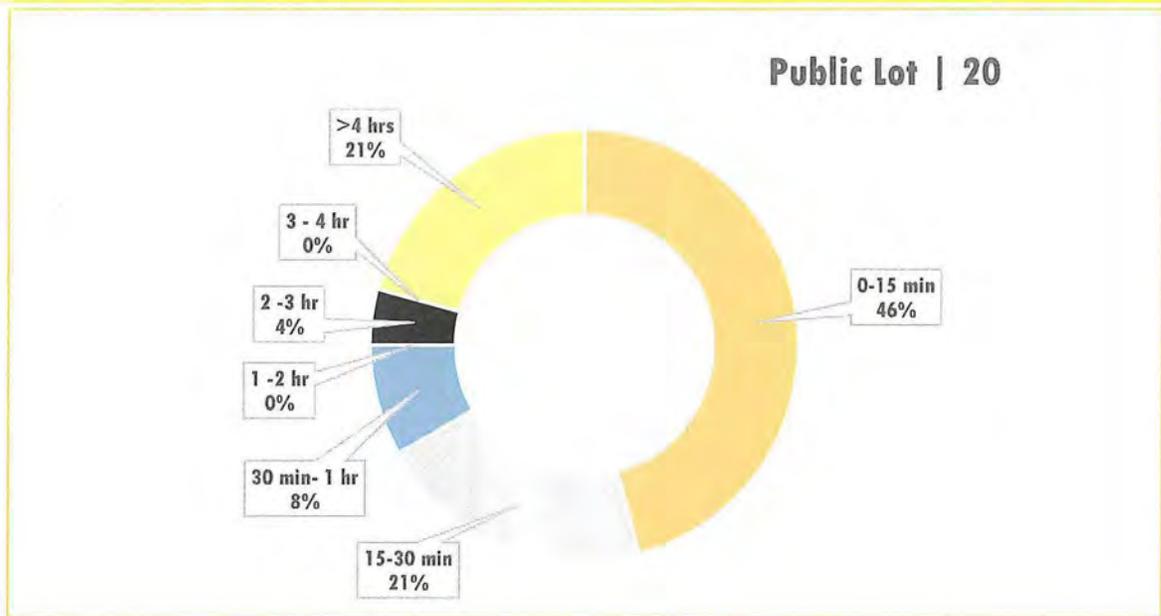


Duration

Main Street (50 Ave) | 16

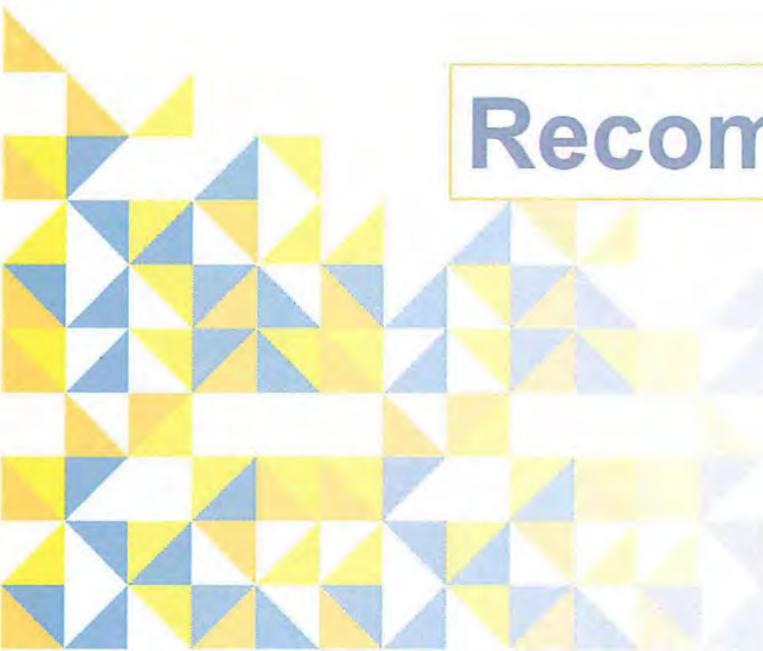


Duration



Analysis Summary

- Study area does not have a supply or over stay issue
- **But:** certain areas are in a state of failure
- **Interestingly:** Stay often short; generally parked in correct area



Recommendations.

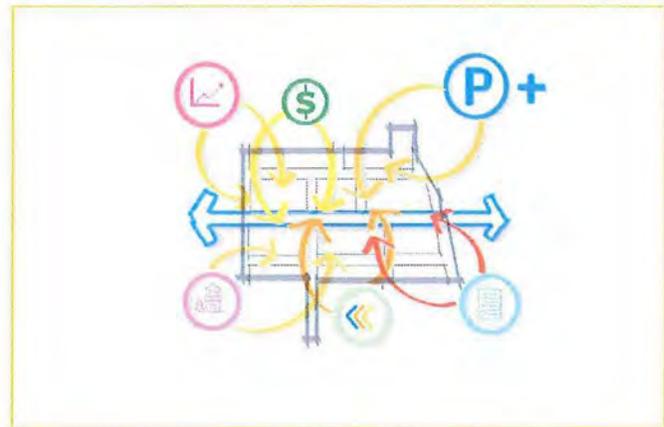
8 Recommendations

1. Communication and Education Campaign
2. Add stalls in the North-East Portion of the Study Area
3. Introduce Rapid Parking Stalls
4. Future downtown condo development (long-term)
5. Targeted and Consistent Enforcement
6. Network Analysis
7. Pricing Parking (long-term)
8. Ongoing Analysis



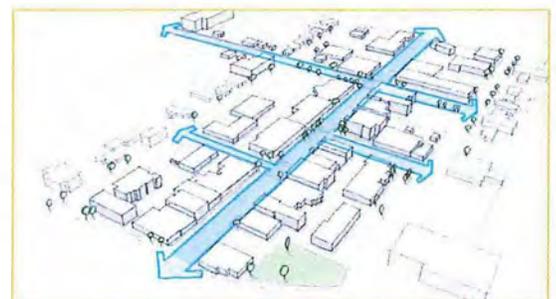
8 Recommendations

1. Communication and Education Campaign
2. Add stalls in the North-East Portion of the Study Area
3. Introduce Rapid Parking Stalls
4. Future downtown condo development (long-term)



Communication and Engagement

*A branded, robust, and multi-pronged communication and education campaign should be developed and implemented to achieve community and stakeholder **buy-in**, community and stakeholder **ownership** of parking management in downtown Leduc, and to **influence** and **reinforce** desired **parking behaviours** of the users of downtown Leduc.*

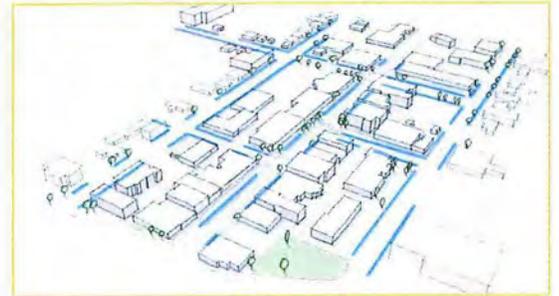


Communication and Engagement



Actions:

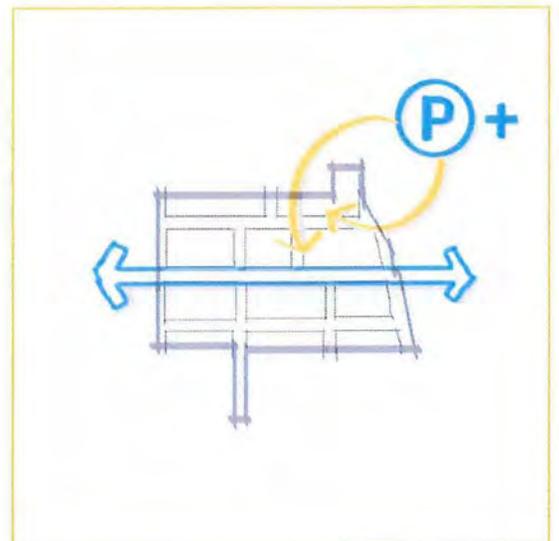
- *Parking Map*
- *Leduc.ca sub-page*
- *Wayfinding*



Additional Parking



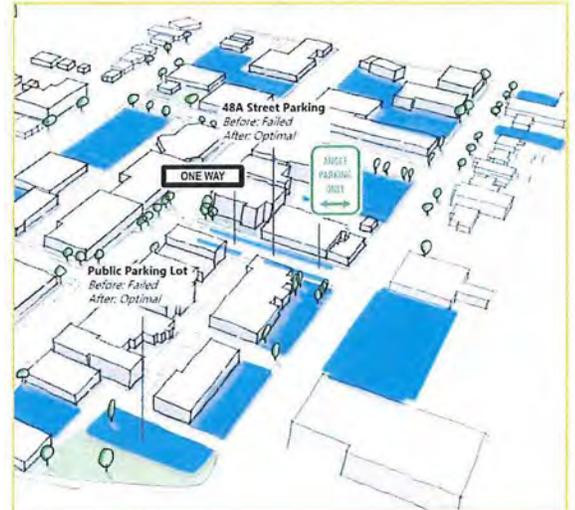
Provide *additional parking* to areas in failure to *relieve* the demand. Specifically: the *north-east* portion of the study area.



Additional Parking

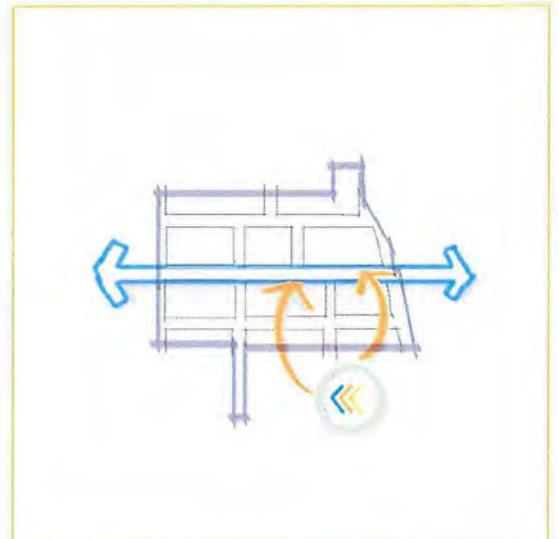
Actions:

- Convert 48a St. (between 50 Ave. and 51 Ave) into a one-way street and angle parking installed along its western edge
- If possible, parking supply should be expanded in the NE of the study area.



