

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



Monday, April 15, 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 8, 2019**
4. **DELEGATIONS & PRESENTATIONS**
5. **BUSINESS ARISING FROM PRESENTATIONS**
6. **IN-CAMERA ITEMS**
 - 6.1 **48 Street Railway Crossing**

FOIP s. 21 & 24
(S. Olson / M. Pieters - 10 mins)
 - 6.2 **Intermunicipal Projects Update/Strategic Planning**

FOIP s. 21 & 25 (LAST ITEM ON AGENDA)
(Committee Members - 1 hr)
7. **RISE AND REPORT FROM IN-CAMERA ITEMS**
8. **REPORTS FROM COMMITTEE & ADMINISTRATION**
 - 8.1 **UDI / Developer Signage Strategy**

(A. Banks, Melcor Developments Ltd. / A. Bruni, Beaverbrook Communities / S. Losier - 15 mins)

8.2 Infrastructure & Planning 2020 Budget Overview

(M. Pieters - 1 hr)

8.3 Municipal Grants and Procedures

(D. Brock - 30 mins)

8.4 Municipal Development Plan ("MDP") Update - Project Overview

(C. Labrecque / J. Brown / K. Jones - 30 mins)

8.5 City of Leduc Draft Greenhouse Gas Reduction Plan

(K. Chomlak / S. Olson - 30 mins)

8.6 Waste Diversion Initiatives

(K. Chomlak / S. Olson - 20 mins)

8.7 Proposed Meeting with St. Thomas Aquinas Roman Catholic Schools ("STAR")

(S. Davis - 5 mins)

9. GOVERNANCE

10. COUNCIL CALENDAR UPDATES

11. INFORMATION ITEMS

12. ADJOURNMENT

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

Monday, April 8, 2019

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

1. CALL TO ORDER

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

2. APPROVAL OF AGENDA

MOVED by Councillor B. Hamilton

That the Committee approve the agenda with the following additions:

6. IN-CAMERA ITEMS

6.3 Intermunicipal Relations, FOIP s. 16, 21, 24 & 25

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.4 Facilities Special Project Manager

8.5 Vaping

Motion Carried Unanimously

3. ADOPTION OF PREVIOUS NOTES

**3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday,
March 18, 2019**

MOVED by Councillor L. Hansen

That the notes of the Committee-of-the-Whole meeting held on Monday, March 18, 2019, be approved as presented.

Motion Carried Unanimously

**3.2 Approval of Notes of the Committee-of-the-Whole Meeting held Monday,
March 25, 2019**

MOVED by Councillor B. Beckett

That the notes of the Committee-of-the-Whole meeting held on Monday, March 25, 2019, be approved as presented.

Motion Carried Unanimously

4. **DELEGATIONS & PRESENTATIONS**
5. **BUSINESS ARISING FROM PRESENTATIONS**
6. **IN-CAMERA ITEMS**

MOVED by Councillor L. Tillack

That the Committee-Of-the-Whole move In-Camera at 5:03 pm.

Motion Carried Unanimously

6.1 Offsite Levy Considerations

(FOIP s. 23, 24 & 25)

Also in attendance:

S. Olson, Director, Engineering

J. Cannon, Director, Finance

R. Graham, Manager, Infrastructure

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

K. Woitt, Director, Planning & Development

N. Booth, Manager, Communications & Marketing Services

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

6.2 Airport Vicinity Protection Area ("AVPA") – St. Michael's Update

(FOIP s. 16, 21, 24 & 25)

Also in attendance:

K. Woitt, Director, Planning and Development

S. Losier, Manager, Current Planning

G. Klenke, City Solicitor

P. Benedetto, City Manager, introduced the matter. K. Woitt, S. Losier and P. Benedetto made a presentation.

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

6.3 Intergovernmental Relations

(FOIP s. 16, 21, 24 & 25)

Mayor B. Young and Councillor G. Finstad made a presentation.

Mayor B. Young, Councillor G. Finstad and P. Benedetto, City Manager, answered Council's questions.

P. Benedetto made a presentation to update Council on an ongoing matter.

7. RISE AND REPORT FROM IN-CAMERA ITEMS

8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.1 City Manager's Office & Corporate Services 2020 Budget Overview

I. Sasyniuk, General Manager, Corporate Services, and P. Benedetto, City Manager, made a PowerPoint presentation (Attached).

I. Sasyniuk, P. Benedetto, J. Cannon, Director, Finance, and J. Graham, Chief Information Officer, answered the Committee's questions

The Committee recessed at 6:57 pm.

The Committee reconvened at 8:22 pm.

I. Sasyniuk continued the PowerPoint presentation.

I. Sasyniuk, P. Benedetto, M. Pieters, General Manager, Infrastructure and Planning, and S. Davis, City Clerk, answered the Committee's questions.

Administration will return with more information relative to the costs associated with the audio/video installation in Council Chambers.

8.2 Update on Condominium Tax Enquiries

I. Sasyniuk, General Manager, Corporate Services, made a PowerPoint presentation (Attached) relative to the list of requests from condominium owners and how each request has been responded to.

I. Sasyniuk, M. Pieters, General Manager, Infrastructure and Planning, J. Cannon, Director, Finance, P. Benedetto, City Manager, and Mayor B. Young answered the Committee's questions.

Administration will bring a report to Council with the following recommendations for consideration:

1. That Council approve the expansion of the City's hydrant inspection program to include private hydrants located in condominiums and apartments with no additional charges administered for inspections. Funding to cover lost revenue of \$13,600 for 2019 will come from the Water Reserve with the ongoing cost to be embedded in operational budget on a go forward basis.
2. That Council retain the current mill rate structure for property taxes for multi-family properties, including condominiums, as this is a stable and equitable practice that benefits condominium owners and is based on a sound financial analysis.

8.3 Extended Producer Responsibility ("EPR")

Councillor G. Finstad requested that Committee members agree that the recommendations contained in Councillor G. Finstad's report dated April 8, 2019, be brought forward for consideration at Council:

1. That Administration Cooperate with other Alberta municipalities, Alberta Urban Municipalities Association, producers and recyclers of packaging and paper products, and the Province of Alberta to develop a baseline that can inform the design of a provincial EPR program by researching:

- The benefits, challenges, and risks of an EPR program in Alberta for these groups and their constituents;
- The current recycling systems and supply chains across the province, and potential impacts of an EPR program in Alberta; and

2. That Administration report back through Council no later than 2019 October.

It was agreed the recommendations would be considered at Council.

8.4 Facilities Special Project Manager

M. Pieters, General Manager, Infrastructure and Planning, advised that B. Knisley, Director, Facility and Property Services, has accepted a 2-year term position as Facilities Special Project Manager. B. Knisley is a good fit given his experience, knowledge and expertise. B. Knisley's current position will be posted.

8.5 Vaping

Councillor B. Hamilton advised that high schools within the City of Leduc are having problems with students vaping within the schools. Councillor L. Tillack advised that there are problems at the Junior High Schools and on school buses as well. There are currently no bylaws dealing with vaping.

Administration will review City Bylaws, and collaborate with the school boards, to look at options relative to regulating vaping, with a report returning to a future Council meeting.

9. INFORMATION ITEMS

10. ADJOURNMENT

The meeting adjourned at 9:16 pm.

B. YOUNG, Mayor

S. DAVIS, City Clerk

ADOPTION OF PREVIOUS NOTES

Notes of the Committee-of-the-Whole Meeting
– April 8, 2019

- *6.1 Offsite Levy Considerations
(Attachment Removed Pursuant to Sections 23, 24 & 25
of the FOIP Act)

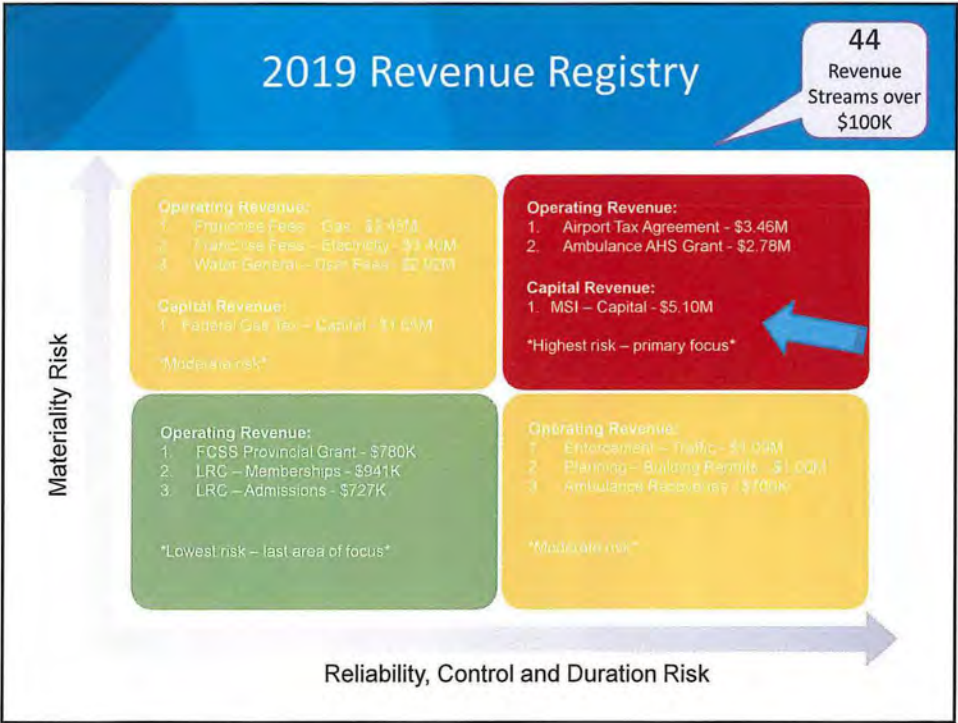
2020 Budget Overview/Changes

City Manager's Office & Corporate Services


Committee of the Whole

April 8, 2019


Presented by:
 Paul Benedetto, City Manager
 Irene Sasyniuk, GM, Corporate Services

Capital Grant Revenue

 **MSI Grant funding in jeopardy**

- May be reduced by more than 20%
- X Significant impact on Capital Budget
- X Loss of \$1M/year and \$10M/10-year

 **Federal Gas Tax Fund Grant One-Time Funding Increase**

- 2019 Federal Budget announcement
 - ✓ May receive an additional \$1.7M in 2019
 - ✓ Contingent on passing Federal Budget Implications Act



City Manager's Office

Pressures:

- New Electronic Records Management System
 - To be sequenced with new ERP System
- Ottawa-based federal advocacy and grant application support – requirement may increase

Enhanced Service Levels:

- ✓ Implementation of Meeting Management System

Efficiencies:

- ✓ Strategic Planning Facilitation: \$15k savings
- ✓ Annual Census: \$15k savings

Corporate Services

Corporate Services

Information Support (IT & GIS)	Communications & Marketing
Human Resources	Finance

Financial Services

Budgetary Pressure:

- Bank Fees increasing \$15k (from \$135k to \$150)
 - Option to add 2% to permit fees to recover credit card costs

Enhanced Service Levels:

- ✓ Split the Tax & Assessment Notices
- X Move to monthly billing for Utility Notices

Efficiencies:

- ✓ Audit Services: 12% savings (\$10k)
- ✓ Assessment Services: \$40k savings
- ✓ Continued focus on E-billing

Human Resources & OH&S

Pressures:

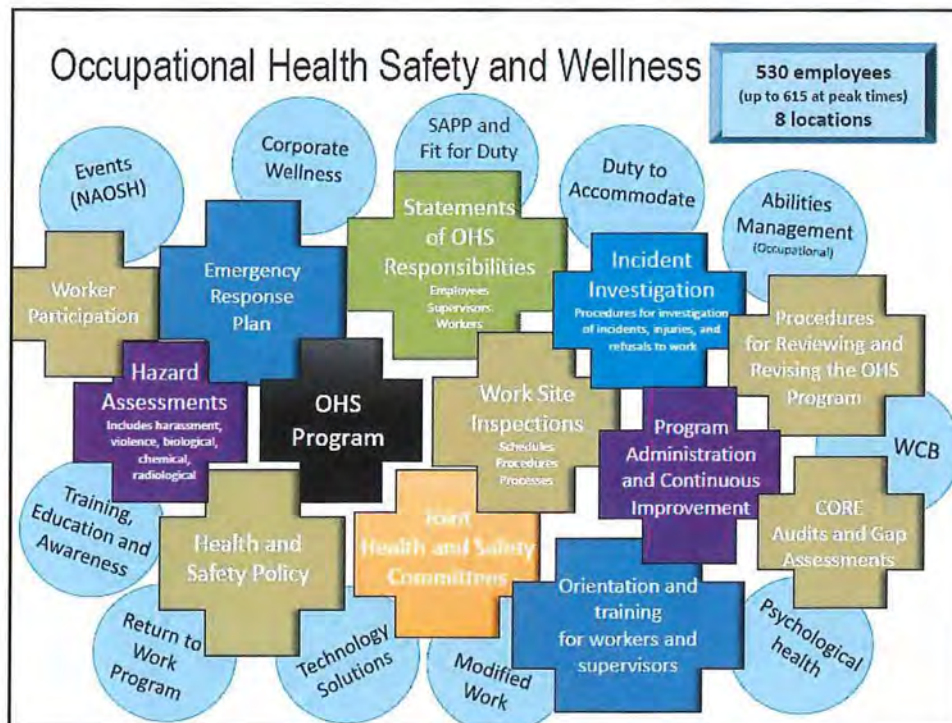
- Loss of WCB Rebates (approx \$40k/year)
- Legislative Changes:
 - Fair & Family Friendly Workplaces Act
 - Changes to Labour Code
 - OHS Legislation
 - COR Audit
 - WCB legislation
 - Legalization of Cannabis
- Abilities Management increased case management
- Addition of Maclab – additional Union

Human Resources & OH&S

Efficiencies:

- ✓ Implementing applicant tracking software – time savings for hiring supervisors & HR
- ✓ Offering more online training options
- ✓ Refined performance management process – simplified for staff and supervisors

****Absorbed the loss of \$40k within the HR & OH&S budget to result in no change in budget for 2019 to 2020****



Communications & Marketing Services

Budgetary Pressures:

- Contract Services reduced, but may need to be adjusted to align with:
 - Strategic & corporate goals
 - New emergent requests (regional initiatives, enhanced project requirements, etc.)

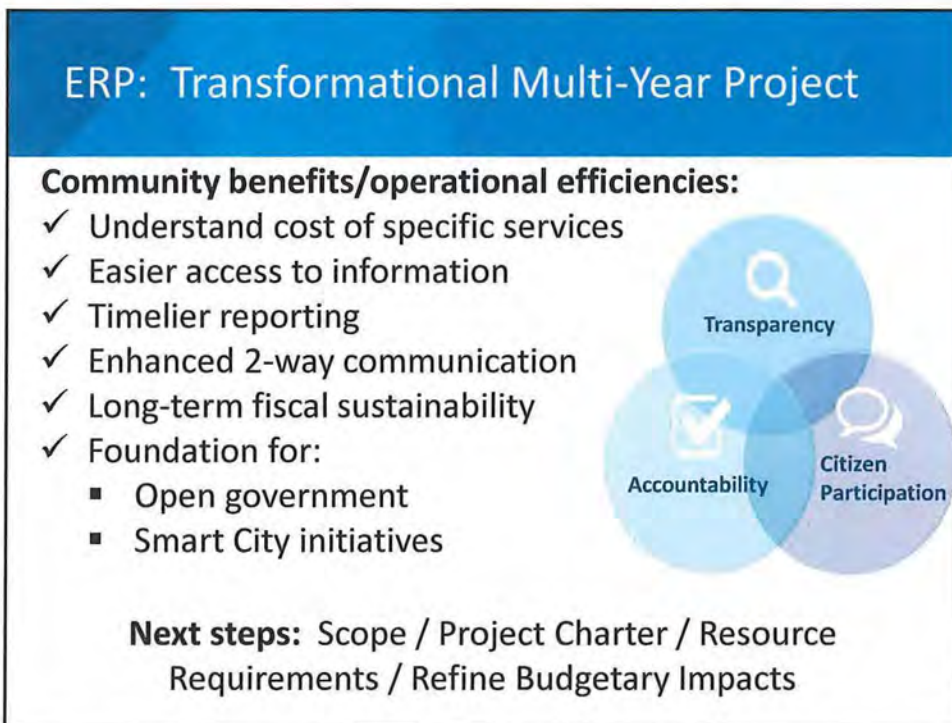
Efficiencies:

- Cross-departmental integration of communication & marketing initiatives (informed by Engagement Framework)

Corporate Information Technology & GIS

Budgetary Pressures:

- Software Maintenance Contracts may be reduced \$50k
- Require additional funding (\$100k in 2020) to support/implement strategic & corporate initiatives:
 - Open Data Strategy
 - Smart Cities Strategy
 - Citizen Reporting Tool
 - Application Rationalization
 - Enterprise Architecture





Condominium Tax & Services Review

Committee of the Whole

April 8, 2019

Presented by:
Irene Sasyniuk, GM, Corporate Services



Prior Council CoW Considerations

1. Condominium Mill Rate Review – March 12, 2018
2. Condominium Tax Update – June 25, 2018
3. City Services to Condominiums – October 15, 2018
4. Private Hydrant Inspection Services – March 19, 2019

March 12/18 CoW Report Condominium Mill Rate Review

The ask: Condo owners requested separate mill rate

Findings:

- Reviewed 23 Alberta municipalities
- No separate mill rate for condos that are primary residences
- 7 of the 23 have higher mill rates for condos that are income generating
- Current mill rate structure helps shelter condos from major market swings in assessment

June 25/18 CoW Report Condominium Tax Update

Assessment & Taxation Framework

- In Alberta, the current property tax framework shows no correlation between the services provided and taxation levied on properties
- **Taxes are based upon assessed value of the property and not on the use or availability of the services**
- From 2019 onward, the City's assessment approach has been refined to reflect market conditions for specific condo neighborhoods (rather than all condos within the City)

June 25/18 CoW Report Condominium Tax Update

Provision of City Services

- All services are provided to all residents on an equal basis, including snow removal (done on all public streets)

- Condo owners do not receive waste collection and are not charged the \$22.50/mo environmental fee

July 3/18 Meeting w/Condominium Owners

Condo Owners' Requests:

1. Condominium Board contact list/database
2. LED Street lights
3. Outside lights on individual units
4. Water meter minimum charges for meters only used in summer for lawn care
5. Fire hydrants inspections
6. Blue bag and waste pickup
7. Snow removal
8. Snow disposal
9. Road maintenance

Oct 15/18 CoW Report Meeting w/Condominium Owners

Follow up on July 3/18 Requests:

1. Condominium Board contact list/database initiated and advertised
2. LED Street lights – Fortis now working directly with condo owners
3. Outside lights on individual units – City does not provide this service to private residences
4. Water meter minimum charges for meters only used in summer for lawn care - confirmed

Oct 15/18 CoW Report Meeting w/Condominium Owners

Follow up on July 3/18 Requests:

5. Blue bag and waste pickup – infrastructure limitations and requires a \$22.50/mo charge
6. Snow removal – not recommended on private property
7. Snow disposal – not recommended due to requirement for engineered snow disposal sites
8. Road maintenance – not recommended as could increase condo owners' costs (see additional reasons cited in report)

Mar 18/19 CoW Report Private Hydrant Inspections

Follow up on July 3/18 Requests:

Request to inspect all condo fire hydrants

It is recommended that the City take over the inspection of all fire hydrants for condominium owners if Council approves a motion to cover the cost of the inspections and lost revenue (\$13.6k annually).

Latest Request: Mar 12/19 Email from Dianne Bergevin

Requests:

1. That Council waive the education portion of taxes for seniors
2. That Council institute a 10% tax reduction for condominium owners

Recommendations

That Council directs Administration to bring forward a report to a regular meeting of Council outlining the above queries and subsequent information provided along with the following proposed motions for Council's consideration:

Recommendations

1. That Council approve the expansion of the City's hydrant inspection program to include private hydrants located in condominiums and apartments with no additional charges administered for the inspections. Funding to cover lost revenue of \$13,600 for 2019 will come from the Water Reserve with the ongoing cost to be imbedded in operational budgets on a go forward basis.

Recommendations

2. That Council deny the request to reduce condominium property taxes by 10% and the request to waive the Provincial Education taxes for condominium owners as all other homeowners within the City would incur substantial increases to their taxes to offset these reductions.

Recommendations

3. That Council retain the current mill rate structure for property taxes for multi-family properties, including condominiums, as this is a stable and equitable practice that benefits condominium owners and is based on a sound financial analysis as previously presented to Council on March 12th, 2018, in Report # 2018-CoW-001 – Condominium Mill Rate Review (attached).



MEETING DATE: April 15, 2019
SUBMITTED BY: Ken Woitt, Director, Planning & Economic Development
PREPARED BY: Sylvain Losier, Manager, Current Planning & Development
REPORT TITLE: UDI / Developer Signage Strategy

REPORT SUMMARY

The purpose of this report is to present the developer signage strategy proposed by UDI. The proposed strategy's ultimate goal is to eliminate signage clutter and maximize visibility.

BACKGROUND

KEY ISSUES:

Current context

Directional signage plays a key role in insuring new communities' visibility and exposure to potential purchasers. Signs are regulated under section 24.0 of the Land Use Bylaw (LUB) and here is what is currently allowed:

1. Sandwich boards within boulevard and median areas on weekends (throughout entire City):
 - Exempt for a permit under Land Use Bylaw
 - Only for House for Sale, Show Home and Home Builders
 - Hours are Friday 4 PM, until Sunday at midnight
2. Show Home Banner Signs
 - Exempt from permit if in the same subdivision being advertised
3. Builders signs including flags on collector roads
 - Exempt from permit, must be in the same subdivision being advertised as where their product is located
4. Directional Signs
 - Advertising for Developers of New Subdivisions or Multi-Unit Development only
 - Permit required under LUB and are valid for 3 years at a time
 - Signs are within road right-of-way and limited to closest arterial to subdivision
 - Only one sign per each directional change
 - 100 meters minimum distance separation from another developer's sign

With the economic downturn, marketing and visibility have become more important. Administration believes that this could partially explain why developers and builders are now erecting illegal signs throughout the City of Leduc more than ever before. The other rational Administration has identified is that the current strategy does not completely meet the expectation and needs of all parties, which is why a dialogue was opened with UDI Leduc representatives.

UDI Leduc signage strategy proposal

Administration have met with 2 UDI Leduc representatives to discuss signage. After the initial conversation, they met with their peers and discussed the issues. On Thursday, March 14, Administration received UDI's proposal.

The proposal contains 4 key complementary elements that would ensure a certain level of uniformity (to avoid confusion), while offering a level of flexibility to reflect each neighbourhood's unique character. The strategy would focus the actions like a funnel from a city wide approach all the way to the specific developments within each new communities.

1. City of Leduc Community wayfinding signage (city wide)

These signs would be strategically located at or near key intersections throughout the City of Leduc. They would display the name of multiple communities that are under development. There could be 7-10 of them and the location, type, size would be determined in collaboration by the City and UDI Leduc.

2. Developer Directional Signage (external to the community)

This is very similar to the current practice of enabling directional signage for a community. UDI is proposing a maximum of 4 directional signs instead of limiting to one per directional change and the closest arterial or collector. Size would remain the same as currently under the LUB.

3. Community Signage (internal to the community)

This would be done within the community by the developer in order to promote builders, showhomes, and directions while being complementary to the pageantry. This would allow an orderly signage strategy to direct internal activities.

4. Street lights banner (internal to community and on adjacent collector/arterial)

Within each neighbourhoods, there would be an opportunity to utilize street light poles to install banners to the brand of the City and/or the neighbourhood. The example of Devon was used in UDI's proposal. This would be maintained and managed by the developers. Preliminary discussion with Fortis appears to support such initiative. More conversations will be required before implementation is allowed.

Limitation and cautions

The proposed strategy contains many elements that are in alignment with our current framework, but certain elements would require modifications to the LUB. Administration would like to explore the pros and cons of amending the LUB versus removing directional signage from it in favour of potentially developing a directional signage policy. Furthermore, it is important to note that this strategy is proposed by UDI Leduc, and was not endorsed by BUILD or the Canadian Home Builders Association (CHBA). It is important to note that builders have recently expressed their concerns about the current directional signage regulations and the limitations imposed on them compared to the developers. Administration has reached out to CHBA and will discuss the opportunities shared with Council at the March 25 Committee-of-the-Whole. At the time of writing this report, a date for our first meeting was not yet selected.

Secondly, it is important to note that the available space within the road right of ways is limited, and priority shall always be given to signage related to circulation and road safety. Directional signs and community event signs can share the extra space in the ROW's but shall never interfere with the circulation signs.

Finally, it is important to note that implementing a strategy such as proposed will require collaboration, resources, and communication between parties. This would need to be explored furthermore before Council could make a decision.

Next steps

If Council is supportive of this initiative, Administration would work with UDI to build on this strategy, identify potential related costs and revenues, and have additional discussion with Fortis. Once ready, Administration and UDI Leduc would come back to Council with the proposed framework. In parallel, we will have discussions with CHBA and bring that initiative under the City of Leduc signage strategy.

ATTACHMENTS:

Attachment 1: UDI report

Attachment 2: Higher definition location map

Attachment 3: Table on signage within other municipalities

Attachment 4: Issue Briefing

RECOMMENDATION

This report is for information and discussion. Administration will return in the future to Committee of the Whole or Council, pending on the proposed framework. The timeline to return will depend on the feedback received at CoW and the coordination amongst the multiple stakeholders.

Others Who Have Reviewed this Report

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



CITY OF LEDUC DEVELOPER SIGNAGE PROPOSAL

March 15, 2019

Objective

To develop a bilateral signage procedure that supports the development community, and the City of Leduc's vision for growth.

The purpose of the signage is to inform the public of residential community locations via useful design in strategically planned locations. The use of developer directional signage, City of Leduc community signage, streetlight banners and builder signage will be utilized for this initiative. Spacing and sizing will reflect adequate requirements to effectively direct the public to communities and subsequent showhome parades.

Directional signage is instrumental in bringing potential home buyers to communities and showhomes. New subdivisions are often located in undeveloped areas of the city, with showhomes located on roads that do not populate on Google Maps. It is through experience, research and discussions with builder partners, and home buyers that these ideologies have been formed.

Summary

1. *City of Leduc Community Wayfinding Signage - External (arterial roads)*
2. *Developer Showhome Directional Signage- External (arterial and collector roads)*
3. *Community Showhome Signage - Internal (collector and local roads)*
4. *Streetlight Banners*

1. City of Leduc Community Wayfinding Signage – External

- To be used at important intersections to direct traffic to respective quarter sections. The ultimate goal would be to eliminate signage clutter, and utilize one standard City of Leduc wayfinding sign template, while still incorporating individual community branding.
- Allow on multiple arterial roads and access points (do not restrict to "one path"). Location to be determined by UDI Leduc and the City of Leduc collectively, along with sign style, design and size.
- Examples of this type of sign, and potential locations represented as Figures 1 & 2.

2. Developer Showhome Directional Signage- External

- Will be used to facilitate traffic from major intersections to each respective development.
- Maximum number of developer directional signs to be 4 per community.
- Permit to be issued by City of Leduc Planning and Development.

- Temporary (signage is managed as development occurs)
- Supplemental to City of Leduc community wayfinding
- Size to remain consistent with existing signage bylaw.
- Example of this type of sign represented as Figure 3.

3. Community Showhome Signage - Internal

- - used to promote; builders, directions and product types within the community.
- - to be used in conjunction with additional pageantry within the community. Directional signage within a community to be managed and coordinated at the discretion of the developer.
- -Provide an alternate option for simple, effective signage placed at appropriate locations to direct the public to showhome parades once internal to the community.
- -Example of this type of sign represented as Figures 4 & 5.

Figure 1: City of Leduc Community Wayfinding Signage Example



Figure 2: City of Leduc Community Wayfinding Signage Potential Locations

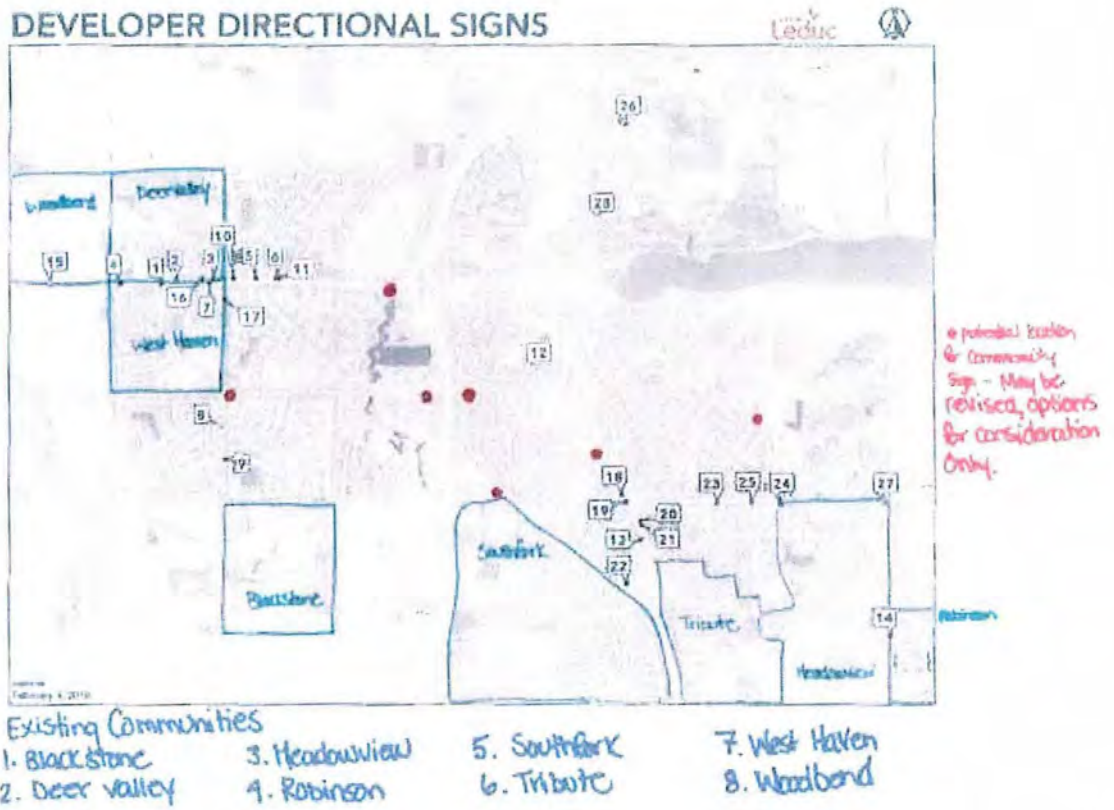


Figure 3: Developer Showhome Directional Signage Example



Figure 4: Local/Collector Builder Directional



Figure 5: Rendering and Example of Product Type Directional



4. Street Light Banners – External

- a. To enhance community presence and provide additional confirmation of direction if desired.
- b. Street light locations to be shared by neighboring developers.
- c. Developers to manage and maintain.

Figure 6: Street Light Banner Example



Summary

When compared to other municipalities, the City of Leduc has proven to be flexible and accommodating when it comes to signage in the municipality. We look forward to the opportunity to work together to create a plan that benefits both the City and developers within Leduc. As an aside, we have included information on how font size affects readability in Appendix A. This piece is for consideration only, as we continue to work together to determine size and placement of wayfinding signage within the municipality.

Appendix A

Determining sign size and letter height at speed:

- d. Determine Single Letter Area in square inches (square the letter height to obtain area occupied by a single letter and its adjoining letter space).
- e. Determine Single Letter Area in square feet: Single Letter Area in square inches/144.
- f. Determine Copy Area (Single Letter Area in square feet x total number of letters, plus area of any symbols in square feet).
- g. Determine Negative Space Area at 50% of Copy Area (Copy Area x 1.5).
- h. Add Copy Area to Negative Space Area.
- i. Result is Area of Sign in square feet.

The Effect of Font Size on Readability

Outdoor art designers use the scale on the right to determine the actual height of the lettering on a billboard. The most important information in the copy should be the largest to ensure it is read first.

Letter Height	Readable Distance	Time to Read at 60 mph
48 inches	480 feet	5.25 seconds
36 inches	360 feet	4 seconds
24 inches	240 feet	2.5 seconds
18 inches	180 feet	2 seconds
12 inches	120 feet	1.25 seconds
9 inches	90 feet	1 second
6 inches	60 feet	Less than 1 second

How Distance Influences Read

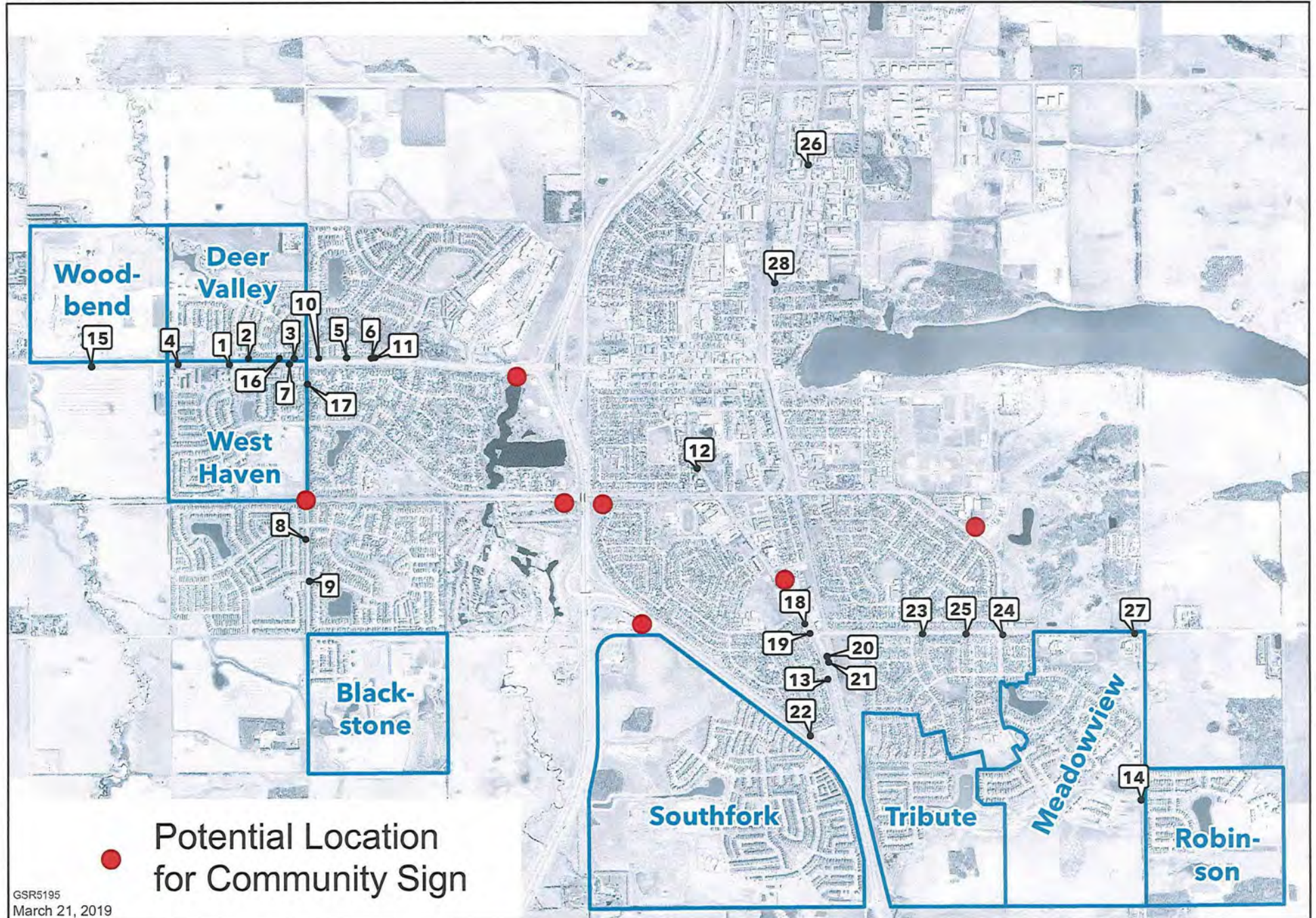


The image below shows how letter sizes will appear from 500 feet away and simulates a billboard on a freeway. Which sizes can you read best?

The image below shows how letter sizes will appear from 300 feet away and simulates a billboard on a highway. Surface street billboards allow the smallest font size.



DEVELOPER DIRECTIONAL SIGNS



Signs investigation

City of Edmonton – Findings

Signs within the Road-right-of-way is under traffic Bylaw (bylaw 5590)

Signs in ROW are temporary and of 2 kinds: for non-profit at pre-approved locations or A-frame for private business. Those for private needs to follow the following:

- The sign shall be portable
- The sign shall have a maximum sign face of 0.6 metres wide by 1.0 metre high and constructed of a material that is a minimum of 6 millimetres thick
- Each sign shall be mounted on an A-frame
- There shall be a limit of one sign per business frontage
- The sign shall be placed in line with street light poles and parking metres so as not to obstruct pedestrian traffic
- The sign shall be constructed of a painted wooden or metal material such that a rigid frame is provided and debris such as torn paper and cardboard is not present
- The sign shall be allowed directly in front of a business property only during the hours that the premises are open for business
- The sign shall not be located within 2 metres of an intersection
- The sign shall not be located on roadways (including paved shoulders), centre medians, medians between main roads and service roads, "pork chop" islands, traffic circles, or any islands/medians separating traffic

City of Edmonton – Other info

- Development industry signs have been identified as an issue in City of Edmonton Sign Review project
- Urban design team is leading the development of a sign policy. This is a 3 stages process, and they are currently in stage 2 (policy drafting). The next stage will include the necessary changes to the bylaw.

City of Beaumont – Findings

Entry / Directional Signs (5.3.7 LUB)

- Not exceed 0.6 m. sq.
- Not exceed 2 m in height
- Permitted in C1, C2, IB, USR, USI, RMD1, RMD2 districts

Temporary Signage (5.3.16 LUB)

- A-Frame (0.6 m in width and 1.0 in height) are permitted in many districts
- Banner sign (not exceeding a vertical height of 1.82 m) are permitted in many district
- Pennant Sign (to identify a subdivision) not exceeding 2.78 m. sq.

Free standing sign to advertise construction of a building or phase of development

City of Beaumont – Other info

- Signs are not allowed in right of ways
- Currently working on a strategy, modelling it on St. Albert and Fort Saskatchewan
- Will be creating a municipal process outside the LUB

City of Fort Saskatchewan – Findings

Portable sign announcing sale of real estate (12.2.1 LUB) and open house

Developer signs (12.6 LUB)

- Are billboard size (max. 9.3 m. sq.) along the highway
- Entry feature
- Off-site developer sign located on public land are subject to conditions from City's Infrastructure Management Department

Free standing sign (12.9 LUB)

- Only within property where activity is conducted

Show Home Directional Signs are permitted (12.15 LUB)

City of Fort Saskatchewan – Other info

- Have a wayfinding program. City help fund a part of program and the rest was developer funded
- The program is a partnership between City and developers
- Have a meeting with Council and UDI in a few weeks
- They regulate sign, not copy content
- They do not regulate signage within road right of way in Planning
- Moving forward with removing this from LUB

Town of Stony Plain – Findings

Developer/builder signs

- exempt from a permit if located on-site and is less than 9.0 m. sq. (5.1.2 LUB)

Signs on municipal property

- subject to Development Authority (5.1.4 LUB)

Portable signs

- Cannot encroach on public land or road (5.4.9 LUB)
- Property marketing signs: need to 800 meters of separation between advertisement of the same development

Directional signs appears to be more internal to a site (guiding pedestrian and vehicles)

Town of Stony Plain – Other info

- They need liability insurance to place sign into ROW
- Issue a development permit from Planning & Development, but is questioning if this is the right process
- Encourage them to have double-sided sign. Town has seen sign for multiple developments

Strathcona County – Findings

Signs on public property

- not to be placed unless permitted or subject to agreement (5.7.1 LUB)
- temporary sign may be placed pending certain criteria (5.7.4 LUB)

Directional signs seem to be limited to on-site (5.16.10 LUB) under LUB

Temporary signs are allowed on-site (5.17 LUB)

Strathcona County – Other info

- Enable signs mainly on private property
- Does not allow sandwich board.

- People started complaining and that brought a showhome wayfinding program. Builders pay to participate. The City puts the signs up. It has been in place for about 6 years.
- Signage is dealt by Transportation and Agriculture.

City of Spruce Grove – Findings

Development marketing Signs

- Are temporary for the purpose of promoting neighbourhoods in development
- To be located within the neighbourhood and max of 2 per quarter section (104 LUB)
- DP valid for 1 year

Sign on public land need a License of occupation (98.16 of LUB)

City of Spruce Grove – Other info

- Corporate initiative towards a potential signage strategy for builders
- Independent process from LUB
- Thinking about limiting the features of entrance features
- Got involved because signs became a safety issues, was interfering with maintenance.
- Wayfinding for the neighbourhoods
- Arterial sign are for developers. Builders are contained within their neighbourhood.
- They are investigating options

ISSUE BRIEFING

Mayor and Council

Title: Builder and Developer Signage

Issue: Builders and developers are erecting signs throughout the City of Leduc in places where they are not allowed under the signage regulations. This is likely due to several reasons, including the economic downturn and that the current signage guidelines aren't working for them. By relaxing the permitting rules for builders and developers that could result in some discord amongst other businesses in the community.

Key Messages:

- City Council understands the challenges facing builders and developers as a result of the current economic situation in the region.
- City Administration is reviewing the different options that are available, including working with Urban Development Institute (UDI) around signage options.
- The UDI Leduc signage strategy proposal contains elements that would capture the uniqueness of each neighborhood while offering consistency for signage.
- In this initiative, City Council and Administration is reviewing signage related to builders and developers, as well as community event signage.

BACKGROUND:

- Administration have met with two UDI Leduc representatives to discuss signage.
- After the initial conversation, they went to their peers and discussed the issues at hand for a few weeks, and on Thursday, March 14, Administration received UDI's proposal.
- The proposal contains four key complementary elements that would ensure a certain level of uniformity (to avoid confusion), while offering a level of flexibility to reflect each neighbourhood's unique character.
- The strategy would focus the actions like a funnel from a city wide approach all the way to the specific developments within each new communities.
- The proposed strategy contains many elements that are in alignment with our current framework, but certain elements would require modifications to the Land Use Bylaw (LUB).
- It is important to note that this strategy is proposed by UDI Leduc, and was not endorsed by BUILD or the Canadian Home Builders Association (CHBA).
- Builders have recently expressed their concerns about the current signage regulations and the limitations imposed on them compared to the developers.
- Administration has reached out to CHBA and will discuss the opportunities shared with Council at the March 25 Committee-of-the-Whole.
- Available space within the road right of ways is limited, and priority shall always be given to signage related to circulation and road safety.
- Directional signs and community event signs can share the extra space in the ROW's but shall never interfere with the circulation signs.

Other Municipalities – Findings

City of Edmonton

- Signs in ROW are temporary and of 2 kinds: for non-profit at pre-approved locations or A-frame for private business. Those for private needs to follow several criteria (detailed in the COW report attachment).
- Development industry signs have been identified as an issue in City of Edmonton Sign Review project
- Urban design team is leading the development of a sign policy. This is a 3 stages process, and they are currently in stage 2 (policy drafting). The next stage will include the necessary changes to the bylaw.