Rapid Parking

Introduce **15 min.** maximum parking stalls to **50 Ave.** to accommodate the use time that was **observed** in the area.



Rapid Parking



Actions:

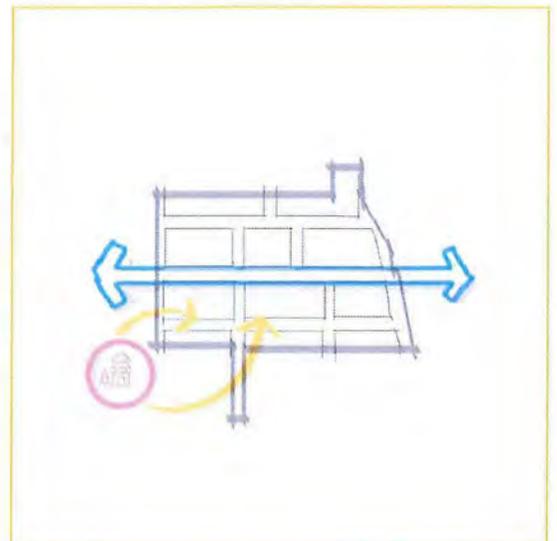
- Identify suitable stalls on main street (at least 1 stall per block, located on both the North and South sides of 50 Ave)
- Mark stalls with rapid parking signs
- Enforce at same frequency as general area



Future Condo Development



Future development in the study area should consist of low-rise *apartments* with *underground parking*, and that future expansion of the *public parking* supply should be located *below* these buildings.

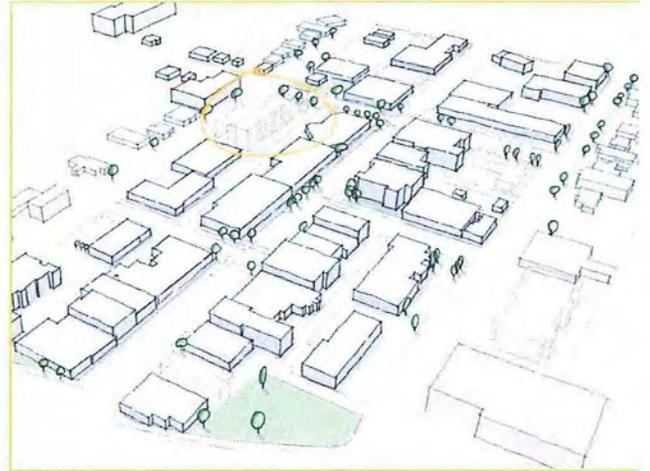


Future Condo Development



Actions:

- *Rezone the public parking lot at 49 Ave. and 49St to MUN or MNC.*
- *Sell lot to developer with conditions (ensure underground parking).*
- *Consider purchasing target lots for similar development*

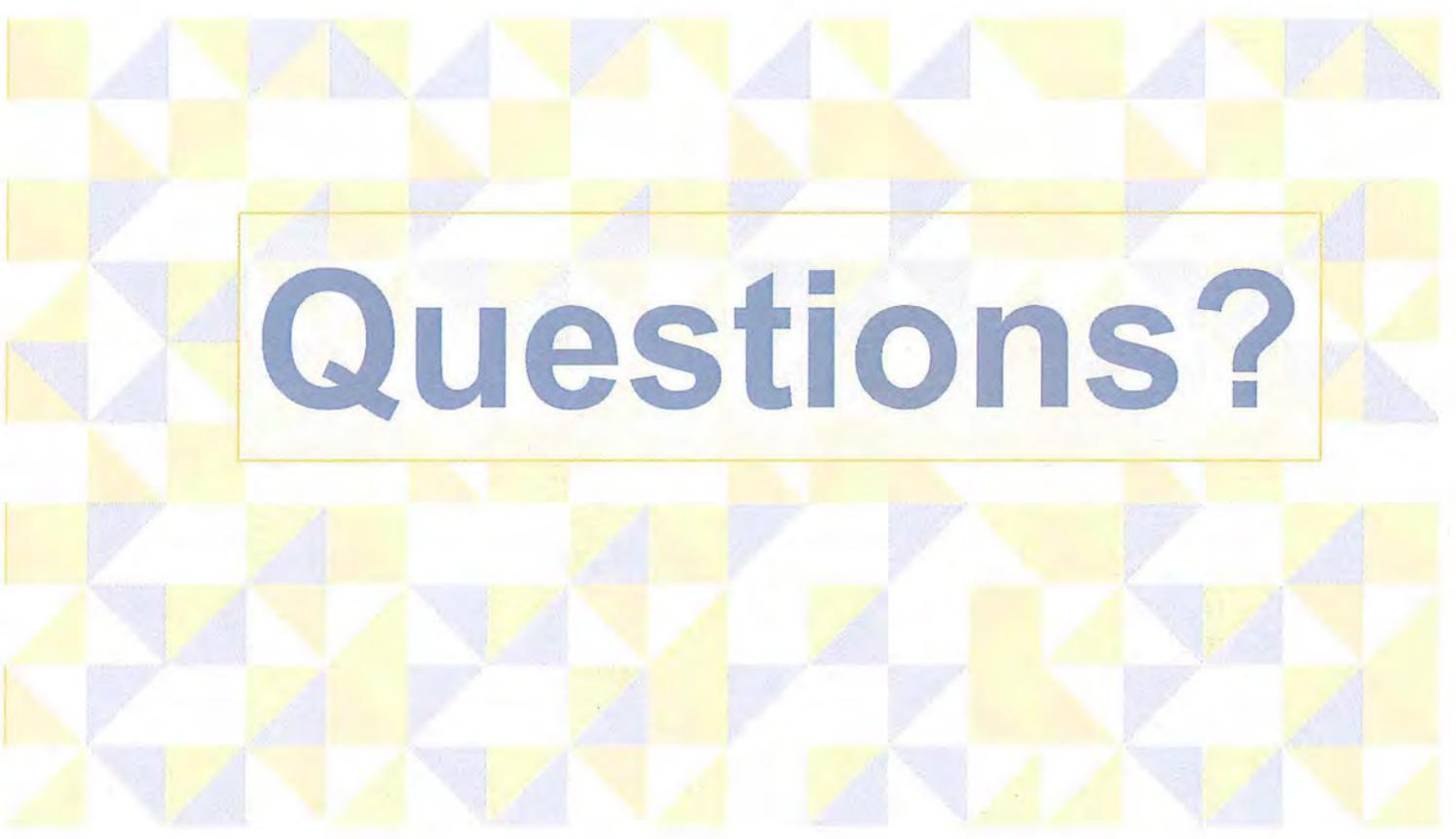


Summary.



Summary

- In the general area, there is not a supply or duration issue
- Specific regions are in failure and require intervention
- Public education / adding stalls / stall types / future development



Questions?

MEETING DATE: May 6, 2019

SUBMITTED BY: Ken Woitt, Director, Planning & Economic Development

PREPARED BY: Ken Woitt, Director, Planning & Economic Development

REPORT TITLE: Downtown Capital Improvements Update

REPORT SUMMARY

This report provides an overview of the 2016 Downtown Capital Improvements along Main Street, and potential future plans for future upgrade phases in other areas of Downtown.

BACKGROUND

KEY ISSUES:

The 2012 Downtown Master Plan was based on creating a more vibrant and pedestrian friendly downtown with new public gathering areas that are exciting, inviting, while supporting outdoor cultural activities. Creating the DMP involved numerous public open houses, community workshops, and regular community-based steering committee meetings with downtown business over a two year period.

A key implementation recommendation from the DMP included streetscape improvements to help realize a more pedestrian friendly and walkable downtown with spaces for gathering and socializing while supporting outdoor events.

In 2014, Council approved pursuing the Main Street Streetscape Improvement project. The process started with an open house and a series of seven consultation meetings between downtown stakeholders, MMM Group, and the City, hosted by the Downtown Business Association (DBA). At the end of the lengthy process, a full Streetscape Improvement for Main Street was completed and approved.

In 2015, MMM Group and City of Leduc developed detailed designs and a complete tender package for a series of comprehensive Main Street streetscape improvements, based on the Downtown Master Plan (DMP) and extensive stakeholder input through the Downtown Business Association (DBA). The ultimate goal of the project was to implement streetscape improvements to help realize a more pedestrian-friendly, vibrant, safe and inviting downtown destination with public space to foster social gathering, outdoor markets and cultural events.

In 2016, the City of Leduc constructed approximately \$3.5 million of improvements along Main Street, completing Phases 1 and 3 of the Streetscape Improvements, as seen today. This included newly graded intersections, new crosswalks, new wheelchair accessible public seating areas, all new furnishings and landscaping, bike racks, lit bollards, additional electrical plugins for events, new decorative streetlights, banners and public wayfinding signage. Finally, a new decorative clock was donated by the Rotary Club and installed on Main Street.

During the project, MMM Group had also outlined potential future phases to continue the streetscape project in other key areas of Downtown Leduc. These included improvements to 49th Street, 49th and 51st Avenue enhancements and the area surrounding the Grain Elevator site. It is recommended that when funding becomes available, the City would review the existing improvements along Main Street, and scope out future phases of the project for detailed design and construction. It is recommended that those improvements would use the same principles and furnishings that were constructed along Main Street for a complete and comprehensive look and feel to Downtown.

ATTACHMENTS:

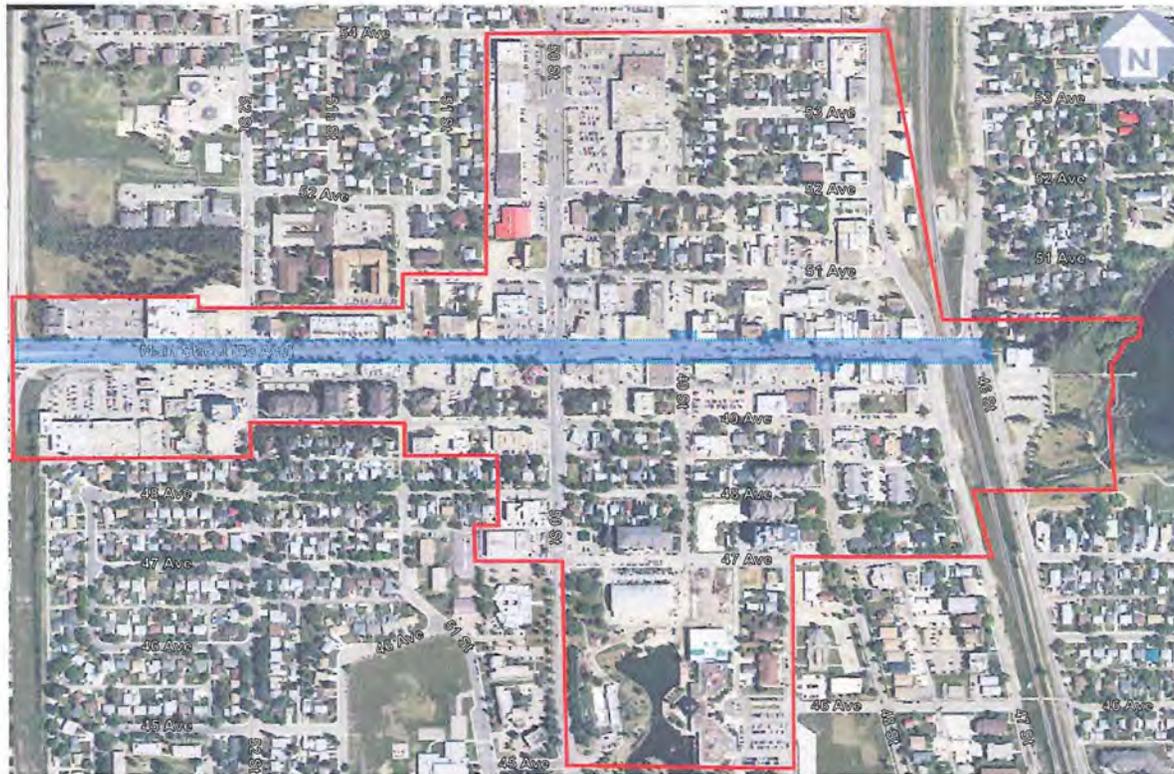
MMM Group/City of Leduc Information Package to Downtown Businesses from 2016

RECOMMENDATION

This item is for information only.

Others Who Have Reviewed this Report

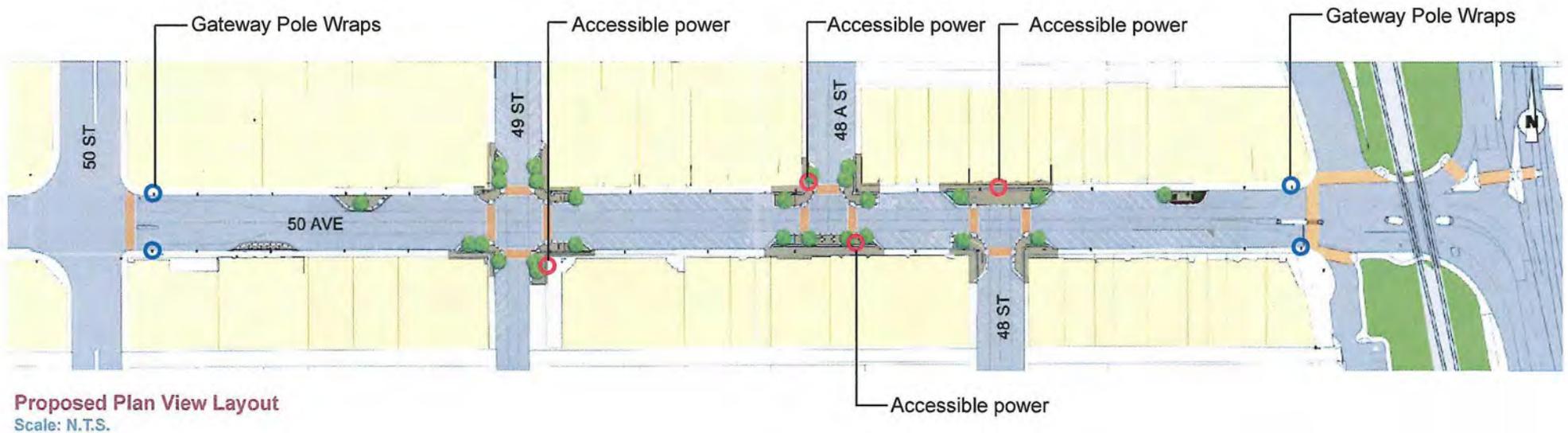
P. Benedetto, City Manager / M. Pieters, General Manager, Infrastructure & Planning



Leduc Main Street Enhancement Project

Business Information Package
January 2016

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



leduc main street: east of 50 street

<p>Waste / Recycling / Organics</p>  <p>Stainless Steel Body Sandstone Texture</p> <p>Black Polyethylene Lid +Cover</p>	<p>Sidewalk Concrete</p>  <p>Dune</p>	<p>Backed Bench</p>  <p>Recycled plastic - brown</p> <p>Black Finetex</p>
<p>Bollards - Lit / Unlit</p>  <p>Black</p>	<p>Crosswalks</p>  <p>Chestnut</p> <p>White</p>	<p>Backless Bench</p>  <p>Recycled plastic - brown</p> <p>Black Finetex</p>
<p>Planters</p>  <p>Millstone</p>	<p>Drainage Grates</p>  <p>Cast Aluminum (unweathered)</p>	<p>Cluster Seating</p>  <p>Recycled plastic - brown</p> <p>Black Finetex</p>
<p>Bike Rack</p>  <p>Black Finetex</p>	<p>Tree Grates</p>  <p>Black</p>	<p>Cluster Seating</p>  <p>Recycled plastic - cherry</p> <p>Steel - titanium colour</p>

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.

leduc main street: site furnishings - final selection



Cloth Banners

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



Hanging Baskets

Gateway Light Standard:

Traditionaire (LED) by Fortis in Black Fluted Pole



Decorative LED String Lights:

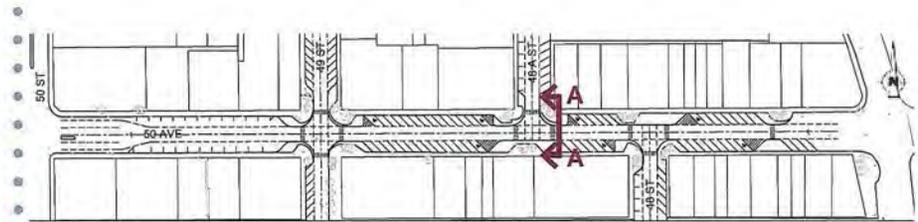
Commercial Grade Globe Drop Lights



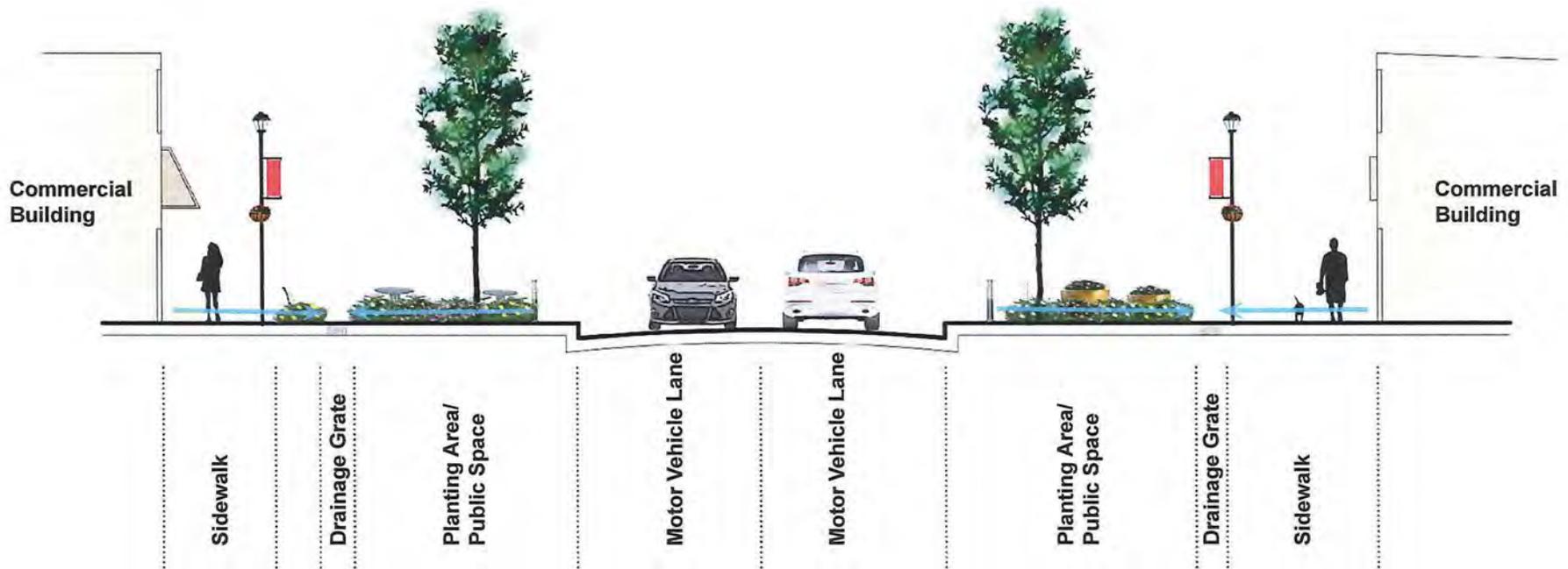
Wayfinding Kiosk

leduc main street: lighting & accessories (east of 50 street)

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



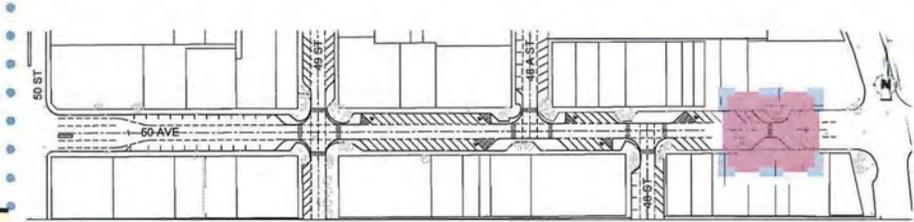
Key Plan - Main Street
Scale: N.T.S.