City of Beaumont – Findings

- Signs are not allowed in right of ways
- Currently working on a strategy, modelling it on St. Albert and Fort Saskatchewan
- Will be creating a municipal process outside the LUB

City of Fort Saskatchewan – Findings

- Have a wayfinding program. City help fund a part of program and the rest was developer funded
- The program is a partnership between City and developers
- Have a meeting with Council and UDI in a few weeks
- They regulate sign, not copy content
- They do not regulate signage within road right of way in Planning
- Moving forward with removing this from LUB

Town of Stony Plain – Findings

- They need liability insurance to place sign into ROW
- Issue a development permit from Planning & Development, but is questioning if this is the right process
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- Got involved because signs became a safety issues, was interfering with maintenance.
- Wayfinding for the neighbourhoods
- Arterial sign are for developers. Builders are contained within their neighbourhood.
- They are investigating options

MEETING DATE: April 15, 2019

SUBMITTED BY: Mike Pieters, General Manager, Infrastructure & Planning

PREPARED BY: Infrastructure & Planning Leadership Team

REPORT TITLE: Infrastructure & Planning 2020 Budget Overview

REPORT SUMMARY

This report provides a high level overview of some of the proposed changes to the 2020-2022 Infrastructure & Planning 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
5. 2019-CoW-004 - City Manager & Corporate Services 2020 Budget Overview –April 8, 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.

The following provides a high level overview of some of the anticipated changes for the 2020 to 2022 Infrastructure & Planning budget:

Planning & Development

Planning and Development operating budget is currently projected to be similar to the previous year with the following exceptions:

- Increase in overtime for Safety Codes staff as a result of numerous builders taking advantage of expedited processing. This entails overtime costs and is offset by revenue increases.
- Decrease in contracted services as LNEDA will no longer be functioning. Some resources may be required by economic development to offset this and we are currently assessing. We are expecting a reduction of \$200,000 to \$290,000 dependent on the outcome of the review.
- Increase in permitting fees of 2.5 % to offset the additional cost of online credit card payments identified in the Corporate Service's budget overview of Apr 8, 2019.
- Although we are showing an increase in off-site levy revenue it is a best estimate based on previous years' discussions with developers. We will have better projections when presented to Council in the fall.

On the capital side we recommend deferring the Land Use Bylaw update to 2022.

We are preparing a business case for a Business Center for Council consideration. Due to the overall fiscal pressures, unless directed by Council to bring forward a business case in 2020, Administration will suspend the preparation of a business case. The Business Center would be "the window" to getting businesses set up in Leduc, either from local entrepreneurs, or from investors from outside the City. It would be a "One-Stop Shop" for City permitting, as well as a review of: land use information; taxes and fees; potential locations for purchase, development, lease or rent, as well as updated contact information for property. Having the information and personal input in one accessible location should provide timely support and be seen as valued by the business community.

Features of the Business Centre to facilitate new business development would include: a room for confidential discussions regarding the nature of the business, timing, location and financing; City maps on land use and available lands and buildings. It should have an interactive feature, such as a Smart Board to provide video, GIS type detail, and specifications for the land or buildings under consideration; at least three offices for the Manager, Economic Development, Economic Development Officer; and a Planning Development Officer. The only open space in the Civic Center both large enough and located for easy customer access is the atrium and would essentially mirror the reception desk.

Engineering

Engineering operating budget is currently projected to be similar to the previous year with the following exceptions:

- A decrease of \$11,000 in Special Projects as environmental testing of chlorides at LRC is only done every second year. This will be increased by \$11,000 for 2021.
- Increase for environmental monitoring of hydrovac disposal site of approximately \$30,000 annually. Further details below.

There is a strain on Environmental resources to be able to complete Council priorities. This was identified in the 2019 budget process. An updated business case will be submitted for 2020 budget recommending an increase of \$1.00/user/month in the environmental fee to cover the cost. Our environmental fee is significantly lower than others in the region. Overall our average monthly utility bill is at the lower end of the range at \$108/month (range is \$105 to \$133/month for comparators. Initiatives we can't undertake without additional resources (compromised service levels):

- Engineering is advancing Bees and Hens under a complete consulting approach as there are no staff resources available to undertake this initiative. If additional resources are not available in 2020 to review applications and conduct inspections, the program will not be implemented.

- Condo Boards and/or businesses (ICI/MF) call 5-10 times per year to discuss participating in an organics diversion program. The resources to participate are part of the scope of the environmental position business case.
- Implement additional initiatives (unbudgeted) for the environmental plan including weather and climate readiness plan, water conservation plan and the potential PACE initiative.
- Grants for Arbour Day require time to apply and acquiring letters of support, application forms, extensive consultation with other City departments and LEAB, etc. This is a lost opportunity of ~\$25k towards trees.
- School Outreach – one environmental initiative is to go to the schools and educate kids on water conservation and waste diversion. The City is creating a video game for kids as part of the revised app, but doesn't have resources to spend time engaging in the classroom.
- The City has dropped participation in the LRC tradeshow during Rodeo to limit events and does not have time to coordinate guest presentations at the Library on waste diversion topics.

Following are changes that could affect the 2020 capital budget:

- Alberta Environment and Parks (AEP) is starting to pressure municipalities to take action on management of hydrovac slurry. We currently have \$53,200 in the operating budget (Utility Services) to dispose of the waste and will monitor to determine adequacy for the upcoming budget. Once hydrovac waste disposal at the old shop has ceased, cleanup will be required on the contaminated soils. To remediate soil from the old shop the City will do a Phase 1 site assessment in 2019 that will help us determine the scope for the cleanup. An estimate of \$250K for clean-up and monitoring is being put forward in the 2020 budget and will be updated as we get more information with an additional \$250K in 2021. In addition, at least \$30,000 per year will be required in the operating budget as outlined above.
- Annual monitoring has shown that chlorides are encroaching on Telford Lake from the old public works shop and additional actions are required. Drawdown wells to intercept salt contamination are estimated at approximately \$200,000 and will be added to the capital budget for 2020. This cost is lower than it could have been, due to the City utilizing the Lede Park Road project to replace salt contaminated ditches adjacent to the road and pave a cap over the road in front of the public works shop that was rich in salts. Monitoring will continue but is already budgeted for in operating.
- Two more drawdown wells at Elks former landfill in the amount of \$160K are required as a result of continuing high chloride concentrations from the annual monitoring (1 exists currently).
- New waste sorting at City facilities and events will add \$50K in 2020 to achieve the required sorting stations at City facilities as per Council during budget 2019.
- The City was advised that the Rail Act has been amended in late February 2019 allowing for "grandfathering" of existing rail crossings. Administration is examining how much of the \$1,875,000 currently in budget can be removed.

Facilities & Properties Services

The Facilities operating budget changes are primarily driven by inflation. There are some significant changes as outlined below:

- The addition to the RCMP building will cause increases to facilities budgets for utilities, custodial, maintenance and repairs as well as associated supplies. These increases will occur over 2020 and 2021 and will be adjusted for the 2020 and 2021 budget when the construction schedule is set.
- There is a \$200,000 decrease in electricity resulting from the guaranteed savings on the energy efficiency upgrades approved at 2019 budget. These savings are offset for a 10-year debenture to pay off the project implementation. With respect to electricity, the City of Leduc has under the current agreement locked in commodity pricing of approximately \$55 per megawatt, until the end of June of 2021. We have also worked with our supplier and locked in commodity pricing for electricity starting in July of 2021 of approximately \$48 per megawatt, until the

end of June of 2026. Transmission & Distribution costs continue to take a larger proportion of our bill rising from approximately 40 % five years ago to 60 % today.

- Similarly, we are seeing an increased trend in the cost related to facility maintenance in materials and supplies as well as general repairs and maintenance. Our facilities are aging and do require more attention as they age to try and keep the look and feel that we aspire to present to our citizens.

On the Capital side we are expecting an increase in the cost of the Protective Services Building due to changes in the project scope. The return of the Integrated Traffic Unit from the airport along with providing additional space for future expansion has increased the renovation and addition from 3357 sq. m. to 4097 sq. m. It has also increased the ratio of expenses for the province from an estimated 32% to 40%. We are awaiting the revised estimates from the Construction Manager.

We will also be looking to relocate the welding operation within Public Services as the original space is too small to accommodate the larger equipment that needs to be brought in for welding. A cost estimate to renovate for this function is being prepared.

In-camera Pursuant to FOIP Section(s) 16, 24 and 25

In-camera

Public Services

The Public Services operating budget changes are primarily driven by inflation in order to maintain service levels. There are some significant changes/notes as outlined below:

- At this point, we are not projecting an increase in contracted services for snow and ice control even though actuals for 2018 were greater than the 2019 budget. We will revisit at the end of this snow removal season to determine whether this needs to be adjusted for the 2020 budget.
- Extreme weather has required Public Services to adapt its snow and ice control practices which include using greater amounts of materials (sand, salt and rock chips).
- Diesel and gasoline budgets are only increased 2% however these continue to be volatile and the volume used is greatly affected by the amount of snow removal.
- Electricity is projected to increase by 4% due to transmission and distribution charges. As described above, the City has negotiated an excellent rate from our supplier but T & D charges cannot be controlled.
- Equipment and vehicle chargebacks are increasing by 4%. This amount is updated annually based on the amount of equipment and replacement costs.
- Equipment and vehicle repairs are increasing by 2%. This is largely driven by new restrictions placed on diesel engines requiring progressively greater emission control devices which has resulted in more frequent and expensive repairs.
- As the Asset Management Project is being rolled out we are seeing substantial improvement in the ability to manage our significant asset inventory. The automated work order system has improved Public Works response to work requests and updating these assets. In order to advance and fully utilize the benefits of this program, a staff

member is required in 2020 to ensure the accuracy and updating of data, managing condition assessments, training, trouble-shooting and identifying opportunities for improvement.

In the Capital program, an additional street sweeper (\$380,000) will be required to maintain service levels (complete first cycle by June 1). The City has not increased the number of sweepers since 2007 when there were 134 km of roadway. Since that time we have added another 98 km of roadway (73 % increase) with no additional equipment. Without this either we will need to lease another unit or defer completion to July 1 which will certainly lead to complaints from citizens including motorcyclists and bikers. If approved at budget an additional \$31,700 will need to be added to operating budget for equipment replacement in future as well as \$12,400 for repairs and maintenance. Administration is in the process of evaluating if it is more cost effective to lease a street sweeper in the spring for a short period of time versus the purchase of a street sweeper to be added to the fleet.

Utility Services

The Utility Services operating budget changes are primarily driven by inflation in order to maintain service levels. There are some significant changes/notes as outlined below:

- \$40,000 increase in water maintenance contracted services due to increase in number of main line valve repairs as a result of aging infrastructure and uni-directional flushing/valve exercising program.
- \$50,000 increase in wastewater maintenance contracted services due increase in the number of service lateral repairs. This will increase the utility rate fee by \$ 0.10 (from \$8.40/month to \$8.50/month)
- There was an increase in user fee revenue for both water and waste water; this was mainly offset by an increase in expenses for water purchases and processing costs. This is based on forecasted growth.
- There are additional increases in the costs of operating the infrastructure (water purchases, processing costs, etc.) however these are offset by the increase in the user fees.
- As discussed above we currently have \$53,200 in the operating budget to dispose of the hydrovac waste and will monitor to determine adequacy for the upcoming budget.

Public Transportation

The Public Transportation operating budget changes are driven by growth pressure on LATS. We are currently unable to meet the increasing demand for services. In order to maintain the current service level, we would need to add another LATS bus and two part time drivers. This would be a capital cost of approximately \$200,000 and an operational cost of \$63,000 for salaries and benefits, \$23,000 for DATS contract due to increased trips, \$25,000 for vehicle replacement reserve and \$25,000 for fuel, maintenance and insurance.

The driver contract RFP for Leduc Transit has closed and is being assessed. At this point we do not have an updated cost for Leduc Transit contract costs however we expect there will be an inflationary increase. Similar to Public Services, we are also seeing inflationary increases for fuel, maintenance and vehicle repairs.

Route 10 connecting City of Leduc and Leduc County to EIA (and Edmonton via Route 747) commenced last May. Its ridership numbers, although not high, are expected to climb with the opening of the racetrack/casino as well as expansion of Aurora. EIA is encouraging alternative ways for employees to travel to the airport to discourage congestion and a demand for additional parking. At this point we are not projecting an increase in service to route 10, however this could change as we approach 2020.

Recently Edmonton Transit Services and EIA presented to the Accord Working Group, that they are looking to increase the service level for Route 747 from one hour to every half hour. It was also suggested that the EIA Accord partners should pay for the capital costs of an additional bus as well as the cost increases for a City of Edmonton internal connector route. The Accord Working Group did not accept the service level increases as they were not sufficiently justified by data provided. The other two items were excluded from the agreement and partners did not agree to include them. Costs associated with this are subject to negotiations at the EIA Accord table.

The invoice for 2018 for EIA Internal transit for May to December was \$347,097. This would equate to approximately \$520,000 for a full year which is well below the original estimate of \$720,000. This cost is shared 50/50 with Leduc County in accordance with our agreement resulting in a cost of \$260,000 for the City of Leduc. Although the cost share for EIA Accord transit needs to be negotiated on an annual basis, it is recommended to remove \$100,000 for 2019 which would reduce our budget to \$287,685 for 2019.

Efficiencies

As in past years, Administration continues to seek efficiencies and incorporate them into our practices or seek the necessary approvals to implement. Recently these included:

- A partnership with Leduc County with respect to the procurement of a spray patcher
- Piloting grader tires resulting in a savings of \$26,425
- Installation of solar cells at operations building and LRC
- Continuation of water meter installations in 2019 resulting in improvement of water losses.

RECOMMENDATION

This report is provided for Council's information.

Approval Information		
<i>(Remove any signature blocks that are not required for this report.)</i>		
<i>(Approval Information must not appear alone on a separate page.)</i>		
<input checked="" type="checkbox"/>  City Manager	<input checked="" type="checkbox"/>  GM - Infras & Plan	<input checked="" type="checkbox"/>  GM - Comm Serv & PS
<input checked="" type="checkbox"/>  GM - Corp Serv		<input checked="" type="checkbox"/>  Director, Finance

MEETING DATE: April 15, 2019

SUBMITTED BY: Donna Brock, Director Community and Social Development

PREPARED BY: Tabitha White, FCSS Social Planning Lead

REPORT TITLE: Municipal Grants and Procedures

REPORT SUMMARY

This report is to provide an outline of proposed additions to the Municipal Grant Policy and Procedures (Attachment 1) for discussion. It is submitted by Administration as information.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

On September 10, 2018 Council approved the following:

MOVED by Councillor L. Tillack that the following groups be removed from the Grants to Organizations and be placed within the ongoing operational budget:

- Leduc and District Food Bank Association
- Leduc Victim Services
- Riseup Society Alberta
- Leduc Community Living Association
- Leduc LINX Connect Centre
- Leduc Santa's Helpers
- Leduc Hub Association
- Society of St. Vincent de Paul
- Leduc and District Family Violence Prevention Team

On June 26, 2017, Council approved amendments to the Municipal Grants policy and procedures as presented.

KEY ISSUES:

The policy outlines the purpose and procedures for organizations to access municipal grants. Nine organizations that received Grants to Organization funds were moved to the base budget as per Council direction (September 10, 2018). It is important the policy reflect the current opportunities for funding for organizations and provide clear guidelines for each, including the new funding stream, Ongoing Community Support (OCS).

The additions reflected below for OCS considered the financial impacts on the organization. For example, without restrictions on how often OCS groups can request budget increases, the City could face an increase of \$40,000 per year (\$120,000 over three year period) if all nine groups requested 10% funding increases concurrently.

The parameters recommended have groups requesting increases up to 10% of current grant allotment (or \$5000 whichever deemed higher) over three years to control the impact financially on the organization and allow some flexibility for those requesting funding. Consider general inflation annually being approximately 2%, the 10% over three years allows flexibility for groups while having some predictability for budget planning.

This does however, require more monitoring and tracking by administration as we may see staggered increase requests by groups.

The following outlines proposed additions, highlighted in yellow, to the current policy:

Funding Types:

- 5. Ongoing Community Support** - To provide core social funding for **Council selected** non-profit organizations or committees who provide preventive social services that enrich and strengthen family and community life.

General Eligibility Criteria and Evaluation Guidelines for Type 5

- Majority of citizens served must reside within the City of Leduc.
- Annual reporting process may include an annual final report and financial statement.
- An applicant materially in arrears in payment of its accounts with the City of Leduc may be removed from Ongoing Community Support funding as per Council direction.
- Requests for increased funding must be submitted in writing by May 1 to Family & Community Support Services and subject to review.
- Funding increases may be approved by Administration if the amount is less than 10% of current grant allotment for that organization or less than \$5,000 (whichever is deemed higher) in three years. Requests above the allotment will be directed to Council for a decision.

The following outlines proposed additions to the current procedures:

Policy Title: Municipal Grants

Funding Types:

- Event Hosting Grants** – To provide funds to eligible community groups and events to assist in defraying costs associated with those events. Event Hosting Grant requests \$2,500 and under will be reviewed by the Grant Application Committee and recommendations provided to Council for approval. Grant requests over \$2,500 will be reviewed by Council.
- Travel Grants** – To assist City of Leduc residents with the cost of travel to provincial, western Canada, national or international events in which they represent the City of Leduc, or to receive training / instruction that will be taught in the community. Travel Grant requests will be reviewed by the Grant Application Committee.
- General Grants to Organizations** – To provide assistance to City of Leduc non-profit organizations whose activities benefit Leduc's citizens.
 - Grant requests involving recreation / amateur sport, arts, culture, parks, and other community activities will be reviewed by the City's **Parks, Recreation and Culture Board (PRCB)**.
 - Grant requests involving social services programs and initiatives will be reviewed by the City's **Family and Community Support Services (FCSS) Board**.
- Sport Tourism Grants** – To provide financial support to eligible community groups hosting events in Leduc that are associated with sports and/or agriculture.

- a) A sport and/or agriculture tourism event is defined as:
 - i. A recognized sporting and/or agriculture event that takes place over more than one day;
 - ii. That incorporates an intensive level of activity into those days;
 - iii. Offers participants a unique sporting and/or agriculture experience; and;
 - iv. Has an impact on the local economy.

5. **Ongoing Community Support-** To provide core social funding for **Council selected** non-profit organizations or committees who provide preventive social services that enrich and strengthen family and community life.

General Eligibility Criteria and Evaluation Guidelines for Type 5

1. Majority of citizens served, must reside within the City of Leduc.
2. Completion of a final report and include all financial documentation demonstrating the grant funding was expended as approved OR annual reporting process may include an annual final report and financial statement.
3. An applicant materially in arrears in payment of its accounts with the City of Leduc may be removed from Ongoing Community Support funding as per Council direction.
4. Requests for increased funding must be submitted in writing by May 1 to Family & Community Support Services and subject to review.
5. Funding increases may be approved by Administration if the amount is less than 10% of current grant allotment for that organization **or** less than \$5,000 (whichever is deemed higher) in three years. Requests above the allotment will be directed to Council for a decision.

Procedure Title: Municipal Grants

Procedures:

A. Funding

1. Funding requirements for grants will be provided through the City's budget process.
2. There are **five** streams of municipal grants:
 - a) **Event Hosting Grants** – To provide funds to eligible community groups and events to assist in defraying costs associated with those events. Event Hosting Grants will be applied for in conjunction with the Host Grant application form and will be reviewed by the Council Grant Application Committee. The committee is comprised of three appointed Councillors and one Community and Protective Services (CPS) administrative liaison (non voting).
 - b) **Travel Grants** – To assist City of Leduc residents with the cost of travel to provincial, western Canada, national or international events in which they represent the City of Leduc, or to receive training / instruction that will be taught in the community. Travel Grants will be applied for in conjunction with the Travel Grant application form and will be reviewed by the Council Grant Application Committee. The committee is comprised of three appointed Councillors and one CPS administrative liaison (non voting).

- c) **General Grants to Organizations** – To provide assistance to City of Leduc non-profit organizations whose activities result in benefiting Leduc’s citizens.
 - i. Grant requests involving recreation / amateur sport, arts, culture, parks, and other community activities will be reviewed by the City’s **Parks, Recreation and Culture (PRC) Board**. The Board will make their recommendation to City Council on whether grant funding will be provided, and the amount of funding to be disbursed.
 - ii. Grant requests involving social services programs and initiatives will be reviewed through the City’s **Family and Community Support Services (FCSS) Board**. The Board will make their recommendation to City Council on whether grant funding will be provided, and the amount of funding to be disbursed. Grant applications assessed and rated by the FCSS Board are based on specified criteria as per the FCSS Mandate.
- d) **Sport Tourism Event Grants** – To provide financial support to eligible community groups hosting events in Leduc that are associated with sports and/or agriculture.

A sport and/or agriculture tourism event is defined as:

 - i. A recognized sporting and/or agriculture event that takes place over more than one day
 - ii. That incorporates an intensive level of activity into those days;
 - iii. Offers participants a unique sporting and/or agriculture experience; and
 - iv. Has an impact on the local economy.
- e) **Ongoing Community Support** - To provide core social funding for Council selected non-profit organizations or committees who provide preventive social services that enrich and strengthen family and community life.

B. Applications

1. Deadline Dates:

- a) Applications for General Grants to Organizations shall be submitted to the designated contact in the month of August. A specific deadline date will be established annually by agreement between the Boards and the CPS business unit.
- b) Applications will be submitted prior to the budget year for which the grant application will be considered.
- c) Applications for Travel and Event Hosting Grants will be accepted on an ongoing basis throughout the year, but must be received no less than eight (8) weeks prior to the scheduled event date. Special circumstances will be taken into consideration for late applications. Applications will be processed as submitted.
- d) Applications for Ongoing Community Support funds will require a formal presentation to City Council.

D. Administration shall:

1. With respect to grants under the jurisdictions of the relevant Boards / Committees and the business unit, administer this policy in accordance with the directions of City Council;
2. With respect to this procedure, provide administrative support and financial advice to City Council, or the relevant Boards or Committees, and all other City business units as may, from time-to-time, be necessary;
3. Ensure the payment of outstanding City claims against an applicant prior to forwarding any cash grant to that applicant;
4. Administer grants approved by City Council on behalf of the Board and report thereon to City Council;
5. In conjunction with the Board, ascertain the relative merit of applicants for grants to be evaluated by the relevant Board;
6. Act as a liaison to the applicants, the relevant Board and City Council;
7. As required, convene an ad hoc committee to review emergent grant requests.
8. Provide City Council with a summary of Ongoing Community Support Funds through the budget process.

ATTACHMENTS:

City of Leduc Policy 11.00:22 Municipal Grants and Procedures

RECOMMENDATION

Accept report for information only.

Others Who Have Reviewed this Report

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



City of Leduc Policy

Policy Title: Municipal Grants

Policy No: 11.00:22

Supersedes: 11.00:22
(August 22, 2011)

Revision #: 1

Authority: City Council	
Section: Council	Approval Date: June 26, 2017
Responsible Department: Community and Protective Services	Effective Date: June 26, 2017
Relevant Legislation: City of Leduc Procedures (attached)	
Relevant Council Resolution(s) and Date(s): Resolution 175/2011 – August 22, 2011, June 26, 2017	
Relevant Bylaw and Date(s):	
Authority' Signature:	

Policy Objective:

To provide guidelines for awarding Municipal grants.

Policy:

The City of Leduc May Provide:

1. Limited assistance to non-profit organizations of Leduc whose programs or activities result in benefits to Leduc; however, an applicant that can accomplish an adequate level of activity without a grant may not be recommended for a grant.
2. Limited financial assistance to non-profit organizations or individuals or residents in Leduc travelling to a provincial, national or international arts, recreation, multicultural or sport event.
3. Limited financial assistance to non-profit organizations hosting provincial, national or international recreation, multicultural or sport events in Leduc.
4. Limited financial assistance to organizations without non-profit status may be considered.

Provide Support to Non Profit Organizations

The City of Leduc values the contributions the non-profit sector makes toward social, personal, environmental and economic development and commits support funding through this policy. Leduc is known for its dedicated and willing volunteers. Many of these serve the community through non-profit organizations providing a myriad of arts, social service, recreation, sport, multi-cultural and other community-based programs and services the City of Leduc could never sustain. In addition to the direct services they provide, the non-profit sector generates economic activity, develops community leadership, and empowers citizens to contribute to building a strong, viable and caring community.

Funding Types:

1. **Event Hosting Grants** – To provide funds to eligible community groups and events to assist in defraying costs associated with those events. Event Hosting Grant requests \$2,500 and under will be reviewed by the Grant Application Committee and recommendations provided to Council for approval. Grant requests over \$2,500 will be reviewed by Council.
2. **Travel Grants** – To assist City of Leduc residents with the cost of travel to provincial, western Canada, national or international events in which they represent the City of Leduc, or to receive training / instruction that will be taught in the community. Travel Grant requests will be reviewed by the Grant Application Committee.
3. **General Grants to Organizations** – To provide assistance to City of Leduc non-profit organizations whose activities benefit Leduc's citizens.
 - a) Grant requests involving recreation / amateur sport, arts, culture, parks, and other community activities will be reviewed by the City's **Parks, Recreation and Culture Board (PRCB)**.
 - b) Grant requests involving social services programs and initiatives will be reviewed by the City's **Family and Community Support Services (FCSS) Board**.
4. **Sport Tourism Grants** – To provide financial support to eligible community groups hosting events in Leduc that are associated with sports and/or agriculture.
 - a) A sport and/or agriculture tourism event is defined as:
 - i. A recognized sporting and/or agriculture event that takes place over more than one day;
 - ii. That incorporates an intensive level of activity into those days;
 - iii. Offers participants a unique sporting and/or agriculture experience; and;
 - iv. Has an impact on the local economy.
5. **Ongoing Community Support-** To provide core social funding for **Council selected** non-profit organizations or committees who provide preventive social services that enrich and strengthen family and community life.

General Eligibility Criteria and Evaluation Guidelines for Types 1-4

1. Operational funding and other forms of assistance from the City of Leduc whether through grants or lease subsidies, will be considered in the review of an operating grant.
2. An applicant materially in arrears in payment of its accounts with the City of Leduc at the time of review of the grant applications shall not be recommended for a grant unless direction to do so is provided by Leduc City Council.

3. An applicant will not receive a grant in excess of 25 percent of its operating expenditures, based on their recent financial statement unless direction to do so is provided by Leduc City Council
4. The maximum and minimum grant award may be established annually based on grant funding available.
5. Multiyear funding may be provided for up to three years. After three (3) years, the funding request will be reassessed.
6. Applicants that received multiyear funding will not be eligible for reapplication until their multiyear funding is complete, unless there are extenuating circumstances outlined to Leduc City Council that would justify additional funding.
7. All applicants will be provided with a written basis of the decision, regarding their initial grant recommendation, within a reasonable time after the application deadline.

General Eligibility Criteria and Evaluation Guidelines for Type 5

1. Majority of citizens served, must reside within the City of Leduc.
2. Annual reporting process may include an annual final report and financial statement.
3. An applicant materially in arrears in payment of its accounts with the City of Leduc may be removed from Ongoing Community Support funding as per Council direction.
4. Requests for increased funding must be submitted in writing by May 1 to Family & Community Support Services and subject to review.
5. Funding increases may be approved by Administration if the amount is less than 10% of current grant allotment for that organization **or** less than \$5,000 (whichever is deemed higher) in three years. Requests above the allotment will be directed to Council for a decision.

PROCEDURE

Procedure Title: Municipal Grants

Related Policy: 11.00:22, Municipal Grants

Date: June 26, 2017

Revision: 1

Approved On: June 26, 2017

Signature:

Procedure Objective: Provide eligibility criteria, administrative process and evaluation guidelines for awarding grants to organizations and municipal grants.

Definitions:

- 1.01 "Applicant" means an organization or individual applying for a grant pursuant to this policy.
- 1.02 "Arts" means all those symbolic representations of a people's worldview transmitted through the media of music, drama, dance, visual arts, literature and craft and combinations thereof. Arts includes, but is not limited to, the activities of musical composition, singing, dancing, acting, drawing, painting, sculpture, graphic, motion pictures and photography, creative writing, weaving, pottery, jewelry making, embroidering, and architecture.
- 1.03 "Board / Committee" means those groups of citizens designated by City Council to make recommendations to City Council on grants applications and on such other matters that may from time-to-time be requested by City Council. These will include the Parks, Recreation and Culture Board, Family and Community Support Services Board and other funding review committees as appointed by Council.
- 1.04 "Community Activity" means programs and activities provided by applicants which help citizens to strengthen personal or community life.
- 1.05 "Community Grant" means a grant awarded by the City to an applicant pursuant to this policy.
- 1.06 "Designated Contact" means City staff or the staff of Community and Protective Services assigned the responsibility of managing a grant program pursuant to this policy.
- 1.07 "Incorporating Documents" means the documents by which an applicant is incorporated or created and includes an application for incorporation, articles of incorporation, memorandum of association, articles of association and bylaws.
- 1.08 "Multicultural" means the practice of promoting human and group relations, in which ethnic, racial, religious and linguistic similarities and differences are valued, respected and exchanged.

- 1.09 "Policy" means this City policy together with all attachments hereto as amended from this time.
- 1.10 "Recreation/Amateur Sport" means all activities and experiences in which an individual chooses to participate in his/her leisure time and includes, but is not limited to, athletic, physical, historical, natural science, cultural, social and intellectual activities, experiences and programs.
- 1.11 "Social Services" defined as social programs and activities provided by not-for-profit organizations which help citizens to strengthen personal or community life.

Appeals

There shall be limited provisions by which an appeal can be made. An appeal must be in writing and follow the identified appeal process.

Grants to Organizations appeal process:

There shall be limited provisions by which an appeal can be made. An appeal must be in writing to Council within 45 days of receiving notification of the grant application decision.

For all other grants appeal processes: To submit an appeal regarding a grant decision, contact the appointed City grant administrator.

The following four matters may not be considered as viable grounds for appeal:

1. Changes in circumstances of the applicant since the date of the grant application. The circumstances of the applicant and of the appeal must be limited to the date on the original grant application or the deadline date for filing the grant application, and not the facts or circumstances subsequently arising;
2. Changes in the application since the grant deadline date will not be considered;
3. An appeal from a finding of fact regarding fundamental eligibility is not appealable (e.g. late submission, incomplete grant application, applicant not properly registered as a not-for-profit society);
4. This policy does not apply to programs of assistance the City of Leduc administers on behalf of another order of government.

Procedures:

A. Funding

1. Funding requirements for grants will be provided through the City's budget process.
2. There are **five** streams of municipal grants:
 - a) **Event Hosting Grants** – To provide funds to eligible community groups and events to assist in defraying costs associated with those events. Event Hosting Grants will be applied for in conjunction with the Host Grant application form and will be reviewed by the Council Grant Application Committee. The committee is comprised of three appointed Councillors and one Community and Protective Services (CPS) administrative liaison (non voting).

- b) **Travel Grants** – To assist City of Leduc residents with the cost of travel to provincial, western Canada, national or international events in which they represent the City of Leduc, or to receive training / instruction that will be taught in the community. Travel Grants will be applied for in conjunction with the Travel Grant application form and will be reviewed by the Council Grant Application Committee. The committee is comprised of three appointed Councillors and one CPS administrative liaison (non voting).
- c) **General Grants to Organizations** – To provide assistance to City of Leduc non-profit organizations whose activities result in benefiting Leduc's citizens.
 - i. Grant requests involving recreation / amateur sport, arts, culture, parks, and other community activities will be reviewed by the City's **Parks, Recreation and Culture (PRC) Board**. The Board will make their recommendation to City Council on whether grant funding will be provided, and the amount of funding to be disbursed.
 - ii. Grant requests involving social services programs and initiatives will be reviewed through the City's **Family and Community Support Services (FCSS) Board**. The Board will make their recommendation to City Council on whether grant funding will be provided, and the amount of funding to be disbursed. Grant applications assessed and rated by the FCSS Board are based on specified criteria as per the FCSS Mandate.
- d) **Sport Tourism Event Grants** – To provide financial support to eligible community groups hosting events in Leduc that are associated with sports and/or agriculture.

A sport and/or agriculture tourism event is defined as:

- i. A recognized sporting and/or agriculture event that takes place over more than one day
 - ii. That incorporates an intensive level of activity into those days;
 - iii. Offers participants a unique sporting and/or agriculture experience; and
 - iv. Has an impact on the local economy.
- e) **Ongoing Community Support-** To provide core social funding for **Council selected** non-profit organizations or committees who provide preventive social services that enrich and strengthen family and community life.

B. Applications

1. Deadline Dates:

- a) Applications for General Grants to Organizations shall be submitted to the designated contact in the month of August. A specific deadline date will be

established annually by agreement between the Boards and the CPS business unit.

- b) Applications will be submitted prior to the budget year for which the grant application will be considered.
- c) Applications for Travel and Event Hosting Grants will be accepted on an ongoing basis throughout the year, but must be received no less than eight (8) weeks prior to the scheduled event date. Special circumstances will be taken into consideration for late applications. Applications will be processed as submitted.
- d) Applications for Ongoing Community Support funds will require a formal presentation to City Council.

C. Applicants shall:

1. Forward all applications for grants to the designated contact;
2. When applying for a grant for the first time, file copies of their incorporating documents with the designated contact;
3. File copies of all amendments of their incorporating documents with the designated contact when those amendments are made;
4. When applying for a grant for the first time, file with the designated contact copies of all leases/licenses and rental agreements with the City;
5. File with the designated contact copies of all amendments to leases/license and rental agreements with the City when those amendments are made;
6. On the request of the designated contact, provide proof of their nonprofit status;
7. Unless specifically waived by City Council or the relevant Board, on or before any applicable deadline, provide the following information to the appropriate designated contact:
 - a) A completed grant application in the form currently used by the relevant Board;
 - b) An annual report, and/or the current budget of the applicant;
 - c) A financial statement for the last completed fiscal year. This statement shall be independently reviewed and/or signed by two Board members other than the treasurer;
 - d) A description of all efforts made to obtain funds;
 - e) A detailed explanation as to the effect on the applicant's programs should a grant not be awarded at all or in the amount requested;
 - f) All other information required or requested by City Council, the relevant Board, or the designated contact.

D. Administration shall:

1. With respect to grants under the jurisdictions of the relevant Boards / committees and the business unit, administer this policy in accordance with the directions of City Council;
2. With respect to this procedure, provide administrative support and financial advice to City Council, or the relevant Boards or Committees, and all other City business units as may, from time-to-time, be necessary;
3. Ensure the payment of outstanding City claims against an applicant prior to forwarding any cash grant to that applicant;
4. Administer grants approved by City Council on behalf of the Board and report thereon to City Council;
5. In conjunction with the Board, ascertain the relative merit of applicants for grants to be evaluated by the relevant Board;
6. Act as a liaison to the applicants, the relevant Board and City Council;
7. As required, convene an ad hoc committee to review emergent grant requests.
8. Provide City Council with a summary of Ongoing Community Support Funds through the budget process.

E. General Principles

The applicant and the grant application will be rated based on the following general criteria consistent with the City of Leduc's Corporate Strategic Plan:

Community Character:

- Our streets, open spaces, parks and buildings reflect our heritage, values and lifestyle. We expect excellence in design that facilitates vibrant, diverse and active community spaces and neighbourhoods.
- We invest in strategic community-building projects and programs that allow for ongoing municipal operations and continually enhance our culture.

Community Wellness:

- We support a safe, healthy, active and caring community.
- We support initiatives that contribute to a healthy and sustainable environment.
- We ensure quality opportunities to participate in all aspects of our community and foster a sense of belonging.

Economic Development:

- We effectively leverage our market strengths and opportunities to maximize economic development.
- We are a leader in economic development and promote the sub-region as Canada's energy services leader.
- Economic development decisions promote optimal business locations within the region.

The following additional criteria will be considered in the evaluation process:

Sustainability - Initiatives are to provide organization with self-sufficiency and viability.

Financial Need – The financial need of the organization.

Number of Residents Impacted – The number of residents positively impacted by the group and its services and / or the project being proposed.

The applicant and the grant application must satisfy the following:

1. The applicant must be a registered nonprofit organization in existence for more than one year or an individual carrying on a not-for-profit activity for more than one year as of the deadline date for filing the grant application, Applications from organizations without non profit status may be considered.
2. Non profit organizations are required to show proof of non profit or charity status. Organizations that are not non profit will provide their Terms of Reference.
3. The applicant's membership and beneficiaries of its programs and services must be directed to the improvement of the quality of life of Leduc residents; applications and programs must predominantly serve residents of the City of Leduc;
4. The grant applied for shall not be intended or used for a purpose beyond the corporate objectives of the applicant as outlined in its incorporating documents;
5. The grant applied for shall be intended and used to further the applicant's non profit activities, and must not either directly or indirectly be intended or used to further a profit venture;
6. Within the deadlines, the applicant must file and provide all documents and information outlined in the grant application;
7. The activities of the applicant should merit public funding support;
8. The activities of the applicant shall not substantially duplicate the activities of other applicants or other government supported individuals or organizations;
9. An applicant that can accomplish an adequate level of activity without a grant, may not be recommended for a grant at the Board's discretion;
10. The applicant demonstrates fiscal responsibility and is managed in a responsible manner;
11. The applicant shall demonstrate initiative and success in generating diverse sources of revenue;

12. The applicant shall have an open membership to its organization, except for valid program factors (e.g. age).

F. Grant Awards

1. The applicant will be notified of the grant award within a reasonable time after the application deadline;
2. The applicant shall submit the required financial accounting as per the specific grant program guidelines;
3. The applicant shall submit the required outcomes report upon completion of the calendar year that the grant was provided. Grant applications will not be considered from organizations that received funds in the past, but did not submit an outcomes report;
4. Conditional Grant – A grant may be recommended and approved subject to the satisfaction of one or more conditions and the payment of that grant shall not be made until those conditions are satisfied.

MEETING DATE: April 15th, 2019

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

PREPARED BY: Cory Labrecque, Manager, Long Range Planning
Kari Jones, Long Range Planner II
Jordan Brown, Planning Intern

REPORT TITLE: Municipal Development Plan ("MDP") Update - Project Overview

REPORT SUMMARY

City of Leduc Long Range Planning staff will be undertaking an update to the City of Leduc Municipal Development Plan (MDP) in 2019/2020. This is to ensure the MDP meets the Edmonton Metropolitan Region Board's Growth Plan requirements and to ensure that the MDP aligns with Council's and the community's vision for the City's future. This report provides an overview of the project, prior to an upcoming input session with Committee of the Whole.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

The Regional Context Statement (RCS) was a preliminary exercise leading into the MDP, and was reviewed and approved by Council on September 10, 2018. The RCS outlined how the existing Leduc Municipal Development Plan (MDP) conforms with or diverges from the new Edmonton Metropolitan Region Growth Plan, and how we will bring our MDP into compliance.

KEY ISSUES:

Overview of an MDP

The City of Leduc's Municipal Development Plan (MDP) is a comprehensive long range statutory plan (approximately 30-50 year outlook) for all lands within our municipal boundaries. The MDP describes the long-term vision for the City, and sets a comprehensive policy framework to guide the City's future growth and development. The Municipal Government Act (MGA) outlines what "must" and what "may" be addressed within an MDP. (See Attachment #1 for an overview of these requirements.)

Provincially-mandated Review & Update

The new Edmonton Metropolitan Region Growth Plan requires that all member municipalities update their MDP to bring them into compliance with the new Growth Plan within 3 years. The Growth Plan was approved by the Minister of Municipal Affairs in October 2017, making the deadline to update the MDP October 2020.

Key Considerations

The province's Airport Vicinity Protection Area (AVPA) legislation plays a major role in land use planning in the City of Leduc. Reviewing the AVPA and engaging the public on its effect on Leduc's development patterns will be key considerations during this MDP update. Staff will be exploring further ways to mitigate AVPA impacts on the City of Leduc, with continued policy support for the 24-hour/7 day operations of the Edmonton International Airport.

Goals for this MDP Update

A key benefit of the MDP being updated in-house by City of Leduc Council and staff, is that we will be able to tap into the wide range of expertise already present in our community. Some key changes planned for the MDP update include:

- Ensuring that the MDP supports the community's values and Council's vision for the City of Leduc, including the vision and goals of Council's 2019-2022 Strategic Plan.
- Streamlining the MDP and making it more usable for the community, developers, Council, and City staff.
- Reviewing and updating land use policies that affect future development, such as policies on mature neighbourhood infilling, our local environment, economic development, and contiguous development supportive of our off-site levy model.
- Increasing internal understanding and alignment with the MDP across the organization, and increasing integration of land use policies across departments.

Communication and Data Collection

Planning is working closely with the Communications department to craft a communications plan, and all engagement will be done under the "Engage Leduc" branding umbrella. We plan to ask the public for input on key topic areas through online planning tools, open houses, and by integrating with strategically selected City-hosted events. CMS will be developing an engagement strategy, as well as a communications plan, that will detail how citizens will be educated about the MDP update and what opportunities they will have to engage with the City to provide their thoughts.

Communications will include an internal component as well to ensure that staff, who are often unofficial spokespeople for the City, have information that they can share with family, friends and others if asked when they are outside work hours. Key messaging will also be provided to Council through various stages on the MDP process. There will be a strong social media component to all engagement and communications overall, as well as other tactics used. The Grade 6 Mock Councils have also been identified as an opportunity to engage Leduc's youth.

Planning Tools

The many community events held in Leduc throughout the spring and summer provide a great opportunity to collaborate with other City departments that are already reaching key demographic groups that may not otherwise be interested in the MDP project. Planning staff will be available at a number of events in order to increase awareness of the MDP project, answer questions, and encourage the community to provide feedback through the MetroQuest planning input platform.