Section A-A: 48a street intersection

leduc main street: 48a street section

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



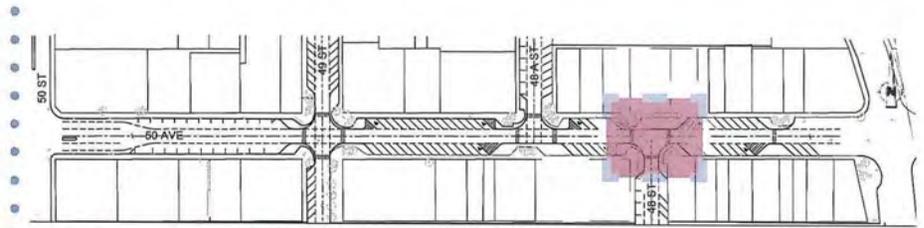
Key Plan - Main Street
Scale: N.T.S.



leduc main street: east gateway bulb-out



The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.

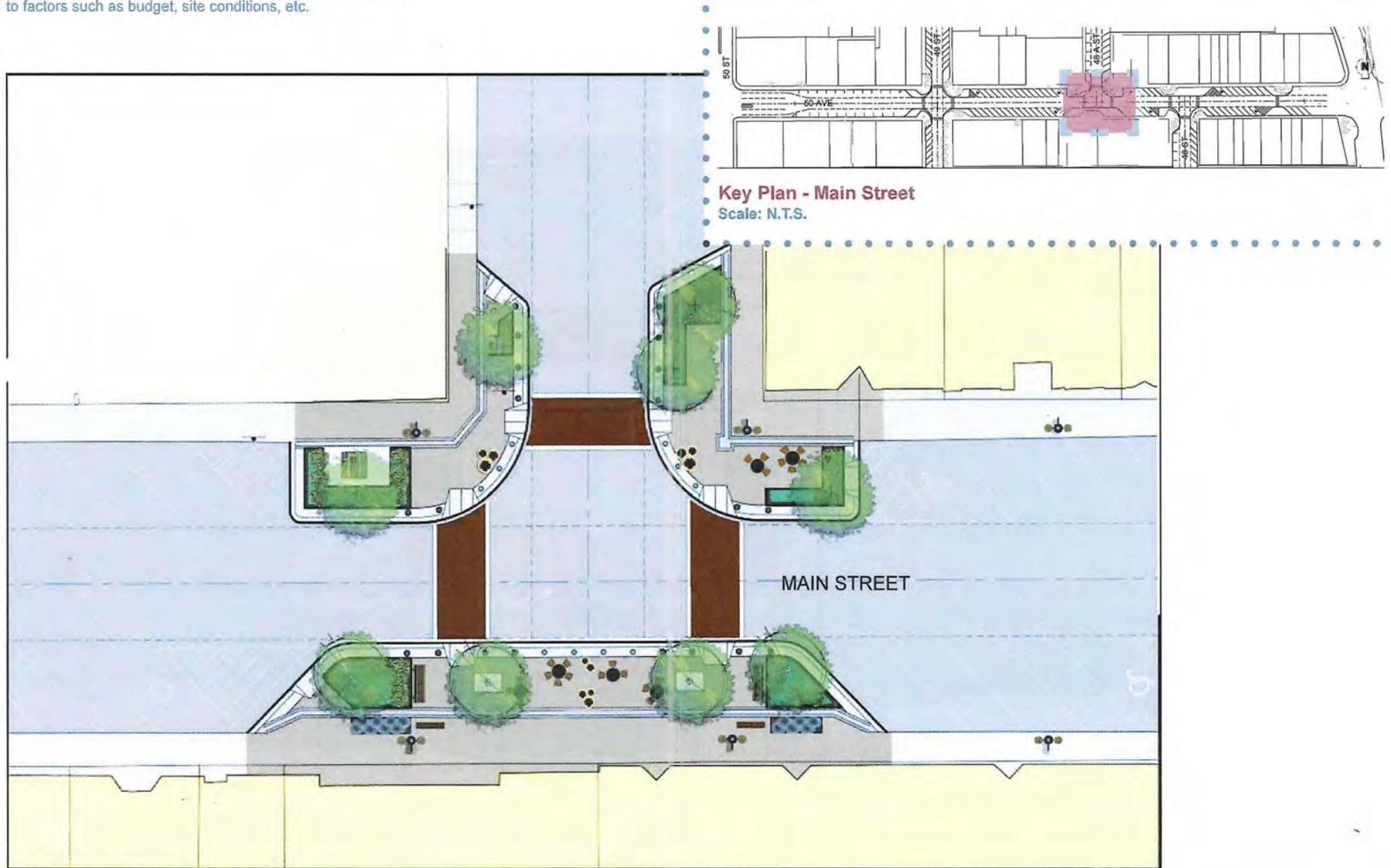


Key Plan - Main Street
Scale: N.T.S.



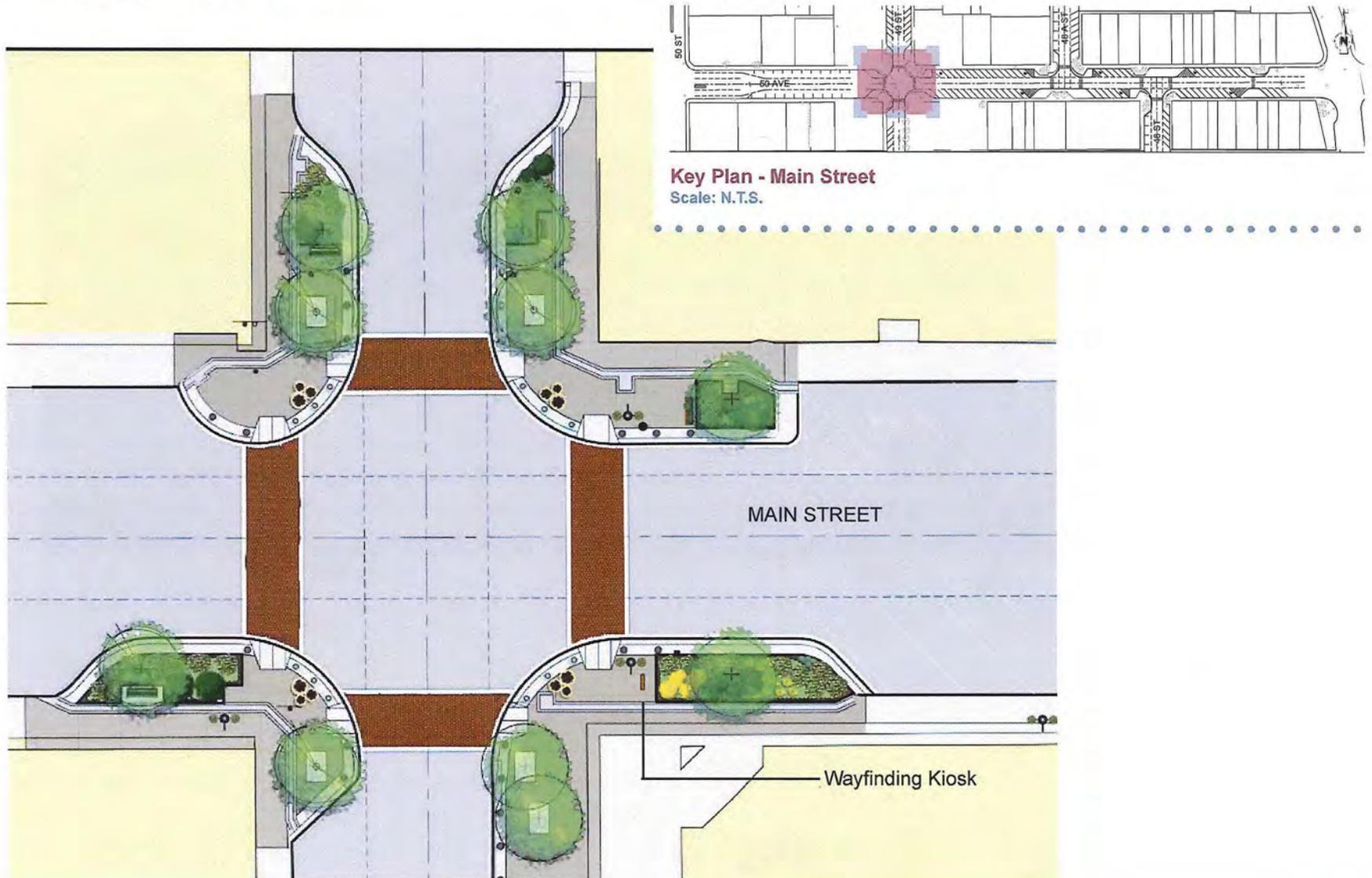
leduc main street: 48 street intersection

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



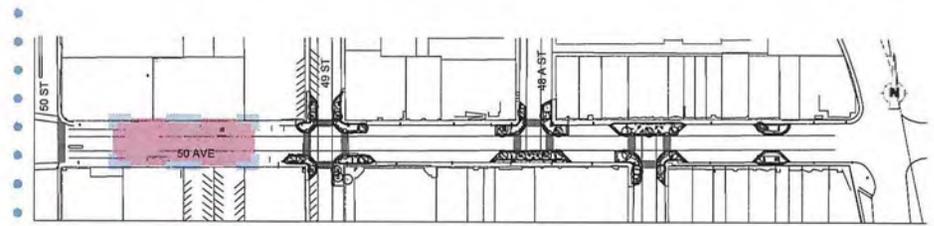
leduc main street: 48a street intersection

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



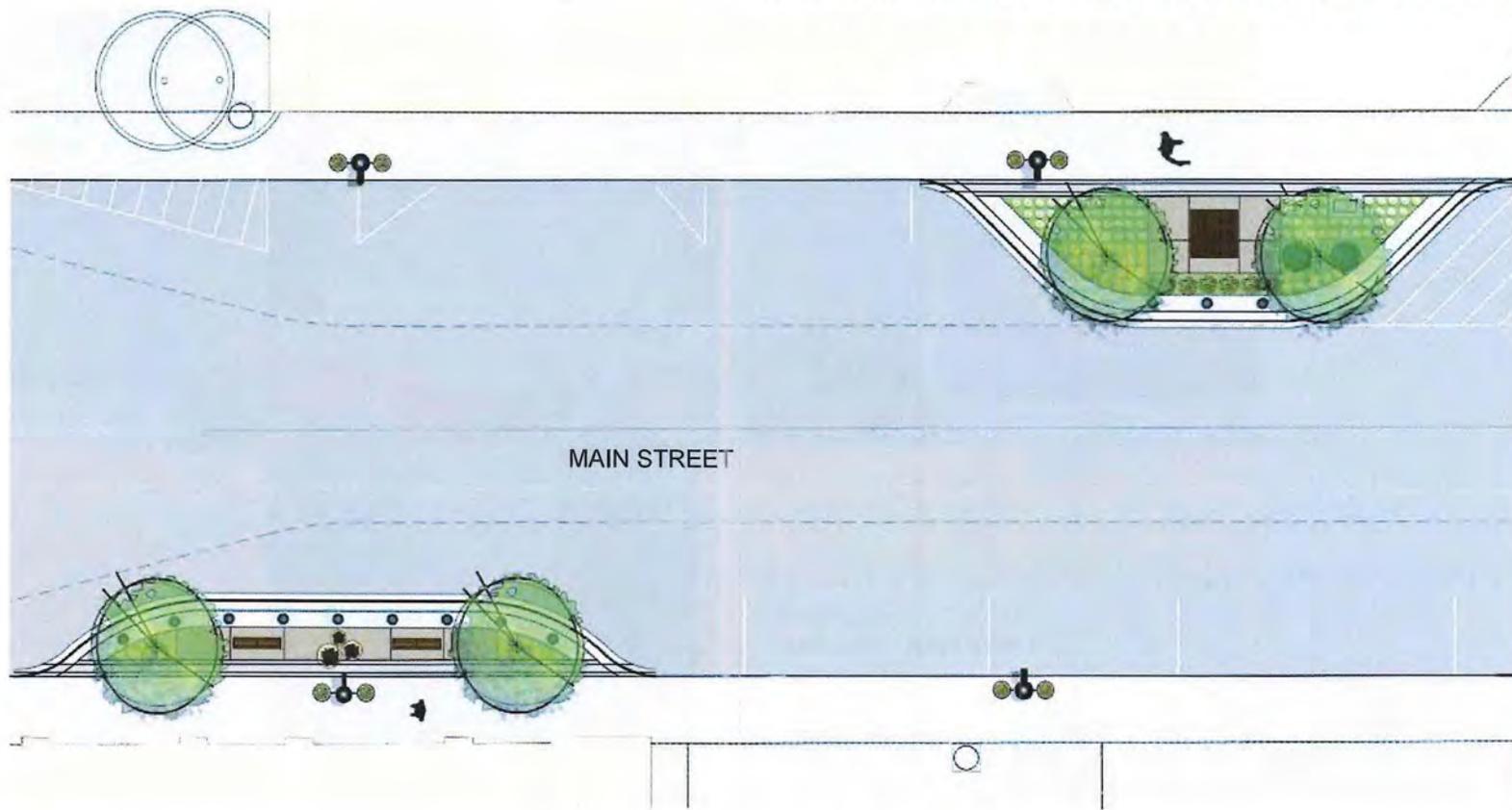
leduc main street: 49 street intersection

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



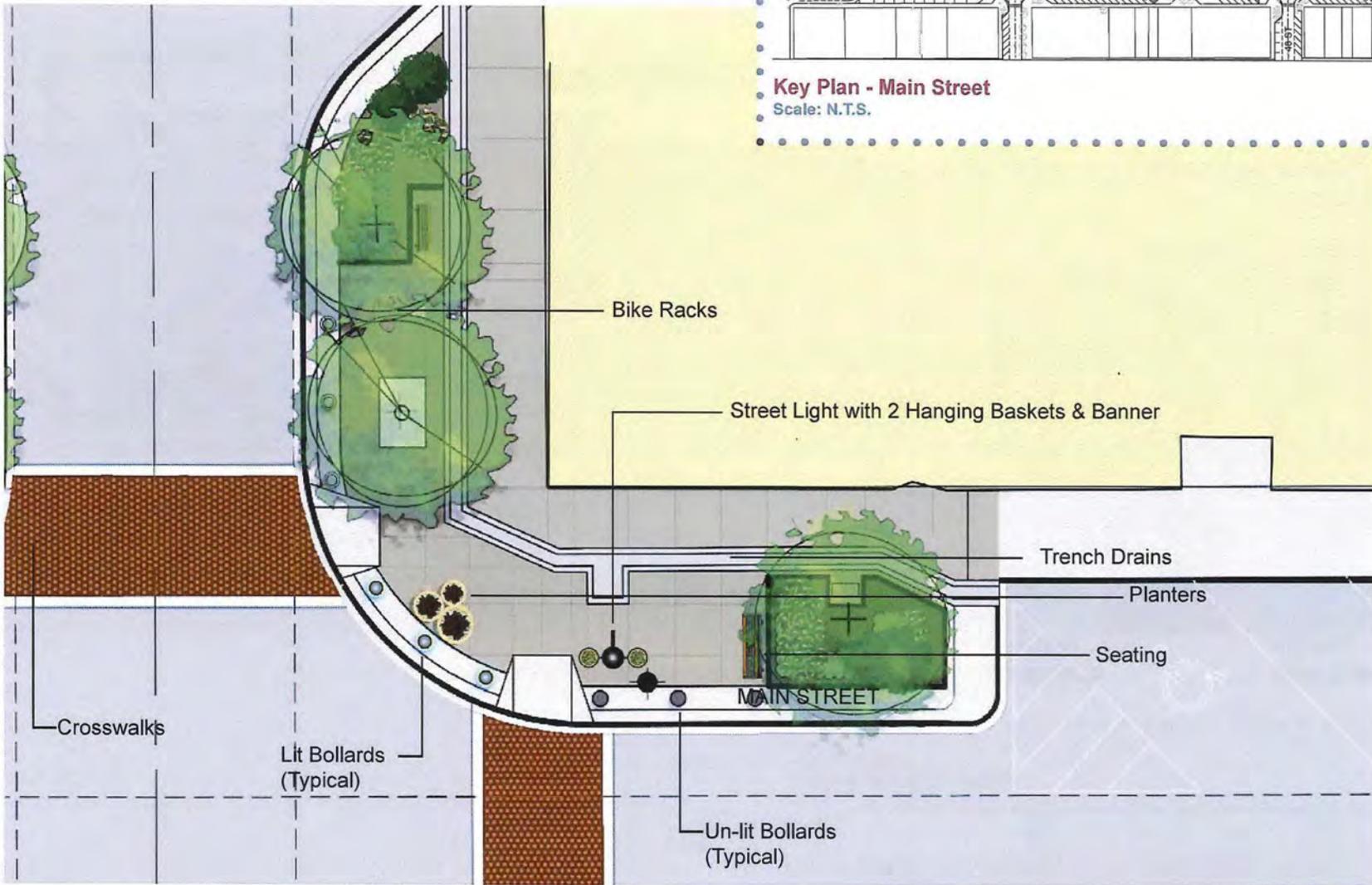
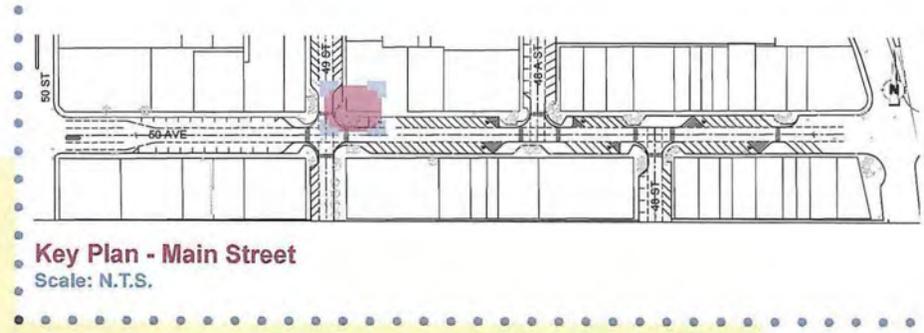
Key Plan - Main Street

Scale: N.T.S.



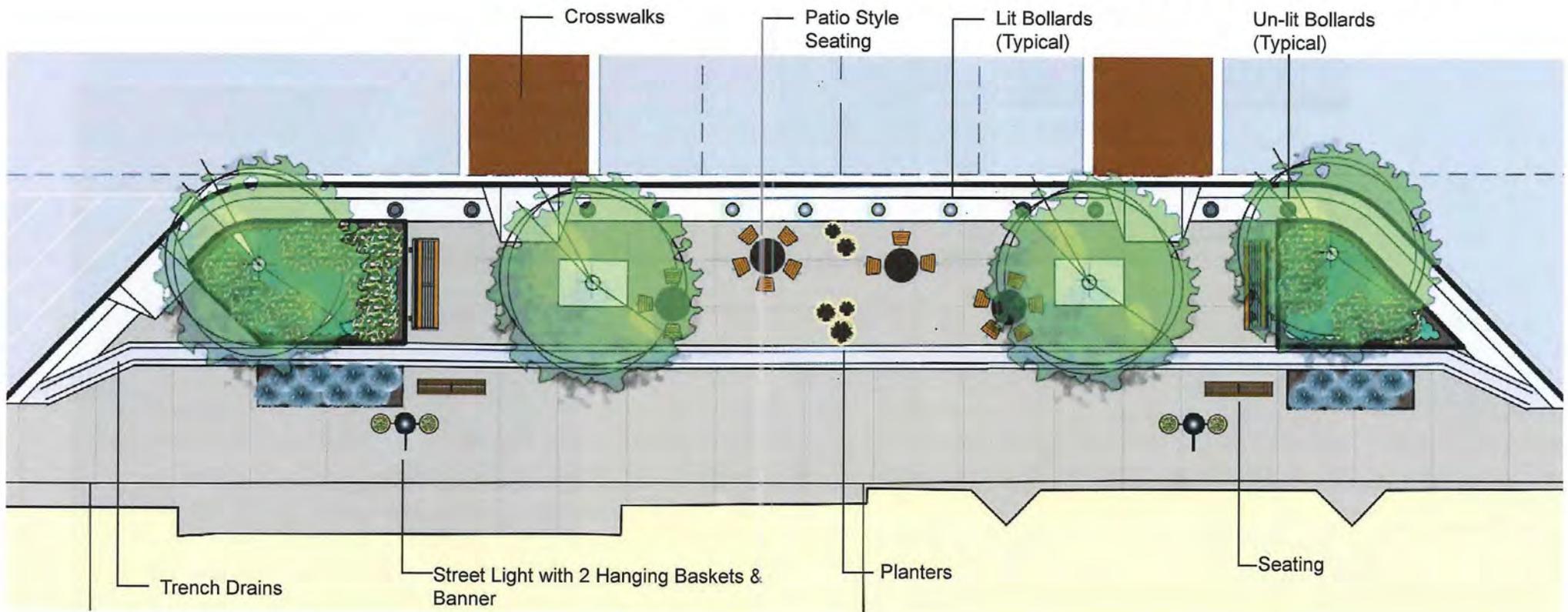
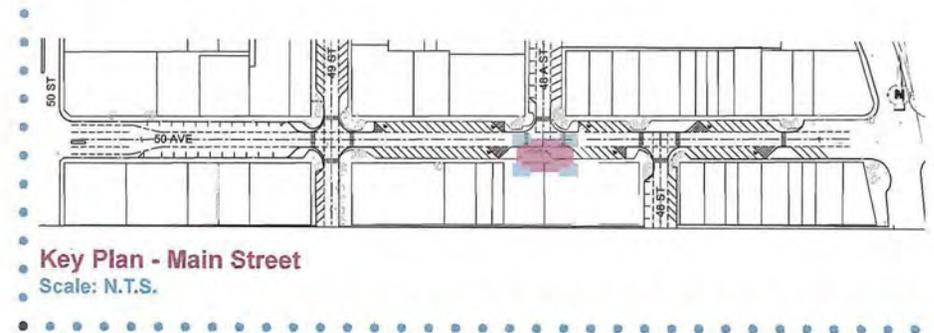
leduc main street: west gateway bulb-outs