Next Steps

- Committee of the Whole input session for Council to provide input and feedback on key policy areas of the MDP (June, 2019).
- Public Input Phase One and MDP policy review process (May – September, 2019)
- Project update to Committee of the Whole (Fall, 2019)

ATTACHMENTS:

1. MGA Requirements for Municipal Development Plans
2. Project Timeline
3. City of Leduc 2012 Municipal Development Plan

RECOMMENDATION

For information only.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / I. Sasyniuk, General Manager, Corporate Services / M. Pieters, General Manager, Infrastructure & Planning

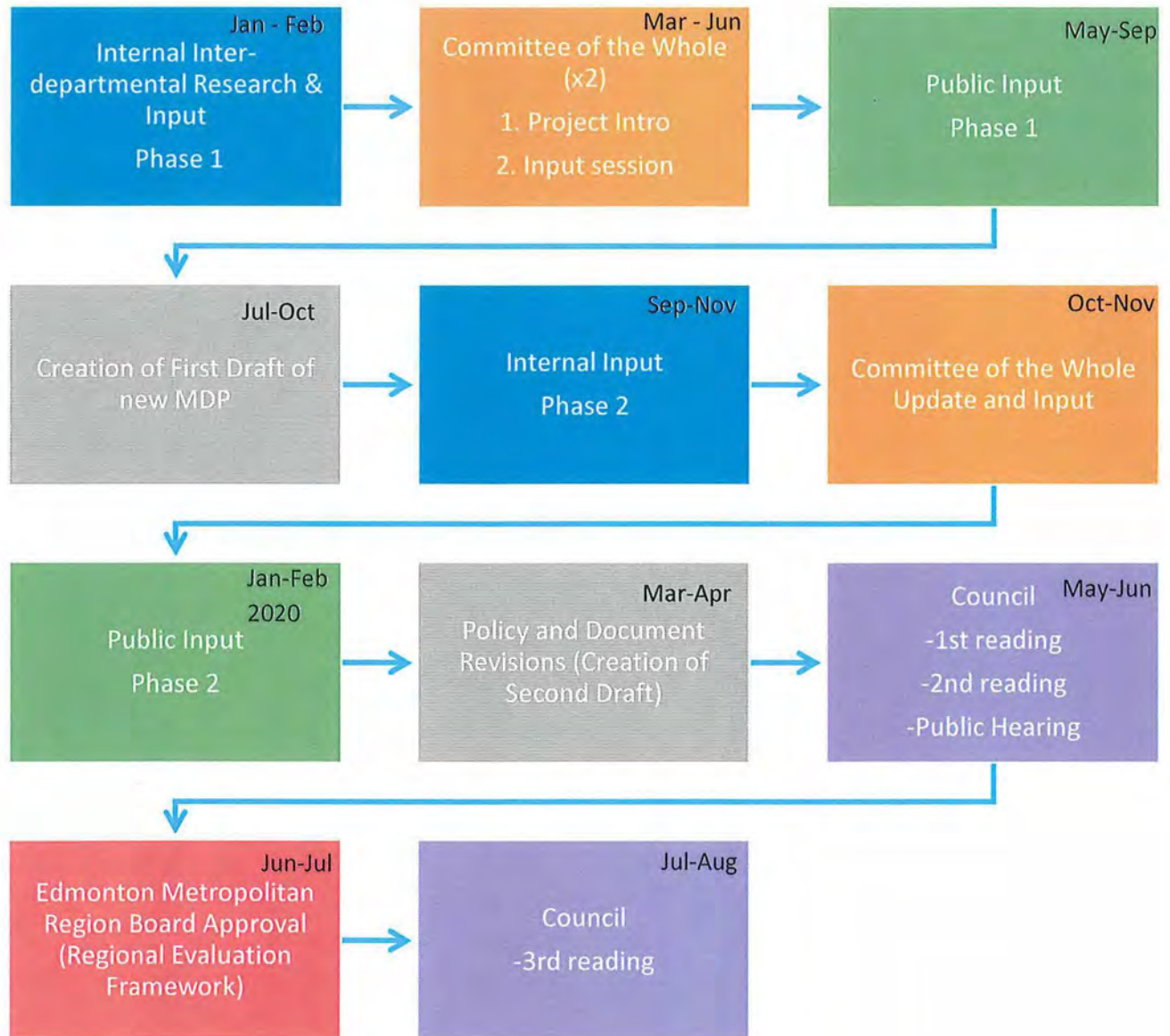
Attachment #1

MGA Requirements for Municipal Development Plans

The following is **paraphrased** from MGA section 632(3):

(a) The MDP must address...	(b) The MDP may address...
(i) Future land use	(i) Proposals for the financing and programming of municipal infrastructure
(ii) What will future development look like?	(ii) Co-ordination of municipal programs relating to the physical, social and economic development of the municipality
(iii) Co-ordination of land use, future growth patterns, and infrastructure with adjacent municipalities if there is no Intermunicipal Development Plan in place	(iii) Environmental matters
(iv) Provision of required transportation systems, either generally or specifically	(iv) Financial resources of the municipality
(v) Provision of municipal services and facilities, either generally or specifically	(v) Economic development of the municipality
	(vi) Anything else relating to physical, social, or economic development
Also...	
(c) MAY contain statements regarding the municipality's development constraints, including the results of any development studies and impact analysis, and goals, objectives, targets, planning policies and corporate strategies	
(d) MUST contain policies compatible with the subdivision and development regulations to provide guidance on the type and location of land uses adjacent to sour gas facilities	
(e) MUST contain policies respecting the provision of municipal, school or municipal and school reserves, including but not limited to the need for, amount of and allocation of those reserves and the identification of school requirements in consultation with affected school boards	
(f) MUST contain policies respecting the protection of agricultural operations	
(g) MAY contain policies respecting the provision of conservation reserve	


Attachment #2
MDP Project Timeline





City of Leduc

2012 Municipal Development Plan



Consolidation of Schedule A to Bylaw No. 773-2011
as amended by Bylaw No. 870-2014
as amended by Bylaw 934-2016
approved August 21, 2017



environment
economy & tourism
building our city
social wellness & safety
recreation & culture
governance
vision to reality

CITY OF
Leduc

City of Leduc Municipal Development Plan Bylaw No. 773-2011

- 1st Reading Approved November 14, 2011
- Capital Region Board Approved January 5, 2012
- 2nd Reading Approved March 12, 2012
- 3rd Reading Approved April 10, 2012

Consolidation of Schedule A to Bylaw No. 773-2011 as amended by Bylaw No. 870-2014

- 1st reading approved August 11, 2014
- 2nd reading approved October 14, 2014
- Capital Region Board approved December 18, 2014
- 3rd reading approved January 12, 2015

Copies of this City of Leduc Municipal Development Plan
Bylaw are available at www.leduc.ca/MDP or at:

City of Leduc
1 Alexandra Park
Leduc, Alberta T9E 4C4

Phone: 780.980.7177
Fax: 780.980.7127
info@leduc.ca
www.leduc.ca

looking ahead

Contents

1 OUR VISION	3	6 RECREATION & CULTURE	65
2 ENVIRONMENT	27	6A Active and Healthy Community	66
2A Environmental Sustainability	28	6B Culture, the Arts, and Entertainment	67
2B Clean Air and Greenhouse Gas Emmissions	28	6C High Quality, Safe, and Accessible Public Open Spaces	67
2C Energy Efficiency	28	7 GOVERNANCE	69
2D Water Resources	29	7A Responsible Local Government and Service Delivery	70
2E Solid Waste, Hazardous Materials, and Contaminated Sites	29	7B Citizen Engagement	71
2F Natural Areas and Urban Forest	30	7C Regional and Intergovernmental Partnerships	71
2G City Beautification	31	7D Regional Context Statement	72
3 ECONOMY & TOURISM	33	7E Capital Region Growth Plan - City of Leduc Principles and Policies	73
3A Regional Economic Development and Tourism	35	8 VISION TO REALITY	77
3B Local Economic Development	36	8A MDP Administration	78
4 BUILDING OUR CITY	37	8B MDP Monitoring	78
4A Growth Management	38	GLOSSARY	79
4B General Land Use Planning	39	APPENDIX: LEGISLATIVE CONSISTENCY AND INTERPRETATION	89
4C Downtown Leduc	41		
4D Existing Neighbourhoods	42		
4E New Residential Development	43		
4F Commercial Development	48		
4G Industrial and Business Park Development	49		
4H Transportation and Utility Servicing Infrastructure	52		
5 SOCIAL WELLNESS & SAFETY	61		
5A Healthy Lifestyles and Social Well-being	63		
5B Local Non-profit Social Service Agencies	63		
5C Healthy, Inclusive, and Safe Communities	63		



List of Figures

- FIGURE 1: Regional Context
- FIGURE 2: Municipal Boundary
- FIGURE 3: Parks, Multiway, and Natural Areas
- FIGURE 4: Municipal Development Plan
Policy Areas
- FIGURE 5: Approved Statutory Plans -
February 2012
- FIGURE 6: Existing Transportation Network
- FIGURE 7: Future Transportation Network
- FIGURE 8: Transportation Routes
- FIGURE 9: Stormwater Management
- FIGURE 10: Existing and Future Water Utilities
- FIGURE 11: Existing and Future Sanitary Sanitary
Sewer Utilities
- FIGURE 12: Intermunicipal Development Plan
Growth Scenario
- FIGURE 13: Intermunicipal Development Plan
Policy Areas
- FIGURE 14: Capital Region Board (CRB) Map

1 | OUR VISION

VISION — BUILDING A COMMUNITY OF INTEGRITY, UNITY AND STRENGTH

In 2035, Leduc will be a vibrant community where growth is balanced and sustainable

- where a strong business community is fostered
- where residents enjoy active healthy lifestyles with a strong sense of belonging
- where our natural environment is healthy and clean
- and where our local government is responsive and accountable.

PRINCIPLES

Growth and development of the City of Leduc will be directed toward achieving our vision and will be based on the Leduc's five sustainability principles:

1. ENVIRONMENT & INFRASTRUCTURE – *Safe and sustainable systems*

The City will protect, conserve and enhance Leduc's natural and constructed environments and systems. Innovation and technology will be employed to promote the sustainable growth and development of Leduc.

2. ECONOMY & TOURISM – *Sustainable prosperity*

Sustainable, planned economic development will create a positive and energized business climate that will support a balance of residential, commercial, and light industrial growth.

3. SOCIAL WELLNESS & SAFETY – *High quality protective and people services*

Leduc will be a healthy and safe community that is well prepared for the future and able to adapt to emerging health and safety challenges. Community services will be provided and monitored in accordance with the social wellness indicators that the City of Leduc has developed.

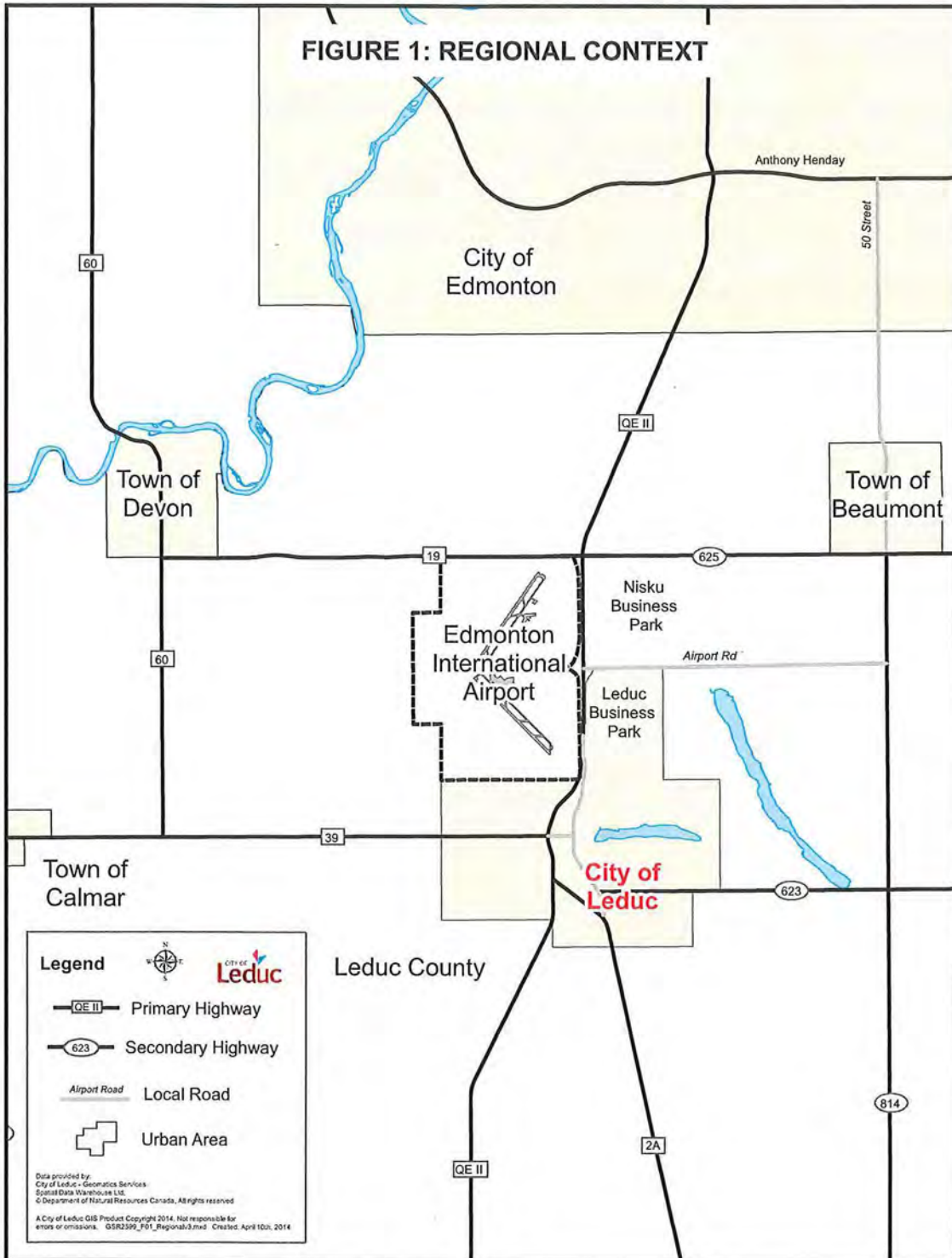
4. RECREATION & CULTURE – *Engaged and active community*

High quality, accessible recreational facilities and opportunities, community events, heritage sites, and performing arts venues will create a whole and healthy community that is active, creative and connected.

5. GOVERNANCE – *Responsible, visionary leadership*

Responsible, transparent and well-informed decision-making that includes public engagement will create a community that meets the needs and desires of residents. Responsive and accountable elected and professional officials will effectively and efficiently serve this community, where people will continue to want to live, work and play. Governance and services will continue to be provided through the strategic alliances that the City of Leduc has established with key community stakeholders and partners.

FIGURE 1: Regional Context (As amended by Bylaw No. 870-2014)



Welcome
to Leduc – a proud
and vibrant city of more
than 24,000 people located
within the Edmonton Capital
Region, 25 kilometres
south of Alberta's
Capital City

continued growth



Leduc in 2014

Welcome to Leduc – a proud and vibrant City of more than 27,000 people located within the Capital Region, 25 kilometres south of Alberta’s Capital City. Originally a service centre for one of Alberta’s richest and most diversified farming areas, Leduc has become a community of choice within the Capital Region, proud of its active economy that sustains prosperous energy and agricultural sectors. With an area of slightly more than 43 square kilometres, Leduc continues to be a walkable and convenient community with employment, schools, activities and shopping that are easily accessible to the residential neighbourhoods in the city.

Originally a service centre for one of Alberta’s richest and most diversified farming areas, Leduc has become a community of choice within the Capital Region.

Our Assets in 2014

Economy and Employment

The City of Leduc serves as the strategic hub for the southern portion of Alberta’s Capital Region. Leduc’s location directly south of the City of Edmonton, at the junction of the Queen Elizabeth II (QE II) Highway, the Canadian Pacific Railway and the Edmonton International Airport, has enabled it to become a key transportation crossroads. Over the past century, the City of Leduc has built upon its strong and successful agricultural base and its claim as the locale for one of the most important industrial events in Canadian history: the “Leduc No.1” Imperial oil strike of 1947. Since then, the City of Leduc has become one of eight municipalities that are collectively known as Alberta’s International Region.

The northern portion of the City is home to the Leduc Business Park; adjacent to the Nisku Industrial Park in Leduc County. Combined, the Leduc Business Park and Nisku Industrial Park rank as Canada’s largest business industrial park and North America’s second largest industrial park for oil and gas manufacturing. These two areas complement one another and together employ over 14,000 people. This major business and industrial centre hosts more than 3,000 companies, 65% of which conduct business internationally. The main industries represented in the Leduc and Nisku business and industrial parks include:

- oil and gas exploration and manufacturing
- advanced technologies
- training facilities
- construction
- agriculture and food production



Across the QE II Highway from the City of Leduc is the Edmonton International Airport, Canada's largest land mass and fastest growing airport. In 2013, Edmonton International Airport served approximately 6.98 million passengers (extracted from Edmonton International Airport website). With ongoing expansion in accordance with the Edmonton International Airport Master Plan, Edmonton International Airport is expected to serve 13 million passengers annually by 2035. The Airport Master Plan indicates that the total employment created by Edmonton International Airport amounts to 9,900 jobs (4,400 direct, 3,000 indirect, and 2,500 induced jobs) and that employment is expected to rise, particularly now that the 2012 expansion is completed and that EIA is aggressively pursuing both aeronautical and non-aeronautical growth.

The relationship between the City of Leduc and Edmonton International Airport continues to become more collaborative, particularly in relation to planning for airport-related development. One model for this type of development is known as the aerotropolis concept, which has been successful in cities such as Dallas - Fort Worth, Atlanta and Frankfurt. Similar in form to a traditional metropolis, an aerotropolis consists of an airport city with outlying corridors and clusters of aviation-related businesses and residential development.

In accordance with the Aerotropolis concept, the City of Leduc, Edmonton International Airport, and Leduc County are planning adjacent lands to complement and build upon the economic potential of the airport. Combining air cargo connections with direct

access to rail and the Canamex trade corridor (linking the QE II Highway south to Mexico) Edmonton International Airport plans to become an international hub for cargo, warehousing and value-added industries. The Aerotropolis concept will maximize the synergies between the various airport-related enterprises and organizations.

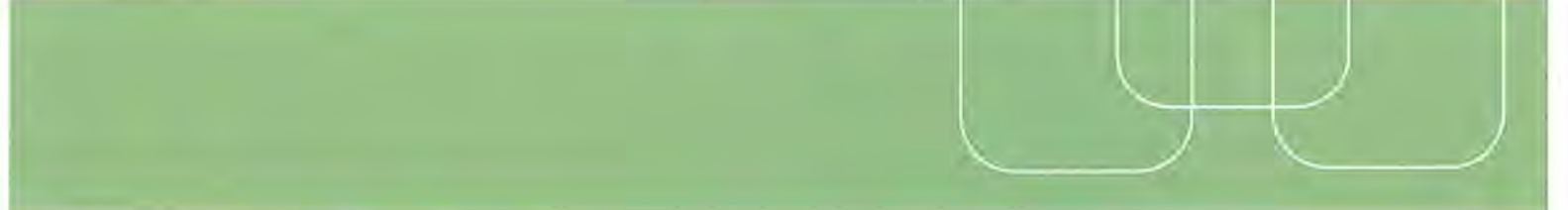
In 2011, the City of Leduc had the Aerotropolis Integrated Land Use Compatibility Plan prepared to support more detailed planning and development of the lands adjacent to Edmonton International Airport. This Municipal Development Plan supports future development in that area according to the aerotropolis concept, by setting forth a policy framework that will take advantage of the economic development synergies and opportunities created by proximity to Edmonton International Airport. These policies also describe the types of business uses that will be most appropriate in this strategic area between the airport and residential neighbourhoods within Leduc.

A critical policy of the 2005 City of Leduc Municipal Development Plan sets a land use target that will result in property tax assessments with a relative proportion of 60% residential and 40% industrial and commercial development. Such a ratio of residential to industrial and commercial development is based upon sound public policy principles that support reasonable property tax rates for residents, balanced economic prosperity, and responsible fiscal management for the municipality in the long term. Accordingly, this 60% - 40% target is carried forward in the 2012 Municipal Development Plan.

Leduc's
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of a larger metropolitan
centre



quality of life



The City of Leduc is initiating a comprehensive study to assess Leduc's economic development framework, global competitiveness, and ability to attract and retain business within the region. This study, which was completed in late 2011, is recognized as the best way forward to achieve Leduc's targeted non-residential assessment mix. Components of the study include:

- a review of internal City of Leduc bylaws and organizational structures in relation to economic development
- surveys of local businesses to determine Leduc's ability to attract and retain business
- an assessment of the City of Leduc's roles and responsibilities with respect to regional partners such as Edmonton International Airport, the Leduc-Nisku Economic Development Authority, and the Leduc Regional Chamber of Commerce.

In addition to growing Leduc's traditional industrial base of oil and gas exploration, manufacturing, and construction, the City is committed to growing businesses related to value-added agriculture and food production, advanced technologies, and training facilities. In particular, value-added agriculture and food production are recognized as emerging industries that will increase Leduc's competitiveness in global markets.

Based on the 2011 Municipal Census, 17% of the labour force living in the City of Leduc work in the Nisku Industrial Park, while 43% work in the City of Leduc, mostly within the Leduc Business Park. Combined with the 5% that work at the Edmonton International Airport and the 1% that work in Leduc County, 66% of the City's population work locally. This clearly indicates that the City's continued population

growth will mirror the growth of employment opportunities in and around Leduc.

Population Profile

Characterized by high levels of home ownership and low levels of emigration, Leduc is a stable, family-oriented community. Strategically located in the Capital Region, Leduc's residents can enjoy mid-sized city living and a high quality of life, while maintaining quick and easy access to amenities, services, and employment throughout the metropolitan area.

Leduc is an autonomous and independent City, rather than a bedroom community or satellite of Edmonton. With 69% of the City's labour force working in or around Leduc, only 20% of the labour force commutes to the Capital City for employment (2013 Municipal Census).

The City of Leduc embraces an integrated approach to sustainability, one critical aspect of which is providing opportunities for people to live close to work. This accessibility to nearby employment has been a defining characteristic of economic and community development in Leduc for decades. Living close to work improves quality of life for residents and employees by reducing commuting times and distances, which in turn reduces negative impacts of travel on the environment, economic productivity, infrastructure, and community integrity. A balanced approach to business and residential development also reduces such impacts on the greater Capital Region. In partnership with its municipal neighbours and major employment generators such as Edmonton International Airport, the City of Leduc will continue to provide for residential growth in close proximity to the

“ The City of Leduc will continue to provide for residential growth in close proximity to the many employment opportunities this part of the Capital Region has to offer. ”

many employment opportunities this part of the Capital Region has to offer.

Historically the City of Leduc has experienced various periods of growth, and since 2005 the city has been growing very fast. The past five years have been the most explosive with an average population growth of 5.8% per year to reach 27,241 at the time of the 2013 municipal census.

The Capital Region Board (CRB) revised its population and employment growth projections in September 2013. These projections stated that the City could reach a population of 45,700 to 62,600 by 2044 (low to high case scenarios) and an employment of 19,400 to 26,000 (low to high case scenarios). In March of 2014, new employment projections were circulated. These projections stated that employment could reach 15,839 to 23,797 by 2044 (low to high case scenarios). New sets of projections for both population and employment are anticipated to be completed during the review of the Capital Region Growth Plan for 2015.



The
City of Leduc
considers it prudent,
rational, and responsible
planning practice to
anticipate both high
and low population
projections



growing
population





As for growth management, the City of Leduc will continue to monitor growth trends in collaboration with Leduc County and the Capital Region Board. Potential areas for future urban growth will be addressed in the referral of current development applications between the two municipalities, as set forth in City of Leduc—Leduc County Intermunicipal Development Plan.

Natural Environment and Sustainability

The City of Leduc is located within Alberta's central parkland natural region, which includes aspen woodlands, fescue grasslands, shrublands and wetlands in a gently rolling landscape. Because it serves as a transition area between the grassland and boreal forest natural regions, the central parkland contains rich and diverse ecosystems with a wide variety of flora and fauna. Although development and farming have significantly altered large expanses of parkland habitat, important natural areas remain, particularly in creek valleys and shorelines surrounding the many lakes found in the region.

The major natural features in and around the City of Leduc include Telford and Saunders Lakes, with their associated riparian areas, and the valleys and tributaries of the Blackmud, Whitemud, and Clearwater Creeks, all of which flow north into the North Saskatchewan River. The City of Leduc has acted as a progressive and responsible steward of the natural areas under its jurisdiction. Major plans and policies protecting the natural environment within the City of Leduc include the 2010 Telford Lake Master Plan and Phase 1 of a city-wide Environmental Plan, which was also initiated in 2010.

Since 2009, the City of Leduc has been engaged in the Climate Change Central partnership, has implemented an Urban Forest Program, and has successfully introduced a Curbside Blue Bag Recycling Program in conjunction with other waste reduction initiatives. The City has been upgrading and expanding existing open space areas and systems such as neighbourhood playgrounds,

William F. Lede Park and the Multiway system of trails and pathways. Measures have also been put in place to ensure proper planning, development and maintenance of parks for new neighbourhoods.

In addition to environmental management activities within its municipal boundaries, the City of Leduc has adopted important environmental and open space policies in the Intermunicipal Development Plan prepared in partnership with Leduc County. The City of Leduc is committed to protecting the natural environment and maintaining biodiversity for the benefit of native species and habitats as well as the citizens of Leduc and the region.

The Leduc Environmental Advisory Board (LEAB) has served as an important partner in the advancement of environmental stewardship values. Established in 1998, LEAB works with the City to formulate and implement environmental plans, to promote emerging environmental technologies, to preserve and expand natural areas, to manage air, water, and solid waste, to engage in public environmental education, and to conserve natural resources. The City is committed to working with LEAB, Communities in Bloom, and other community organizations to continue the promotion of environmental stewardship and city beautification in Leduc.

Infrastructure and the Built Environment

In the years leading up to the preparation of the 2012 Municipal Development Plan, the City of Leduc has implemented vigorous public investment programs for the construction, improvement and maintenance of municipal infrastructure and facilities. These projects have



creating change

included major road widening and upgrades based upon an updated Transportation Master Plan, construction of combined stormwater and snow disposal facilities, programs to divert solid waste and improve the efficiency of the regional landfill, implementation of a comprehensive facility maintenance plan and initiatives for strategic land acquisition and management.

Continual investment in municipal infrastructure and long-range planning for new public facilities is guided by the City's 10-year capital and infrastructure renewal plan. This ongoing budget process was enhanced in 2009 by the completion of a City-owned facilities assessment. City investment in public facilities has included a new operations centre with innovative environmental building systems. The 309,000 square foot Leduc Recreation Centre opened its doors in the fall of 2009 to reveal a world-class facility showcasing the best in design, accessibility and function. Further innovation and leadership were demonstrated in 2009 with the installation of solar-powered pedestrian safety devices on the streets of Leduc.


The City of Leduc has exhibited leadership in the built environment beyond public infrastructure and facilities. The City maintains and enforces numerous plans, standards, regulations and bylaws that provide for efficient development while ensuring public health and safety. The City of Leduc continues to enforce land-use regulations that protect operations and development at Edmonton International Airport from incompatible land uses. The 2009 Mayor's Task Force on Neighbourhood Design created a new framework for development of residential communities that will achieve greater social cohesion, community viability

and environmental sustainability. In 2010 and 2011, a Downtown Steering Committee of Downtown business owners and citizens oversaw the public engagement, urban design, and policy formulation that led to the adoption of the Downtown Master Plan in 2012. This strategic document promotes business revitalization and residential renewal in the heart of Leduc. Through the Intermunicipal Development Plan with Leduc County, the City is promoting eco-industrial development in and around Leduc, which will foster a new generation of economic investment and land

The City of Leduc has exhibited leadership in the built environment beyond public infrastructure and facilities

development to attract leading industrial innovators to Leduc.

In November 2010, a new era in public transit commenced, when the City of Leduc, in partnership with Leduc County began to provide express commuter bus service between Edmonton, Nisku and Leduc. Edmonton Transit System (ETS) was contracted to provide the transit service. The C-Line transit service operates during weekday morning and afternoon peak hours. The route includes stops at Century Park in Edmonton, Nisku Business Park in Leduc County, and several stops in the City of Leduc. In March 2013, the City of Leduc / Leduc County jointly received GreenTRIP funding from the province. With this funding, Leduc Transit purchased four



commuter buses and five community buses, and construction of a storage garage is anticipated to be completed in Fall of 2014. In September 2014 the new transit service is scheduled to commence. The commuter buses will provide service between Leduc, Nisku and Edmonton while the community buses will provide connection to the commuter buses, service to the Leduc industrial area, Nisku and the Edmonton International Airport. This service will originally operate in the weekday peak period; however, in the future the service level will increase from a basic to a more robust transit system throughout the southern part of the Capital Region.

Social Systems and Community Services

The City of Leduc is a recognized leader in the provision of social and community services. Much of this work has been accomplished in partnership with Leduc's many community groups and other regional organizations. Emblematic of the City's leadership is the award-winning City of Leduc Attainable Housing Strategy, which Council approved in 2008. The City is continually acting on this strategy, which was initiated at the time when the City was developing The Willows attainable housing project in partnership with the Leduc Foundation. This and other partnerships, such as the tri-party agreement on attainable housing involving the City of Leduc, the Town of Beaumont and the Town of Devon, are acknowledged as the most effective way of addressing housing and social needs in the 21st century.


Other pioneering community and social services provided by the City of Leduc include assisted transportation services, volunteer

coordination, space in the Leduc Recreation Centre for youth and school activities and clubs, a Safe Communities strategy, a public transit commuter strategy and participation in the regional 211 community support system. Thanks to these initiatives, regular citizen satisfaction surveys conducted as recently as 2013 have consistently indicated that 84% of Leduc's citizens are satisfied/very satisfied with the services the City provides.

Key to Leduc's success in social well being and community services is the City's monitoring of social wellness, which uses holistic and integrated means of assessing and improving community well being. As a leading promoter of the use of social wellness monitoring tools in the Capital Region, the City of Leduc has been recognized internationally for researching and evaluating alternatives in the measurement and monitoring of quality of life indicators. The use of social wellness capital accounting models recognizes that to be truly sustainable, the community needs to assess all of its indicators of social and economic well being.

The City's social wellness monitoring initiatives were further advanced through the creation of Alberta's International Region Safe Communities Coalition (AIRSCC) in 2005. Having started as a joint project involving the RCMP and the Leduc-Nisku Economic Development Authority in 2000, AIRSCC leveraged support from the Safe Communities Foundation to bring numerous community groups together to improve public safety in all walks of life.

Leduc has an impressive track record in the provision of innovative community service programs. In 2009 alone, the City of Leduc



The
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the provision of social and
community services. We have
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community service
programs

leader in service





implemented a pandemic plan, enhanced the PARTY Program (Prevent Alcohol and Risk-Related Trauma in Youth), established an anti-bullying program and implemented a positive ticketing campaign to reward youth in setting positive examples. The Healthy Hearts Leduc initiative, which began as a research partnership between the University of Alberta and the Black Gold Regional Schools in 2002, was officially launched in 2009. All of these community initiatives were further advanced in 2010 when the City conducted a social needs assessment to analyze and establish renewed courses of action that will address Leduc's social care needs. Certain new initiatives have been developed in response to community consultation, including implementation of a fire services strategic plan, expansion of the Healthy Hearts Program and development of a mobility framework to provide for intermunicipal transit and enhanced special transit services.

Recreation and Culture

The City of Leduc has made significant strides to improve the health and wellness of its residents with significant investments focused on its community recreation and parks infrastructure, numerous recreation programs, and recreation assistance programs for those who have limited ability to pay. The City also supports a variety of highly effective initiatives, events, and policies that encourage and enable all citizens to participate in recreational and cultural activities.

In 2009, the City of Leduc opened the new Leduc Recreation Centre (LRC) as a 309,000 square foot one-stop multi-use recreation facility for all ages. The facility offers much for the community including three NHL

performance arenas, two multi-use indoor field houses, a full service aquatic centre, an eight sheet curling complex, a 9,000 square foot fitness centre, a four lane walking/running track, and many other services and facilities.

The Lede Park Master Plan provides for regional outdoor athletic fields and facilities close to the LRC. Enhanced with advanced irrigation and additional field construction, these athletic fields and facilities will continue to provide outstanding service to all community groups, with more opportunities for sporting groups to practice and host large events. The Telford Lake Master Plan provides a long-term vision for the protection and recreational use of this important national amenity. The lake is an ideal venue for non-motor water sports and its reputation is growing as a rowing venue both nationally and internationally. In the future, recreational development around Telford Lake will include a complete Multiway path system surrounding the entire lake, an international level rowing venue, and enhanced facilities for the Leduc Boat Club.

The City of Leduc is also proud to offer a world-class Multiway system throughout the entire City, with a total of forty five kilometers linking various commercial centres, parks, water features, and recreation facilities. In a recent citizen satisfaction survey, the Multiway trail system was the highest rated amenity provided by the City of Leduc.

For families considered in financial need, the City of Leduc offers funding for city-run recreation programs and facility admissions in the form of the Recreation Assistance Program. The LRC has also initiated the Physical Activity Prescription Program, which enables participating regional doctors to prescribe

a month of City-sponsored and monitored physical activity at the Leduc Recreation Centre. Facilitating recreation and physical activity for families and individuals in need is a priority for the City of Leduc. In addition to the Recreation Assistance Program, the City of Leduc facilitates youth involvement with the Everybody Gets to Play program for children who would not have to access to team sports through the Canadian Tire Jumpstart Program. The City also offers access to arts and cultural activities through the Creative Culture Connection, which provides a subsidy for those who would not normally be able to afford arts and cultural programs.

To address the City's continued rapid growth as well as future recreational and institutional needs, the City of Leduc strategically co-purchased a 160 acre parcel of land (approximate) within Leduc County in 2012 with the intent to erect a campus in the future. With the land being successfully annexed by the City as of January 1st 2014, this property, as well as the others contained in the annexation, will be subject to further planning in order to maximise their full potential.

Local Government

The City of Leduc recognizes that proper governance requires both empowerment in decision making and responsibility for actions and behaviours at all levels: government, community, business and personal. The citizens of Leduc are actively engaged in setting direction and in building the type of community in which they want to live. Council is visionary, accessible, and maintains open lines of communications with residents. The high level of service that the City provides to the citizens of Leduc is based upon the effective management of human resources and support for the personnel who work at the City. Working as a team, the Council and administration of the City of Leduc collaborate with citizens, advisory boards, community groups,

agencies, and businesses to plan, develop, and deliver the programs and services that citizens require. Council and the City's administration provide strong financial stewardship and are publicly accountable to deliver value in a fiscally sustainable manner.

The City of Leduc has a high profile as a regional leader that collaborates with neighbouring communities to undertake regional cooperation and partnerships that will improve community benefits and value. When supported by a sound business case, the City cooperates with other municipalities to jointly deliver shared programs

The City of Leduc has a high profile as a regional leader that collaborates with neighbouring communities to undertake regional partnerships

and services. Council effectively leverages its contacts and influence with other orders of government to support the interests of our citizens.

The City of Leduc continually strengthens its provision of responsible governance. Council and the City's administration regularly engage citizens in conferences and visioning workshops to help plan corporate strategic priorities. Responsive service provision and accountability are enhanced by programs to solicit citizen feedback not only on the City's priorities, but also on the quality of the services and programs that the City provides to its residents.

The City regularly updates and, when necessary, adopts new bylaws to ensure that municipal regulations reflect current economic, business, development and social trends. New and updated regulations adopted between 2007 and 2010 have included bylaws addressing community standards and hours of operation for parks. Administrative policies and procedures, such as a new procurement policy and a comprehensive purchasing manual, are also kept up to date. In 2009 the City implemented new Public Sector

In addition to serving the community, sound governance has involved advocacy and outreach to other governments

Accounting guidelines for financial reporting requirements and the recording of tangible capital assets. Operations and service delivery are subject to continuous improvement through objective and independent analyses, appraisals, recommendations, counsel, and information with respect to governance, accountability, risk management, and performance.

In addition to serving the community, sound governance has involved advocacy and outreach to other governments. The City has collaborated with Leduc County in the preparation of a progressive Intermunicipal Development Plan and has cooperated with the County and other surrounding municipalities to plan and deliver joint services where improved service and

operational efficiencies can be achieved. The Leduc Recreation Centre and C-Line transit service are but two examples of new facilities and services that have been initiated in partnership with Leduc County. The tri-party agreement on attainable housing involving the City of Leduc, the Town of Beaumont and the Town of Devon, with support from the Leduc Foundation, is a prime example of such multijurisdictional cooperation.

The City of Leduc has been an active participant in the formation of the Capital Region Board. The City's Corporate Strategic Plan and statutory plans all align with the Capital Region Growth Plan, with emphasis on land use planning policy, transit and transportation infrastructure planning, attainable housing strategies, geographic information system (GIS) management, service costing and funding strategies.

Advocacy to senior levels of government is a high priority. The City has actively promoted resolutions through the Federation of Canadian Municipalities (FCM) and the Alberta Urban Municipalities Association (AUMA) for initiatives such as the Municipal Sustainability Initiative Guidelines. Direct advocacy to the Government of Alberta has addressed matters such as regional growth management, provision of emergency services and safer building practices. The City has negotiated effectively with agencies including Alberta Health Services, the RCMP, the Edmonton Regional Airport Authority, regional services commissions and regional school authorities. Positive relations with senior levels of government have also assisted in obtaining grants for infrastructure and community services, including Municipal Sustainability Initiative (MSI) funding.



An aerial photograph of a city, likely Leduc, Alberta, Canada. The image shows a mix of residential and commercial buildings, green spaces, and a large pond with a fountain. A prominent green circular overlay is positioned in the upper left quadrant, containing white text. The text reads: "The City's Corporate Strategic Plan and statutory plans all align with the Capital Region Growth Plan".

The
City's Corporate
Strategic Plan and
statutory plans all align
with the Capital Region
Growth Plan

sound governance

The Vision of *Imagine Leduc 2035*

In accordance with established Council policy, best planning practices, and Leduc City Council's desire to continue demonstrating community leadership and innovation, the City of Leduc has made a commitment to update the Municipal Development Plan (MDP) every five years. Council approved a project to update the 2005 MDP in September 2009 and then approved Terms of Reference for an MDP Steering Committee in December 2009.

Imagine Leduc 2035

Starting with a kick-off open house in October 2009, the *Imagine Leduc 2035* community engagement program provided guidance for the MDP review throughout 2010. An important part of the engagement program was the use of MetroQuest, which allowed community members to create and evaluate 50-year future scenarios in workshop settings, with data and outcomes that are specific to Leduc. Innovative community engagement techniques included MetroQuest workshops in the community and high schools, placement of interactive kiosks throughout the community, connecting with residents through social media, and use of a dedicated survey tool that was linked to the City of Leduc web site. More than 1750 adult and youth residents expressed their hopes and dreams for Leduc, which helped to create a vision to guide future growth.

The results of the MetroQuest visioning exercise indicate that the community favours future development and transportation scenarios that emphasize a compact and commuter-friendly city. The leading preference expressed by community respondents in 2010

More than 1750 adult and youth residents expressed their hopes and dreams for Leduc, which helped to create a vision to guide future growth

is to focus development in and around existing built-up areas while maintaining access to a wide range of all possible transportation modes. The four highest ranking MetroQuest scenarios all include development in and around existing developed areas, particularly in key locations that optimize the use of transportation infrastructure. The community's vision for Leduc as expressed through the MetroQuest engagement process was presented to the public at a community visioning event in March 2011.

Imagine Leduc

MDP Steering Committee

Throughout the Imagine Leduc 2035 program, the MDP Steering Committee directed background research, policy analysis, and consultation with key stakeholders. The results of that 2010 work were integrated in the drafting of the MDP in 2011. It became apparent that the outcomes of the MetroQuest visioning exercise were consistent with many Council policies and strategies, such as the Corporate Strategic Plan, Neighbourhood Design Guidelines, Leduc County – City of Leduc Joint Sustainable Growth Study, and Intermunicipal Development Plan. Similarly, the results of the MDP policy analysis, stakeholder consultation, and community engagement supported ongoing City initiatives related to safe communities, natural areas management, environmental sustainability, and social wellness. The guidance provided by the MDP Steering Committee ultimately confirmed the overall policy direction and the key environmental, economic, fiscal, and social priorities of the MDP.

Environmental Priorities

The MDP engagement program confirmed the key environmental priorities of managing agricultural land through efficient and contiguous urban development, conserving energy, and shifting toward alternative modes of transportation. “Clean air” was identified through the MetroQuest visioning process as the most important community priority.


Economic and Fiscal Priorities

The key economic priorities confirmed through the engagement program include saving taxpayer money by limiting the spread of new development and using existing infrastructure more efficiently. Future cost savings for individual residents, families, and businesses through provision of a wider range of housing and transportation choices were identified as high priorities to be addressed in the MDP. Fiscal and capital budgeting priorities include effective public investment in long-term transit and road infrastructure.

Social Priorities

Community cohesion, urban vitality, social wellness, and support for safe and healthy communities emerged as key priorities for the MDP. These priorities are consistent with the social wellness indicators that the City has been monitoring for a number of years. The vision expressed by community members promotes communities with a greater variety of housing types and increased access to a wider range of transportation modes. This vision is further supported by the community’s desire, as confirmed in numerous consultation events and surveys, to create more opportunities for physically active living, with access to walking, cycling, and both indoor and outdoor active recreational facilities. A consistent theme through all of this consultation is that the community places a high value on Leduc’s volunteers.

2035



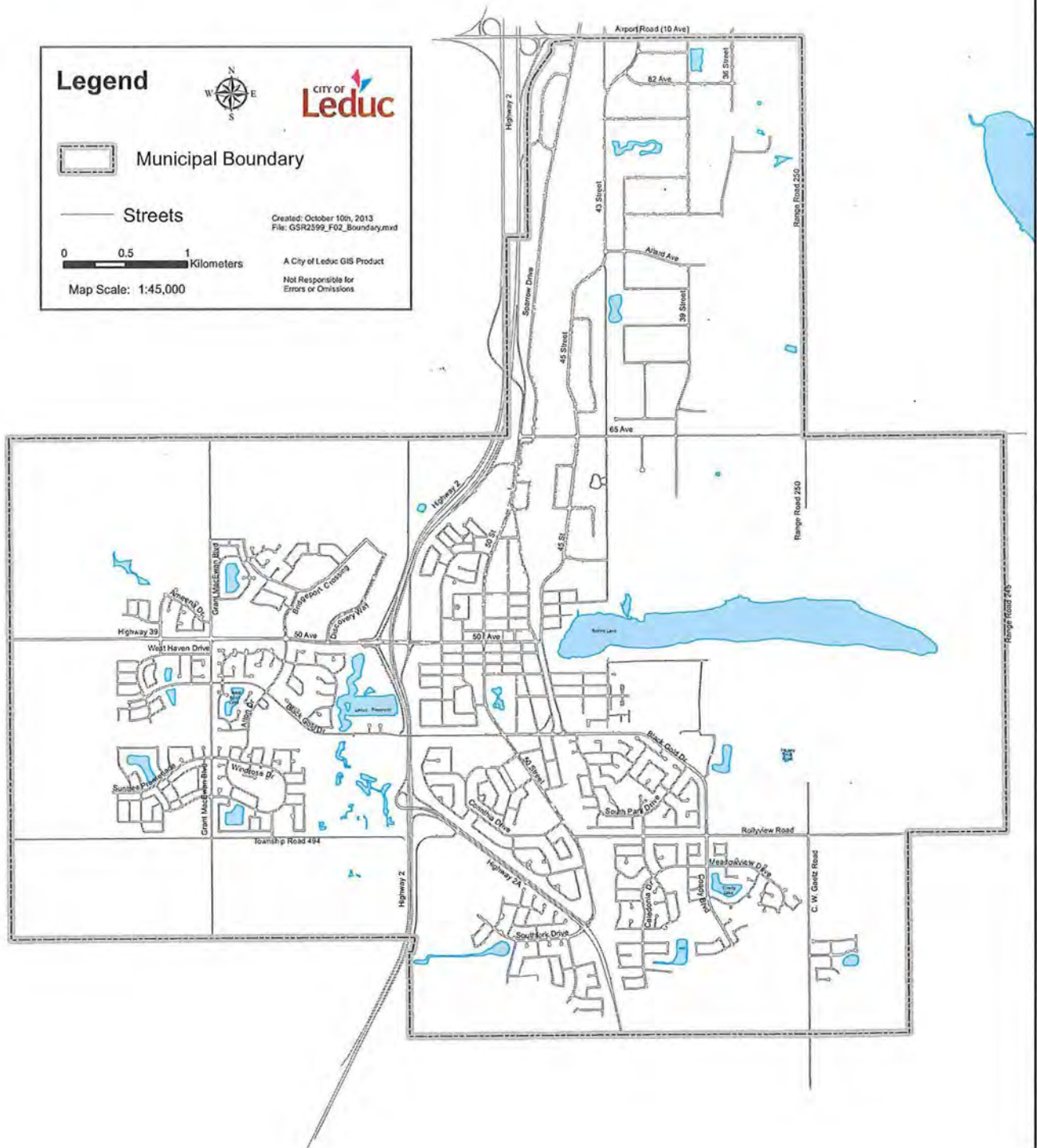
As a living document, the MDP will serve as an important tool for achieving our goals and moving us closer to our vision

Progressing from 2012 to our Vision

The main policy directions and key priorities established through the Imagine Leduc 2035 engagement process have been integrated with both existing and new City policies to form the basis for this MDP. Incorporation of the community's vision into the Municipal Development Plan, however, is only considered an initial step toward realizing that vision. Implementation of these ambitious goals will require further planning, regulation, dedication of resources, and collaborative action.

This MDP is the primary planning document for the City of Leduc. All future land use plans, policies, guidelines, planning approvals, and developments must conform to the policies of the MDP. Given that the Municipal Government Act requires that all statutory plans be consistent with each other, amendments to certain statutory plans may be required to ensure consistency with this MDP. Other City policies and plans, which have been adopted recently and which have formed the basis for the MDP, will not require any amendments. Communication of the new directions and benefits of the MDP to the community and the City's stakeholders in the region will occur as a logical outcome and extension of the 2010 MDP citizen engagement process. As a living document, the MDP will serve as an important tool for achieving our goals and moving us closer to our vision.

FIGURE 2: Municipal Boundary (As amended by Bylaw No. 870-2014)





The
City's Corporate
Strategic Plan and
statutory plans all align
with the Capital Region
Growth Plan



moving forward

2 | ENVIRONMENT

SAFE AND SUSTAINABLE SYSTEMS

The City will protect, conserve and enhance Leduc's natural and constructed environments; and will employ innovation and technology to promote the sustainable growth and development of Leduc.





2A ENVIRONMENTAL SUSTAINABILITY

The City shall be a community leader in environmental sustainability by:

1. establishing and adhering to a set of principles for environmental sustainability, which will be used to guide and evaluate Council and administrative policies, decisions, and actions;
2. coordinating environmental sustainability activities within the civic administration;
3. monitoring and reporting on quality of life, social wellness, and environmental sustainability indicators to assess the balance among social, environmental, and economic goals for the City and the community; and
4. providing opportunities, in partnership with community organizations such as the Leduc Environmental Advisory Board (LEAB), for full public information and meaningful public participation regarding the City's guiding principles and indicators for environmental sustainability.

2B CLEAN AIR AND GREENHOUSE GAS EMISSIONS

The City shall support the improvement of air quality and the reduction of greenhouse gas emissions by:

1. cooperating with other levels of government and industry in initiatives to reduce emissions of greenhouse gases, to limit harmful or toxic airborne substances, and to control noxious odours;
2. encouraging the use of alternatives to motorized transport in collaboration with the school boards and other community partners, including active modes of travel such as walking and cycling, through integrated planning and the promotion of compact urban form and mixed land use;
3. providing realistic alternatives to single occupant automobile use; and
4. assessing risk management and adaptation measures to deal with the effects of climate change.

2C ENERGY EFFICIENCY

The City shall promote energy efficiency by:

1. implementing a City energy management plan to improve energy efficiency, lower utility operating costs, and decrease emissions through both new development and retrofit of civic buildings, structures, and City-operated vehicles;
2. enhancing transportation efficiencies through expanded public transit, responsive traffic signal technologies, and energy-efficient street lighting;
3. encouraging energy efficiency in subdivision design, land use planning, home retrofitting, and building practices;
4. cooperating with other levels of government to develop positive incentives that will encourage energy efficiency; and
5. promoting education and awareness through customer information programs and other communication methods.

2D WATER RESOURCES

The City shall protect water resources and manage municipal water supplies by:

1. maintaining and supplementing the infrastructure necessary to sustain potable water supply, storage, pumping, and distribution;
2. continuing to support and participate in the Alberta Capital Region Wastewater Commission and the Capital Region Southwest Water Services Commission;
3. monitoring and protecting the quality of treated water to ensure it meets or exceeds the Canadian Drinking Water Quality Guidelines including, but not limited to, maintaining and upgrading water treatment works;
4. adopting demand management and efficiency measures, such as water conservation, to maintain sustainable water consumption levels;
5. maintaining stormwater management and wastewater collection systems for the benefit of regional groundwater and surface water systems;
6. preserving natural streams and constructed drainage systems in developed urban areas;
7. requiring the development of storm water retention ponds within residential communities as cost effective alternatives to pipe-only systems, with an emphasis on aesthetics and public accessibility;
8. controlling water pollution through the implementation of dependable, cost-effective, and environmentally responsible best practices such as low impact development; and
9. studying, in cooperation with the other levels of government, academic institutions, and non governmental organizations, the effects of treated effluent and stormwater discharges on the aquatic life of the natural environment.

2E SOLID WASTE, HAZARDOUS MATERIALS, AND CONTAMINATED SITES

The City shall provide leadership in solid waste management by:

1. ensuring effective and efficient collection and disposal of solid waste in Leduc through an appropriate combination of service provision and regulatory enforcement;
2. reducing waste generation through the implementation of integrated solid waste management principles designed to reduce residential, commercial, and industrial waste generation and through the determination of appropriate targets for solid waste reduction;
3. supporting programs and facilities for residential, commercial, and industrial recycling;
4. implementing waste reduction and recycling programs for City of Leduc operations;
5. employing and encouraging measures to minimize the introduction of toxic substances into the environment; and
6. cooperating with local institutions and other levels of government in the identification, clean-up, and reclamation of contaminated sites for alternative uses.



2F NATURAL AREAS AND URBAN FOREST

The City shall conserve and protect natural areas for the purposes of protecting wildlife habitat and corridors, supporting natural systems, and providing recreational opportunities by:

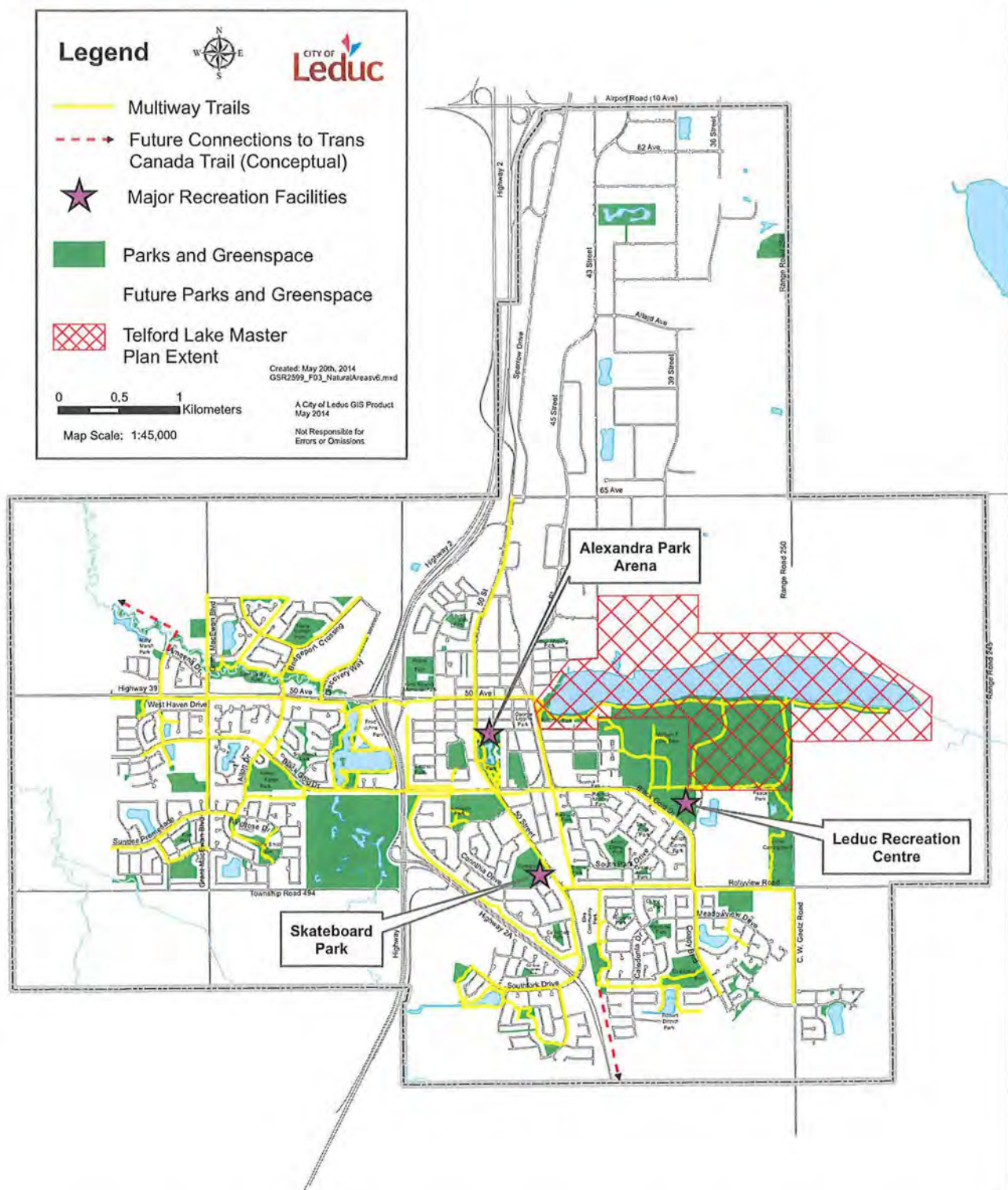
1. retaining the significant natural areas designated in Figure 3 — Parks, Multiway and Natural Areas for recreational uses and the preservation of natural habitats;
2. protecting natural areas within new subdivisions, including substantial and healthy tree stands where practical;
3. encouraging the pre-dedication of natural areas that qualify for Environmental Reserve dedication under the Municipal Government Act;
4. providing buffer areas around sensitive natural areas in order to minimize the impacts of development on natural features;
5. providing low impact public access to natural areas that can sustain human uses with minimal impacts to the overall health of ecosystems;
6. developing public open spaces with environmentally sensitive best practices such as bio-swales, which will enhance and integrate natural systems;
7. protecting the environmental integrity of Telford Lake and surrounding natural areas through complementary land use development and compatible site and building designs;
8. effectively managing Telford Lake to ensure that it is preserved and developed for the enjoyment of current and future generations;
9. planning and managing natural areas in accordance with FireSmart principles and practices to reduce the hazards and risks of wildfire, particularly where natural areas are located near urban development;
10. increasing the stock of trees in the urban forest through tree planting and replacement programs;
11. adopting high standards of tree maintenance, replacement, and protection during construction and requiring developers to retain existing trees in new developments wherever possible;
12. replacing trees affected by disease and diversifying the variety of new trees, with an emphasis on indigenous tree and plant species;
13. encouraging the participation of other levels of government and non-governmental organizations in programs to protect and enhance the City's urban forest; and
14. adopting clear guidelines for pesticide application, reducing pesticide use, and implementing new and innovative integrated pest management methods.

2G CITY BEAUTIFICATION

The City shall enhance the beautification of Leduc by:

1. maintaining minimum design standards for parks and open spaces that reflect the community's vision for landscaping on public lands;
2. providing litter control and street cleanliness on paved streets, alleys, sidewalks, and City-owned properties;
3. working in partnership with citizens and businesses to undertake programs to maintain clean and litter-free streets, alleys, sidewalks, and private properties;
4. implementing programs to landscape and plant flowers in public spaces throughout the community;
5. supporting enhanced way finding and community identity through the development of attractive entrance features and public signs at the entrances to Leduc and throughout the community;
6. cooperating with Leduc County, Edmonton International Airport, the City of Edmonton, Alberta Transportation, and interested non-governmental organizations to implement the Highway 2 Corridor Design Guidelines;
7. developing, in partnership with community organizations such as the Leduc Environmental Advisory Board (LEAB) and Communities in Bloom (CIB), public open spaces with environmentally sensitive best practices in ways that will enhance and integrate natural systems and community beautification;
8. replacing trees and diversifying the variety of new trees in ways that will enhance and integrate natural systems and community beautification; and
9. encouraging citizens, businesses, and community organizations to support and enhance City beautification programs.

FIGURE 3: Parks, Multiway, and Natural Areas (As amended by Bylaw No. 870-2014)



3 | ECONOMY & TOURISM

SUSTAINABLE PROSPERITY

Sustainable, planned economic development will create a positive and energized business climate with an appropriate balance of residential, commercial, and light industrial sectors.





3A REGIONAL ECONOMIC DEVELOPMENT AND TOURISM

The City of Leduc shall actively support and promote regional economic development that will increase Leduc's competitiveness in global markets and provide for a broad range of employment opportunities and balanced growth by:

1. collaborating with regional partners such as the Leduc-Nisku Economic Development Authority, Edmonton International Airport, Leduc County, and Alberta's International Region:
 - to jointly pursue regional economic development opportunities,
 - to market existing businesses in the region to global markets,
 - to take advantage of existing and potential industrial synergies and opportunities,
 - to pursue regional tourism opportunities, and
 - to attract new commercial and industrial development to the region;
2. basing economic development and tourism strategies and activities on the fundamental transportation and logistics advantages provided by the QE II Highway, the Canadian Pacific Railway, Edmonton International Airport, Port Alberta, and development in accordance with the aerotropolis concept;
3. sharing resources and information with regional partners, businesses, and agencies to support economic development in the Leduc region; and
4. supporting and promoting sports, recreation, heritage, arts, cultural, educational, and event tourism activities and facilities in the region.



3B LOCAL ECONOMIC DEVELOPMENT

The City of Leduc shall actively support and promote local economic development and increase Leduc's competitiveness in global markets by:

1. attracting businesses and industries related to logistics, manufacturing, information technology, value-added agricultural processing, green development and building, eco-industrial development, and energy efficiency;
2. ensuring that policy plans, land use redesignations, and municipal services are in place to provide for a readily available supply of serviced industrial and commercial land in a variety of parcel sizes and locations within Leduc;
3. ensuring that planning policies and approvals support the City's goal of achieving an assessment ratio of 40% non-residential development to 60% residential development;
4. providing the economic climate and infrastructure required to attract and retain successful businesses in well-designed industrial and business parks;
5. ensuring that sound planning, development controls, architectural guidelines, and public investment in city beautification will enhance economic development in Leduc;
6. conducting and coordinating the preparation of new policy plans, the review and amendment of existing policy plans, and the implementation of bylaws in a timely fashion so that economic development goals can be achieved;
7. working with the land development industry to provide efficient land use, subdivision, and development approval processes, while addressing the need for proper public, stakeholder, and public agency consultation in those approval processes;
8. facilitating the exchange of information, goods, and services among businesses in Leduc in order to encourage collaboration and synergies among common industries and businesses;
9. attracting major institutional developments to Leduc, including educational institutions;
10. collaborating with educational institutions to attract and retain a highly educated and skilled workforce;
11. working to find opportunities for local businesses to participate in local and regional tourism initiatives relating to sports, recreation, heritage, arts, culture, and education;
12. ensuring that a revitalized Downtown will give customers access to a broad range of modern entertainment, commercial, and tourism services;
13. promoting "buy local" marketing initiatives among Leduc businesses so that small-format commercial and locally operated businesses will benefit from trading with each other; and
14. adhering to the City's regulated procurement procedures to ensure fair, efficient, and transparent engagement of firms that provide services to the City of Leduc.



4 | BUILDING OUR CITY

MANAGING GROWTH, PLANNING COMMUNITIES, AND EFFICIENT INFRASTRUCTURE

The City will protect, conserve and enhance Leduc's natural and constructed environments; and will employ sound planning principles, innovation and technology to promote the sustainable growth and development of Leduc.



4A GROWTH MANAGEMENT


The City shall manage growth by:

1. promoting compact urban form through sensitive redevelopment of existing developed areas and efficient development of undeveloped areas;
2. protecting the City's long-term growth interests through collaborative intermunicipal, multistakeholder, and regional planning to determine future land uses and infrastructure needs within priority growth areas;
3. promoting non-residential development to create employment, with the goal of achieving an assessment ratio of 40% non-residential development to 60% residential development;
4. ensuring a 30-year supply of land within the City boundaries, in priority growth areas that can be serviced efficiently and developed contiguously, so that 40% of the urban land base can be developed for non-residential uses and 60% of the urban land base can be developed for residential uses;
5. engaging international airport development and aviation experts, the Edmonton International Airport, and the interested federal and provincial regulatory bodies in research and investigation into best practices in noise evaluation and mitigation, appropriate regulatory tools, and aircraft noise data in anticipation of the 2016 adoption of revisions to the noise exposure forecast (NEF) contours and Airport Vicinity Protection Area (AVPA) Regulation;
6. seeking special area exemption designations under the AVPA Regulation for Downtown Leduc and the Telford Lake area;
7. ensuring that new development will be approved adjacent to existing developed areas, so that public services and infrastructure will be extended logically and efficiently to create contiguous development;
8. meeting transportation demand through provision of choice among mobility options including non-vehicular travel, the private automobile, and public transit;
9. achieving residential densities in conformance with the density targets of the Capital Region Board;
10. approving new subdivisions only where a full range of municipal infrastructure (sewer, water, and roads) can be provided in an environmentally sound, economical, and timely manner; and
11. evaluating development proposals in terms of their long-term impacts on existing development, the natural environment, public health, social needs, the costs and benefits of public infrastructure and services, including emergency services, and the quality of life for all residents of Leduc.

4B GENERAL LAND USE PLANNING

The City shall achieve the orderly, economical and beneficial development and use of land by:


1. preserving agricultural land and protecting agricultural operations that are compatible with urban uses until such agricultural land is required for urban development;
2. prohibiting agricultural uses, such as intensive agriculture, which are incompatible with urban uses;
3. managing soil resources in advance of development through staging and re-use of topsoil;
4. prohibiting the premature subdivision and development of land prior to the availability of municipal infrastructure (sewer, water, and roads);
5. requiring the preparation and Council approval of Area Structure Plans prior to subdivision and development of undeveloped areas;
6. planning for land uses at safe distances from development constraints such as landfills, major rail and road rights-of-way, oil and gas facilities, and noise sources;
7. prohibiting land uses and developments that may create negative impacts on safe airport operations;
8. facilitating redevelopment in Downtown Leduc in accordance with the Downtown Master Plan, to create a multi-functional city centre with full access to:
 - business and retail establishments
 - government, educational, health care, and institutional services
 - sporting events and attractions,
 - arts and cultural attractions, and
 - a mix of housing types;
9. planning for mixed residential and commercial land uses both in Downtown Leduc and in new, strategically located Town Centres, to achieve:
 - integration of pedestrian-oriented communities,
 - overall reductions in dependence on the private automobile,
 - reduced demand for new highway infrastructure,
 - integration of transportation infrastructure and land use planning in accordance with the principles of Transit Oriented Development (TOD),
 - increased demand and efficiencies in the use of public transit and non-motorized transportation,
 - variety in the built form of commercial and residential development,
 - development that exceeds minimum standards for site planning, landscaping, and building materials,
 - generous pedestrian connections within communities and to public transit, and
 - access to open space and recreational areas and facilities;

- 
10. enhancing the efficient use of infrastructure, services, and community facilities, including schools, through the promotion of sensitive redevelopment and intensification of existing neighbourhoods and approved Area Structure Plans;
 11. supporting the viability and identity of existing residential neighbourhoods with educational, open space, recreational, institutional, multi-unit residential, and local commercial developments that are compatible with the neighbourhood context;
 12. providing for new residential neighbourhoods with a variety of housing types, which have full access to a complete range of municipal infrastructure, community services, retail establishments, commercial developments, open space, recreational facilities, and educational institutions;
 13. facilitating the development and redevelopment of local and regional commercial and retail areas that will serve all of the consumer needs of the region;
 14. promoting industrial and business park development in strategically located areas that will take advantage of proximity to the QE II Highway, Edmonton International Airport, and major municipal and regional infrastructure;
 15. collaborating with Black Gold Regional Schools and St. Thomas Aquinas Roman Catholic Schools, in accordance with agreements that the City of Leduc has established with those School Divisions, to dedicate municipal reserve, school reserve, or municipal and school reserve lands through subdivision approval processes in conformance with the MGA;
 16. dedicating local and regional parks and natural open space areas with generous access to trails, pathways, and the Multiway system;
 17. promoting innovative planning and development concepts and methods such as low impact development, environmental design, green building techniques, innovative servicing technologies, and recycled construction materials;
 18. evaluating development proposals to ensure that fire and emergency management considerations are addressed, particularly as they pertain to engineering standards for fire protection systems, building plans for fire protection elements, and inspections for compliance with fire protection codes;
 19. supporting land use planning and development with infrastructure investments based upon city-wide and sectoral engineering, servicing, transportation, and infrastructure plans and studies; and
 20. requiring that all Area Structure Plan, Area Redevelopment Plan, land use redesignation, subdivision, and development approvals generally conform to the land uses designated in Figure 4 — Municipal Development Plan Policy Areas, while allowing for minor adjustments to the boundaries of those Policy Areas without an MDP amendment if such adjustments are supported by detailed planning studies.

4C DOWNTOWN LEDUC

The City shall promote Downtown development and Downtown businesses to stimulate revitalization and capitalize on existing infrastructure by:


1. implementing the land use policies, design guidelines, and public improvements recommended in the Downtown Master Plan;
2. ensuring that the land use bylaw and its administrative procedures support the concepts of mixed land use and compact urban form in the Downtown;
3. considering the effects on the Downtown in the evaluation of new developments, commercial and retail policies, staff and budget resource allocations, and transportation priorities;
4. encouraging strategically located mixed-use residential development in Downtown Leduc that will:
 - integrate offices, retail establishments, service businesses, and institutions needed by Downtown residents, and
 - include residential units above street level retail establishments along the main streets of Downtown;
5. maintaining the historic integrity of Downtown through support for the preservation of heritage resources and design guidelines that will provide for development that respects the historic values of Downtown Leduc;
6. pursuing partnerships and funding opportunities with senior levels of government and other parties to support the revitalization of Leduc's historic main street;
7. supporting and encouraging affordable activities in the Downtown that promote the participation of all residents and visitors in civic celebrations;
8. acting to ensure the Downtown is the location of choice for major institutional, arts, culture, and entertainment facilities and amenities;
9. facilitating the exchange of information, goods, and services among Downtown businesses in order to encourage collaboration and synergies among those businesses;
10. pursuing opportunities to rehabilitate, re-use, and preserve heritage resources in order to stimulate private investment and economic development in Downtown Leduc;
11. encouraging the use of environmental design, green building techniques, and recycled construction materials in redevelopment within Downtown Leduc;
12. providing support for and regulations governing the appropriate, safe, and secure development of secondary suites and boarding facilities within Downtown Leduc;
13. supporting the provision of affordable market and financially supported housing in Downtown Leduc;

- 
14. promoting innovative site planning, construction techniques, and building standards that will mitigate impacts from significant noise generators such as Edmonton International Airport, the Canadian Pacific Railway, and the QE II Highway, with reference to industry recommendations such as rail proximity guidelines;
 15. protecting and creating access to adjacent neighbourhoods, natural amenities, open space, and the Multiway system;
 16. protecting and creating views to natural amenities such as Telford Lake;
 17. integrating public transit into Downtown redevelopment;
 18. supporting the provision of short-term Downtown parking, both on-street and off-street, to promote convenient access to Downtown businesses;
 19. creating active streetscapes that enhance pedestrian access throughout the Downtown;
 20. encouraging public art in the Downtown; and
 21. taking advantage of external grants and programs that support public investment in Downtown improvements.

4D EXISTING NEIGHBOURHOODS

The City shall support existing residential neighbourhoods by:

1. promoting the development of educational, open space, recreational, institutional, multi-unit residential, and local commercial developments within existing neighbourhoods in ways that are compatible with the neighbourhood context;
2. integrating appropriate home-based businesses and live-work uses in established neighbourhoods;
3. encouraging residential infill and redevelopment in existing neighbourhoods in ways that will respect the residential context, rejuvenate the community, and maximize the use and viability of existing services and facilities;
4. retaining and reinforcing the character and features of established neighbourhoods, where appropriate, with planning policies, design guidelines, or Area Redevelopment Plans;
5. pursuing opportunities to rehabilitate, re-use, and preserve heritage resources in established neighbourhoods;
6. providing support for and regulations governing the appropriate, safe, and secure development of secondary suites and boarding facilities within existing neighbourhoods;
7. supporting the provision of affordable market and financially supported housing in all existing neighbourhoods;
8. encouraging the use of environmental design, green building techniques, and recycled construction materials in redevelopment within existing neighbourhoods;

- 
9. promoting innovative site planning, construction techniques, and building standards that will mitigate impacts from significant noise generators such as Edmonton International Airport, the Canadian Pacific Railway, and the QE II Highway, with reference to industry recommendations such as rail proximity guidelines;
 10. protecting and creating access to adjacent neighbourhoods, natural amenities, open space, and the Multiway system;
 11. protecting and creating views to natural amenities such as Telford Lake;
 12. integrating public transit into developed neighbourhoods;
 13. managing neighbourhood traffic, based upon appropriate studies, with measures such as:
 - consultation with neighbourhood residents regarding proposed change in the status of local streets,
 - minimization of through-traffic and reduction of non-local traffic impacts, and
 - improvements to pedestrian networks and safety features.

4E NEW RESIDENTIAL DEVELOPMENT

The City shall provide for new residential neighbourhoods by:

1. requiring Area Structure Plans for all new residential development;
2. requiring that all new residential Area Structure Plans achieve the target densities mandated by the Capital Region Board;
3. measuring net residential density in new residential Area Structure Plans in order to maintain consistency with the density measures used by the Capital Region Board;
4. acknowledging new trends in household formation (e.g., smaller households) in the design of new residential neighbourhoods and the provision of a variety of housing types;
5. requiring that all new residential Area Structure Plans provide a variety of housing types including, where appropriate, types such as single-detached, semi-detached, duplex, triplex, fourplex, townhouse, or apartment dwellings, with no more than 50% of the total number of dwelling units in any residential Area Structure Plan to be designated within the same residential land use district of the Land Use Bylaw;
6. providing support for and regulations governing the appropriate, safe, and secure development of secondary suites and boarding facilities within new neighbourhoods;
7. supporting the provision of affordable market and financially supported housing in all new neighbourhoods;
8. balancing higher residential densities with the provision of open space;

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9. ensuring that all new residential neighbourhoods have full access to a complete range of municipal infrastructure (sewer, water, and roads), community services, retail establishments, commercial developments, open space, recreational facilities, and educational institutions;
 10. providing for neighbourhood commercial (office, personal service business, and retail) development at key locations within new residential Area Structure Plans, which will complement and integrate with the surrounding residential neighbourhoods through mitigation of traffic and parking impacts, appropriate site planning and architecture, landscaping, and pedestrian connections;
 11. protecting and creating access to adjacent neighbourhoods, natural amenities, open space, and the Multiway system;
 12. protecting and creating views to natural amenities;
 13. incorporating public transit into new neighbourhoods;
 14. protecting rights-of-way for future public transit service;
 15. encouraging the use of environmental design, green building techniques, and recycled construction materials in development within new neighbourhoods;
 16. integrating appropriate home-based businesses and live-work uses in new residential neighbourhoods;
 17. requiring that all residential developers be responsible for on-site and appropriate off-site costs of municipal infrastructure (sewer, water, and roads) and community services, through mechanisms such as off-site levies, bylaws, and development agreements;
 18. requiring that all new residential Area Structure Plans are supported by comprehensive engineering, servicing, environmental, geotechnical, and transportation studies approved by the City;
 19. prohibiting new residential development on undeveloped lands where the noise contours established by the Airport Vicinity Protection Area (AVPA) Regulation exceed NEF 30, except where special area exemption designations have been granted under the AVPA Regulation;
 20. directing new residential development away from significant noise generators such as Edmonton International Airport, the Canadian Pacific Railway, and the QE II Highway;
 21. promoting innovative site planning, construction techniques, and building standards that will mitigate impacts from significant noise generators such as Edmonton International Airport, the Canadian Pacific Railway, and the QE II Highway, with reference to industry recommendations such as rail proximity guidelines;

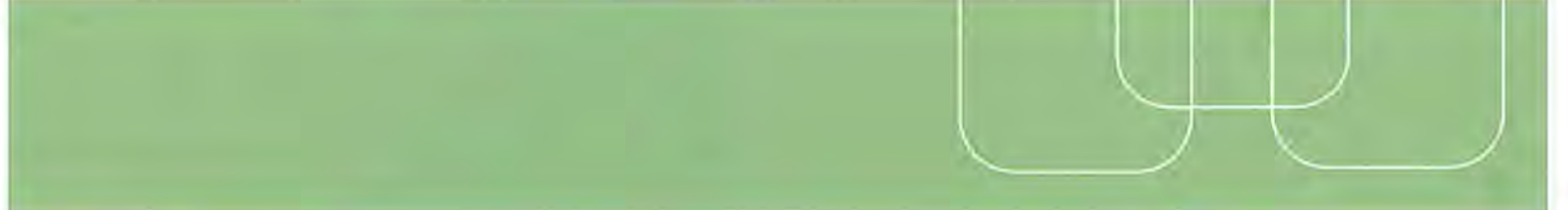
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22. allowing for commercial, light industrial, and business park development in the Transitional Residential Mixed Use policy areas shown in Figure 4, which would serve to buffer residential neighbourhoods from significant sources of highway and airport noise, and which would incorporate land use and design transitions to create compatible and sensitive development within the residential context;
 23. allowing for a full range of housing types within the Transitional Residential Mixed Use policy areas shown in Figure 4, provided that:
 - gradual land use transitions will be developed within the Transitional Residential Mixed Use areas, with
 - lower density residential development closest to the adjacent residential policy areas,
 - higher density residential development further away from the residential policy areas,
 - compatible commercial, office, retail, public facilities, open space, or recreational development between the higher density residential development and other non-residential uses, and
 - light industrial or business park development closest to the adjacent non-residential policy areas,
 - impacts on residential development from non-residential uses within the Transitional Residential Mixed Use policy areas will be mitigated by elements and measures such as open spaces, natural areas, constructed or natural water bodies, recreational areas, berms, sound attenuation walls, landscaping, innovative site planning, building orientation, advanced construction techniques, or more rigorous building standards;
 24. requiring that any new residential development that may be affected by significant noise generators incorporate noise mitigation measures such as berms, sound attenuation walls, site planning, building orientation, landscaping, or building construction techniques;
 25. requiring that all new residential subdivision and site plans include landscaping and open space plans that take into account, integrate, and where appropriate, protect existing natural vegetation, topography, wildlife, soils, water bodies, drainage courses, and climatic conditions;
 26. ensuring that all new residential subdivision and site plans conform to the City of Leduc Neighbourhood Design Guidelines; and
 27. encouraging city beautification, public art, and high quality urban design in new residential neighbourhoods that will exceed the minimum requirements of the Neighbourhood Design Guidelines.

FIGURE 4: Municipal Development Plan Policy Areas (As amended by Bylaw No. 934-2016)

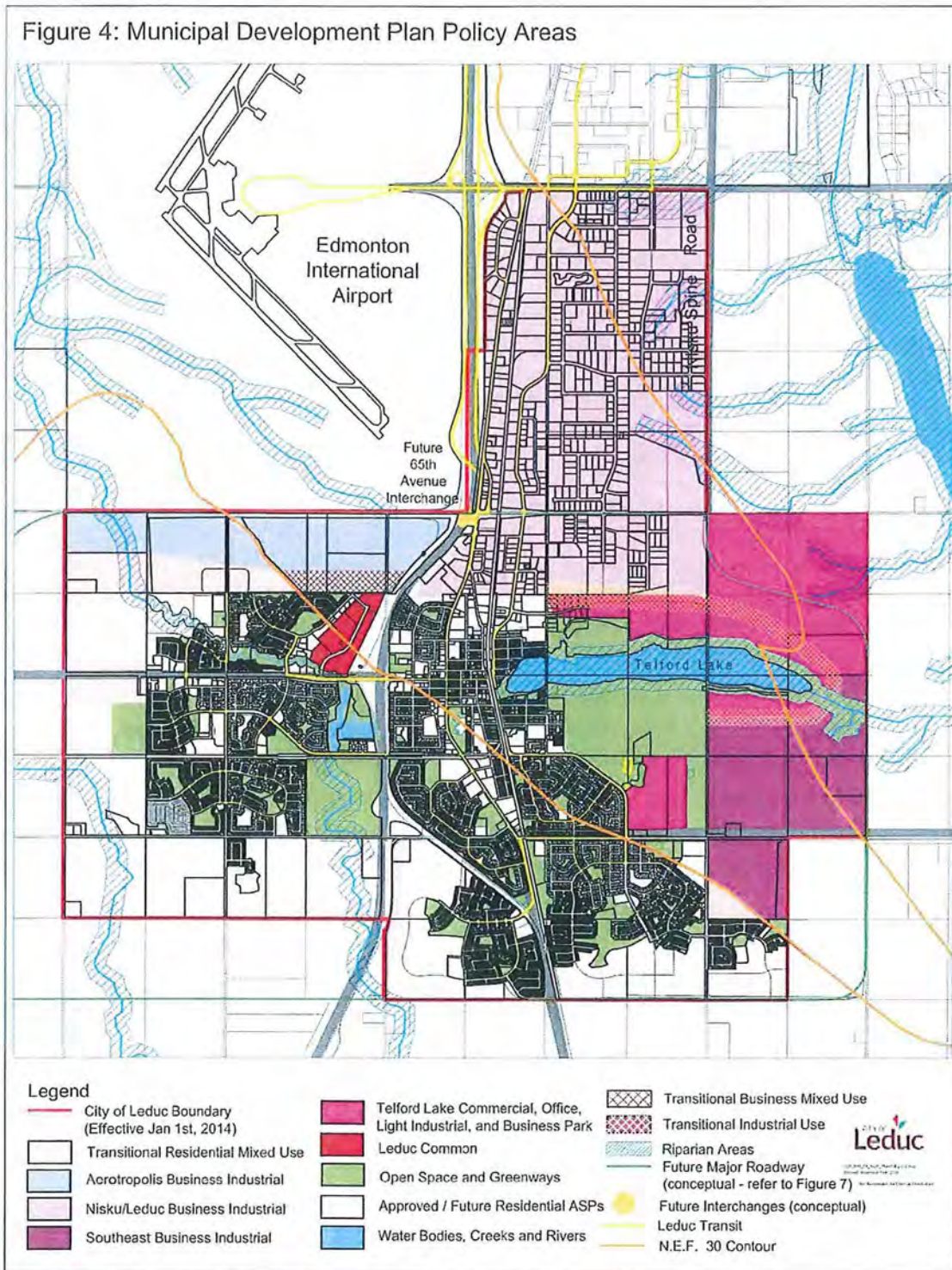
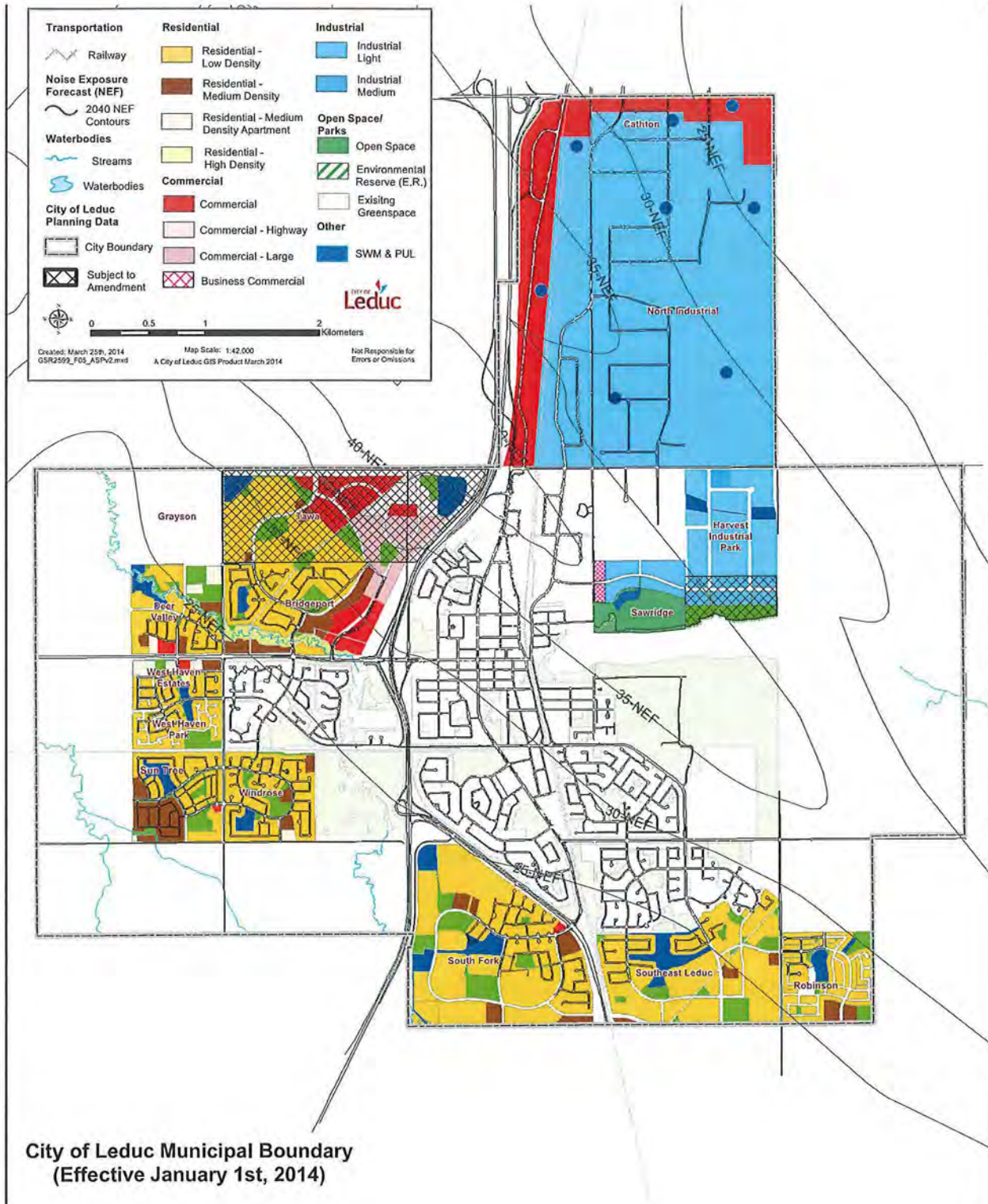


FIGURE 5: Approved Statutory Plans - February 2012 (As amended by Bylaw No. 870-2014)



**City of Leduc Municipal Boundary
(Effective January 1st, 2014)**



4F COMMERCIAL DEVELOPMENT

The City shall promote local and regional commercial and retail areas that will serve all of the consumer needs of the entire community by:

1. facilitating the development and redevelopment of commercial and retail uses in established commercial areas including Downtown, Leduc Common, and the commercial corridors north of Downtown along 50th Street and Sparrow Drive;
2. providing for new commercial development in clearly established corridors adjacent to Edmonton International Airport, the QE II Highway, and other primary highways such as Highway 39, where it would serve to buffer residential neighbourhoods from significant sources of highway and airport noise;
3. requiring that commercial, office, light industrial, and business park uses are developed in the non-residential areas along the north and south sides of Telford Lake, in order to ensure the compatibility of development with adjacent residential neighbourhoods, parks, and natural areas, and to mitigate environmental and visual impacts on Telford Lake and the surrounding riparian areas;
4. requiring that the commercial, office, light industrial, and business park uses to be developed along the north and south sides of Telford Lake:
 - incorporate physical separation between development areas and the natural areas and park spaces surrounding Telford Lake,
 - use low-impact stormwater management practices,
 - provide for appropriate recharge of clean stormwater into aquifers and natural areas, and
 - exceed the architectural, urban design, and landscape architecture standards typically required for light industrial development;
5. allowing for development in the areas designated for Transitional Industrial Uses in Figure 4, which would incorporate land use and design transitions between the Telford Lake commercial, office, light industrial, and business park areas and the adjacent industrial areas;
6. planning for mixed residential and commercial land uses in new, strategically located Town Centres;
7. providing for commercial and retail areas that support and have access to nearby residential neighbourhoods;
8. requiring that commercial and retail development and redevelopment that is visible from the QE II Highway, public open spaces, and residential neighbourhoods shall meet the highest design standards;
9. facilitating the redevelopment of light industrial areas for commercial and retail uses where adequate access to the public can be provided and where the transportation network has the capacity for such intensification of uses;


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10. requiring that all commercial and retail development and redevelopment provide adequate pedestrian connections on site and to the City's trail, pathway, and Multiway systems;
 11. requiring that commercial development incorporate pedestrian-oriented frontages;
 12. requiring that parking areas for commercial development provide for pedestrian circulation, landscaping, and architectural elements to enhance the safety and comfort of pedestrians;
 13. requiring that commercial and retail development and redevelopment provide adequate access for persons of all ages and abilities in accordance with the principles of universal access;
 14. integrating public transit with commercial development;
 15. protecting rights-of-way for future public transit service;
 16. encouraging the use of low impact development, environmental design, green building techniques, and recycled construction materials in commercial development;
 17. requiring that new residential Area Structure Plans provide for adequate local commercial and retail development that will serve the needs of residential neighbourhoods;
 18. permitting home occupations that will not create adverse impacts within residential neighbourhoods;
 19. requiring that all signs for commercial and retail development conform to the applicable City of Leduc bylaws and design guidelines; and
 20. considering the adoption of commercial design guidelines with goals and objectives similar to the Neighbourhood Design Guidelines.