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



leduc main street: 49 street northeast enlargement

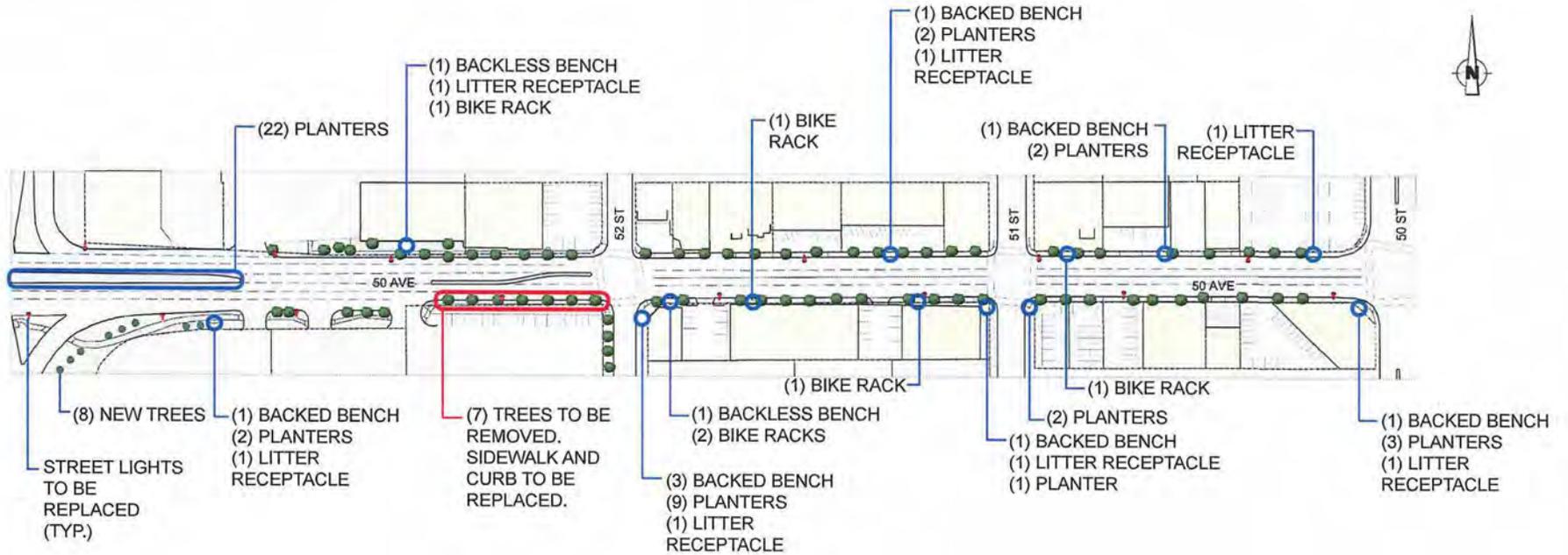
The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



leduc main street: 48a street south enlargement



The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



leduc main street: west of 50 street

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



Proposed



Existing

Phase 2B Light Standard: Cobra Head (LED) by Fortis in Black Steel Davit Pole (Structure No. 1460) with (2) banners and (2) basket arms each.



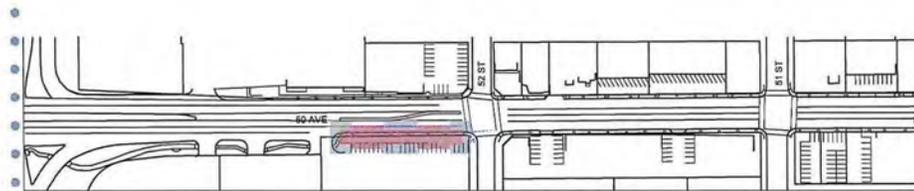
Hanging Baskets



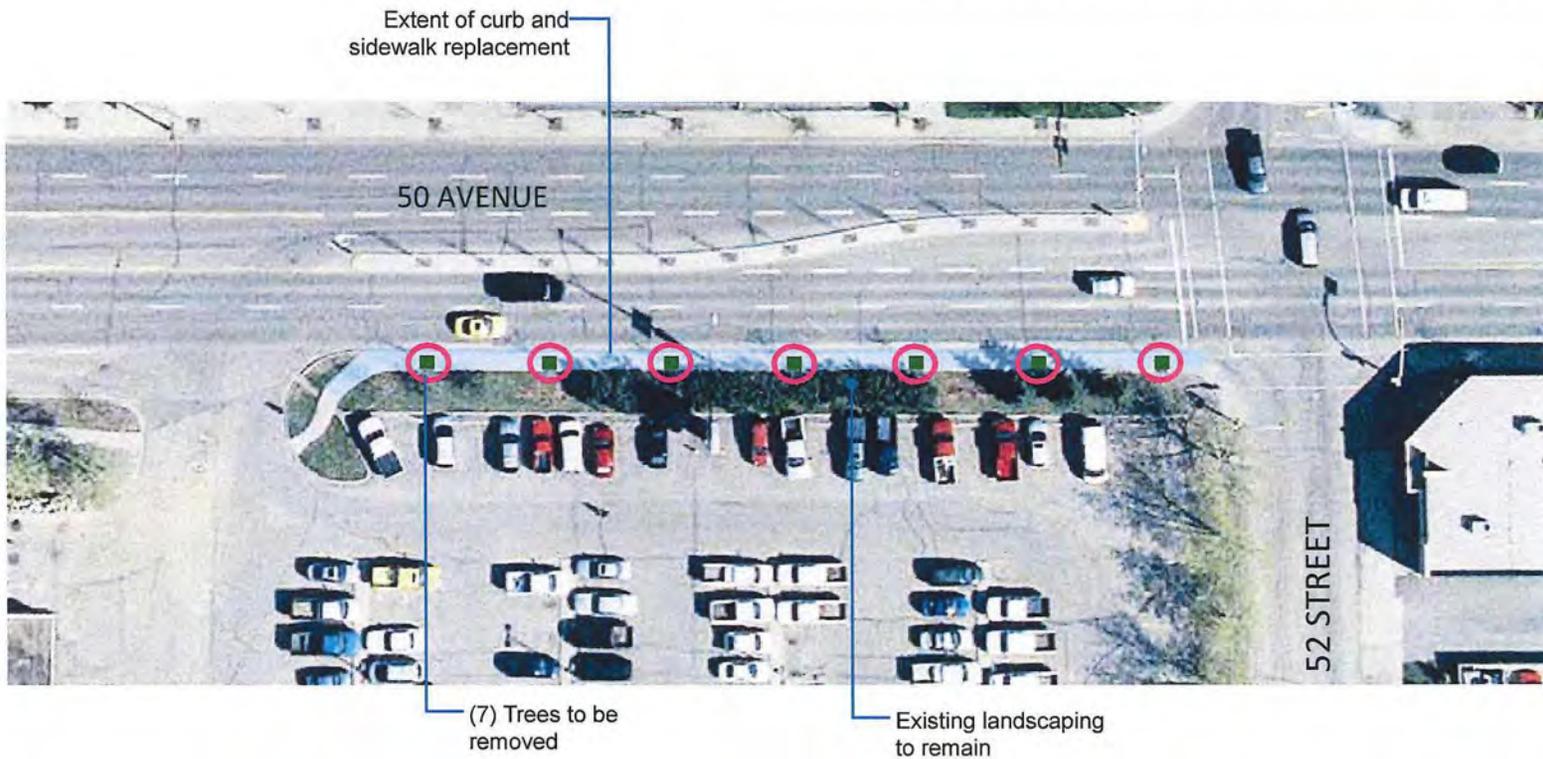
Cloth Banners

leduc main street: lighting (west of 50 street)

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



Key Plan - Main Street
Scale: N.T.S.



leduc main street: tree removal

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.



leduc main street: tree removal visualization

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.

before



after



leduc main street: tree removal visualization



leduc downtown: potential 5-year phasing strategy for tier 2

Submitted for Client Review: December 8, 2014



The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.