4G INDUSTRIAL AND BUSINESS PARK DEVELOPMENT

The City shall promote industrial and business park development in strategically located areas by:

1. ensuring that a generous supply of fully serviced land will be available in a variety of locations for a complete range of light manufacturing, service industrial, logistics, warehouse, distribution, eco-industrial, agri-business, aerotropolis, business park, and high-quality office park uses;
2. actively promoting aerotropolis development adjacent to Edmonton International Airport in accordance with the City of Leduc Aerotropolis Integrated Land Use Compatibility Plan, which will:
 - take advantage of the economic development synergies and opportunities created by proximity to development at Port Alberta and Edmonton International Airport,
 - include logistics, warehouse, distribution, business park, and high-quality office park uses,
 - incorporate a transportation network that is linked and oriented to development at Port Alberta and Edmonton International Airport, so that transportation impacts on residential neighbourhoods to the south will be mitigated, and

- provide for a land use and development buffer to separate the residential neighbourhoods to the south from noise sources at Port Alberta and Edmonton International Airport;
3. allowing for commercial, light industrial, and business park development as well as open spaces and recreational areas in the Transitional Business Mixed Use policy areas shown in Figure 4, which would serve to buffer the adjacent residential neighbourhoods from significant sources of highway and airport noise, and which would incorporate land use and design transitions to create compatible and sensitive development next to the adjacent residential neighbourhoods;
 4. promoting eco-industrial development such as value-added food chain, renewable energy, resource recovery, bio-technology, environmental technology, and green building industries, which will:
 - achieve improvements in the productivity of human and natural resources,
 - conserve and use energy that is generated locally,
 - introduce fewer non-biodegradable wastes into the environment,
 - connect with the community,
 - be compatible with other non-residential land uses,
 - have links with inter-company networks that bring about new efficiencies and new market opportunities,
 - incorporate sustainable land use and sustainable design of facilities, and
 - adopt new technologies rapidly;
 5. promoting the development of industries related to food production and the processing of agricultural products, particularly in relation to local agricultural operations and food that is produced within the region;
 6. requiring that commercial, office, light industrial, and business park uses are developed in the non-residential areas along the north and south sides of Telford Lake, in a manner that is compatible with adjacent residential development, parks, and natural areas;
 7. requiring that the commercial, office, light industrial, and business park uses to be developed along the north and south sides of Telford Lake:
 - incorporate physical separation between development areas and the natural areas and park spaces surrounding Telford Lake,
 - use low-impact stormwater management practices,
 - provide for appropriate recharge of clean stormwater into aquifers and natural areas, and
 - exceed the architectural, urban design, and landscape architecture standards typically required for light industrial development;
 8. allowing for development in the areas designated for Transitional Industrial Uses in Figure 4, which would incorporate land use and design transitions between the Telford Lake commercial, office, light industrial, and business park areas and the adjacent industrial areas;

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9. continuing to promote the development of the Northeast Industrial Area for serviced light industrial uses;
 10. promoting and planning for a rail spur right-of-way to serve the Northeast Industrial Area;
 11. prohibiting heavy industrial development anywhere within the City of Leduc;
 12. providing for the redevelopment of light industrial areas for commercial and retail uses, through the preparation of industrial Area Redevelopment Plans if necessary, where adequate access to the public can be provided and where the transportation network has the capacity for such intensification of uses;
 13. providing public transit service to industrial and high employment areas including, where feasible, access to C-Line transit service;
 14. protecting rights-of-way for future public transit service;
 15. encouraging the use of low impact development, environmental design, green building techniques, and recycled construction materials in industrial development;
 16. requiring the preparation of Area Structure Plans for new industrial and business park areas, by landowners where feasible or by the City where the strategic economic development interests of the City are best served;
 17. requiring that all new industrial and business park Area Structure Plans are supported by comprehensive engineering, servicing, environmental, geotechnical, and transportation studies approved by the City;
 18. approving new industrial and business park subdivisions only where a full range of municipal infrastructure or appropriate innovative servicing solutions can be provided in an environmentally sound, economical, and timely manner;
 19. requiring that all industrial and business park developers be responsible for on-site and appropriate off-site costs of municipal infrastructure and community services; and
 20. ensuring that industrial and business park areas are developed with high quality buildings, appropriate landscaping, mitigation of impacts on adjacent land uses and the environment, pedestrian connections, and amenities for employees.

4H TRANSPORTATION AND UTILITY SERVICING INFRASTRUCTURE

The City shall integrate land use planning and development with infrastructure investments based upon regional, city-wide, and sectoral priorities by:

1. committing foremost to the maintenance and renewal of existing infrastructure with programs of assessment and timely replacement of infrastructure, so that deferred maintenance will be minimized and return on infrastructure investment will be maximized;
2. investing strategically in new infrastructure where coordination of service provision with compact urban form and efficient land use will result in long-term economic, social, aesthetic, and environmental benefits to the community;
3. considering innovative servicing and utility technologies if they are proven to be more efficient, cost-effective, aesthetically acceptable, and environmentally beneficial than existing technologies, and provided that they will result in long-term economic, social, and environmental benefits to the community;
4. engaging senior levels of government, in consultation with regional and intermunicipal partners when appropriate, to provide for general infrastructure funding and key infrastructure improvements such as:
 - a new interchange at 65th Avenue and the QE II Highway,
 - interchange(s) to the south of Leduc on Highway 2A and the QE II Highway,
 - sanitary sewer trunks and facilities to serve the western, eastern, and southeastern sectors of Leduc, and
 - both local public transit service and regional commuter transit service to and from Edmonton and the Edmonton International Airport;
5. cooperating with regional and intermunicipal partners to plan for major transportation and utility corridors both within and outside the City of Leduc, including sewer and water trunks major power lines, and franchise utilities;
6. cooperating with Edmonton International Airport to find servicing efficiencies and utility solutions that will benefit both the City of Leduc and Edmonton International Airport;
7. requiring that major developments be located where they will support and take advantage of existing and anticipated public investment in adjacent regional transportation systems and infrastructure services;
8. providing a balanced transportation system that offers choice among mobility options including non-vehicular travel, the private automobile, and public transit;
9. planning for public transit routes and stops where transit service can most efficiently be provided to major concentrations of employment, residential population, and community services, including schools;


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10. cooperating with regional partners such as Edmonton International Airport and Leduc County to plan for future park and ride facilities that would support ridership on the C-Line and other future public transit routes;
 11. designating truck routes that ensure the safe and efficient movement of goods and the protection of existing neighbourhoods through standardized speed, capacity, access, traffic signal synchronization, and weight limits harmonized with provincial and federal regulations;
 12. maintaining truck routes that connect the Edmonton International Airport, the QE II Highway, industrial and business park areas, and inter-modal access points;
 13. eliminating the truck route designations on southbound 50th Street and westbound 50th Avenue when the 65th Avenue interchange and a Highway 39 bypass are constructed;
 14. directing investment into major roadway systems where the automobile is deemed to be the most effective mode of travel and where the improvement of traffic capacity will result in long term economic, social, and environmental benefits to the community;
 15. integrating pedestrian infrastructure such as sidewalks, trails, pathways, and the Multiway system into the overall transportation network;
 16. promoting safety on streets and sidewalks with traffic control measures, snow clearing and ice control, street lighting, and pedestrian-oriented streetscapes; and
 17. requiring developers:
 - to conduct engineering, servicing, environmental, geotechnical, and transportation studies for approval by the City,
 - to identify significant development constraints and mitigate any impacts that such constraints may have on proposed development,
 - to pay for the costs of providing adequate water and sewage services, stormwater management facilities, roadways, curbs and sidewalks, and franchise utilities (e.g. gas, power, cable, telephone) to new developments,
 - to pay for appropriate off-site costs of municipal infrastructure (sewer, water, and roads) and community services, through mechanisms such as off-site levies, bylaws, and development agreements, and
 - to provide irrevocable security to ensure that road and infrastructure construction meets City standards.

FIGURE 6: Existing Transportation Network (As amended by Bylaw No. 870-2014)

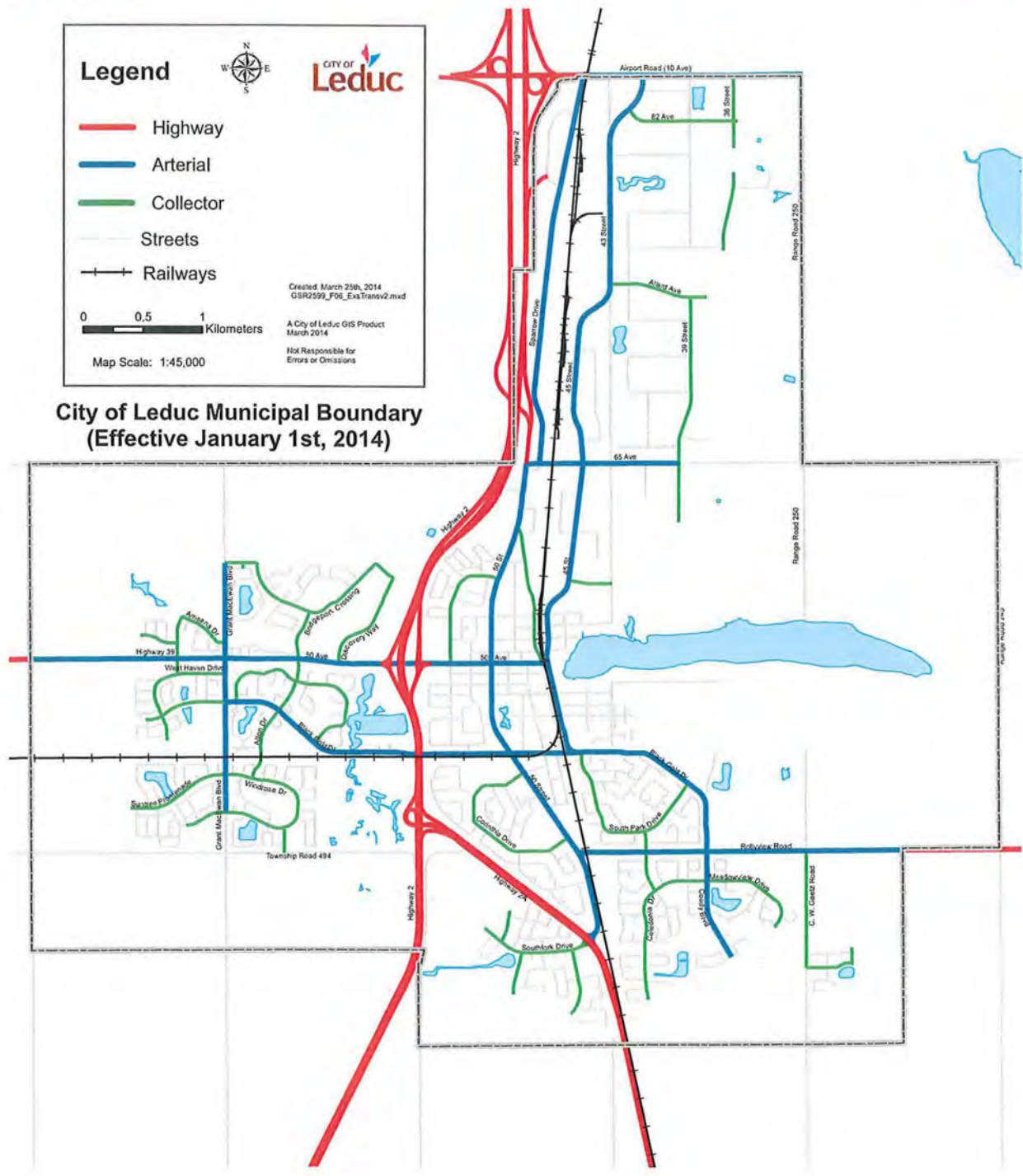


FIGURE 7: Future Transportation Network (As amended by Bylaw No. 870-2014)

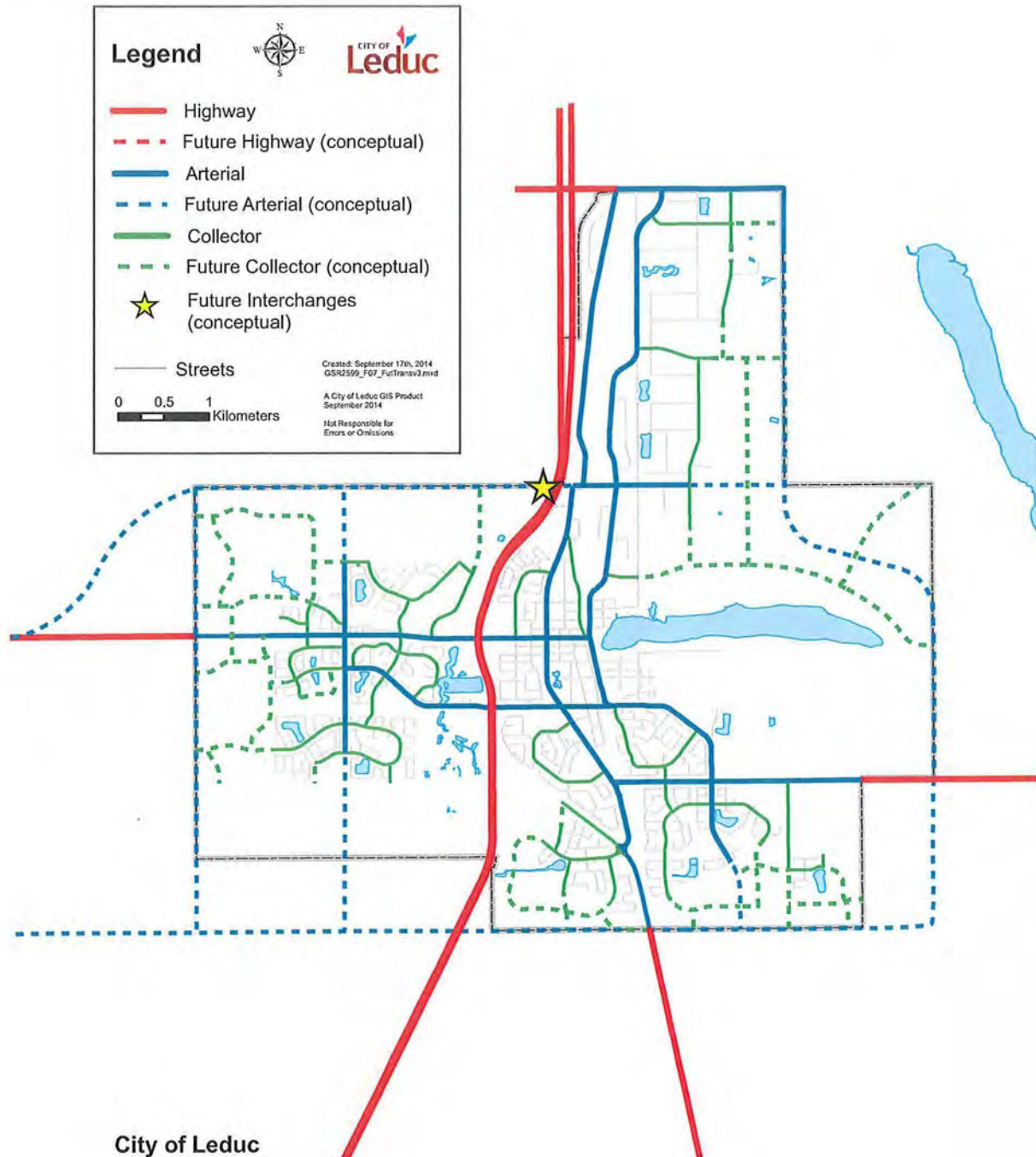


FIGURE 8: Transportation Routes (As amended by Bylaw No. 870-2014)

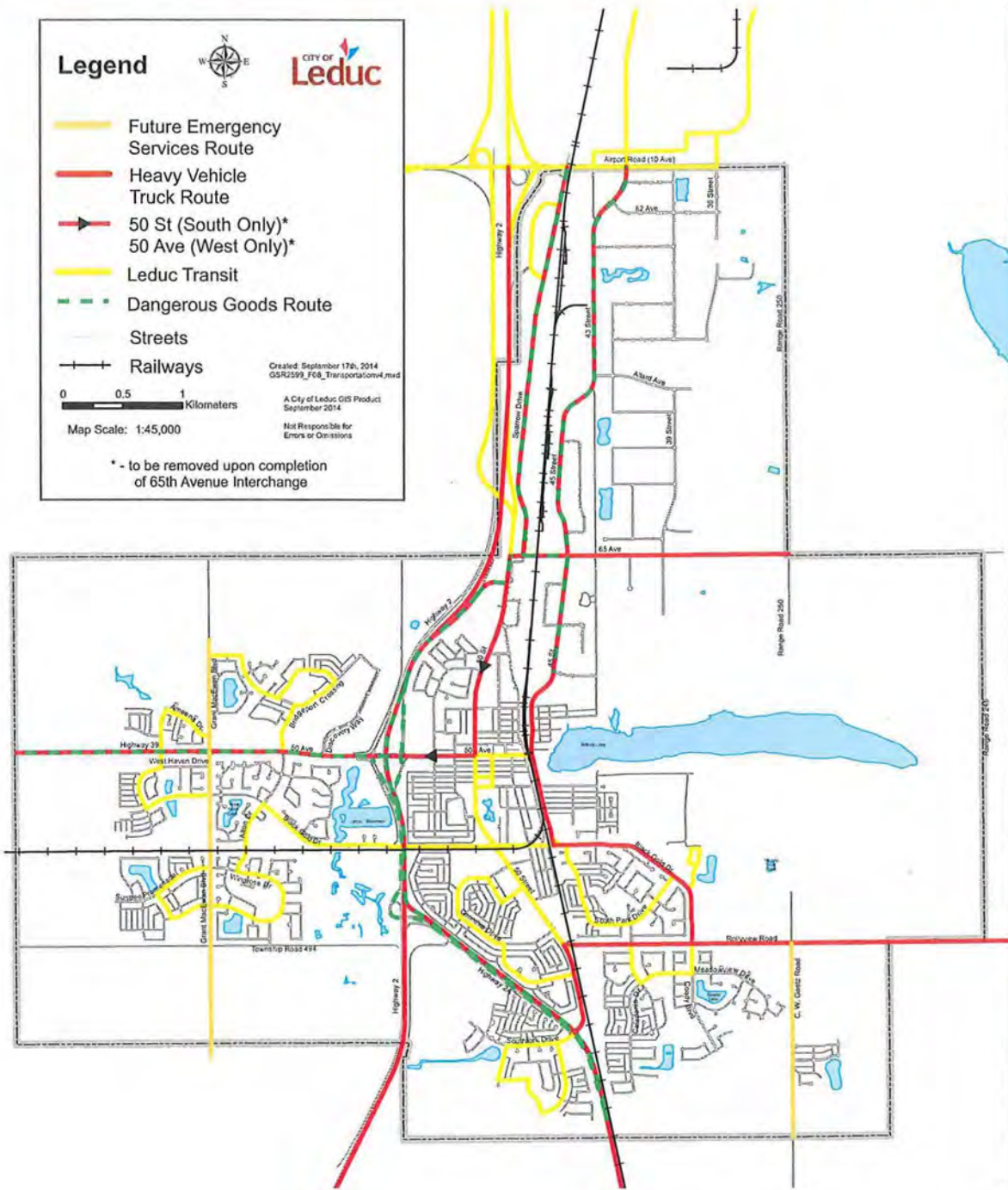


FIGURE 9: Stormwater Management (As amended by Bylaw No. 870-2014)

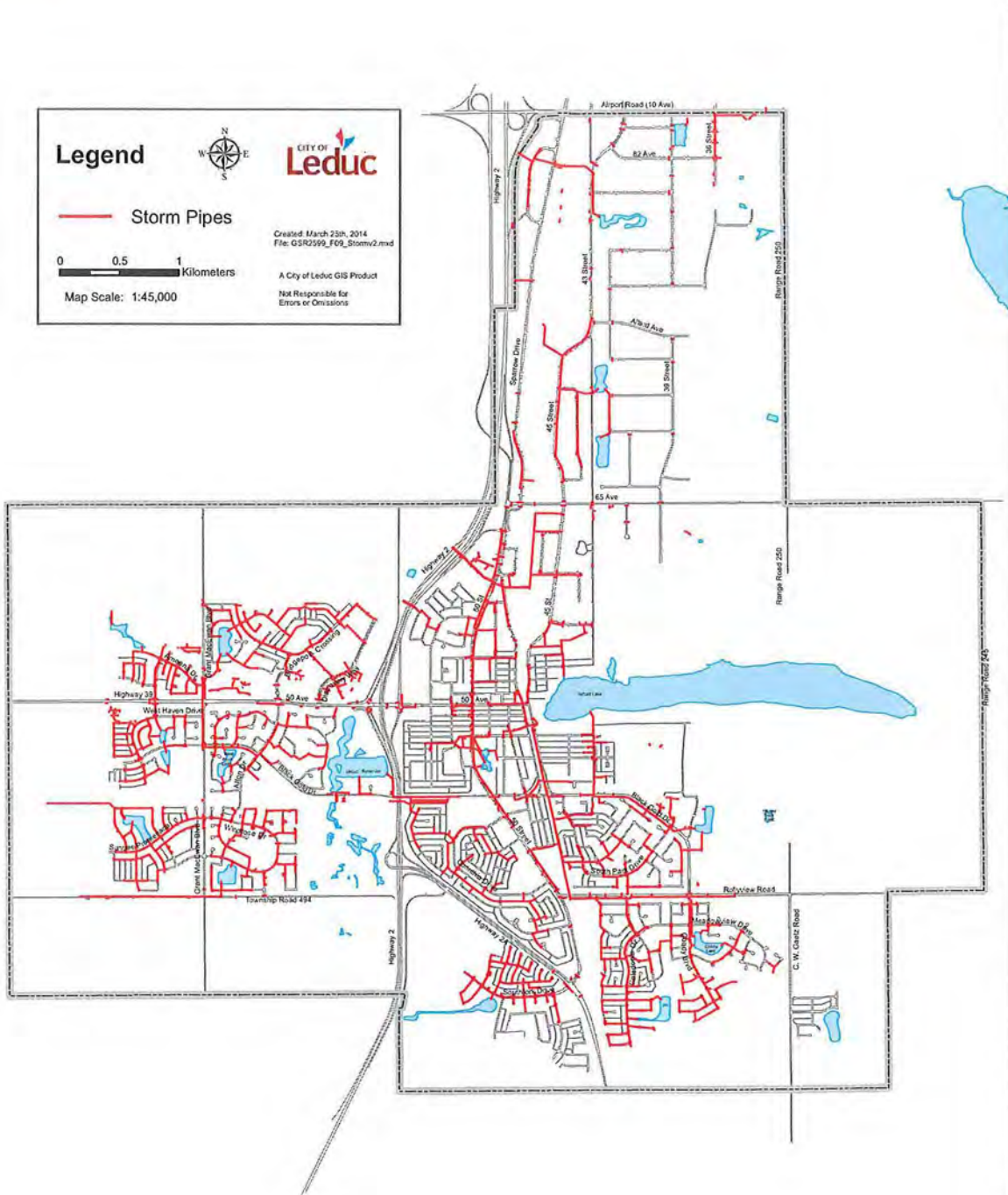


FIGURE 10: Existing and Future Water Utilities (As amended by Bylaw No. 870-2014)

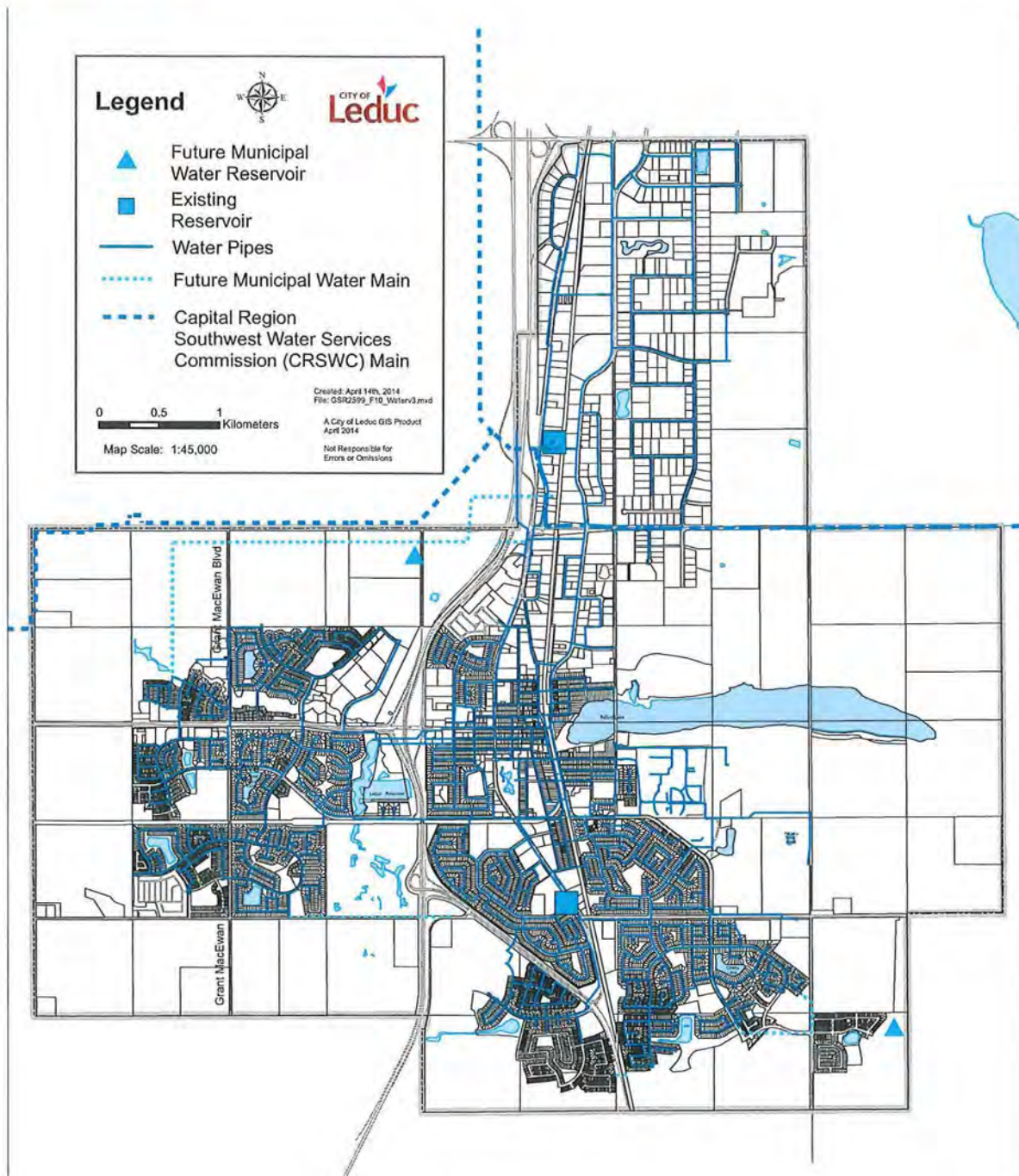
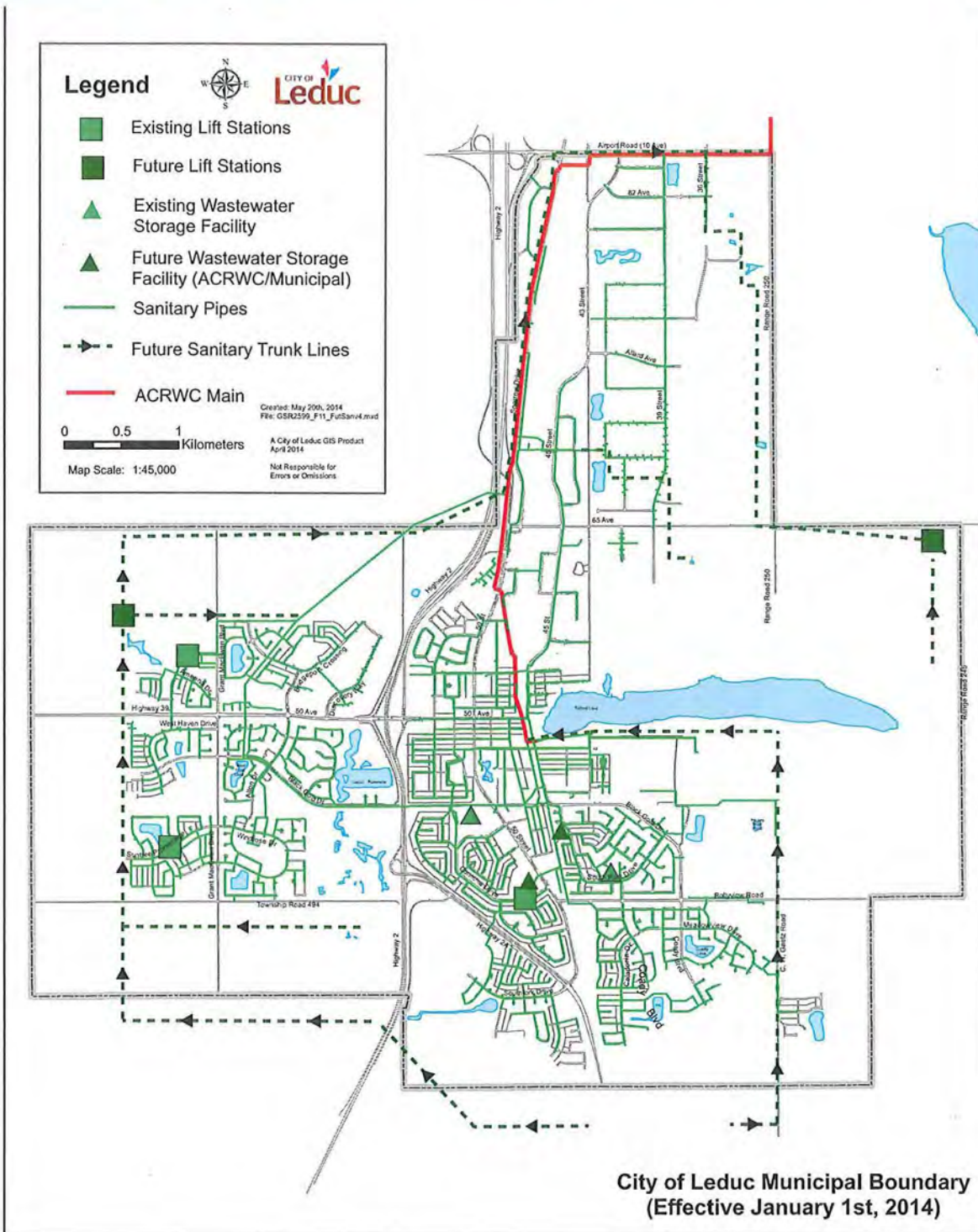


FIGURE 11: Existing & Future Sanitary Sewer Utilities (As amended by Bylaw No. 870-2014)

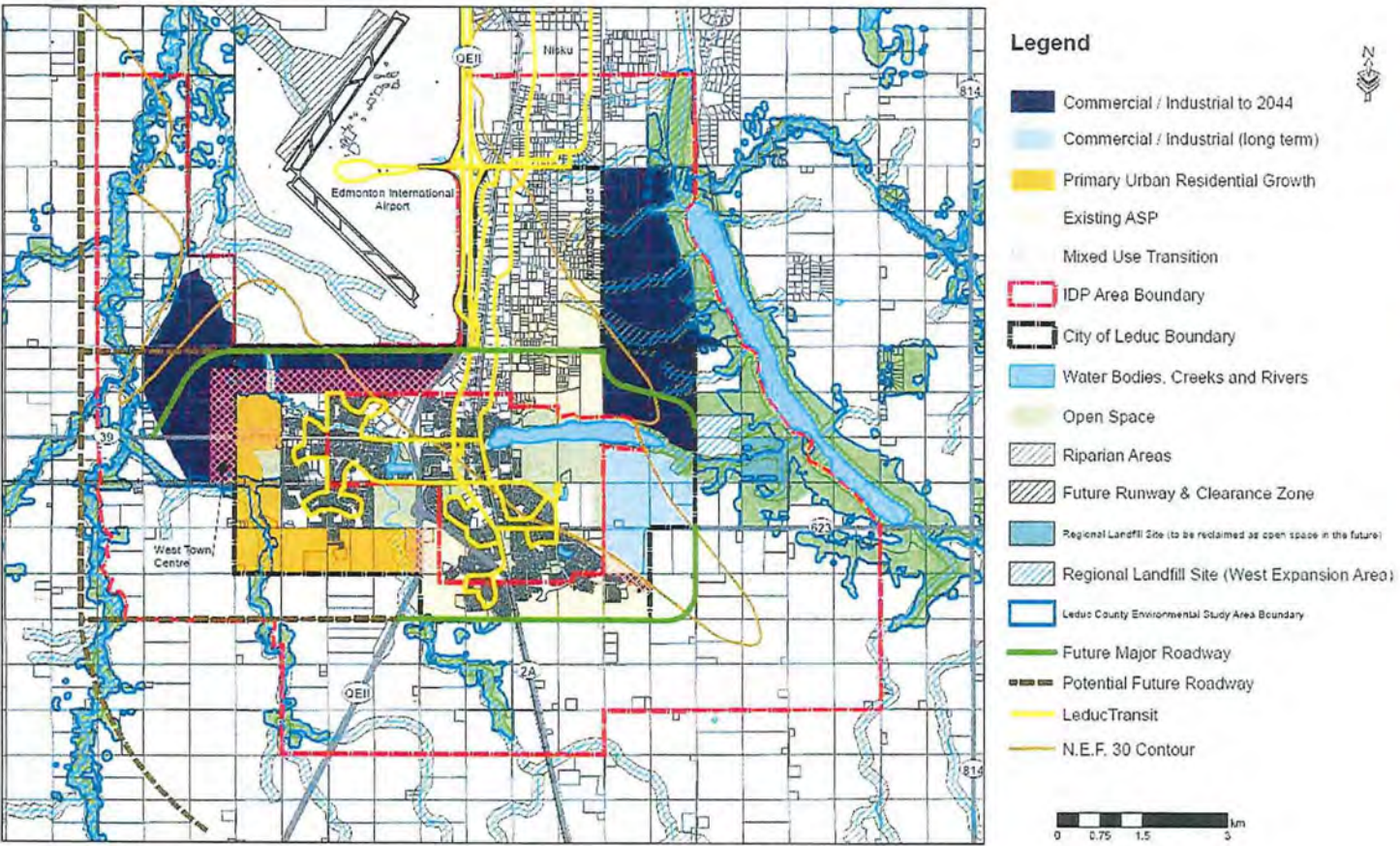




**FIGURE 12: Intermunicipal Development Plan Growth Scenario
(As amended by Bylaw No. 934-2016)**



MDP FIGURE 12: INTERMUNICIPAL DEVELOPMENT PLAN GROWTH SCENARIO



5 | SOCIAL WELLNESS & SAFETY

HIGH QUALITY PROTECTIVE AND PEOPLE SERVICES

Leduc will be a healthy and safe community that is well prepared for the future and able to adapt to emerging health and safety concerns.





5A HEALTHY LIFESTYLES AND SOCIAL WELL-BEING

The City shall promote social well-being and will help individuals, couples, and families to develop and maintain healthy lifestyles by:

1. providing social programs and services that are accessible to residents of all financial means and mobility levels;
2. addressing cost of living increases with programs that support the provision of City services to residents of limited financial means and mobility levels;
3. coordinating the delivery of services and programs for recreation, arts and culture, continual learning, leadership, life-skills, and employment through community-based facilities;
4. providing preventative social programs that reflect the needs of the community through the Family and Community Support Services program;
5. providing educational programs that promote the benefits of healthy lifestyles and social wellness;
6. maintaining a current social needs assessment report that identifies the community's social issues and how such issues will be addressed over time;
7. monitoring indicators of social wellness to determine the needs of the community;
8. working collaboratively with schools, churches, Alberta Health Services and other community agencies to provide social programs that promote healthy lifestyles and social well-being; and
9. advocating for sustained funding at higher levels of government to support human and social service programs and agencies.

5B LOCAL NON-PROFIT SOCIAL SERVICE AGENCIES


The City shall support local non-profit social service agencies by:

1. maintaining a forum that brings together local human and social service agencies, for the purposes of facilitating collaboration among agencies and reducing duplication in programming and services; and
2. promoting volunteerism and providing support and resources to volunteers and volunteer organizations.

5C HEALTHY, INCLUSIVE, AND SAFE COMMUNITIES

The City shall create healthy, inclusive, and safe communities that promote a strong sense of belonging by:

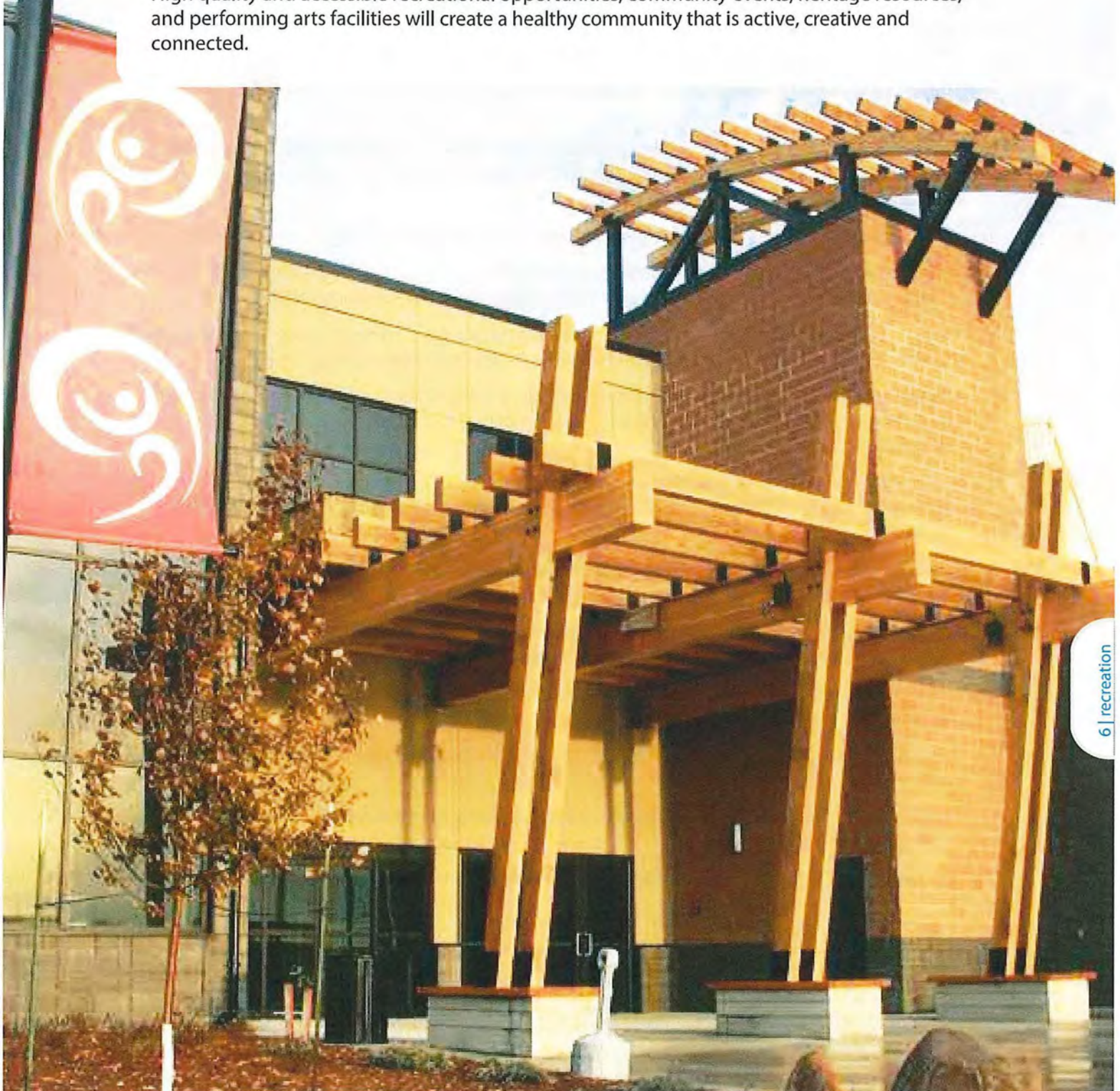
1. providing a range of community services and programs that meet the needs of citizens of all age groups, particularly youth and seniors;
2. assisting private companies and social agencies in the provision of affordable market and financially supported housing in all neighbourhoods;

- 
3. supporting new immigrants and celebrating Leduc's cultural and social diversity;
 4. maintaining a current protective services strategic plan that outlines how the City's fire and police services will adapt to meet City growth and emerging needs;
 5. authorizing and supporting the mandate of Leduc Fire Services to provide emergency services within the City of Leduc boundaries in order to meet the intent of the Alberta Occupational Health & Safety Code and the Alberta Code of Practice for Firefighters;
 6. maintaining fire and other protective service response times that will provide for the protection of life and property throughout the entire community;
 7. requiring compliance with all building code requirements to provide for the protection of life and property;
 8. encouraging the use of innovative construction techniques and materials, sprinkler systems, building setbacks, and other appropriate risk management strategies that will enhance fire prevention and suppression capabilities in new and existing buildings;
 9. supporting community-based policing;
 10. maintaining current disaster services and pandemic plans that outline the City's procedures and practices for addressing major health crises;
 11. working with Alberta Health Services to ensure that quality medical, emergency, and 911 dispatch services are provided to the Leduc community;
 12. encouraging access to healthy food options for all residents;
 13. promoting food security and the development of local and regional agriculture;
 14. maintaining an assisted transportation service that meets the needs of citizens with limited mobility;
 15. ensuring that growth and development support the positive social atmosphere of Leduc and its reputation as a community that provides a safe and pleasant environment for raising families;
 16. adhering to urban design principles that address universal access, lighting, clear sightlines, building security, site planning, landscaping, and parking facilities in order to enhance safety, crime prevention, walkability, diversity, and sense of place;
 17. ensuring that construction projects meet the intent of national, provincial, and local building regulations, while recognizing advances in construction and development-related technologies;
 18. ensuring that all buildings are constructed and maintained in compliance with adopted national, provincial, and local legislation;
 19. placing a high priority on noise mitigation as a human health issue and ensuring that compatible non-residential uses are developed around major noise sources;
 20. evaluating the costs of providing emergency and protective services to new development prior to approval of any Area Structure Plans; and
 21. understanding the health implications of urban development, and mitigating those impacts through appropriate development regulations.

6 | RECREATION & CULTURE

ENGAGED AND ACTIVE COMMUNITY

High quality and accessible recreational opportunities, community events, heritage resources, and performing arts facilities will create a healthy community that is active, creative and connected.



6A ACTIVE AND HEALTHY COMMUNITY

The City shall promote the creation of an active and healthy community that reflects the needs of residents by:

1. creating a range of park spaces with a variety of site amenities to meet the diverse needs of City residents;
2. developing outdoor public spaces for year round use, with appropriate plantings and park design;
3. developing the Multiway system as a complete network that promotes walkability and links residential subdivisions, recreation and cultural destinations, hubs of commerce, and high activity areas;
4. pursuing opportunities to develop the Multiway along rail rights-of-way;
5. working with developers to have parks and the Multiway established in the early stages of development to ensure residents in new areas have access to outdoor recreational spaces;
6. maintaining open space, cultural, and recreational facility development master plans that reflect the needs of the community and identify how such needs will be met over time;
7. consulting with key regional stakeholders, including Leduc County and the school boards, in the planning, development, and potential sharing of costs for open space, cultural, and recreational facilities;
8. collaborating with key community partners, including other government agencies, businesses, and the school boards, to explore innovative opportunities for the joint use of community facilities;
9. including meaningful public participation in planning for recreation, culture, and open space programs and facilities;
10. anticipating trends in neighbourhood life cycles and household formation so that community facilities and schools can adapt to the evolving needs of the community;
11. providing a range of recreation programs, leisure activities, and community events with an emphasis on year-round participation;
12. exploring ways for recreational and leisure programs to be accessible to residents of all financial means;
13. working with the Capital Region Board to design and implement a system of regional parks, open space and greenways; and
14. encouraging cycling as a feasible form of commuting and travelling around Leduc.

6B CULTURE, THE ARTS, AND ENTERTAINMENT


The City shall promote a vibrant arts and entertainment sector that celebrates Leduc's culture and way of life by:

1. providing a range of arts and culture programs, activities, and community events with emphasis on appropriate design, accessibility, and year-round participation in public spaces;
2. protecting geological, historical and archaeological sites of significance;
3. celebrating the 1947 Leduc Oil Strike and other importance historical events, where and when appropriate;
4. encouraging public art in public areas;
5. working with cultural and arts groups to develop the Cultural Village;
6. working with cultural and arts groups to maintain buildings that qualify as heritage structures;
7. working with cultural and arts groups to promote the MacLab Centre for Performing Arts;
8. hosting festivals and special events that showcase local talent and provide entertainment for residents; and
9. supporting the Leduc Public Library to serve as the community's hub of literacy, learning, information, and archives.

6C HIGH QUALITY, SAFE, AND ACCESSIBLE PUBLIC OPEN SPACES

The City shall create high quality public open spaces that are accessible, safe, and responsive to the needs of residents by:

1. developing efficient and sustainable public open spaces that incorporate natural systems where appropriate;
2. locating parks, playgrounds, public open space, and Multiway trail heads so they are highly visible as well as easily and safely accessible for pedestrians and cyclists;
3. promoting safety in parks and the Multiway system with accessible design, snow clearing and ice control, street lighting, and pedestrian-oriented design;
4. establishing locations for parks, open space, and school sites, in consultation with the school boards, through Area Structure Plans;
5. working with the school boards to provide for parks, open space, and school sites that will be large enough to accommodate future joint use and adaptation of community facilities and schools;

- 
6. planning for new large parks and recreation facilities in campus settings on the west side of Leduc;
 7. balancing the development of large automobile-oriented parks and recreation facilities with small pedestrian-oriented local parks and recreation facilities;
 8. obtaining lands for parks, open space, and school sites, in consultation with the school boards, through dedication at the time of subdivision approval of municipal reserve, municipal and school reserve, and school reserve, as defined in the Municipal Government Act;
 9. considering the acquisition of lands designated for public and private open space when the opportunity arises;
 10. developing stormwater management facilities, where appropriate, as attractive and usable park areas with public access;
 11. locating residential dwellings within walking distance of open space;
 12. developing the Telford Lake and Lede Park areas to be the heart of the city, as envisioned in the Telford Lake Master Plan and the Lede Park Master Plan; and
 13. consulting with the school boards in the development and maintenance of major parks, athletic fields, and playgrounds, for the joint benefit of the schools and the public.

7 | GOVERNANCE

RESPONSIBLE, VISIONARY LEADERSHIP

Responsible, well-informed decision-making that includes public engagement will create a community that meets the needs and desires of residents, and a city where people want to live, work and play.





7A RESPONSIBLE LOCAL GOVERNMENT AND SERVICE DELIVERY

The City shall demonstrate leadership in responsible local government and service delivery by:

1. monitoring and responding to demographic, social, economic, and environmental trends, both locally and globally;
2. working cooperatively with other jurisdictions to ensure that services required by Leduc residents are delivered in a coordinated manner;
3. leveraging financial resources through cost-sharing agreements with other regional and municipal jurisdictions, senior levels of government, and the private sector;
4. working with the other levels of government to secure long-term funding commitments and to develop alternative revenue streams that lower the City's dependence on property taxes;
5. exploring and implementing innovative approaches to funding and alternative service delivery options to provide quality services at an affordable cost;
6. preparing, implementing, reviewing, and reporting on financial management plans and studies:
 - to reduce dependency on property and business tax revenue,
 - to effectively utilize City resources,
 - to seek alternative revenue sources, and
 - to build investment capacity;
7. providing a predictable property and business assessment process that is efficient, effective, and equitable;
8. implementing life-cycle costing for capital projects, with consideration of relevant financing options;
9. managing investments in physical assets, including infrastructure, fleet, and facilities, and ensuring fiscal sustainability through effective procurement, maintenance, replacement, and disposal;
10. investing strategically in technology, based upon sound business decisions, and promoting, where appropriate, integration and data-sharing;
11. ensuring exemplary environmental practices in all aspects of civic operations;
12. supporting a competent, productive, and healthy City workforce through strategic human resource planning that will:
 - promote flexible human resource systems and processes,
 - invest in human resource development, and
 - uphold values of equity, diversity, innovation, and accountability;

- 
13. evaluating the needs of citizens in the delivery of services and monitoring performance in service delivery;
 14. evaluating the relative merits of alternative service delivery models;
 15. working with community and business partners in the delivery of services;
 16. striving to continuously improve service delivery processes; and
 17. making services and service delivery processes transparent to citizens.

7B CITIZEN ENGAGEMENT


The City Council and administration shall foster citizen engagement in political decision-making processes by:

1. facilitating access to information in a responsive, comprehensive, and transparent manner, consistent with the Alberta Freedom of Information and Protection of Privacy Act;
2. disseminating timely information regarding City programs, services, and initiatives;
3. fostering better public understanding and awareness of civic functions, responsibilities, priorities, and overall policy direction;
4. using new technologies such as the Internet and social media to consult and communicate with the community; and
5. actively engaging citizens in policy formulation, political decision-making, program development, and service delivery processes.

7C REGIONAL AND INTERGOVERNMENTAL PARTNERSHIPS

The City shall support sound governance in collaboration with regional and intergovernmental partners by:

1. promoting the role of the City of Leduc as an important municipality, community, and focal point for economic activity in the Capital Region;
2. cooperating with neighbouring municipalities, the Capital Region Board, and the Government of Alberta to promote the integration and effective implementation of the City of Leduc Municipal Development Plan, the Leduc County — City of Leduc Intermunicipal Development Plan, and the Capital Region Growth Plan;
3. entering into negotiations with Leduc County with respect to annexation;
4. enhancing the City of Leduc's partnership with the Edmonton International Airport by promoting the integration and effective implementation of the Edmonton International Airport Master Plan with the strategic priorities and plans of the City of Leduc;

- 
5. protecting the City's long-term growth interests through collaborative intermunicipal, multistakeholder, and regional planning to determine future land uses and infrastructure needs within priority growth areas;
 6. continuing to work with the Government of Alberta, the Capital Region Board, Edmonton International Airport, and neighbouring municipalities to promote ongoing dialogue, discussion, and partnerships with respect to issues such as economic development, land use planning, infrastructure, service provision, and governance; and
 7. contributing to the development and maintenance of a comprehensive information base for the Capital Region and the Leduc sub-region.

7D REGIONAL CONTEXT STATEMENT

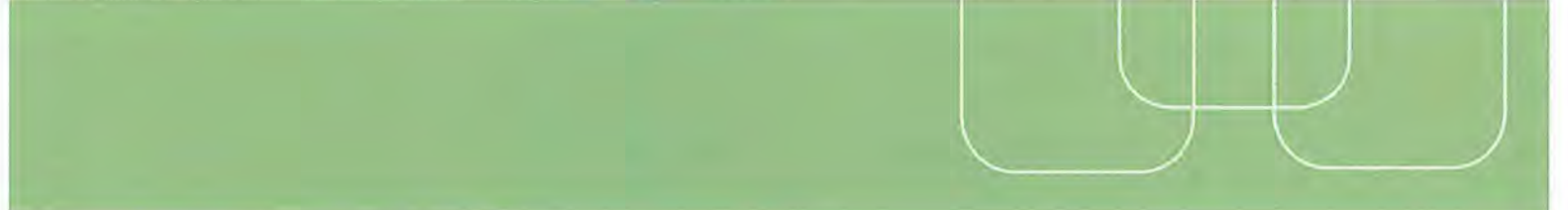
In 2008, the Government of Alberta established the Capital Region Board (CRB) and directed the CRB to prepare a Capital Region Growth Plan (CRGP). The plan was prepared and on March 11, 2010, the Government of Alberta approved it. This was followed by the enactment of the Regional Evaluation Framework (REF), the mechanism by which statutory plans are reviewed to ensure their compliance with the CRGP's regional policies and priorities.

Section 3.5 of the approved Capital Region Land Use Plan requires that:

"Municipalities shall prepare and adopt Regional Context Statements as part of their revised MDP's. Regional Context Statements describe the municipal Principles and Policies that conform to the Plan and, where necessary, how these policies will evolve toward greater consistency with the Plan."

Since its creation, the CRB has undertaken many initiatives which led to the adoption of the CRGP and its addendum (October and December 2009) and the Integrated Regional Transportation Master Plan (IRTMP) to only name a few. The review of population and employment projections is another example of initiative conducted by the CRB.

As the Capital Region Growth Plan gets updated from time to time, the City of Leduc will have to update the Municipal Development Plan to remain consistent with it. A similar exercise will be required once the CRGP review is completed. At the present time, the completion of the review of the CRGP is anticipated in 2015.



7E CAPITAL REGION GROWTH PLAN — CITY OF LEDUC PRINCIPLES AND POLICIES

The City of Leduc shall ensure conformance of all municipal policies, regulations, and operations with the Capital Region Growth Plan by:

1. continuing to actively participate in all Capital Region Board committees and initiatives to further integrate land use, transportation, public transit, housing, infrastructure and utility services, watershed management, environmental sustainability, parks and recreation, economic development, regional governance, and other matters as they relate to the City of Leduc and the Capital Region;
2. contributing data and analysis for all current and future reviews of population and employment projections in the Capital Region Growth Plan;
3. increasing overall residential densities in order to reduce the requirement for additional infrastructure servicing and to meet the density targets established in the Capital Region Plan; and
4. formulating long-term policies and rendering short-term decisions based upon the policies of the City of Leduc Municipal Development Plan and the Capital Region Growth Plan.

MDP FIGURE 13: INTERMUNICIPAL DEVELOPMENT PLAN POLICY AREAS

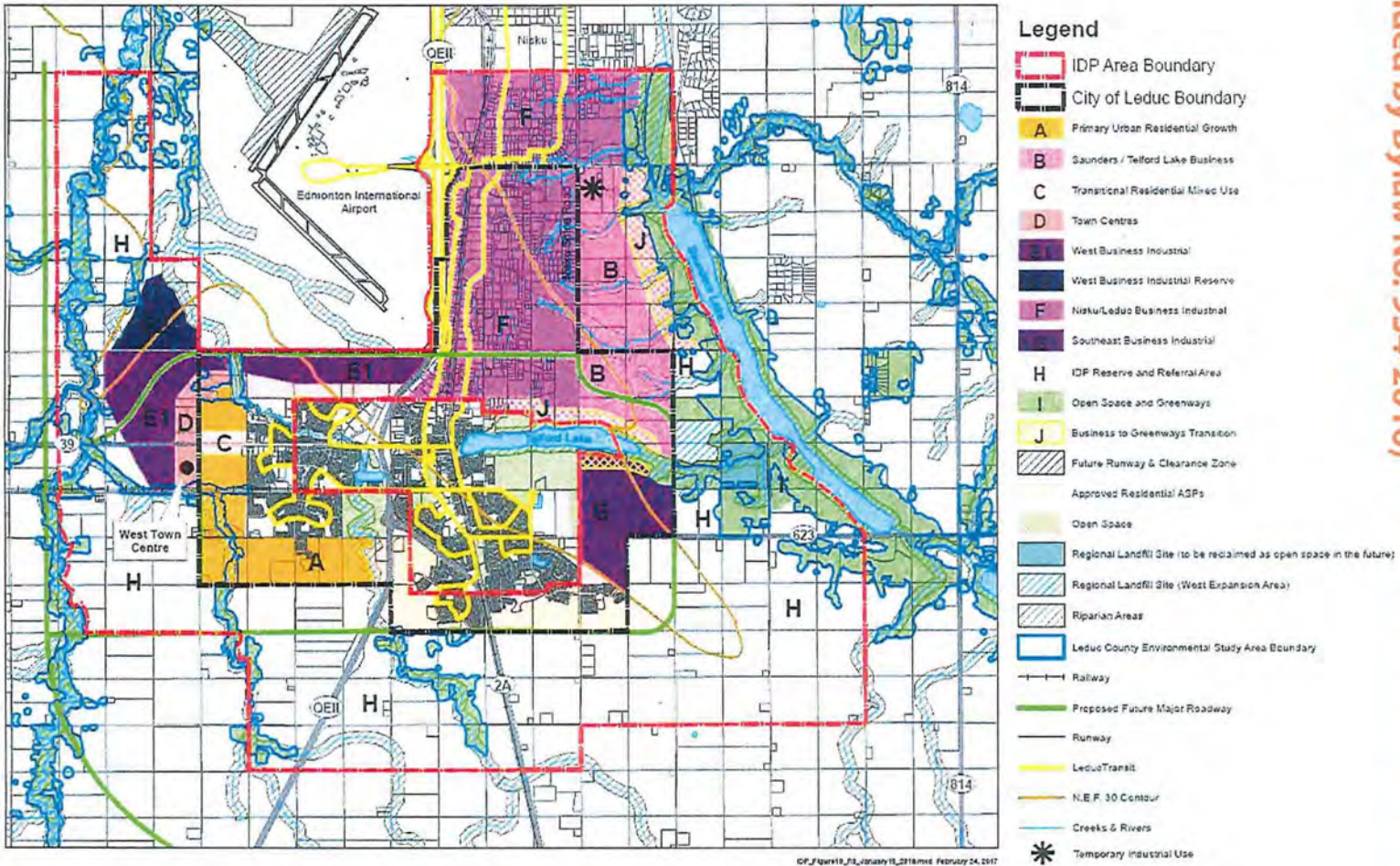
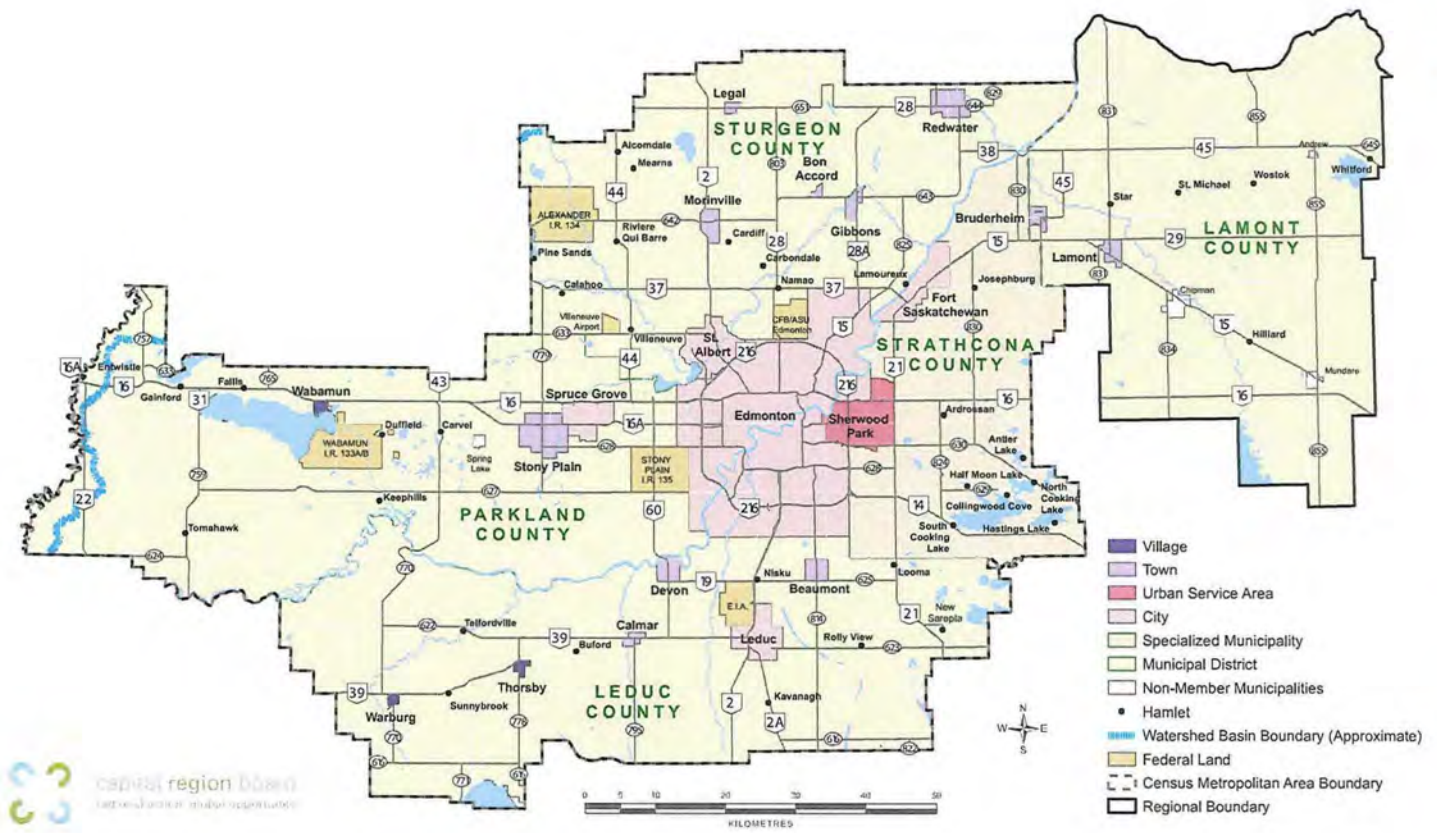


FIGURE 13: Intermunicipal Development Plan Policy Areas (As amended by Bylaw No. 934-2016)



FIGURE 15: Capital Region Board (CRB) Map (As amended by Bylaw No. 870-2014)





8 | VISION TO REALITY

IMPLEMENTING THE PLAN

The MDP is not a static document, but will evolve and adapt to changing circumstances in order to accommodate new trends and to promote innovation. In addition to addressing the ongoing administration, monitoring, and implementation of the MDP, this plan provides for both periodic review and occasional amendments to the MDP.





8A MDP ADMINISTRATION

The City of Leduc Council shall govern and make decisions in accordance with the policies of this MDP by:

1. assigning responsibility, within the scope of Council's authority under the Municipal Government Act, to the City of Leduc administration, delegated officers, committees, commissions, and boards, for the administration and implementation of the MDP;
2. initiating and overseeing the planning programs, budgets, recommendations, and activities necessary to administer and implement the MDP;
3. consulting and seeking advice from all interested stakeholders; and
4. engaging the community in municipal decision-making.

The City of Leduc administration shall implement the directives of Council in accordance with the policies of this MDP by:

5. rendering decisions and approvals as delegated by Council;
6. reviewing planning applications and presenting recommendations on those applications to Council and the committees, commissions, and boards appointed by Council;
7. enforcing the bylaws enacted by Council to implement the MDP;
8. ensuring that all programs and activities necessary to administer and implement the MDP are carried out within the budgets set forth by Council;
9. consulting and seeking advice from all interested stakeholders; and
10. effecting the community engagement programs required by Council.


8B MDP MONITORING

The City shall monitor the progress of initiatives to implement this MDP by:

1. establishing and maintaining information systems for monitoring growth, development, and the performance of municipal policies, systems, and services;
2. periodically reporting to Council on the outcomes of administrative monitoring activities and whether any of those outcomes indicate the need to amend the MDP;
3. taking the outcomes of monitoring systems into account for all regular planning, infrastructure, growth management, and financial decisions rendered by Council, committees of Council, and the administration;
4. undertaking comprehensive reviews of the MDP every five years; and
5. consulting with the community and interested stakeholders for all MDP reviews and any proposed MDP amendments.



glossary



1:100 year flood plain means an area of flat land surrounding a stream that becomes submerged when the stream overflows its banks and which has been calculated to convey flood water where a flood is expected to be equalled or exceeded every 100 years on average.

Adjacent municipality means a municipality that shares a common boundary with any other municipality.

Aerotropolis means a concept of urban form where the spatial organization, infrastructure, and economic linkages focus on an airport, offering its businesses rapid worldwide connectivity to suppliers, customers, and enterprise partners. An aerotropolis includes an airport city and is surrounded by clusters of aviation-related enterprises. The aerotropolis encompasses a range of commercial facilities supporting both aviation-linked businesses and the air travelers who pass through the airport annually.

Affordable or attainable housing means both subsidized and non-subsidized housing provided for people with low income or limited means to buy or rent properties on the open market.

Airport Vicinity Protection Area (AVPA) Regulation means the Regulation promulgated under the Alberta Municipal Government Act that governs land use and development surrounding the Edmonton International Airport.

Alberta Municipal Government Act (MGA) means the Municipal Government Act, Statutes of Alberta 1994, Chapter M-26.1 as amended from time to time.

Area Redevelopment Plan (ARP) means a statutory plan, adopted by Bylaw, that outlines proposed redevelopment for a specified area, and which sets forth municipal policies:


- to preserve or improve land or buildings in the ARP area
- to rehabilitate, remove, construct, or replace buildings in the ARP area
- to establish, improve, or relocate roads, public utilities or other services
- to establish land use and architectural guidelines for development in the ARP area
- to establish means such as redevelopment levies to pay for public improvements in the benefitting ARP area
- to facilitate any other development in the ARP area

Area Structure Plan (ASP) means a statutory plan, adopted by Bylaw, that provides a policy framework for the evaluation of proposals for outline plans, land use redesignation, subdivision and development of a specified area of land in the municipality.

Artificial wetland means artificially created ponds that would not qualify as ecologically significant.

Balanced growth means balancing residential, commercial, and industrial growth to achieve fiscal, economic, and community sustainability.

Best Management Practices for stormwater management means a method by which adverse stormwater impacts from development or redevelopment, including but not limited to the release of pollutants into water, are controlled through the application of schedules of activities, prohibition of practices, maintenance procedures, structural protocols, and managerial practices.



Boarding facilities means a development consisting of a single detached dwelling where lodging or sleeping accommodation, with or without meals, is provided for remuneration for not more than six persons. A minimum of one on-site parking stall per bedroom shall be provided. A boarding facility does not include a group care facility or a family care facility.

Business taxes means taxes that businesses pay to local governments, not including any property taxes that business property owners may be liable for paying to local governments.

C-Line means the public transit service connecting express bus route stops in the City of Leduc with the Nisku Business Park in Leduc County, Edmonton International Airport, and Century Park in Edmonton, which will form the basis for more frequent and extensive public transit service throughout the southern part of the Capital Region.

Capital Region means the Alberta Capital Region, which consists of the following municipalities: Beaumont, Bon Accord, Bruderheim, Calmar, Devon, Edmonton, Fort Saskatchewan, Gibbons, Lamont, Lamont County, Leduc, Leduc County, Legal, Morinville, Parkland County, Redwater, St. Albert, Spruce Grove, Stony Plain, Strathcona County, Sturgeon County, Thorsby, Wabamun and Warburg.

Capital Region Board means a provincially mandated regional decision-making body for the Capital Region with representation from each of the twenty-four municipalities of the Capital Region.

Capital Region Growth Plan: Growing Forward means the Growth Plan that provides a future vision for the Capital Region, consisting of four components: a Land Use Plan, an Intermunicipal Transit Network, a Geographic Information Systems Plan, and a Housing Plan. The Growth Plan was developed by the Capital Region Board and accepted by the Minister of Municipal Affairs in March 2010.

Capital budgeting means a method for evaluating investment proposals to determine whether they are financially sound, and for allocating limited capital resources to the most desirable proposals.

Citizen engagement means an interactive process of deliberation among citizens, to contribute meaningfully to public policy decisions in a transparent and accountable manner.


Commercial development means development that includes activities intended for either the sale of goods or the provision of services, or both.

Community sustainability means the condition of a community in which the diverse needs and aspirations of its existing and future residents are met, in a manner that is sensitive to the natural environment, that manages long term resources, and that contributes to a high quality of life.

Core Need means the situation of a household that spends more than 50% of its income on shelter costs.

Council means a body of elected officials who exercise duties and powers as legislated by the province. In this document, "Council" refers to the Leduc City Council.

Council committee means a committee that may consist entirely of councillors; a combination of councillors and other persons; or subject to section 154(2) of the MGA, entirely of persons who are not councillors; who are officially delegated to perform functions such as researching, considering, reporting, or acting on municipal matters.



County means a municipal district in accordance with the provisions of the Municipal Government Act.

Cultivated Wetland means wetlands on the upland that have been recently cultivated and which would not qualify as ecologically significant because of that cultivation.

Developed (Development) means:

- any excavation or stockpile and the creation of either of them
- a building or an addition to it
- the replacement, repair, or construction of a building
- the placement of a building in, on, over, or under land
- a change of use of land or a building
- a change in the intensity of use of land or a building

Development constraints means conditions that hamper development in a particular area.

Development officer means an official charged with administering the applicable bylaw and deciding on development permit applications.

Development permit means a document that includes approved site and building development plans illustrating land use, landscaping, built form, intensity of use, and appearance of the site and buildings, as well as conditions of development approval.

Eco-industrial development means business development that achieves improvements in the productivity of human and natural resources, and which encourages efficiency, conservation, locally generated energy, sustainable land use, and sustainable design.

Emergency services means police services (provided in Leduc by the RCMP and City of Leduc Enforcement Services), fire department (Leduc Fire Department) and EMS (provided by the Government of Alberta).

Environmental reserve means reserve lands to be owned by a municipality, which the municipality may require a subdivision applicant to provide, for lands defined in the MGA as:

- a swamp, gully, ravine, coulee or natural drainage course,
- land that is subject to flooding or is, in the opinion of the subdivision authority, unstable, or
- a strip of land, not less than 6 metres in width, abutting the bed and shore of any lake, river, stream or other body of water for the purpose of
 - preventing pollution, or
 - providing public access to and beside the bed and shore

Fiscal responsibility means the requirement for municipalities set forth in the MGA that municipalities must balance budgets and may not carry deficits.

Flood-proofing measures means the process of protecting a building from flood damage on site, which can be divided into wet and dry flood proofing.



Freedom of Information and Protection of Privacy Act means the legislation adopted by the Government of Alberta to ensure appropriate access to government information at the provincial, regional, and local government levels.

Geotechnical means aspects of or related to the soil and bedrock, especially as they may affect foundations and earthworks.

Geothermal power means the harnessing of heat from beneath the earth's surface to generate electricity with virtually no emissions, using subterranean steam or hot water to turn turbines that produce electricity.

Guidelines means statements of planning intent that are more detailed than policies, but not as strict as rules and regulations.

Heavy industrial development means industrial development involving the processing of significant amounts of raw materials to the extent that off-site impacts cannot be mitigated and where such impacts tend to create negative health and safety conditions for urban residents. Examples of heavy industrial development include but are not limited to smokestack industries such as oil refineries and heavy oil upgraders, gas plants, coal burning power plants, paper mills, steel mills, smelters, etc.

Heritage resources means archaeological or historic sites, burial sites, artefacts and other objects of historical, cultural or religious significance, and historical or cultural records.

Historic Resources Act means an act passed in Alberta in 1973 based on the need to preserve and study historic resources.


Historic resources impact assessment (HRIA) means an impact assessment undertaken when, in the opinion of the Minister of Alberta Culture and Community Spirit, an activity will or likely will result in the alteration, damage or destruction of a historic resource.

Hydrogeological means the distribution and movement of groundwater in the soil and rocks of the earth's crust (commonly in aquifers).

Impact analysis means the determination of the effect that a change to a function or component will have to other functions or components as well as to other systems.

Industrial development means development including manufacturing, processing, fabrication, storage, distribution, or other intensive or extensive business activities that provide significant employment and economic development for the community.

Infrastructure means the services and facilities for which the municipality has capital investment and maintenance responsibilities, including roadways, sidewalks, bridges, street lights and traffic signals, transit buses, solid waste management systems, potable water distribution systems, storm sewers, sanitary sewers, sports fields, playgrounds, arenas, pools, police and emergency response stations, vehicles and equipment, civic buildings, parks, boulevard trees and computer and telecommunications equipment.



Intensive Livestock Operation means a system of modern animal farming designed to yield the most meat, milk, and eggs in the least amount of time and space possible.

Intermunicipal Development Plan (IDP) means a statutory plan adopted by two or more municipal Councils in Alberta to include specified areas of land lying within the boundaries of both municipalities, which must include procedures to resolve any conflicts between the municipalities.

Land Use Bylaw means a bylaw of the municipality passed by Council as a Land Use Bylaw pursuant to the provisions of the Municipal Government Act and intended to control and regulate the use and development of land and buildings within the municipality.

Land use plan (land use map) means a public document that sets aside different areas for different uses, and describes what activities are permitted or not permitted in specific areas.

Land use redesignation means a statutory decision of a municipal Council, often referred to as rezoning or redistricting, which legally changes the acceptable uses for specific parcels of land.

Light industrial development means industrial development that is typically less capital intensive, produces more consumer-oriented than business-oriented goods, has less environmental impacts, and uses lower amounts of partially processed materials to produce items of relatively higher value than heavy or medium industrial development.

Light rail transit (LRT) means a transit mode typified by an electric railway with medium volume traffic capacity compared to heavy rail, which is characterized by passenger rail cars operating on fixed rails in a shared or exclusive right-of-way.

Local improvement bylaw means a municipal bylaw approved in accordance with Division 7 of the MGA for the purpose of implementing local improvements and collecting local improvement taxes to fund such local improvements.


Low impact development means a land planning and engineering design approach to managing stormwater runoff, which emphasizes conservation and use of on-site natural features to protect water quality through infiltrating, filtering, storing, evaporating, and detaining runoff close to its source.

Master drainage plan means a plan to address the current and future drainage needs of an area, having due regard for water management goals that may be established in studies at a watershed scale.

Medium industrial development means industrial development that exhibits high standards of site design, open space, landscaping, and road construction, with uses that do not cause any external, objectionable, or dangerous conditions beyond the outer limits of the site. Medium industrial development is often used to buffer heavy industrial development from other land uses.

Municipal Development Plan (MDP) means the principal statutory land use plan for the entire municipality, adopted by Council, in accordance with the provisions of the Municipal Government Act.

Municipal Historic Resource means historic resources that are considered to be of municipal importance, that are designated as such by the municipality, and which may be listed on the Canadian Registry of Historic Places subject to the municipality submitting the proper documentation.



Municipal planning commission means a commission that Council establishes by bylaw:

- to serve as a development authority
- to advise and assist Council with regard to the planning of orderly and economic development within the municipality
- to ensure that proposed developments shall be approved in accordance with the purpose, scope, or intent of the MDP, IDP, ASPs, ARPs, Land Use Bylaw, and any applicable non-statutory plans or policies approved by Council

Municipal reserve, municipal and school reserve, and school reserve means reserve lands to be owned by a municipality, which the municipality may require a subdivision applicant to provide, up to ten percent of the developable area, for park, recreation, or school authority purposes (designated MR for municipal reserve, MSR for municipal and school reserve, or SR school reserve).

Natural environment means self-sustaining areas with native vegetation, water, or natural features.

Non-government organization means a legally constituted organization that operates independently from any level of government, including not-for-profit organizations.

Non-statutory plans means plans that are similar in scope to statutory plans, but which are approved through Council resolutions and may include conceptual schemes, land use policies, architectural guidelines, and policy statements.

Off-site levy means a development levy that a Council may impose by bylaw in accordance with the MGA to be used to pay for capital costs, such as water storage, treatment, or supply facilities, sanitary sewage facilities, storm sewer, or roads, which may not be located on the subject development site but which would directly or indirectly benefit the subject development.

Physical planning means a form of urban land use planning which attempts to achieve an optimal spatial coordination of different human activities for the enhancement of the quality of life.

Planning approvals means the exercise of municipal authority to approve land use redesignations, subdivisions, and development permits.

Policy means an official plan of action adopted by an individual or group, which for land use plans adopted by municipalities in Alberta can be distinguished as either statutory plans (Municipal Development Plans, Area Structure Plans, or Intermunicipal Development Plans) or non-statutory plans.

Provincial Historic Resource means the highest level of designation for Alberta's historic resources, which are deemed to be of province-wide significance and for which any changes to the sites or buildings require the written permission of the Minister of Culture and Community Spirit.

Public health and safety means the overall well-being of the people in a community.

Rainwater harvesting means the accumulation and storing of rainwater, which can be used to provide drinking water, water for livestock, water for irrigation or water to refill aquifers through groundwater recharge.

Redevelopment levy means a levy that may be imposed on an applicant for a development permit in a redevelopment area, in accordance with an ARP, municipal bylaws, and the MGA.

Regional commercial development means significant office and retail commercial development outside of predominantly residential neighbourhoods, which cater to large trade areas.

Registered Historic Resource means the second level of designation for Alberta's historical resources, which are generally considered to be of local or regional significance, and for which the owners of such resources are required only to notify the Minister of Culture and Community Spirit 90 days in advance of effecting any change to the resources.

Residential development means development that includes all manner of dwellings and associated uses intended for habitation by persons.

Right-to-farm legislation means laws that are intended (1) to strengthen the legal position of farmers when neighbours sue them for private nuisance or (2) to protect farmers from anti-nuisance bylaws and unreasonable controls on farming operations.

Rules and regulations means clear, unambiguous standards (such as maximum and minimum standards) laid out in bylaws, such as a Land Use Bylaw.

School Division means a geographic division over which a school board has jurisdiction, in accordance with the provisions of the Alberta School Act and the Municipal Government Act.


Secondary Suite means development consisting of a self-contained dwelling unit located in a structure in which the principal use is single detached dwelling. A secondary suite has cooking, food preparation, sleeping and bathing facilities, which are separate from those of the principal dwelling unit within the structure. For the purpose of this clause, "cooking facilities" includes any stove, hotplate, oven, microwave oven, toaster oven or electric griddle, as well as any wiring or piping containing the energy or power source for such facilities. A secondary suite also has an entrance separate from the entrance to the principal dwelling unit, either from a common indoor landing or directly from the exterior of the structure. This includes conversion of basement space to a dwelling unit, or the addition of new floor space for a secondary suite to an existing single detached dwelling. This does not include duplex dwelling, or apartment, where the structure was initially designed for two or more dwelling units.

Serviced land means land that has been serviced with municipal sewer or water services.

Social development means a commitment to individual well-being and volunteerism, and the opportunity for citizens to determine their own needs and to influence decisions which affect them.

Statutory plans means plans required or enabled by the MGA that are adopted by municipal Councils through public hearings and which include MDPs, IDPs, ASPs, and ARPs.

Subdivision means the creation or separation of new titled parcels of land from an existing parcel of land, which may sometimes be referred to as the parent parcel.



Subdivision and development appeal board means a body appointed by a municipal Council in accordance with the MGA to hear appeals of decisions made by a development officer or subdivision authority.

Subdivision and development regulations means regulations promulgated by the Lieutenant Governor in Council under section 694(1) of the Alberta MGA.

Subdivision approving authority means a body or person legally empowered by a municipal Council to make subdivision decisions.

Sustainable development means development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Traffic impact assessment means a tool used to analyse traffic generated by proposed developments with either new access or increased use of existing access points.

Transit Oriented Development (TOD) means integrated transportation and land use planning that promotes higher density mixed commercial and residential development in proximity to high volume public transit stations in order to increase transit ridership and achieve other environmental, social, and economic benefits.

Universal access means the characteristics of site planning, design, and architecture that make development sites and buildings accessible to as many people as possible, including but not limited to older people, children, and those with physical disabilities.

Utilities means either (1) municipal and regional utilities such as water and sanitary sewer or (2) "shallow" utilities such as gas, telephone and electric.

Wetland means natural wetlands on the upland, including areas where all or portions of the wetland have been cultivated in the past.

Woodland means native woodland with variable native to non-native understory vegetation.





appendix

LEGISLATIVE CONSISTENCY AND INTERPRETATION

MDP PURPOSE

This MDP is a long-range policy document intended to guide the City of Leduc Council and administration in making sustainable, responsible, and accountable decisions with respect to land use, development, and service provision. The MDP also serves to inform government agencies, public and private utilities and service providers, non-governmental organizations, developers, residents, local businesses, and other authorities such as local school jurisdictions, Leduc County, and the Capital Region Board of the major policy directions that the City of Leduc has established.

CONSISTENCY WITH PROVINCIAL LEGISLATION

In accordance with the Province of Alberta Municipal Government Act (MGA), the purpose of the City of Leduc Municipal Development Plan (MDP) is to provide general policies for the future development of the City of Leduc.

The MDP conforms in turn to the policies of senior provincial and regional plans and policies such as the Government of Alberta Land Stewardship Act, Land Use Policies, and Land Use Framework. This MDP is consistent with the Capital Region Growth Plan and other policies and growth management strategies of the Capital Region Board, of which the City of Leduc is an active municipal member. More specifically, the policies of this MDP reflect the broader provincial and regional economic development, growth management, and land use stewardship strategies and goals that promote development along the QE II Highway corridor, protection of significant landscapes and natural systems, and concentration of development within urban centres at higher densities than have been developed in the past.

This MDP is established under the authority of Section 632 of the MGA (RSA 2000 cM-26 s632; RSA 2000 c21 [Supp] s4), which addresses the adoption of Municipal Development Plans and stipulates which matters must and may be addressed by MDPs:

- 632(1)** A council of a municipality with a population of 3500 or more must by bylaw adopt a municipal development plan.
- (2)** A council of a municipality with a population of less than 3500 may adopt a municipal development plan.
- (3)** A municipal development plan
 - (a)** must address
 - (i)** the future land use within the municipality,
 - (ii)** the manner of and the proposals for future development in the municipality,
 - (iii)** the co-ordination of land use, future growth patterns and other infrastructure with adjacent municipalities if there is no intermunicipal development plan with respect to those matters in those municipalities,

- 
- (iv) the provision of the required transportation systems either generally or specifically within the municipality and in relation to adjacent municipalities, and
 - (v) the provision of municipal services and facilities either generally or specifically,
- (b) may address
- (i) proposals for the financing and programming of municipal infrastructure,
 - (ii) the co-ordination of municipal programs relating to the physical, social and economic development of the municipality,
 - (iii) environmental matters within the municipality,
 - (iv) the financial resources of the municipality,
 - (v) the economic development of the municipality, and
 - (vi) any other matter relating to the physical, social or economic development of the municipality,
- (c) may contain statements regarding the municipality's development constraints, including the results of any development studies and impact analysis, and goals, objectives, targets, planning policies and corporate strategies,
- (d) must contain policies compatible with the subdivision and development regulations to provide guidance on the type and location of land uses adjacent to sour gas facilities,
- (e) must contain policies respecting the provision of municipal, school or municipal and school reserves, including but not limited to the need for, amount of and allocation of those reserves and the identification of authorities, and
- (f) must contain policies respecting the protection of agricultural operations.

This MDP has been adopted by the City of Leduc Council through a Public Hearing and approval of a statutory bylaw. The City of Leduc MDP conforms with the requirements of the MGA in all respects.

MAP INTERPRETATION

Unless otherwise specified within the MDP, the boundaries or locations of any symbols or areas shown on these MDP maps are approximate only and shall be interpreted as such. They are not intended to define exact locations except where they coincide with clearly recognizable physical features or fixed boundaries, such as property lines or roads and utility rights-of-way.



POLICY INTERPRETATION

Where a descriptive section accompanies a policy, it is provided for information purposes only to enhance the understanding of the policy. Should an inconsistency of interpretation arise between the purpose section and a policy, the policy shall take precedence.

Where “shall” is used in a policy, the policy is considered mandatory. Nevertheless, where quantities or numerical standards are contained within mandatory policies, such quantities or standards may be varied so long as the intent of the policy is still achieved and the variation is necessary to address unique circumstances that would otherwise render compliance impractical or impossible.

Where “should” is used in a policy, the intent is that the policy is strongly encouraged, but can be varied where unique or unforeseen circumstances provide for courses of action that would satisfy the general intent of the policy.

Where a policy requires submission of studies, analysis, or information, the exact requirements and timing of the studies, analysis, or information shall be determined by the approving authority at the appropriate planning stage in accordance with this MDP.

RELATED CITY POLICIES, PLANS, AND BYLAWS

All statutory planning documents, including Area Structure Plans and Area Redevelopment Plans, and the City of Leduc Land Use Bylaw, must be consistent with the policies contained within this MDP. The City of Leduc Council has and will adopt a number of detailed statutory plans for specific areas within Leduc. Figure 5 – Approved Statutory Plans illustrates the boundaries of the existing approved Area Structure Plans and Area Redevelopment Plans.

The City of Leduc Land Use Bylaw is an important statutory planning tool for implementing the MDP and the other statutory plans and municipal policies on a detailed and site-specific basis.

In addition to the approved statutory plans and the Land Use Bylaw, the City of Leduc Council has adopted by resolution various policy documents that set forth broad strategic goals or technical standards and guidelines for development. The approved non-statutory plans and policies of Council should be referred to on a regular basis in order to supplement the interpretation of this MDP.



City of Leduc Municipal Development Plan

City of Leduc
Civic Centre
#1 Alexandra Park
Leduc, AB T9E 4C4

Phone: 780.980.7177
Fax: 780.980.7127
info@leduc.ca
www.leduc.ca

MEETING DATE: Monday, April 15, 2019

SUBMITTED BY: Kerra Chomlak, Environmental Sustainability Coordinator

PREPARED BY: Kerra Chomlak, Environmental Sustainability Coordinator

REPORT TITLE: City of Leduc Draft Greenhouse Gas Reduction Plan

REPORT SUMMARY

To hear feedback from Council on the draft City of Leduc Greenhouse Gas (GHG) Reduction Plan, the proposed target, ten-year action plan and the costs.

BACKGROUND

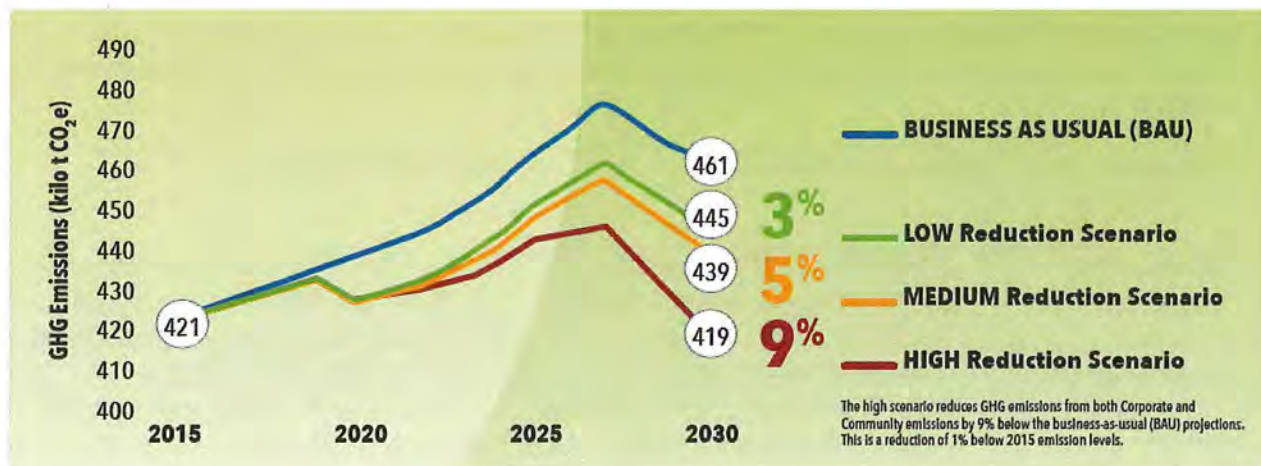
PREVIOUS COUNCIL/COMMITTEE ACTION:

In June 2016, Council passed a resolution to join the FCM's Partners for Climate Protection program. In late 2017, an FCM Municipalities for Climate Innovation Program grant was received for \$113,000. On April 9, 2018, Committee-of-the-Whole heard a presentation on: the GHG inventory, the process for consulting the public and stakeholders, and actions that could be included in a plan. Individual members of Council attended the Climate Management Express Workshop on April 25, 2018, the GHG Plan Stakeholder Workshop on May 15, 2018 and the January 23, 2019 final open house. LEAB is acting as the official advisory group for the project, and a multi-departmental staff project team has been engaged throughout the project. On October 22, 2018, Committee-of-the-Whole heard the "What We Heard" presentation on the results of the consultation, and reviewed a draft list of actions and potential reduction targets.

KEY ISSUES:

Council will be asked to provide feedback on the targets, actions and costs.