Gateway Light Standard:
Traditionaire (LED) by Fortis in Black Fluted Pole
Matte Black

Cloth Banners

Hanging Baskets

Decorative LED String Lights:
Commercial Grade Globe Drop Lights

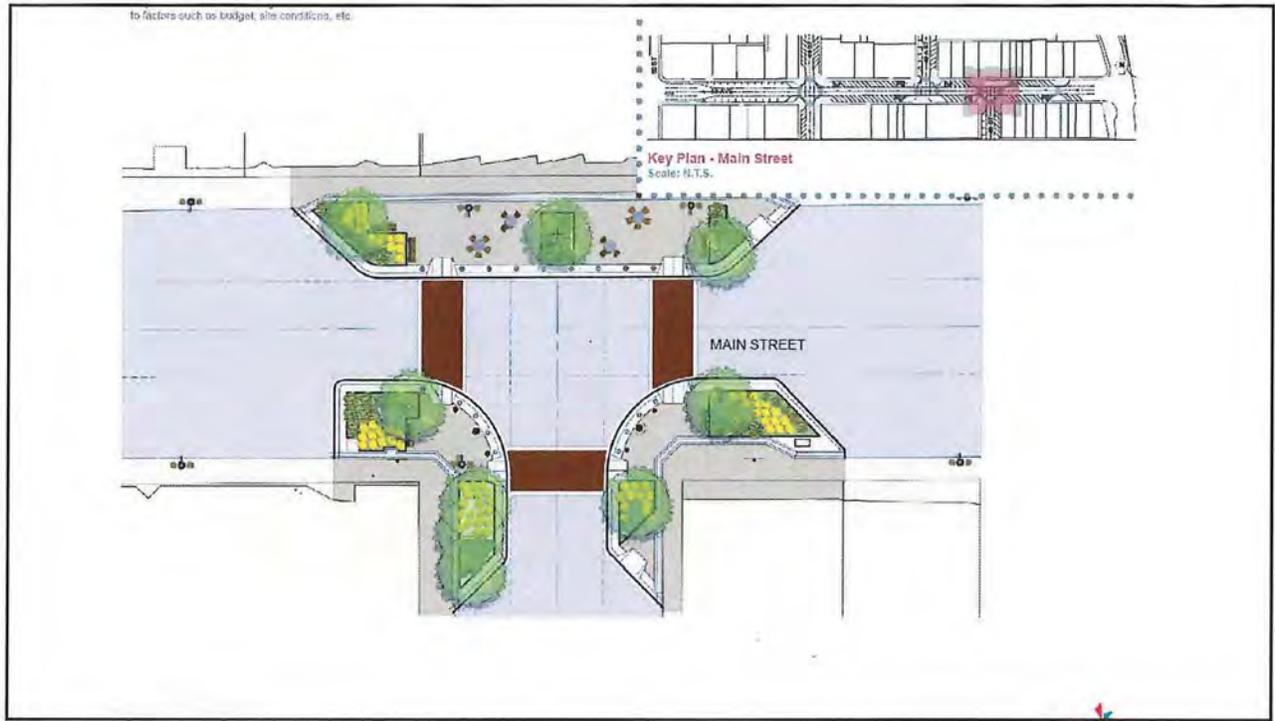
Wayfinding Kiosk

leduc main street: lighting & accessories (east of 50 street)

<p>Waste / Recycling / Organics</p> <p>Stainless Steel Body Sandstone Texture</p> <p>Black Polyethylene Lid - Cover</p>	<p>Sidewalk Concrete</p> <p>Dune</p>	<p>Backed Bench</p> <p>Recycled plastic - brown</p> <p>Black Finetex</p>
<p>Bollards - Lit / Unlit</p> <p>Black</p>	<p>Crosswalks</p> <p>Chestnut</p> <p>White</p>	<p>Backless Bench</p> <p>Recycled plastic - brown</p> <p>Black Finetex</p>
<p>Planters</p> <p>Milstone</p>	<p>Drainage Grates</p> <p>Cast Aluminum (unweathered)</p>	<p>Cluster Seating</p> <p>Recycled plastic - brown</p> <p>Black Finetex</p>
<p>Bike Rack</p> <p>Black Finetex</p>	<p>Tree Grates</p> <p>Black</p>	<p>Cluster Seating</p> <p>Recycled plastic - cherry</p> <p>Steel - Titanium colour</p>

The conceptual drawings shown are for information purposes only and are subject to change at the time of construction due to factors such as budget, site conditions, etc.

educ main street: site furnishings - final selection



MEETING DATE: May 6, 2019

SUBMITTED BY: Darrell Melvie, General Manager, Community and Protective Services

PREPARED BY: CPS Leadership Team

REPORT TITLE: Community and Protective Services 2020 Budget Overview

REPORT SUMMARY

This report provides a high level overview of some of the proposed changes to the 2020-2022 Community and Protective Services operational budget.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

1. 2018-CoW-089 - 2020 Preplanning Budget Workshop - December 10, 2019
2. 2018-CoW-096 - 2020 Preplanning Budget Workshop Follow- up – January 14, 2019
3. 2019-CR- 011 - 10 Year Capital Sequencing – Council – February 25, 2019
4. 2019-CoW-022 - 2020 Budget Financial Overview – March 18, 2019

KEY ISSUES:

Changes (increases or decreases) to the City's base budget are typically triggered by the following factors:

- Strategic and Corporate priorities
- Growth pressures
- Change in legislation
- Ratepayer expectations
- Inflation
- Enhanced efficiencies
- Regional Initiatives
- Other, i.e. contractual obligations, organizational needs, transferring responsibilities from other levels of government, regional requirements, etc.

RCMP and ENFORCEMENT SERVICES

RCMP Resourcing

Additional RCMP resourcing has been included in the 2020 budget, as approved through the current approved multi year protective services mill rate strategy. \$233,000 has been added into 2020 as part of this ongoing strategy which will include one additional general duty member and one detachment clerk.

School Resource Officer (SRO)

In recent months there has been advocacy on the part of the Leduc Composite High School Parent Council, Notre Dame School, and Black Gold Regional Schools for a second School Resource Officer in the community. Research is taking

place to determine best practices in other communities however, based on discussion with the Officer in Charge at the Leduc Detachment an additional SRO would not be seen as a priority for resourcing within the current RCMP resourcing strategy. Consideration for an additional position would provide for an enhanced level of service and as such would be vetted as a business case. The cost of the additional SRO would be approximately \$105,000 to \$160,000 per year depending on if the position is a Peace Officer or an RCMP member. At this point, given current fiscal capacity Administration is not intending to bring forward a business case for the SRO, unless directed by Council.

Detachment Front Counter Hours

Based on public feedback, there has been some discussion related to an expansion of hours to allow for better service to residents beyond traditional office hours. Currently the counter hours are 8 am to 4:30 weekdays and extended hours until 7 pm on Wednesdays and Thursdays. The additional hours that are being considered would provide for service Saturday mornings from 8 am to 12 p.m. at a potential cost of \$10,000 annually, however given fiscal constraint, Administration will not be bringing forward this business case, unless directed by Council.

RCMP Labour Relations Costs

Federal legislation and the decision of the Supreme Court of Canada recognizing the right of RCMP officers to unionize have cost impacts on municipalities who contract the RCMP for policing. A key item likely to be on the bargaining table will be salaries, and there will be a push to address the current wage disparity between RCMP members and their provincial and municipal counterparts. Administration ensures annually that there is a cost of living increase budgeted and then accrued at year end so when this is resolved there will be minimal if any monetary impact in the given year.

Traffic Proceeds

Beginning in 2018, the City of Leduc moved away from the use of an external contractor for implementation of the Automated Traffic Enforcement program as part of the broader Leduc Traffic Safety Strategy. In its place Administration has implemented an in house program that is deployed focused on areas of higher risk including high collision locations, areas with vulnerable users (school zones), and public complaints. This change in the deployment model along with a reduction in deployment hours and delays in implementation resulted in a significant decrease in fines through 2018. Actual traffic fines in 2018 were \$830,000 and the current budget for 2020 fine revenue is \$1,320,000 inclusive of all fines from ATE, the integrated traffic unit and general duty members. Given the downward trend in the number of violations, Administration will be monitoring the number of violations taking place through the year and may need to adjust the 2020 budget accordingly.

RECREATION

LRC Marketing Initiatives

Administration will continue to focus on promotion of LRC services and programs with the goal of encouraging participation within the facility, along with recreation opportunities throughout the community. Some key initiatives being considered for 2020 include:

- Targeted mail drops
- Enhanced social media advertising
- New Loyalty Points program through the new Live Leduc software

- Hype team – on site promotional team to attend various events throughout the City to promote the LRC and its programs

This could increase promotions and marketing expenditures by \$40,000.

LRC - Leases / Sponsorship / Advertising

With the recent internal change within Recreation for the dedicated position for Community Partnerships and Sponsorships, and no longer outsourcing the management and sales of in facility advertising (such as rink boards), it is anticipated there will be an increase in advertising revenue of \$30,000 from previous years' budgets.

With renewal, updating and renegotiation of some leasehold agreements through the last year, it is anticipated leasehold revenue will increase \$40,000 to \$50,000 in 2020.

Schools Joint Use Agreement

Through 2019 and 2020, Administration will be working to come to terms with a strategy for a joint use agreement with both Black Gold Regional Schools and St. Thomas Aquinas Regional Schools that would outline use of City recreation facilities by students during school hours, confirm ongoing shared use of sports fields by students and community sports groups and access to school facilities for community groups after school hours. The process has yet to begin, as administration has proposed meeting dates and are awaiting confirmation of the availability of school board administration. A new joint use protocol could potentially lead to reductions in LRC revenue for aquatics, facility admissions and school rentals between \$20,000 and \$30,000. This doesn't include consideration for school swim lesson registration fees which we anticipate would not be included within the scope of any potential agreement. Administration anticipates that key terms for an agreement can be completed through Q2 and Q3, however given the required approval processes with the respective Boards this could take some time.

If an agreement can be developed, there can be very positive outcomes related to increased participation and physical activity for youth in the community and some assistance in reducing field house and program space booking pressures at the LRC.

Youth Wellness

With the approval of the youth wellness business case through the 2019 budget, free summer access memberships for Grade 8 and 9 students will be provided beginning in July 2019. Based on consultation with schools, full year memberships were to be provided to students beginning in September 2020. However, at this point Administration is not recommending further expansion of free memberships to other grades or implementation beyond 2019, but rather focus will be geared toward broader student access through a joint use protocol. There has been some consideration for the hiring of a program coordinator to facilitate after school programming however this request will be deferred to post 2020.

LRC and Alexandra Pool - Public Statutory Holiday Hours

Based on budget constraints several years ago, LRC statutory holiday hours were reduced in non-prime season (spring and summer) from 10 am to 8 pm to 11 am to 5 pm. In response to ongoing feedback from users, Administration is considering adjustment of hours in the non-prime season back to 10 am to 8 pm providing consistency for statutory holiday

hours year round for both the LRC and the Alexandra Pool. It is anticipated this could potentially impact the budget by approximately \$16,000 but it is hoped much of this can be offset through efficiencies in scheduling other staffing at the LRC.

LRC Facility Monitoring and Security

An ongoing challenge for operations at the LRC are ongoing challenges with building security, problem patrons and concern from users about safety. RCMP calls for service over the last few years are as follows:

2019 (to March 31) – 30

2018 – 115

2017 – 111

The most frequent types of occurrences included theft under \$5,000, disturbing the peace / causing a disturbance and mischief with damage to property. Occurrences take place throughout the day, with a noticeable increase taking place in the afterschool and evening hours.

In addition to public perception of safety, there is a concern for the safety of LRC staff who often are required to deal with very difficult individuals and upset patrons as a result of the occurrence that has taken place. Since its opening in 2009, facility monitors have been employed to serve as “eyes and ears” and information referral, however many incidents are beyond their training and capability to manage. As such, Administration is considering options for enhanced security that could include:

- Additional staff allocation through Leduc Enforcement Services at select times
- Contracted 3rd party security staffing, or
- An enhanced classification of facility monitor to serve as security.

Preliminary cost impact estimates for enhanced security range between \$20,000 and \$60,000. Some of these costs could be mitigated through re allocation of existing part time or casual staff wages, however more detailed review and costing of the various options available needs to take place.

Recreation Fees and Charges

Each year proposed changes to the City's recreation program, facility rental, membership, admission and other fees are discussed and ultimately approved by Council through the annual budgeting process. The existing practice is to blend together the direct and indirect costs associated with providing the service along with agreed upon service levels and cost recovery rates and market comparisons for similar services provided in other communities.

Administration is currently working to develop a Recreation Fees and Charges strategy to establish a rationalized framework by which all recreation fees are established that includes a comprehensive list of service categories, an agreed upon formula for calculating the full or “true” costs and the supported subsidization rates that are applied to the various service categories. The strategy will also serve to help Council define a balance between strategic goals of community wellness and a healthy active community along with fiscal sustainability and a desire to have competitive/comparable fees and charges with regional comparators.

At this point, it appears likely that some but not all proposed fee recommendations may be adopted in time for 2020. For those fees not clarified through the strategy, Administration will be proposing nominal increases to facility rentals, memberships and admissions.

Community Partnerships

Stemming from a request from the Leduc Golf Club to open a dialogue regarding potential transfer of land to the City of Leduc, in September 2018 a preliminary assessment of potential partnership options was providing to Council including an overview of the mutual benefits of the golf course,

In March, Council approved signing of a Memorandum of Agreement and Statement of Intentions with the Leduc Golf & Country Club to continue the working relationship and establish the principles respective to the potential ownership and Club operations of the Golf Course Lands. The agreement outlines that the City would discuss with the Club details regarding a transfer of the Golf Course Lands to the City in exchange for the City planning for and making capital improvements. Funding for potential capital improvements has been budgeted for in 2021 and beyond, however if Council chooses to proceed earlier with facility improvements, there is no funding available in the 2020 budget. It is anticipated debenture funding would be used for these improvements and if the City were to proceed in 2020, there could be an additional estimated tax revenue increase requirement for 2020 of .25% to .35%.

In addition to the Golf Club partnership, there has also been discussion taking place with the Leduc Arts Foundry as follow up to the Feasibility report presented to the City in 2018. At this point there is no funding in place for facility development in 2020, however given where the Foundry is in the development of a plan moving forward it is not anticipated substantive funding will be required in 2020.

COMMUNITY AND SOCIAL DEVELOPMENT

Arts Culture and Heritage Planning

Arts, Culture and Heritage is a new area of focus for the City of Leduc with specific reference within Council's Strategic Plan. Some implications of this new area of focus include:

- Enhancing partnerships with community organizations and liaise with key community organizations such as Dr. Woods House Museum, the Grain Elevator Society and the Leduc Art Foundry to ensure they are supported and guided through planning that will contribute to their sustainability.
- Long term planning and development of an arts, culture and heritage master plan. This would help steer the planning of all initiatives relative to arts, culture and heritage for the City through public engagement, interdepartmental collaboration and budget planning.
- Enhanced capacity to collect and archive Leduc's historical artifacts and documents.

In order to deliver enhanced support of arts, culture and heritage to the City of Leduc residents, additional resourcing will need to be considered. Some key priorities for Council consideration over the next few years could include:

- Resourcing for the development of a long term arts, culture and heritage master plan
- A Culture Development Coordinator position would provide assistance to enhance the arts, culture and heritage within the City including:

- Culture Days,
- community organization support,
- policy development related to public art,
- collections, and stewardship, heritage sites inventory and signage, and
- supporting shared programming between organizations with a shared vision etc.

Considering our financial constraints, a business case for an additional position to support arts, culture and heritage will not be considered for the 2020 budget, unless directed by Council.

Outdoor Rink – Developer Partnership

Negotiations are currently taking place that would involve partnership with the Tamani Group for a new outdoor rink in Southfork. This type of partnership has taken place with developers in other communities including Robinson and Blackstone. It is anticipated this partnership could be negotiated to take place for 2020 at a one-time cost of \$200,000. This funding is not currently allocated in the budget.

FCSS

Family and Community Support Services have evolved over the years, however there has always been a focus on partnerships and liaison with community organizations. The variety and number of partnerships has increased over time and as the community has grown and this has a cumulative impact on staffing. Some examples of enhanced partnership and liaison support include:

- Leduc Regional Housing Foundation (LRHF) and the City of Leduc FCSS have been working on a partnership where a FCSS employee works at the Foundation's office two half days per week which provides immediate access to FCSS for those coming to the Foundation office seeking housing supports.
- Schools - Family School Liaison Workers (FSLWs) are hired by the school division and work within the schools to support students attending. The FSLWs have requested an increase presence of FCSS within the schools and more opportunities to partner with in-school programs, such as Children in Change, HEROES, etc.
- Opioid Framework – this focus has required many partners to be involved in order to move forward on the many actions that have been identified within the framework. In order to continue the work and balance out the other actions required for this position, assistance will be needed to support other community development projects such as the youth engagement initiatives (council, Q&A, Influencers, HEROES, etc.).
- Leduc and Region Regional Collaborative Service Delivery framework is a tri-ministry collaborative approach to service encompassing Alberta Health Services, Alberta Education, and Alberta Human Services and Community stakeholders. Council supported the signing of the protocol which sets the expectation FCSS will be a participant in the delivery of services under the protocol.
- Leduc County FCSS is reviewing current agreements with the Province for delivery of regional programs (Parent Link and Early Childhood Development) and exploring the possibility of having each municipality deliver their own and manage the funds/program expectations. This may result in the City of Leduc FCSS being required to add this service level to their current workload.
- Unified Community Resource Collaboration Team provided a report that is endorsed by the City and is presenting the idea of creating a coalition for the region to establish terms and references and establish the scope for changing the referral process. It's currently unknown the time commitment that will be required.

Along with partnerships and liaison support, FCSS also provides direct client service support. An acceptable caseload for each Direct Client Services employee to be able to provide appropriate supports would be 20 clients per employee in addition to their other duties such as Emergency Social Services, administrative requirements, assist at community events, represent the city on partnership opportunities (i.e.: EC Coalition, Family Violence Prevention Team, etc.) This number can fluctuate, however, at the time this was prepared, and each employee has a caseload ranging from 20 to 25 active files. Creating a waitlist is not ideal when people are ready for support to make positive change. Should they have to wait to access that support, the momentum of that decision to be proactive diminishes and the risk of not coming back is very real.

Additional resourcing has been identified in the 5 year staffing plan; however, a review of FCSS will be completed through 2019 to identify efficiencies, reallocation of work assignments, and priorities will be reassessed. The project is designed to

- identify existing service gaps and service duplications,
- review locally identified challenges and recommendations and
- identify actions and steps for improvement and related budget impacts

It is anticipated that based on this review, future resourcing requests related to social development roles can be reduced.

FIRE SERVICES

Fire Prevention Officer (FPO)

In 2016, as part of the broader discussion around potential shared services between Leduc County and the City of Leduc, the City entered into an agreement to share the cost of Fire prevention officer targeting industrial properties in the Leduc Industrial Park and Nisku. The FPO's focus has been to use their expertise in the provincial Safety Codes Act and technical knowledge in the fire discipline towards ensuring public safety through monitoring and inspection of a variety of installations and structures. Other benefits have included consistency in fire inspections resulting in enhancement of overall fire safety and fire code compliance, reduced fire hazard and enhanced public education.

Through the work that has taken place through the Leduc Regional Fire Services (LRFS) initiative and the subsequent Regional Fire Framework Committee discussions, it was identified that the volume of fire prevention work in both municipalities supports the need for two full time FPO positions in each municipality. From a City perspective, a FPO was hired in 2019, but the intent was to continue to work through the shared (.5 FTE) position for a few more years to cover off inspection requirements. However, recently the County has indicated that effective immediately they no longer wish to cost share the position and will be using that funding to fund their own position. As such, an adjustment of approximately \$65,000 will need to be made to account for the balance of the 1.0 FTE allocated to those duties. With a move from a .5 FTE to a full time FTE, there will be a higher level of inspections within the City.

AHS Contract

At this time, it is projected that the AHS contract subsidization is in the order of \$300,000. This includes only costs directly related to the ambulance service delivery such as the ambulance front line staff, training, vehicle costs, a Human Resources staff position, a Finance staff position, a portion of a Deputy Chief, a portion of administrative staff support, quality assurance manager, psychological support services, and reserve contributions. The costs in this estimate do not include other indirect costs that take into consideration the support required to provide this service level. These include: supervision (fire chief), administration (ambulance contract negotiations, WCB impacts etc.), and facility maintenance / repairs. It is important to note the subsidy may increase year over year depending on what AHS provides back to offset salary increases and potential gaps between AHS contract increases and wage adjustments with City personnel. Another

concern with the AHS contract is that the allowance for ambulance bills that cannot be collected continues to be inadequate as our bad debt expense annually exceeds the allowance by more than \$100,000.

Standard of Cover

An important component of the proposed LRFS implementation plan was consideration of a 3rd fire station in the Leduc Industrial Park that would provide shared fire response to both the industrial park and Nisku. Given that LRFS and the proposed regional deployment model will not be proceeding, Administration will be implementing a Standard of Cover review to identify risk and propose options to deal with future response to the industrial park, the current 3 seat engine configuration in existing stations, and ways to mitigate risk through auto aid in the short to medium term. The City is seeking approval from the Province to revise the project deliverables. The cost of the report will be in the order of \$60,000 and will likely be fully paid for through an Alberta Community Partnership grant through the Province of Alberta, pending their approval of our request.

Leduc County and EIA Fire Response

In an effort to mitigate response time concerns and potential insurance cost impacts for ratepayers in the Leduc Industrial Park, Administration will be working with Leduc County and the EIA to determine the feasibility of an auto aid response agreement. This helps to manage appropriate fire response as we work to accommodate cost impacts of a future third fire hall.

RECOMMENDATION

This report is provided for Council's information.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / I. Sasyniuk, General Manager, Corporate Services / D. Melvie, General Manager, Community & Protective Services / M. Pieters, General Manager, Infrastructure & Planning / Jennifer Cannon, Director, Finance