Targets:



Actions:

Low Scenario 3% GHG Reduction Target	Medium Scenario 5% GHG Reduction Target	High Scenario 9% GHG Reduction Target
LED Streetlights	Create Energy Efficiency Champions	Green Building Standard for City Buildings
Solar on LRC, Operations Buildings	Promote Efficiency and Renewable Programs, GHG Education Hub	New Solar for City Buildings
Energy Retrofits to City Buildings	City to Buy Best-in-Class New Fleet	Electric Commuter Bus
Infill – High Density Development	EV Charging Stations and Policy for New Developments	Organics Processing Facility
Mixed Use Development	Enhanced Commuter Transit	PACE (Residential & Commercial Buildings)
Biocover For Landfill	Promote Active Transport, Enhance Transit & U-Pass Marketing	Waste Reduction Education for Businesses and Apartments
Garbage Baling	Promote Secondary Suites	Organics Diversion Policy and Programs for Business and Apartments
Tree Planting	Lower Tipping Fees for Organics	Variable size cart program

Costs Per Household:

As Council had directed, the costs for each of the scenarios are presented per household. Please note that the costs outlined in the medium and high scenario are not included in existing budgets. Any actions undertaken for these scenarios will result in a tax implication.

Costs Summary	Low Scenario – 3%	Medium Scenario – 5%	High Scenario – 9%
Operating:	No new operating funds required. Actions are in approved budget or can be completed within existing resources.	Operating costs for the medium scenario actions range from \$0 to \$320,000 per year and total \$1,205,000 over ten years, with \$200,000 continuing as an operating cost beyond 2030 (for transit).	Costs of the high scenario actions range from \$0 to \$30,000 per year and total \$185,000 on top of the medium scenario costs, for a total of \$1,390,000, with \$25,000 continuing as an operating cost beyond 2030 (for variable sized cart program).

Capital:	No new capital costs. Actions are in approved budgets.	Capital costs for the medium scenario actions total \$722,000 in for transit and electric vehicle charging stations between 2026 and 2030.	Capital costs for the high scenario actions total \$1,568,670 (for building standards, solar, waste programs between 2023 and 2030), plus medium scenario capital costs for a total of \$2,290,670 between 2023 and 2030.
Staffing:	No new staffing required for low scenario actions.	A half time position (0.5 FTE) or additional \$44,000 in operating costs is required to implement the efficiency promotions/GHG education hub action starting in 2020 (to be funded by an additional \$0.50 increase in user fee). This position would also require \$6,500 in one-time start up costs.	In addition to the staffing requirements in the medium scenario, another half time position is required to implement the ICI/MF waste diversion action starting in 2020 for a total of 1.0 FTE or \$88,000 (to be funded by a \$1.00 increase in the user fee). This position would also require \$6,500 in one-time start up costs. In addition, 0.25 to 0.50 FTE will be required for Finance to administer the PACE program starting in 2021 (if the program is expanded in Alberta). Estimated cost is \$22,000 to \$44,000 operating and \$6,500 one-time, with funding to be determined at a later time. Total High Scenario Staffing Requirement: \$88,000 in 2020 and \$110,000 to \$132,000 from 2021 onward.
Property Tax Implications:	No implications.	\$5 - \$7 per household per year for ten years, or \$50 - \$70 over ten years (includes the average annual medium scenario operating costs and 0.5 FTE staffing)	\$8 - 11 per household per year for ten years, or \$80 - \$110 over ten years (includes the average annual high scenario operating costs and 1.5 FTE staffing costs)

Cost of First Three Years - Medium Scenario:

The costs of actions proposed for the first three years of the plan, which starts in 2020 are outlined below for the medium scenario. Please note that the costs outlined are not included in existing budgets. Any actions undertaken for these scenarios will result in a property tax implication.

	2020	2021	2022
Operating:	\$50,000 (transit promotions)		
	\$30,000 (GHG education)	\$30,000 (GHG education)	\$5,000 (GHG education)
	\$44,000 (0.5 FTE)	\$44,000 (0.50 FTE)	\$44,000 (0.50 FTE)
	\$124,000 (Total)	\$74,000 (Total)	\$49,000 (Total)
Capital:	\$6,500 staffing start up	\$0	\$0

Cost of First Three Years - High Scenario:

The costs of actions proposed for the first three years of the plan, which starts in 2020 are outlined below for the medium scenario. Please note that the costs outlined are not included in existing budgets. Any actions undertaken for these scenarios will result in a property tax implication.

	2020	2021	2022
Operating:	\$50,000 (transit promotions)		
	\$30,000 (GHG education)	\$30,000 (GHG Education)	\$5,000 (GHG Education)
	\$30,000 (ICI/MF waste program)	\$30,000 (ICI/MF waste)	
	\$88,000 (1.0 FTE)	\$132,000 (1.5 FTE)	\$132,000 (0.50 FTE)
	\$198,000 (Total)	\$192,000 (Total)	\$137,000 (Total)
Capital:	\$6,500 staffing start up	\$13,000 staffing start up	\$0

Next Steps

The Leduc Environmental Advisory Board recommends that the City of Leduc approve the high scenario actions and endorse the 9% target as a stretch target. Although Administration recognizes the environmental benefit of a more aggressive reduction target, in light of the current economic climate, the recommendation is to:

- Endorse the City of Leduc GHG Reduction Target of "3% by 2030" based on the low scenario actions;
- Approve the City of Leduc GHG Reduction Plan, which will list all of the actions in the low, medium and high scenario. **Approval of the plan does not assume approval of the costs.**
- Discuss costs of any proposed actions each year in regular budget process;

- In particular, review staffing requirements in 2020 budget deliberations;
- Have Administration conduct an annual review to assess whether to add actions from the other scenarios considering grant opportunities, and available human and financial resources;
- Report annually to the public on implementation of the actions and progress towards the targets in the existing Environmental Progress Report.

Administration is seeking input from Committee on the target and actions prior to this being brought to Council for resolution.

ATTACHMENTS:

1. *Draft City of Leduc Greenhouse Gas Reduction Plan 2020-2030.*

Other project documents are available on *Our Climate Solutions* webpage: <https://www.leduc.ca/ourclimatesolutions>.

Others Who Have Reviewed this Report

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

CITY OF LEDUC

Greenhouse Gas Reduction

ACTION PLAN



DRAFT

APRIL 2019

Acknowledgements

This report was prepared for the City of Leduc by All One Sky Foundation, a sub consultant to Posterity Group consultants. If you have any questions or comments regarding the information included in this report, please contact:



Kerra Chomlak
Environmental
Sustainability Coordinator
City of Leduc
(780) 980-8442
Kchomlak@leduc.ca



Karen Gorecki, Project
Manager
All One Sky Foundation
Calgary, AB
(403) 471-6247
karen@gorecki.ca

As outlined in *Appendix C*, many stakeholders and City of Leduc staff contributed to this report. Acknowledgements are expressed to:

- City of Leduc staff team made up of representatives from various departments including Facilities, Planning, Engineering, Public Services, Public Transportation, Environmental Services, as well as The DAGNY Partnership communications consultants.
- Leduc Environmental Advisory Board (LEAB) for serving as the Advisory Group on this Plan.
- Federation of Canadian Municipalities for providing funding for the engagement process and development of the Plan.

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Executive Summary	ii	6.1.2 Corporate GHG Emissions.....	11
Background	ii	6.1.3 Community GHG Emissions.....	11
Inventory	ii	6.1.4 GHG Emissions Forecast..	11
Target	iii	7 GHG REDUCTION ACTIONS	13
Community Input	iv	7.1 Energy Supply Actions.....	14
What We Heard	iv	Energy Supply Vision.....	14
Planning Process	v	7.2 Buildings Actions.....	16
Actions	vi	Buildings Vision	16
Implementation Costs.....	x	7.3 Transportation	22
1 INTRODUCTION	1	Transportation Vision.....	22
2 BACKGROUND.....	2	7.4 Transit Actions.....	26
2.1 Leduc Context.....	2	Transit Vision	26
2.2 Partners for Climate Protection Program	2	7.5 Land Use Actions	29
2.3 Understanding Climate Change ..	3	Land Use Vision	30
2.3.1 Leduc's Climate is Changing.....	4	7.6 Waste	32
2.3.2 Municipalities Addressing Climate Change.....	4	Waste Vision	32
2.3.3 Benefits of Municipal Action on Climate Change.....	4	7.7 Education and Other	36
3 COMMUNITY INPUT.....	5	8 LEDUC GHG REDUCTION TARGETS.....	37
3.1 Engagement Overview by the Numbers.....	6	8.1 Scenarios.....	38
3.2 What We Heard – Survey.....	6	8.2 Actions Impacts	39
3.3 What We Heard – Stakeholder Workshop	7	9 COSTS AND BENEFITS	40
3.4 Public Open House.....	7	9.1 Expected Costs.....	40
3.5 Simultaneous Engagements.....	7	9.2 Tax Implications.....	41
4 GHG REDUCTION PLANNING PROCESS... 8		9.3 Benefits	41
5 VISION & GUIDING PRINCIPLES	9	10 MONITORING PLAN	42
5.1 Our Climate Solutions: Vision 2030	9	10.1 For Future Reporting	42
5.2 Principles.....	9	10.2 Energy Supply	42
6 INVENTORY	10	10.3 Buildings.....	42
6.1 Inventory Results.....	10	10.4 Transportation	42
6.1.1 Community and Corporate GHG Emissions	10	10.5 Land Use.....	42
		10.6 Waste	42
		11 CONCLUSION	43
		12 REFERENCES	44
		13 FOOTNOTES	45
		APPENDIX A – City of Leduc Costs	47
		APPENDIX B - Technical, Modelling Assumptions	
		APPENDIX C - What We Heard Report	

Executive Summary

Background

The City of Leduc has shown strong environmental leadership over the past several years through initiatives to keep our environment even cleaner and more biodiverse for many years to come. The City of Leduc has already implemented initiatives that save money and reduce greenhouse gas (GHG) emissions because they make good business sense. The City of Leduc's *GHG Reduction Plan* builds on commitments made in the *Municipal Development Plan (2017)*, the *Environmental Plan (2012)*, and the *Weather and Climate Readiness Plan (2014)*.

This GHG Reduction Plan is the next step in implementing GHG reduction projects that achieve "best bang for buck." It outlines the City of Leduc's commitment to achieve a GHG reduction target and a roadmap on how to achieve it within ten years. The City gathered ideas from the community through surveys, workshops and public information events and materials providing ample opportunity to offer input.

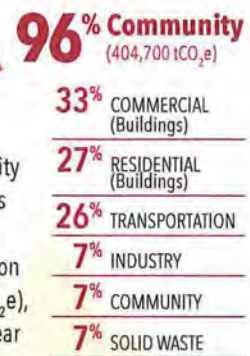
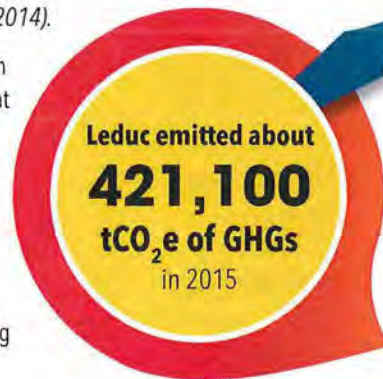
The City of Leduc's GHG Reduction Plan is a made-in-Leduc solution to a global issue. The plan respects unique local priorities, using the lessons learned from established environmental initiatives and others who have tackled similar challenges.

Leduc's GHG Reduction Plan provides a prioritized plan for municipal, community and local residents' actions over the next decade. The plan assigns departmental responsibilities and timelines to ensure accountability to guide progress towards achievement of the GHG reduction target.

The plan, including the GHG reduction target, has been purposefully designed to be pragmatic and responsible, while demonstrating leadership on climate action to inspire residents and businesses to do their part to reduce global GHG emissions. The actions to reduce GHGs are practical, and cost-effective and built with community input.

Inventory

Before a target could be set, an inventory was developed to estimate all of the GHG emissions in the City of Leduc. These are broken down into emissions from activities taken by the broader "community," as well as actions taken by Leduc operations, or the "corporate" emissions. The results of the inventory, using 2015 as a baseline year are below.



By 2030, total community and corporate emissions are projected to rise to 460,740 tonnes of carbon dioxide equivalent (tCO₂e), equivalent to year-on-year average growth of about 0.6% since 2015.

Target

Council, stakeholders and staff agreed early in the process that the future GHG reduction target must be practical, achievable and built from the bottom-up using cost-effective actions as its basis. In other words, the City of Leduc would not endorse a GHG reduction target without a detailed action plan to achieve that target, along with details on the costs and benefits of the actions. Public support for the target and related actions was also imperative for target selection.

Following a detailed engagement process and considering budgetary restraints, Council **[approved]** (update after April 29 Council meeting) an overall GHG reduction target for the City of Leduc.

CITY OF LEDUC GHG REDUCTION TARGET:

**Reduce GHG emissions
by 3% below business-as-
usual projections by 2030.**

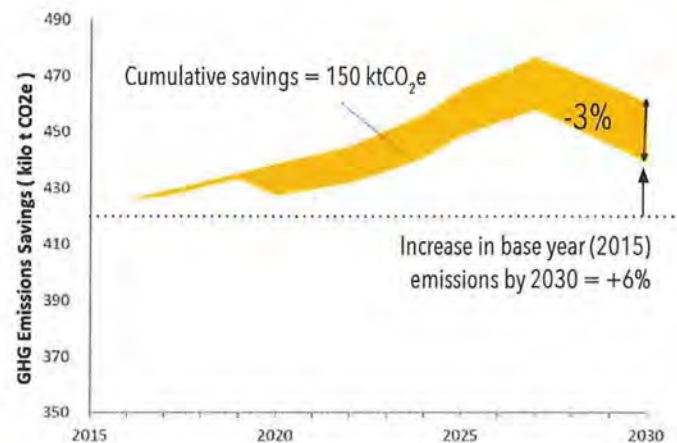
This target can also be described as: 3% above baseline year (2015) emission levels.

Achievement of the City of Leduc GHG reduction target requires actions at both a corporate level and a community level. The corresponding targets are:

- **CORPORATE TARGET:** 20% reduction below business-as-usual by 2030 or at 8% above 2015 levels.
- **COMMUNITY TARGET:** 3% reduction from business-as-usual by 2030 or for emissions at 6% above 2015 levels.

Exhibit 1A

City of Leduc GHG Reduction Target



Note that if all of the actions described in this plan are implemented, (low, medium and high scenarios), the City of Leduc could achieve a **higher target of 9% reduction** below business-as-usual by 2030, or an absolute reduction of 1% below 2015 levels.

If only the low and medium scenario actions are implemented, the city would achieve a 5% reduction below business as usual by 2030, or an absolute reduction of 4% below 2015 levels.

Even though the low scenario target is recommended at this time, due to the fiscal climate, all actions have been retained in the plan to provide the opportunity for City of Leduc to implement them if budget becomes available over the next ten year period. In addition, grants may become available that would enable the City to commit to actions beyond the low scenario. As well, some actions from the medium and high scenarios may be implemented given there is low or no cost to the City of Leduc (e.g. PACE, Organics Diversion Policies and Programs for Businesses and Apartments, Organics Processing Facility). In this case, the City would likely exceed their GHG reduction target of 3%. Progress towards the target will be reviewed annually by City Council.

Community Input

The City of Leduc engaged with the public and key stakeholders to gather their perspectives and input on their GHG Reduction Plan. Engagement activities included:

- communication through a paid print, digital advertising, and a brochure,
- a dedicated section on the Leduc website,
- Written feedback through an engagement hub and online survey,
- education and input through a Climate Mitigation Express workshop,
- ongoing input through the Leduc Environmental Advisory Board (LEAB) GHG Reduction Sub-Committee that served as an advisory committee on the plan,
- stakeholder engagement workshop, and
- a public open house.

See *Appendix C* for detailed information on the consultation process and input received.

What We Heard

A majority of public and stakeholders support GHG reduction actions in Leduc. At the public open house no opposition to the GHG Reduction Actions, the target nor the costs was expressed. The display boards showed all actions in this plan, resulting in a 9% target at cost per average Leduc household of \$4 to \$5.50 per year for ten years.

The majority of attendees wanted the plan to go further in reducing GHG emissions. Written comments on the open house survey sheet indicated a majority (83% positive) support for a 9% GHG reduction target, and all actions were supported by the majority.



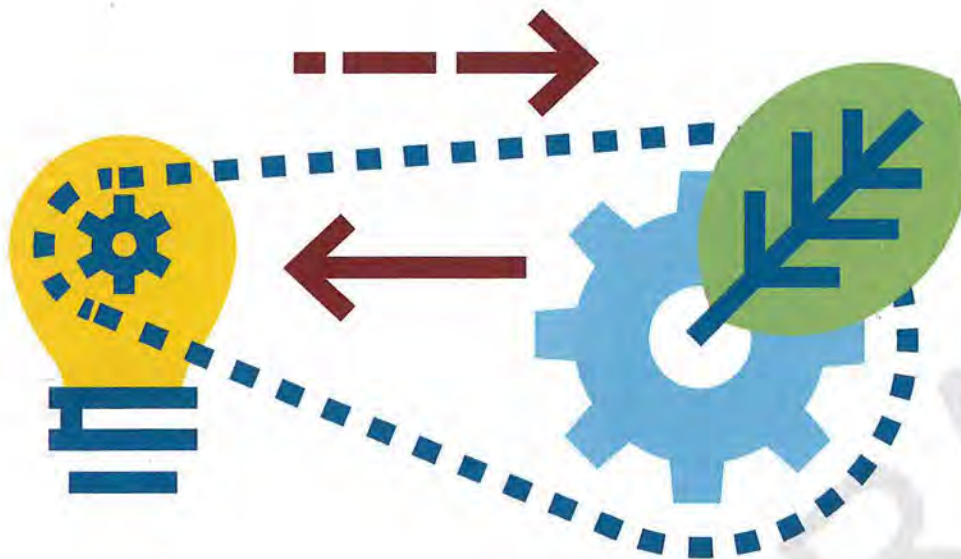
In the detailed survey conducted earlier in the consultation process, the following actions had the highest support:

- **planting trees and preserving natural areas** (93% support action by the City of Leduc as a corporation, and 90% support action by residents and businesses in the community of Leduc),
- **encouraging of composting and recycling** (89% for City action and 87% for community action),
- **improving energy efficiency** (83% and 85%),
- **neighbourhood planning to encourage walking** (75% agree City of Leduc should take action),
- **more walking and biking paths** (71% agree City of Leduc should take action),
- **increased public transportation** (67% agree City of Leduc should take actions),
- **biking or walking more** (71% agree residents and businesses should take action),
- **carpooling** (63% agree the community should take action), and
- **using renewable energy** (54% agree residents and businesses should take action).

Planning Process

Leduc's GHG reduction planning process followed these steps:

1. Generated a **GHG inventory** quantifying emissions from the City (corporate emissions) and the wider community (community emissions) for 2015.
2. Projected a **business-as-usual forecast** of energy and GHG emissions to 2030 assuming no additional GHG reduction action.
3. Studied the **Leduc context** to understand challenges, existing actions and GHG reduction opportunities, and researched work in other regions.
4. Built **vision and guiding principles** to guide the development of the Plan, gathered from a workshop with LEAB members and staff.
5. Created a long list of **potential GHG reduction actions** based on the results of our spring engagement (online survey, engagement hub, and stakeholder Climate Management Express workshop with additional ideas gathered at the staff and stakeholder workshops).
6. **Screened potential actions** through City of Leduc staff and stakeholder meetings.
7. Generated three **GHG reduction scenarios and targets (low, medium and high)** based on actions selected for each scenario.
8. **Evaluated actions** for GHG reduction potential and cost-effectiveness. Any actions that were not deemed cost-effective (benefits did not outweigh the cost) were removed from consideration.
9. Drafted details around the **high, medium and low scenarios, explaining costs and benefits and the associated GHG targets that could be achieved.** These were presented at the open house, posted on-line and sent by direct email to stakeholders.
10. Assessed final feedback from the open house, stakeholders, and final reviews by LEAB, staff and council. Drafted the GHG Plan.
11. **Presented the recommended scenario** to Committee of the Whole and final report to Council April 2019.



Actions

The following actions are included in the City of Leduc's GHG Reduction Action Plan. If all the actions are completed, the city would achieve the GHG reduction target of 9% below business as usual by 2030. However, only the "low" actions are recommended at the time of writing to achieve a 3% target.

The costs are estimated and include both capital and operating. For a detailed breakdown of costs see *Appendix A*.

Note that **Council has not approved all of these costs; all individual actions must go through the regular budget process on an annual basis.**

Actions were only included if benefits outweighed the cost. The benefit-cost ratios (BCR) indicates the relative costs and benefits of an action. These values were established during the modelling process. A BCR of higher than one indicates there is a positive value or benefit of an action over time. For example the BCR for the LED streetlight action of 3.7 means that there are 3.7 times more benefits than costs in the modelling process.

The cost per tonne of carbon dioxide equivalent reduced (\$/tCO₂e) is calculated to demonstrate the average cost over time to reduce one tonne of CO₂e from a project. A negative cost per tonne indicates there are **more** benefits than costs of reducing that one tonne of CO₂e. For example, if installing an LED lightbulb pays back its initial investments before the end of its useful life and brings in additional financial savings – its financial benefits exceed its costs and its cost per tonne is negative \$39/tonne.

Exhibit 1B

Actions by Scenario, GHG Impacts, Estimated Costs

Low Scenario Actions – 3% Target

Action	Start	Capital	Operating	GHG Reductions (tCO ₂ e)
LED Streetlights	2017	No additional costs		21,900
Solar on LRC, Operations Buildings	2017	No additional costs		26,600
Energy Retrofits to City Buildings	2019	Approved in 2019 budget		25,500
Infill/High Density Development Policy	2020	Within existing resources		36,200
Mixed Use Development Policy	2020	Within existing resources		11,500
Biocover for Landfill	2019	LDRWMA		216,300
Garbage Baling	2019	LDRWMA (potential increase in environmental fee)		91,700
Tree Planting	Ongoing	In operational budget		1,595

Medium Scenario Actions – 5% Target

Action	Start	Capital or One-Time	Operating	GHG Reductions (tCO ₂ e)
Create Energy Efficiency Champions	2023	-	\$5K ongoing	2,800
Promote Efficiency and Renewable programs, GHG Education Hub	2020	\$30K over 2 years, \$5K thereafter, and 0.5 FTE in 2020 (\$44K operating and \$6.5K one-time)		13,700
Buy Best in Class New Fleet	2020	Within existing resources		400
Promote Active Transport, Enhanced Transit & U-Pass Marketing	2020	\$50K one time		22,080
Electric Vehicle (EV) Charging Stations & Policy	2026	\$110K one time and \$2-4K thereafter		250
Enhance Commuter Transit	2026	\$600K	\$200K	6,600
Promote Secondary Suites	2023	-	\$10K (2023-25)	3,800
Lower Tipping Fees for Organics	2020	LDRWMA (potential increase in environmental fee)		500

High Scenario Actions – 9% Target

Action	Start	Capital	Operating	GHG Reductions (tCO ₂ e)
Green Building Standards for City Buildings	2026	\$50K - \$60K for 5 years, \$5K ongoing		9,600
New Solar for City Buildings	2023	\$245K for 3 years	-	690
Electric Commuter Bus	2026	\$269K one time		350
PACE (Residential & Commercial Buildings)	2020	0.25 - 0.5 FTE - \$22K to \$44K operating plus \$6.5K one-time start up		474,950
Waste Reduction Education for Business & Apartments.	2020	\$30K for 2 years, 0.5 FTE in 2020 business case plus \$44K in operating plus up to \$6.5K in one-time start up costs depending on other staffing		1,015
Organics Diversion Policies & Programs for Business & Apartments	2026	TBD following Waste Reduction Education action		8,975
Variable size cart program	2026	\$300K	\$20K ongoing	5,205
Organics Processing Facility	2026	LDRWMA (potential increase in environmental fee)		51,725

Exhibit 1C

Summary of Key Actions by Sector, GHG Impacts, Cost Effectiveness Results and Implementation Plan with Budget Impacts

Sector	Action	Start	Lead Department	Required Resources	Lifetime GHG Reductions (tCO ₂ e)	Benefit Cost Ratio	Cost per tonne (\$/tCO ₂ e)	Scenario
Energy Supply	1. Solar on LRC, Operations Buildings	2017	Facility and Property Services	No additional costs	26,630	1.3	28	Low
	2. New Solar for City Buildings	2023	Facility and Property Services	\$728,430 over 3 yrs	7,450	1.4	18	High
Buildings	1. Energy Retrofits to City Buildings	2020	Facility and Property Services	2019 Projects budget	25,450	2.3	9	Low
	2. Promote Efficiency and Renewable Programs, GHG Education Hub	2020	Environmental Services	\$105,000 over 10 yrs plus 0.5 FTE - \$44K plus \$6.5K in one-time start up in the 2020 business case	13,700	1.4	5	Medium
	3. PACE*	2020	Environmental Services	0.25 - 0.5 FTE \$22,000 - \$44,000 ongoing plus \$6,500 in one-time start up costs	474,950	1.0	35	High
	4. Create Energy Efficiency Champions	2023	Facility and Property Services	\$40,000 over 8 yrs	2,810	4.8	-36	Medium
	5. Green Building Standard for City	2026	Facility and Property Services	\$297,000 over 5 yrs**	9,600	3.2	-28	High
	6. LED Streetlights	2017	Environmental Services	No additional costs	21,910	3.7	-39	Low
Transport	1. City to Buy Best-in-Class New Fleet	2020	Facility and Property Services	Within existing resources	400	0	-374	Medium
	2. Promote Active Transportation	2020	Environmental Services	\$25,000 over 1 yr	20,730	101.2	-379	Medium
	3. EV Charging Stations in New Developments	2023	Planning & Development	Within existing resources	250	1.9	-211	Medium
	4. Public Electric Vehicle Charging Stations	2026	Facility and Property Services	\$122,000 over 5 yrs	690	1.4	-88	Medium
Transit	1. Enhanced Transit Marketing	2020	Transportation	\$25,000 over 1 yr	1,380	11.1	-612	Medium
	2. Enhanced Commuter Transit	2026	Transportation	\$1,600,000 over 5 yrs	6,550	1.4	-130	Medium
	3. Electric Commuter Bus	2026	Transportation	\$269,000 over 1 yr	330	1.3	-138	High

Sector	Action	Start	Lead Department	Required Resources	Lifetime GHG Reductions (tCO ₂ e)	Benefit Cost Ratio	Cost per tonne (\$/tCO ₂ e)	Scenario
Land Use	1. Infill - High Density Development Policy	2020	Planning & Development	Within existing resources	36,180	0	-235	Low
	2. Mixed-use Development Policy	2020	Planning & Development	Within existing resources	11,480	0		Low
	3. Promote Secondary Suites	2023	Planning & Development	\$10,000 over 3 yrs	3,830	5.0	-40	Medium
	4. Tree Planting & Maintenance	2016	Environmental Services	No new budget required	1,595	9.2	-4,572	Low
Waste	1. Biocover for Landfill	2019	LDRWMA	LDRWMA budget	470,100	17.4	3	Low
	2. Garbage Baling	2019	LDRWMA	LDRWMA potential increase to environmental fee	255,010	3.0	18	Low
	3. Waste Reduction Education for Business & Apartments	2020	Environmental Services	\$30,000 for two years, plus 0.5 FTE - \$44K plus up to \$6.5K in one-time start up depending on other staffing	1,015	0	-61	High
	4. Lower Tipping Fees for Organics	2020	LDRWMA	LDRWMA potential increase to environmental fee	3,740	0	-82	Medium
	5. Organics Diversion Policies & Programs for Business & Apartments	2023	Environmental Services	TBD following waste action 3	11,390	0	-11	High
	6. Organics Processing Facility	2026	LDRWMA	LDRWMA potential increase to environmental fee	1,100	0	-34	High
	7. Variable Size Cart Program	2026	Environmental Services	\$300K & \$20K ongoing	4,800	1.6	32	High

* PACE is a program where building owners can finance renewable energy projects (e.g. solar panels) or energy efficiency upgrades (e.g. new windows) through their property tax. The loan remains with the property even through a sale; thus, the term may be extended over 20 years or more. Often, lower interest rates are available. PACE does not affect the borrowing capacity of the property owner. Information on costs for municipalities to administer the program to be determined as the program evolves. In other jurisdictions, administration costs are covered by program participants.

** Depending on Facilities Master Plan, approved budgets and future technological advancements. (e.g. solar costs).

Implementation Costs

Council [approved] (update following April 29 Council meeting) the 3% reduction target and corresponding low scenario actions.

In addition, the medium and high scenario actions are incorporated into this plan as a road map for future actions that can be taken as resources become available.

See *Appendix A* for a full breakdown of the expected operational and one-time costs for each action over 10 years.



1 Introduction

Leduc has shown environmental commitment through initiatives that keep our natural environment healthy and clean for many years to come.

Leduc's environmental initiatives – from waste diversion to enhancing our natural areas – help Leduc achieve the vision set out in the *Leduc Environmental Plan – Phase 1*, approved by Leduc City Council in 2012. That plan outlined an intent to develop a plan to reduce greenhouse gas (GHG) emissions throughout the community.

The City of Leduc has already implemented initiatives that save money and reduce GHG emissions because they make good business sense. This GHG Reduction Action Plan is the next step in implementing GHG reduction projects that achieve "best bang for buck" and establishing a GHG reduction target that can be achieved in ten years. The plan was developed with input from the community through surveys, workshops and public information events and materials.

Leduc's GHG Reduction Action Plan is a made-in-Leduc solution to a global issue. The plan respects Leduc's unique local priorities, using the lessons learned from established environmental initiatives and others who have tackled similar challenges. The foundation for this plan includes:

- commitments made in the City of Leduc's *Municipal Development Plan (2017)* and the *Environmental Plan (2012)*,
- the 10-year *Weather and Climate Readiness Plan (2014)* that highlights adaption measures to prepare for changing local weather impacts,
- a baseline inventory of Leduc's current greenhouse gas emissions, and
- the award of a \$113,600 grant from the Federation of Canadian Municipalities, with assistance from the Government of Canada, to develop the GHG emission reduction plan.

Leduc's GHG Reduction Action Plan provides a prioritized road map for municipal, community and local residents' GHG reduction actions over the next decade. The plan assigns departmental responsibilities and timelines to ensure accountability and help the City meet a GHG reduction target. The plan, including the GHG reduction target, has been purposefully designed to be pragmatic and responsible, while demonstrating leadership on climate action to inspire residents and businesses to do their part to reduce global GHG emissions. The actions to reduce GHGs are practical, cost-effective and built with community input.

Even though the expected costs of each action are outlined in this plan, financial approval has not been provided by Council. Council approved this plan as a roadmap for the actions expected over the next ten years. Financial approval must be sought annually through the regular Council budget processes.



2 Background



2.1 Leduc Context

The City of Leduc is one of the fastest growing cities in Alberta, largely due to its long history as a key hub in Alberta's energy sector. With proximity to Alberta's primary highway, the City of Edmonton, the Edmonton International Airport and two business/industrial parks, Leduc produces a unique GHG profile.

Between 2009 and 2018 the City grew, from 16,967 to 32,448; which is a 4.2% growth rate over 2017 and 91.2% growth since 2006. Growth in the City is expected to continue, reaching about 49,120 by 2035. Residential dwellings are similarly projected to grow from 11,730 in 2016 to about 20,465 (19,650-21,955) by 2035.

Concurrently, this growth will increase demand for energy with potentially significant consequences for GHG emissions, unless action is taken to decouple GHG emissions from economic growth of the City. Judiciously selected and timely actions can promote "green growth" with rising prosperity and falling GHG emissions.



2.2 Partners for Climate Protection Program

The City of Leduc joined the Partners for Climate Protection (PCP) Program through a resolution carried unanimously on June 13, 2016. As a first step to meeting their commitment, the City of Leduc has met Milestone 1 by completing this corporate and community GHG inventory and forecast. The related Corporate and Community GHG Inventory adheres to the PCP Protocol (Canadian Supplement to the International Emissions Analysis Protocol, *Federation of Canadian Municipalities & ICLEI*).

The Partners for Climate Protection (PCP) program supports a network of Canadian municipal governments committed to reducing GHGs. PCP membership covers all provinces and territories and accounts for more than 65% of the Canadian population. The program empowers municipalities to take action against climate change through a five-milestone process that guides members in:

- Milestone 1:** creating a corporate and community GHG inventory,
- Milestone 2:** setting realistic and achievable GHG reduction targets,
- Milestone 3:** developing a local action plan to meet the GHG reduction target(s),
- Milestone 4:** implementing plans using specific, measurable actions to reduce emissions, and
- Milestone 5:** monitoring their results.

To date, approximately 350 municipalities are part of the PCP network and over 180 local climate change action plans have been prepared under the PCP program.

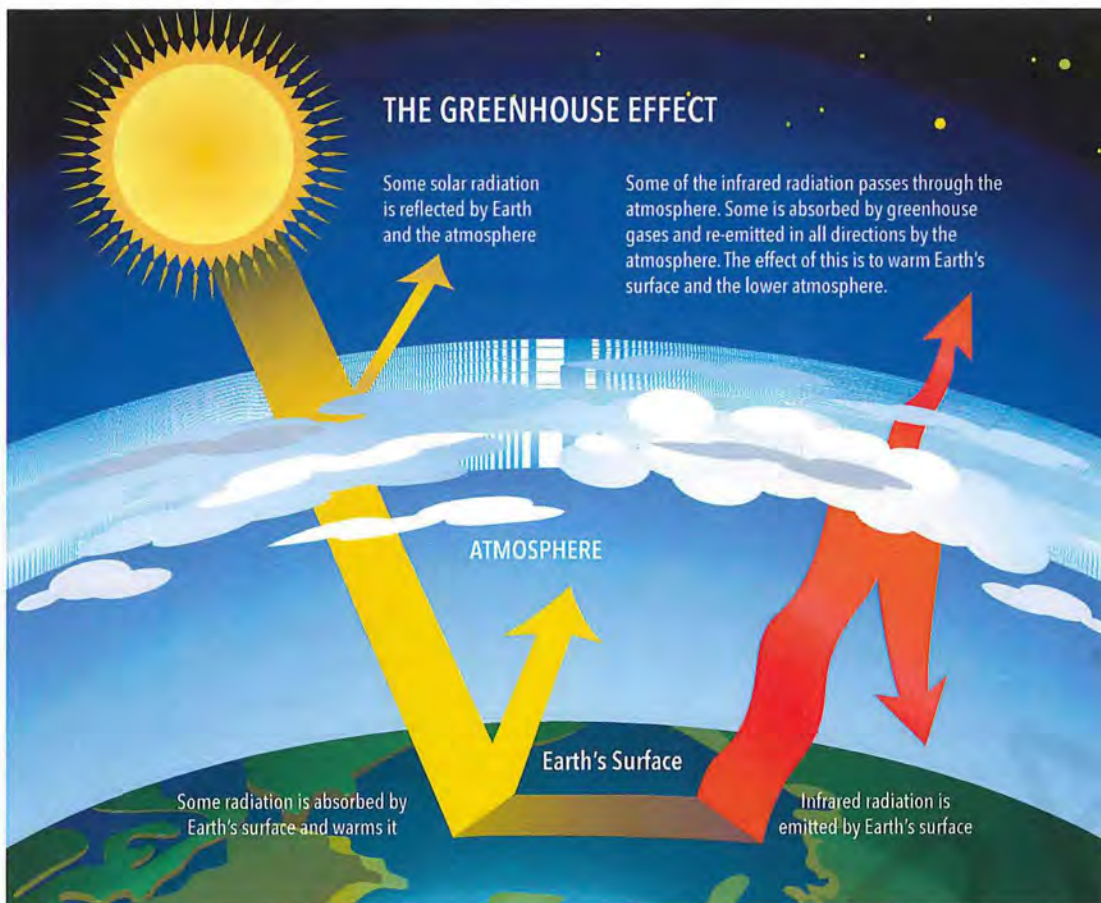
2.3 Understanding Climate Change

Climate change is a long-term shift in weather conditions measured by changes in temperature, precipitation, wind, snow cover and other indicators. It can involve changes in average conditions¹ and in extreme conditions.

Climate change is a result of the expansion of the natural greenhouse effect. Higher GHG concentrations in the atmosphere are amplifying the greenhouse effect and warming the planet, affecting wind patterns, precipitation and storm events. Strong scientific consensus finds that it is extremely likely that humans are causing the climate to change.²

Weather is what you experience when you step outside on a particular day. It is the state of the atmosphere at a certain location in the very short-term. **Climate** is the average of the weather patterns in a location over a longer period of time.³

Climate change does not mean every day or year will be warmer than the previous one. Changes in weather patterns will continue to produce some unusually cold days and nights, and winters and summers, even as the climate warms. There is growing consensus that the frequency and intensity of extreme weather events (such as very hot days, very cold days, or intense precipitation) is likely to increase this century due to rising temperatures.



The wide range of potential climate change impacts, include: increased risk of flooding and drought, increased strain on water resources, more frequent and intense heatwaves, more frequent wildfires and intense storms. In addition, rising temperatures and changing precipitation patterns may increase the risk of certain illnesses and diseases, introduce new invasive species to the region, and result in changes to wildlife habitat. An increase of 2°C above pre-industrial levels risks exceeding natural tipping points such as thawing of large areas of that are expected to cause significant irreversible negative changes in our climate.⁴

Based on the Intergovernmental Panel on Climate Change's (IPCC) latest Special Report, in order to stabilize global warming at less than 2°C it would require unprecedented efforts to cut fossil-fuel use in half in less than 15 years and eliminate their use almost entirely in 30 years. Addressing this monumental challenge requires all levels of government to act – including municipalities. The IPCC also reported that 1.5°C temperature increase could be reached in as little as 11 years and almost certainly within 20 years without major cuts in greenhouse emissions.⁵

Based on the National Round Table modelling, completed in 2012, the economic impact of climate change on Canada, with no mitigation efforts, could reach \$5 billion per year in 2020 and between \$21 and \$43 billion per year in 2050.⁶

2.3.1 Leduc's Climate is Changing

The impacts of climate change and extremes of weather and climate events have the potential to affect every aspect of life in Leduc, including municipal infrastructure and services, private property, the local economy, the natural environment and the health, safety and well-being of Leduc citizens.

Leduc is being impacted by our changing climate. Leduc's mean annual temperature over the past 30 years has increased 2.7°C. Future projections for the Leduc region predict a further increase in mean annual temperature of 2.0°C by the 2050s. Stream flows in the North Saskatchewan River, Leduc's drinking water source, are expected to continue to decline as Alberta glaciers are projected to lose 80-90% of their volume by the end of the century.⁷

2.3.2 Municipalities Addressing Climate Change

Municipalities have an important role to play in reducing their contribution to global GHG emissions to reduce the effects of future climatic changes. In 2009, Federation of Canadian Municipalities (FCM) estimated that municipal governments have direct or indirect control over approximately 44% of Canada's GHG emissions.⁸ With this level of influence, municipal action is important to cost effectively reducing global GHG emissions.



2.3.3 Benefits of Municipal Climate Action

Action to reduce greenhouse gases can be perceived as expensive with negative consequences such as reducing citizens' choices. However, many climate actions can reduce barriers to a better quality of life increasing community livability. Some climate actions can actually save dollars in the long-run through conserved energy, avoided landfilling costs or inexpensive energy generation all without decreasing service levels. Some examples of municipal benefits from climate include:

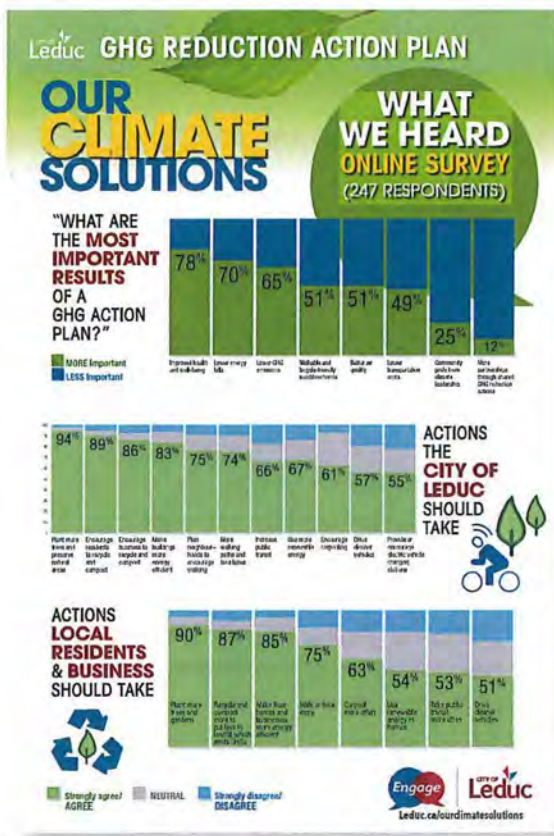
- improving the quality of life for residents (e.g. increased transit enables greater mobility for seniors and low-income residents, and reduces traffic congestion),
- saving communities money (e.g. more efficient municipal buildings reduce utility operational costs in the long run);
- increasing community resilience to potential future regulations (e.g. shielding municipalities and citizens from increases in the carbon levy); and
- fostering a strong sense of community pride (e.g. the community spirit generated by the City of Leduc's rooftop solar projects).

3 Community Input



Development of Leduc's plan took into account the views of residents, business and community representatives, stakeholder groups, civic staff, City Council and the Leduc Environmental Advisory Board (LEAB).

LEAB assisted the planning team at key points in the planning process and fulfilled the role of community advisor.



The City of Leduc engaged the public and key stakeholders to gather their perspectives and input on their GHG Reduction Action Plan. Engagement activities included:

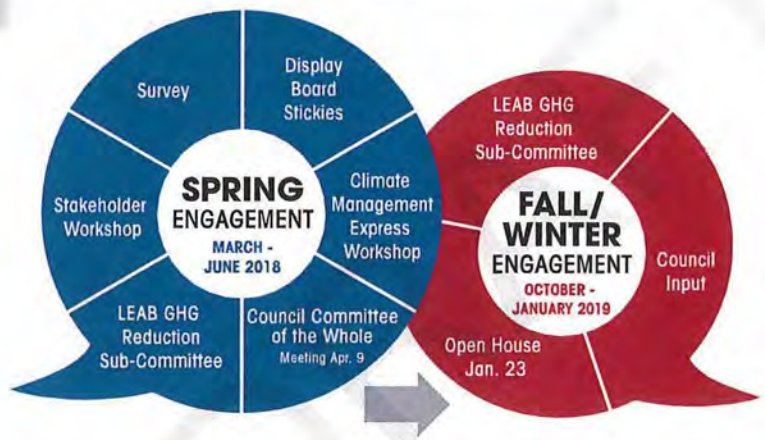
- communication through a paid print, digital advertising, and a brochure,
- a dedicated section on the Leduc website,
- written feedback through an engagement hub and online survey,
- education and input through a Climate Mitigation Express workshop,
- ongoing input through the Leduc Environmental Advisory Board (LEAB) GHG Reduction Sub-Committee, which served as the official advisory committee for the plan,
- stakeholder engagement workshop, and
- a public open house.

EXHIBIT 2

Engagement Process for the GHG Reduction Plan

The following steps provided a transparent process, captured ideas and tested recommendations prior to City Council approval of the plan.

- ENGAGED the Leduc community for plan ideas.
- COMPILED preliminary recommendations.
- PRESENTED preliminary recommendations to the Leduc community for further input.
- DEVELOPED final recommendations and present them to City Council for approval.





3.1 Engagement Overview by the Numbers

Between April 1 and June 5, 2018:

- Our Climate Solutions webpage received 492 views.
- Three Facebook survey promotion posts in April and May collectively reached almost 4,000 people and received 11 likes, 5 shares and 71 post clicks.
- Two Facebook paid advertisements collectively appeared over 95,000 times and received 398 total clicks.
- Leduc's online survey had 247 people respond.
- The Engagement Hub had 94 stickies posted.
- A total of 27 stakeholders from 18 different organizations were invited to attend the stakeholder workshop with 12 stakeholders attending.

In the fall and winter:

- Our Climate Solutions webpage received 223 views with 104 view specific to the Open House.
- Three Facebook open house promotion posts in January collectively reached almost 4,700 people and received 21 likes/shares and 67 post clicks.
- Approximately 50 people attended the open house to present the draft GHG Reduction Action Plan.

Council was also consulted on the GHG Reduction Action Plan and its related engagement and modelling process. In April 2018, Council received a presentation on the plan's modelling and engagement process, as well as the survey, vision and guiding principles. In October 2018, Council reviewed and provided input on the scenarios being modelled and the associated targets and GHG reduction actions.

In early April 2019, Council reviewed final input and the recommended target. Finally, council provided final approval of this City of Leduc GHG Reduction Action Plan on April XX, 2019.

3.2 What We Heard – Survey

Based on the 200+ survey responses received, the top four benefits of a GHG reduction action plan include:

- improved health and well-being (78% rated this result as "more important", that is, 4 or better out of a scale of 8),
- lowering energy bills (70% rated more important),
- lower GHG emissions (65% rated more important), and
- walkable and bicycle-friendly neighbourhoods (51% rated more important).

All proposed City of Leduc GHG reduction actions are supported by the majority of those who responded. The top six City of Leduc GHG reduction actions include:

- planting trees and preserving natural areas (93% of participants agree),
- encouraging of composting and recycling by residents and businesses (over 89-86% of participants agree),
- improving energy efficiency (83% agree),
- neighbourhood planning to encourage walking (75% agree),
- more walking and biking paths (71% agree), and
- increased public transportation (67% agree).

All resident and business GHG reduction actions listed are supported by the majority of those who responded. The top six resident and business GHG reduction actions include:

- planting trees and preserving natural areas (90% agree),
- composting and recycling (87% agree),
- improving energy efficiency (85% agree),
- biking or walking more (71% agree),
- carpooling (63% agree), and
- using renewable energy (54% agree).

3.3 What We Heard – Stakeholder Workshop

Overall the feedback from the stakeholder workshop was positive as they supported the majority of GHG reduction actions proposed. The following additional action items were suggested:

- a waste management program that collects organics from businesses,
- education on the benefits of walk and transit-oriented development,
- enhance transit service so it is accessible for Leduc, Leduc Industrial, Nisku and Edmonton,
- continue to enhance and plan for multi-use trails,
- pursue anti-idling through City leadership, bylaws and signage,
- consider solar carports, and
- consider the introduction of biodigesters.

3.4 Public Open House

Support of the GHG Reduction Plan and a desire to take actions further emanated from input at the public open house. Through the public open house evaluation forms and in conversation with the facilitators, no opposition to the GHG Reduction Action Plan was expressed. The majority of comments requested the City strengthen the actions to further reduce GHG emissions.

Based on the evaluation forms, 83% of attendees supported the 9% GHG reduction target with the remaining responses (17%) supporting the 5% reduction target. These numbers should be treated with caution as only 12 attendees filled out the evaluation forms.



3.5 Simultaneous Engagements

While Leduc was engaging in their GHG reduction planning process, a parallel process called “Engage Leduc” was taking place. The City of Leduc was renewing its Community Vision and Four-Year Strategic Plan. As part of the planning process, the City reached out to engage with the community and listen to their needs, wants, hopes and dreams for the future of Leduc. Several GHG reduction related themes were predominant during the Engage Leduc process. In general, Leduc residents expressed support of the following issues:

- transit,
- parks and pathways,
- reducing GHG emissions,
- reducing waste, composting and recycling,
- renewable energy sources,
- reducing urban sprawl, and
- inward growth.



4 GHG Reduction Planning Process

Exhibit 3

City of Leduc GHG Reduction Planning Process



From concept to final plan, the City of Leduc undertook an eleven-step process to gather input, write and finalize our GHG Reduction Action Plan. Part of this planning process involved the consultant team using their Community Inventory and Economic Analysis Tool (CI-EAT) to generate Leduc's GHG inventory and forecast, and to quantify the costs and benefits of potential GHG reduction actions. Leduc's GHG reduction planning process followed these steps.

1. Generated a **GHG inventory** quantifying emissions from the City (corporate emissions) and the wider community (community emissions) for 2015.
Factors considered: energy prices and use, population, GDP, number and size of buildings, travel modes, number of vehicles, fuel economy, vehicle kilometres travelled, waste sent to landfill and other local landfill factors etc.
2. Projected a **business-as-usual forecast** of energy and GHG emissions to 2030 assuming no additional GHG reduction action.
Factors considered: predicted trends in population, GHG emissions, the economy, etc.
3. Studied the **Leduc context** to understand challenges, existing actions and GHG reduction opportunities, and researched work in other regions.
4. Built **vision and guiding principles** to guide the development of the plan, gathered from a workshop with LEAB members and staff.
5. Created a long list of **potential GHG reduction actions** based on the results of our spring engagement (online survey, engagement hub and stakeholder Climate Management Express workshop with additional ideas gathered at the staff and stakeholder workshops).
6. **Screened potential actions** through City of Leduc staff and stakeholder meetings.
7. Generated three **GHG reduction scenarios and targets (low, medium and high)** based on actions selected for each scenario.
8. **Evaluated actions** for GHG reduction potential and cost-effectiveness. Any actions that were not deemed cost-effective (benefits did not outweigh the cost) were removed from consideration.
9. Drafted details around the **high, medium and low scenarios, explaining costs and benefits and the associated GHG targets that could be achieved.** These were presented at the open house, posted on-line and sent by direct email to stakeholders.
Factors considered: energy inputs and outputs of actions, social cost of carbon, energy prices over time, capital and re-occurring costs, cost of landfilling, cost of organics processing etc.
10. Assessed final feedback from the open house, stakeholders, and final review by LEAB, staff and council. **Drafted the GHG Reduction Action Plan.**
11. **Presented** the recommended scenario to Committee of the Whole and final report to Council by May 2019.

5 Vision & Guiding Principles



5.1 Our Climate Solutions: Vision 2030

Leduc is a cleaner and healthier community with reduced energy consumption, less waste generation and lower costs as a result of their GHG reduction actions. Residents, council and staff have a common understanding of how they are influencing the climate and are taking local action to address the global issue of climate change.

Leduc is collaborating with nearby municipalities and all levels of government to leverage efforts to reduce GHG emissions.

Sector-specific elements of Our Climate Solutions vision can be found in section 7 GHG Reduction Actions under each specific sector's title.

5.2 Principles

Development of Leduc's GHG Reduction Plan has been guided by principles that were developed by staff and stakeholders. These principles will also continue to guide plan implementation over the next ten years.

- **LEADING BY EXAMPLE –**

The City of Leduc will demonstrate leadership by reducing GHG emissions from their own facilities and operations.

- **COMMUNITY-WIDE EFFORT –**

A variety of stakeholders and residents are included in efforts to reduce GHG emissions throughout the community.

- **BEST BANG FOR BUCK –**

Actions are cost-effective as they reduce the maximum amount of GHG emissions considering the ease of influence, costs and staff time.

- **BALANCED APPROACH –**

Some initiatives will be innovative, based on leading edge thinking and action, while others will be chosen based on their proven track record of results.

- **REALISTIC TIMEFRAME –**

A relative balance is struck between short, medium, and long-term opportunities.

- **MADE IN LEDUC –**

Actions are reflective of Leduc priorities and culture.



6 Inventory

The City of Leduc's 2015 Greenhouse Gas Inventory calculates GHG emissions including carbon dioxide (CO₂), methane and nitrous oxide coming from the City of Leduc and the Leduc community. The GHGs are summarized into a standard unit – tonnes of carbon dioxide equivalent (tCO₂e). Corporate and community inventories are an important part of developing a municipal GHG Reduction Plan.

A municipal GHG inventory:

- reveals which sectors and/or operations use the most energy and emit the most GHG emissions indicating where to focus GHG reduction efforts,
- helps municipalities track where dollars are spent on energy and carbon potentially revealing cost savings opportunities through energy conservation and efficiency efforts,
- provides a reference point enabling energy and emissions tracking over time. This baseline data will be used to compare future inventories against and to measure progress when monitoring the effectiveness of this GHG Reduction Plan, and
- enables a municipality to access provincial and federal funds by demonstrating commitment to planning for GHG reduction efforts.

6.1 Inventory Results

6.1.1 Community and Corporate GHG Emissions

The City of Leduc emitted approximately 0.42 megatonnes (Mt), or 420,000 tonnes of GHG emissions (tCO₂e) in 2015. Corporate GHG emissions represent 4% of the total, whereas community GHG emissions constitute 96% (*Exhibit 4*). The majority of GHG emissions are from the commercial and institutional (buildings) sector (34%), followed by: residential (26%), transportation (25%), solid waste (7%), and industrial (7%)¹¹ (*Exhibit 5*).

Exhibit 4

2015 Community and Corporate GHG Emissions (tCO₂e) Comparison

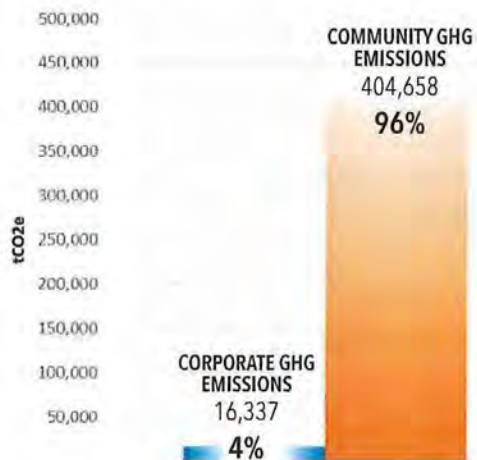
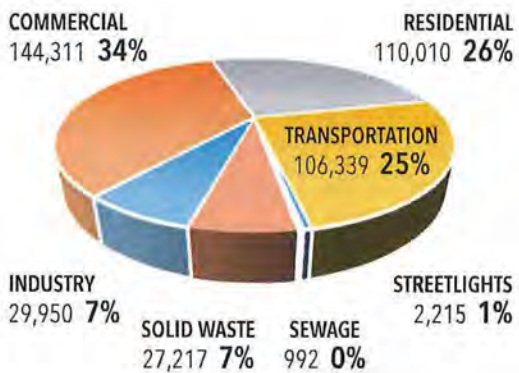


Exhibit 5

Community and Corporate GHG Emissions (tCO₂e), by Source Sector



6.1.2 Corporate GHG Emissions

Total corporate GHG emissions for the City of Leduc's corporate inventory were 16,377 tCO₂e. The majority of GHG emissions, 65%, are generated by buildings (Exhibit 6). Streetlights contribute 14%, fleet contributes 13% and sewage contributes 6% to the total corporate GHG emissions. Finally, waste represents only 2% of Leduc's corporate GHG emissions.

6.1.3 Community GHG Emissions

Total community GHG emissions in the City of Leduc in 2015 were approximately 404,658 tCO₂e. Just over one-third (33%) total GHG emissions are sourced from energy consumption by commercial buildings (Exhibit 7). Energy use by residential dwellings and transportation represent the next largest sources of total GHG emissions, accounting for 27% and 26% of the total, respectively. Solid waste and industrial emissions both contribute 7%.

6.1.4 GHG Emissions Forecast

By 2030, Leduc's total GHG emissions are projected to rise to 460,740 tCO₂e; equivalent to year-on-year average growth of about 0.6% since 2015 (Exhibit 8).

Between 2015 and 2030 the population of the City of Leduc is projected to increase from about 29,300 to 43,330. That is equivalent to an annual average compound growth rate of +2.6%. Hence, total GHG emissions are projected to grow at a slower rate than the population - somewhat decoupling from population growth from GHG emissions. This decoupling is partly the result of reductions in the GHG intensity of the provincial electricity grid.

Our assumption is that corporate and community emissions will increase at the same moderate rate of +0.6%. Based on this assumption, business-as-usual corporate emissions will grow to over 18 ktCO₂e by 2030.

Exhibit 6

2015 Corporate GHG Emissions (tCO₂e), by Source Sector

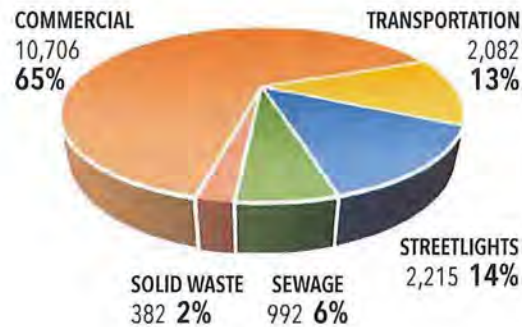


Exhibit 7

2015 Total Community GHG Emissions (tCO₂e), by Source Sector

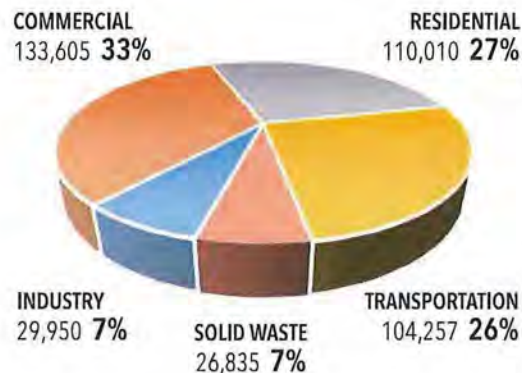
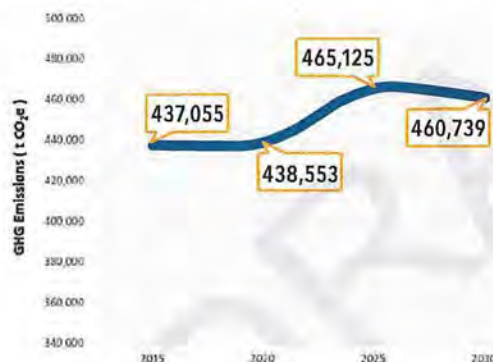


Exhibit 8

Projected City of Leduc GHG Emissions (tCO₂e), 2015-2030





7 GHG Reduction Actions

Our plan focuses on actions within a 10-year timeframe – 2020-2030. However, being an action-oriented municipality, Leduc had already implemented several significant actions that made sense from both an economic and environmental perspective including solar installations, conversion to LED streetlights and organics diversion. To ensure the emissions reductions from those previous actions are accounted for in the GHG inventory, and to recognize these early efforts, significant GHG reduction actions between 2016 and 2019 have also been quantified and included in this plan.

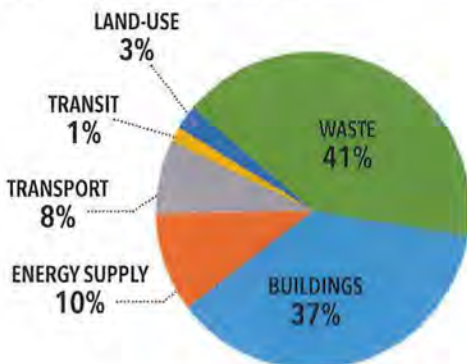
Leduc's GHG emission reduction plan enables the City to meet a GHG reduction target by assigning responsibilities and timelines to GHG reduction actions. The proposed actions are:

- practical,
- cost effective,
- built with community and stakeholder input,
- reduce GHGs, and
- result in benefits such as energy or fuel cost savings, or other community and social benefits.

Cumulative GHG emissions reductions between 2020 and 2030 reach approximately 277,000 tCO₂e for actions modelled in this plan. Under the high scenario, lifetime emission reductions reach approximately 554,000 tCO₂e or about 120,000 cars off the road for a year. Most of the emission reductions are in the waste and buildings sectors (41% and 37% respectively).

Exhibit 9

Cumulative GHG Emissions Savings by Sector, 2020-2030 Based on high scenario (9% reduction)



A "wedge" diagram outlines emission reduction actions as "wedges" or "slices" that collectively contribute to meeting a specific target.¹² The size and shape of each wedge can indicate the relative contribution overtime from each action or sector.

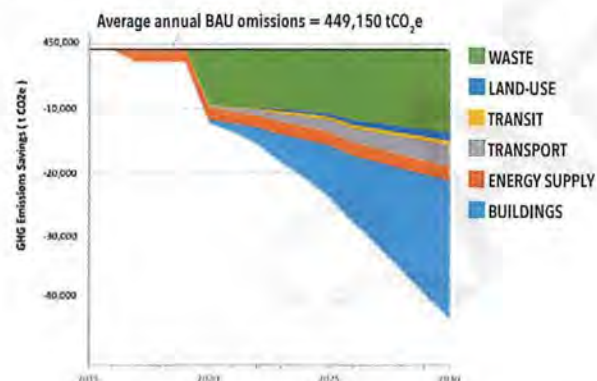
Transforming the City of Leduc's GHG emission reduction plan into a wedges diagram demonstrates the relative contribution of each sector over time (*Exhibit 10*). The importance of waste- and building-related actions is apparent. The steep triangle nature of the building-related wedge indicates consistent uptake overtime can grow the resulting GHG impacts from actions.

Two main economic outputs were used to gauge the cost effective of each GHG reduction actions:

- Benefit-cost ratios (BCR) indicates the relative costs and benefits of an action. A BCR of higher than one indicates there is a positive value or benefit of an action over time.
- Cost per tonne of carbon reduced (\$/tCO₂e) is calculated to demonstrate the average cost over time to reduce one tonne of CO₂e from a project.¹³ A negative cost per tonne indicates there are more benefits than costs of reducing that one tonne of CO₂e. For example, if installing an LED lightbulb pays back its initial investments before the end of its useful life and brings in additional financial savings – its financial benefits exceed its costs and its cost per tonne would be negative.

Exhibit 10

GHG Emission Reductions by Sector over 10 Years Based on high scenario (9% reduction)





7.1 Energy Supply Actions

Alberta's grid-based electricity generation has the highest GHG emissions factor of any Canadian province and six times greater than the Canadian average.¹⁴ This factor results in high GHG emissions associated with Alberta's buildings. As a result, electricity generated from building-based renewable sources (otherwise known as distributed generation) in Alberta can have a significant impact on GHG emissions. Distributed generation in targeted locations can also defer or avoid electricity distribution infrastructure investments thereby reducing utility costs for all ratepayers.

Alberta currently has the best photovoltaic (PV) incentives in the country. Leduc has already begun to take advantage of these with the installation of solar arrays on the LRC and Operations Building.

District energy involves transferring heating and cooling between buildings using less energy or cleaner energy than if individual buildings had their own boilers and/or chillers. The technology has environmental benefits when natural gas heat can be delivered more efficiently and/or renewable or waste energy sources can be incorporated more easily than by having them on individual buildings or connected to the grid.

ENERGY SUPPLY VISION

The City of Leduc has reduced its GHG impact and energy costs generating renewable and clean energy production from its operations.

It has inspired the wider community to adopt more renewable and clean energy generation.

ACTIONS

Some building actions also address issues that relate to energy supply. For efficiency, they were only included in the building section of this plan.

LOW SCENARIO

1. **SOLAR ON LRC, OPERATIONS BUILDINGS – Install solar on the Leduc Recreational Centre and the Operations building. – Completed¹⁵**

Leduc Recreation Centre and City Operations Building currently have 5,622 photovoltaic solar panels on their roofs. Between the two buildings total installed capacity is 1.77 MW. At the time of installation, the LRC solar array was the largest rooftop system in Western Canada.

HIGH SCENARIO

2. NEW SOLAR FOR CITY BUILDINGS – Install more renewable energy units on city owned and operated buildings and facilities.

Leduc is looking to install more photovoltaic (PV) panels on their existing buildings. PV installations on new buildings are included in Building Action 6 – Building Standard for City, which

recommends all new buildings cover 50% of their electricity requirements by solar panels on the building. The recommendation here is for the City to install additional 500 kW over the next ten years, on an existing or a new building.

Exhibit 11 outlines the GHG impacts, cost effectiveness results, and implementation plan for the main energy supply GHG reduction actions.

Exhibit 11

ENERGY SUPPLY ACTIONS

Action	Start	Lead Department	Required Resources	Lifetime GHG Reductions (tCO ₂ e)	Benefit Cost Ratio	Cost per tonne (\$/tCO ₂ e)	Scenario
1. Solar on LRC, Operations Buildings	2017	Facility and Property Services	No additional costs	26,630	1.3	28	Low
2. New Solar for City Buildings	2023	Facility and Property Services	\$728,430 over 3 yrs	7,450	1.4	18	High

POTENTIAL ACTIONS FOR FUTURE CONSIDERATION

Energy supply-related GHG reduction actions 3-5 have not had their impacts quantified due to a higher level of uncertainty of their direct GHG reduction impacts. Given less certainty around the cost-effectiveness, these will be considered by City of Leduc as other resources become available. Nevertheless, these actions have been deemed as important to remove barriers or support other actions.

3. Explore modifying permitting process to streamline the process of applying and inspecting solar PV and solar thermal systems.

The City of Leduc will explore the potential for a solar combo permit to streamline the process of installing PV and solar thermal systems. Currently, building and electrical permits are covered under the safety code, and the development permits are covered under the land use bylaw. Structural, weight/loading and electrical issues must all be considered with rooftop solar systems to ensure safety and efficacy of the system.

4. District Energy – Determine whether it is cost effective for the City to pursue district energy.

The City of Leduc will continue to explore opportunities to pursue district energy including where to build and what type of system. The waste heat potential at the West Campus Recreation Centre may provide an interesting opportunity for district energy application.

5. Encourage Solar Ready Residential Buildings – Encourage new buildings to be solar ready.

Developers/builders will be encouraged to build solar ready homes. These homes are wired for PV panels but potentially also include the plumbing for solar thermal water heating. Materials and a checklist will be provided to developers/buildings. This could be combined with Buildings Action 8 – Sustainability Checklist.



7.2 Buildings Actions

A building can last 50 to 100 years (and more) so energy efficient construction and retrofits could influence GHG emissions for a long period of time.¹⁶

Energy efficiency costs are paid for by energy savings over time. After paying off initial investments, the City, individuals or businesses begin to save money through the energy savings. This is why energy efficiency actions in this report are associated with a negative cost per tonne of CO₂e reduced. In other words, Leduc can save money in the long-run by reducing GHGs through their energy efficiency actions.

Reducing energy consumption in City-owned buildings and other infrastructure allows savings from energy costs to be redeployed to other priorities, including other climate mitigation actions, after the initial capital investments have been paid off.

Buildings are the most significant source of Leduc's GHG emissions; they make up 67% of community and 65% of corporate inventory, and 37% of Leduc's proposed GHG reduction target.

Both provincial and municipal governments have a role in managing emissions from the building sector. Provincial governments can use utility rates and/or environmental charges to pay for energy efficiency programs. They have the clear legislative authority to improve the building code¹⁷, and can reduce the GHG intensity of the grid by incenting more renewable energy. These are key policy levers to reduce GHG emissions from buildings.

Municipalities have direct control over their own buildings and infrastructure. Municipalities also ensure adherence to the building code which also offers a unique point of contact to influence new buildings and renovations prior to their commencement.

BUILDINGS VISION

Leduc's corporate and community buildings are highly efficient, maximize the use of renewable energy, and are designed - to maximize use of solar energy, thereby reducing costs and increasing comfort.

ACTIONS

Actions to reduce GHG emissions in municipal buildings are in direct control of the City and hence are often cost effective and have very predictable GHG reduction results.

LOW SCENARIO

1. **LED STREETLIGHTS – Replace all streetlights with LED bulbs.** – Completed^{18 19}

In 2017, the City of Leduc's energy distribution company, Fortis Alberta, replaced all streetlights in Leduc with LED bulbs. Not only does this reduce GHG emissions, LED streetlights provide a wide consistent light pattern that ultimately results in better, safer lighting. LEDs have a much longer operating life reducing replacement costs of bulbs and the maintenance required to replace them. The light is controlled and focused downward reducing light pollution such as light trespass into homes, impacts on wildlife, and skyglow (which prevents us from seeing stars at night).



LOW SCENARIO

2. **ENERGY RETROFITS TO CITY BUILDINGS – Establish an implementation plan for energy efficient retrofits of existing buildings.**

The City of Leduc has already engaged a firm to undertake a comprehensive building renewal and energy performance program. The project will start in 2019 with an energy audit of all City facilities and preparation of a 10 year plan to conduct energy efficiency retrofits to lighting, heating, insulation, etc. in various City facilities. Monitoring and verification of savings, and building occupant maintenance training will also be part of the Plan.

The assumptions in this model were based on 10-20 actions in existing city buildings including lighting and building automation system recommissioning and installation across facilities, a new roof on part of the Leduc Recreation Centre along with new electrical demand rate and service feed retrofit, variable speed pumping for pools and ice plant heat recovery.

MEDIUM SCENARIO

3. **PROMOTE EFFICIENCY AND RENEWABLE PROGRAMS, GHG EDUCATION HUB – Promote existing programs that provide support for energy efficiency improvements to buildings.**

Energy Efficiency Alberta offers a suite of energy efficiency programs involving financial incentives for installation of energy efficient technologies, energy savings studies/audits and on-site energy managers. Their programs are offered to residential, business, non-profit and industrial sectors. Promoting these programs through the City of Leduc's communication channels could inexpensively increase the uptake in these programs – improving their energy efficiency of buildings in Leduc and reduce related GHG emissions.

HIGH SCENARIO

4. **PASS A BYLAW to allow Clean Energy Improvement Financing / Property Assessed Clean Energy (PACE) in Leduc.**

PACE is a financing opportunity for energy efficiency and renewable energy upgrades repaid as a charge on the property tax bill. The loan remains with the property even through a sale thus, the term may be extended over twenty years or more and often lower interest rates are available.

A made-in-Alberta approach to PACE is the Clean Energy Improvement Program administered by Energy Efficiency Alberta (EEA). To launch the program in their jurisdiction, the City of Leduc must adopt an enabling bylaw. The City of Leduc has agreed to submit an Expression of Interest to PACE Alberta confirming the City of Leduc's interest in having a PACE program delivered to its constituents when it becomes available in Alberta.



Property Assessed Clean Energy (PACE)

PACE is similar to local improvement taxes that have been used for upgrades such as sidewalks and sewers, but in this case the repayment is based on an upgrade to a single property. Because PACE is typically in the senior lien position (takes priority over more "junior" debt), the loan is seen to be secure and lower interest rates can be offered and the term may be extended over twenty years or more. Longer terms lessens monthly payment costs allowing more projects to be cash flow positive enabling comprehensive retrofits with significant energy savings.

The reason PACE financing was created was to overcome a classic barrier to energy efficiency – uncertainty whether a property owner will own a property long enough to recoup their costs through energy savings.

Financing approvals are simplified as underwriting is centered on the property and well-known cost-effective upgrades, therefore some onerous conditions are avoided such as corporate financials, personal guarantees, equity investments etc.

PACE does not affect the borrowing capacity of the property owner. As property tax payments and obligations are not capitalized, they do not result in additional debt. Because there are no negative effects on the property owner's cash flow or earnings and borrowing capacity can be used for core business investments (as opposed to clean energy investments).

Because PACE is included on the property tax assessments, municipalities have an administrative role to play. Additional costs can be covered through an interest adder on the loan. Municipalities usually have to adopt a bylaw to enable PACE within their jurisdiction.



MEDIUM SCENARIO

5. **CREATE ENERGY EFFICIENCY CHAMPIONS**
- Develop and implement an education program for City staff to increase energy saving behaviours at work and create staff energy efficiency champions.

The City of Leduc will implement an energy conservation behaviour program to reduce GHG emissions from City operations. The GHG reductions modelled in this plan are based on a study of five commercial sector staff behavioural energy conservation program, which showed energy savings of at least 4% from programs, depending on specific characteristics. The programs combined visible support from upper management with multiple communication modes sending an array of messages to staff. Peer champions used engagement techniques including feedback, peer influence, competition, and rewards.²⁰

HIGH SCENARIO

6. **GREEN BUILDING STANDARD FOR NEW CITY BUILDINGS** - Require all new city buildings to meet an energy efficiency or green building standard.

By 2026, the City of Leduc will establish an energy saving standard that all new City owned municipal buildings will meet. Energy standards for City buildings demonstrates to the public commitment to cost effectiveness and the environment. A formal standard ensures this commitment will continue into the future even if staff turnover occurs.

The standard will be written directly into request for proposals (RFP) when the City design and constructs new buildings. The standard will define an appropriate payback period for the proposed energy efficiency and/or renewable energy measures (e.g. 15 years) and a specific energy savings goal (e.g. 20% improvement in energy savings).

In this report, the modelling assumptions were that as of 2026, all new buildings would:

- achieve a 20% improvement in energy efficiency over business-as-usual design; and
- 50% of all electricity requirements would be covered by solar panels on the building.

Programs that reduce GHG emissions from other commercial and residential buildings can have a high impact, given the number of buildings they have the potential to influence.

Exhibit 12 outlines the GHG impacts, cost effectiveness results, and implementation plan for the main building-related GHG reduction actions.

Exhibit 12

BUILDING ACTIONS

Action	Start	Lead Department	Required Resources	Lifetime GHG Reductions (tCO ₂ e)	Benefit Cost Ratio	Cost per tonne (\$/tCO ₂ e)	Scenarios
1. LED Streetlights	2017	Environmental Services	No additional costs	21,910	3.7	-39	Low
2. Energy Retrofits to City Buildings	2020	Facility and Property Services	2019 Projects budget	25,450	2.3	9	Low
3. Promote Efficiency and Renewable Programs, GHG Education Hub	2020	Environmental Services	\$30,000 over two years and \$5,000 thereafter, plus 0.5 FTE - \$44K plus \$6.5K in one-time start up in the 2020 business case	13,700	1.4	5	Medium
4. PACE	2020	Environmental Services	0.25 - 0.5 FTE \$22,000 - \$44,000 ongoing plus \$6,500 in-one time start up costs	474,950	1.0	35	High
5. Create Energy Efficiency Champions	2023	Facility and Property Services	\$40,000 over 8 yrs	2,810	4.8	-36	Medium
6. Green Building Standard for New City Buildings	2026	Facility and Property Services	\$297,000 over 5 yrs ²¹	9,600	3.2	-28	High

POTENTIAL ACTIONS FOR FUTURE CONSIDERATION

Building-related GHG reduction actions 7-10 have not had their impacts quantified due to a higher level of uncertainty of their direct GHG reduction impacts, however they still have been deemed important to remove barriers or support other actions. Given less certainty around the cost-effectiveness, these will be considered by City of Leduc as other resources become available.



7. **BYLAW, POLICY AND PROCESS REVIEW – Review and amend Bylaws, policies, and processes to remove barriers and promote renewable energy, maximize use of solar energy and more energy efficient buildings.**

Leduc will undertake a review to ensure their bylaws do not inadvertently impose barriers, restrictions or penalties on homes and buildings that introduce “beyond code” energy efficient features and/or renewable energy units.

A more energy efficient home can face the following issues:

- building projections to provide passive solar shading can require greater setbacks from property lines,
- highly energy efficient walls can be significantly thicker, again, which can require greater setbacks from property lines, and/or can reduce usable space in the home, and
- roof-top renewable energy units can require homes to be reduced in height depending on bylaw requirements.

Therefore, some examples of bylaw amendments could include:

- relax maximum height requirements,²²
- calculate “build-to-lines” from the *outer wall*,²³
- measure floor area from the *inner wall*,²⁴
- amend height and floor area ratios,²⁵
- allow building projections for passive solar shading to project into the required yard, and
- a consideration of solar rights to enable light penetration and photovoltaic panel efficacy.

Non-financial incentives could be considered, such as:

- density bonuses for redevelopment for advanced energy efficiency and renewable energy features,
- prioritize permit applications for buildings that meet certain standards, and
- make energy efficiency/renewable energy information readily and easily available.

8. **SUSTAINABILITY CHECKLIST – Introduce a (voluntary) sustainability checklist for new developments.**

As part of permit applications for subdivisions, developments and building permits, a sustainability checklist would be provided to developers. The goal is to increase awareness of GHG reduction actions and other sustainability related features that are possible when building. The list could act as a tool to engage in dialogue with applicants on sustainable building practices.

Filling out the checklist would be voluntary but it could also be linked to provision of non-financial incentives to encourage these practices.

9. **INCREASE STAFF CAPACITY TO PROMOTE GREEN BUILDING – Increase capacity of city staff to promote green building development.**

Increasing staff understanding of energy efficient/renewable building features through training and education can increase understanding in the building and development community. The permit and building inspection process for retrofits and new buildings provide an excellent opportunity for City of Leduc staff to interface with the community on these issues.

10. **SOLAR-READY CITY BUILDINGS – All new City of Leduc buildings will be “solar ready”.**

By 2026, all new City of Leduc buildings will be PV solar ready. PV solar ready buildings have the wiring and structure to ensure ease of installation of PV panels post-construction.





7.3 Transportation Actions

Transportation GHG emissions contribute 26% of Leduc's community GHG emissions and 13% of the corporate GHG inventory. Transportation and transit actions constitute 8% of the GHG reductions under the high scenario.

In 2016, commuting to work in a private vehicle constituted 91% of travel with only 6% of those travelling as passengers; in other words, 94% of Leduc commuters travel in single occupancy vehicles (SOVs). Only 3 percent of Leduc commuters walked or biked to work. (Statistics Canada, 2017).

Transportation GHG emissions can be reduced by:

- avoiding vehicle trips by walking, biking, telecommuting, etc.,
- reducing GHG emissions by taking public transit, ridesharing, carsharing, buying a more efficient vehicle, and
- switching to less GHG-intensive fuels such as electric vehicles (EVs).

To change transportation habits, a range of policies/ programs should be introduced:

- **PROVIDE ALTERNATIVES** – people need to be provided with a safe, viable alternative to single occupancy vehicle travel.
- **EDUCATE AND INCENT ALTERNATIVES** – citizens need to be aware of and motivated to choose alternative transportation modes. Financial and non-financial incentives make it faster, less expensive, and/or easier to choose alternatives.
- **DISCOURAGE SOVS** – higher costs and longer travel times can discourage SOV use.

Traffic and roadway management strategies such as high-occupancy vehicles (HOV)/bus lanes can provide strong incentive to carpool or use transit during congestion periods. They can also increase commuting time by reducing the amount of roadway available to SOVs. Parking fees or limiting parking availability result in a higher financial and time costs providing further motivation to seek SOV alternatives.

Sidewalks and good walking/biking trails/bike lanes will increase active transportation by making it safer, easier and more pleasant. Viable active transportation routes have been shown to increase active transportation and improve resident quality of life. Municipalities can enhance active transportation by:

- expanding and enhancing trails and sidewalks,
- increasing snow clearing of trails and sidewalks,
- identifying and enhancing bike routes by making high traffic areas safer for bikers (e.g. designated bike lanes),
- connecting public transit into active transportation routes,
- establishing and/or enhancing biking supportive infrastructure such as bike racks, and
- providing education/marketing materials such as walking and biking maps and campaigns to shift transportation habits.

E-bikes (bikes with electric assist) have been shown to generate more trips, longer trips and different types of bicycle trips. The ability to ride further and faster with less effort, carry more cargo or children, overcome hills, and feel safer can address multiple barriers to biking (MacArthur, 2018).

Municipalities have a role to play in encouraging the purchase of electric vehicles by helping ensure charging infrastructure must be in place in multi-family dwellings and at city parking facilities.

Transit is outlined in its own section starting on page 24.

TRANSPORTATION VISION

Residents feel safe and motivated to use Leduc's expansive and convenient biking and walking routes for day to day transportation. Citizens avoid idling and are driving more fuel efficient and electric vehicles, as there is sufficient charging infrastructure throughout the City. The fuel used and GHG emissions per kilometre travelled is reduced due to a more efficient and electrified fleet.

ACTIONS

MEDIUM SCENARIO

1. CITY TO BUY BEST-IN CLASS NEW FLEET - Add fuel efficiency/GHG intensity to Procurement Manual list.

City of Leduc fleet staff are already motivated to conserve fuel and purchase more efficient/less emitting vehicles. To take further action, they will add fuel efficiency/GHG considerations to their Procurement Manual list. This action ensures the City will consider these factors in vehicle purchases and becomes part of relevant Requests for Proposals. A sustainability clause already exists in the Procurement Manual but these additional criteria will ensure GHG emission reductions are considered.

MEDIUM SCENARIO

2. PROMOTE ACTIVE TRANSPORTATION - Develop and implement an education campaign to promote active transportation.

The City of Leduc already promotes Clean Air Day by offering free transit and undertakes the Commuter Challenge. They will build on these promotions and provide an education campaign on low GHG forms of transportation. This action will be connected to Transit Action 1 - Enhanced Marketing for Transit.

Best practice campaigns have seen a significant reduction in GHG emission. Kelowna's Active Transportation Program (smartTRIPS) used community-based social marketing (CBSM) concepts to encourage active transportation. They saw a decrease of 10 to 20% in vehicle-kilometres travel (VKT) by and increase the use of active transportation modes by 10 to 20%.

E-bike promotion should be considered as an element to such a campaign given it is a newer technology that may not have been included in past projects.

MEDIUM SCENARIO

3. **EV CHARGING STATIONS IN NEW DEVELOPMENTS** – Develop and implement electric vehicle policy for new developments to require electric vehicle charging infrastructure.

Bylaws to require EV charging stations in new multi-family dwellings, mixed use buildings and parking building will ensure this vehicle choice is more available to all residents. The policy could be structured to require that developers include a certain ratio of level two charging stations in all new City developments.

MEDIUM SCENARIO

4. **PUBLIC ELECTRIC VEHICLE CHARGING STATIONS** – Introduce City-owned charging stations for electric vehicles

The City of Leduc will install electric vehicle charging stations at key public services buildings. As electric vehicles gain market share and the GHG intensity of electricity declines overtime, municipal contribution to EV infrastructure is becoming more important. Installation of EV charging stations could be undertaken by any level of government but it makes sense to offer these charging stations at municipal facilities. Provincial or federal government grants may be required to provide sufficient funding to install the charging stations.

Exhibit 13 outlines the GHG impacts, cost effectiveness results, and implementation plan for the main transportation GHG reduction actions.

Exhibit 13

TRANSPORTATION ACTIONS

Action	Start	Lead Department	Required Resources	Lifetime GHG Reductions (tCO ₂ e)	Benefit Cost Ratio	Cost per tonne (\$/tCO ₂ e)	Scenario
1. City to Buy Best-in Class New Fleet	2020	Facility and Property Services	Within existing resources	400	0	-374	Medium
2. Promote Active Transportation	2020	Environmental Services	\$25,000 over 1 yr	20,730	101.2	-379	Medium
3. EV Charging Stations in New Developments	2023	Planning & Development	Within existing resources	250	1.9	-211	Medium
4. Public Electric Vehicle Charging Stations	2026	Facility and Property Services	\$122,000 over 5 yrs	690	1.4	-88	Medium

POTENTIAL ACTIONS FOR FUTURE CONSIDERATION

Transportation-related GHG reduction actions 5-7 have not had their impacts quantified due to a higher level of uncertainty of their direct GHG reduction impacts. Given less certainty around the cost-effectiveness, these will be considered by City of Leduc as other resources become available. Nevertheless, these actions have been deemed as important to remove barriers or support other actions.

5. **EARLY FLEET RETIREMENT - Add a criterion to the list of fleet retirement criteria to consider retiring high fuel use vehicles before fuel efficient vehicles when appropriate considering their function.**

When prioritizing which vehicles should be retired, GHG emissions will become a key factor under consideration. Retiring a higher emitting vehicle early enables the use of a less emitting vehicle resulting in GHG reductions.

6. **LOW EMISSION VEHICLE MAINTENANCE - Establish vehicle maintenance policies and operating (driving) guidelines that reduce energy consumption.**

The City of Leduc will ensure their vehicle maintenance policies and operating guidelines will reduce energy consumption whenever feasible.

7. **UPDATE WALK AND BIKE-ABILITY REVIEW - Update the review of Leduc's walk and bike-ability considering barriers, best practices, and infrastructure enhancements.**

Leduc already uses multiways as key connectors for pedestrians and cyclists. They are founded on the principles of access, safety and continuity. The City has over 48 km of primary multiways, separated from traffic and cleared of snow in the winter, with complimentary secondary and tertiary routes.

Building on past initiatives such as the Multiway Map and the Walkable Alberta Leduc Community Report, the City of Leduc will review current walking and biking corridors for gaps and barriers. It will identify future infrastructure enhancements (e.g. bike lanes on roadways) and make a plan for their upgrade.

Best practices should be used as a guide to address Leduc specific issues. Every Leduc Area Structure Plan (ASP) for new developments outlines an arterial and collector pathway along it. It is older areas in the City that may require retrofitting. This action will identify and fill in gaps.

Communication of safety and conductivity improvements could take place through the active transportation education campaign (see *Transportation Action 2 - Promote Active Transportation*).





7.4 Transit Actions

Public transit brings multiple benefits to a community including:

- reduced air and GHG emissions,
- enhanced citizen mobility options, especially for adolescents and senior citizens,
- decreased congestion,
- increased road safety,
- consumer savings,
- increased potential for physical activity, and
- enhanced economic activity.

Thus, there are many reasons to pursue public transit beyond GHG reductions.

To reduce GHG emissions, transit planners must design routes that maintain moderate to high ridership. Passenger numbers must be high enough to take multiple vehicles off the road, considering a traditional bus generates more GHG emissions than one passenger vehicle. Electric buses can alleviate GHG concerns from low ridership transit but low fare revenue would be limit the cost effectiveness.

TRANSIT VISION

Citizens are moving out of their cars and into Leduc's fast, convenient and low GHG transit thereby saving them money and increasing their mobility. The City has bus stops within 400 meters of the majority of residences. The fuel used and GHG emissions per kilometre travelled are reduced due to a more efficient and/or electrified fleet.

ACTIONS

This plan considered expanded transit from a GHG reduction perspective only. Expanded transit beyond these actions may be desirable for other reasons including mobility, equity, economic development and traffic congestion alleviation.

While many transit actions were modelled, it is the actions included in this plan that were deemed cost effective and achieve GHG emission reductions. If fares were adjusted or ridership proves higher than historic trends, further enhanced transit on existing routes and/or new routes could be justified from a cost effectiveness perspective.

MEDIUM SCENARIO

- 1. ENHANCED TRANSIT MARKETING – More resources will be directed towards marketing Leduc’s existing transit.**

Connected to transport action – Active Transportation Education Campaign, the City of Leduc will increase Leduc Transit marketing to increase boardings. Part of these efforts should include marketing the U-Pass to graduating grade 12 students and their parents. Successful marketing strategies will draw upon social marketing (including community-based social marketing techniques)²⁶ as well as other social science insights to encourage alternative modes of transportation.

MEDIUM SCENARIO

- 2. ENHANCED COMMUTER TRANSIT – Increase the use of public transit by increasing the hours of service for commuter buses.**

This action would increase the ridership on commuter buses to Edmonton by increasing hours offered and potentially through route modifications. It is anticipated this service would increase boardings by 47% (subsequently at the same rate as population growth).

HIGH SCENARIO

- 3. EXPLORE LIFECYCLE COSTS, barriers and advantages of purchasing electric buses for Leduc public transit.**

Communities are increasingly electrifying their bus fleets to reduce GHG emissions, as battery technology costs decrease and electric buses have been proving their viability even in cold weather. The City of Edmonton is in the process of electrifying their fleet and St. Albert has had electric buses since May 2017.

This action involves upgrading commuter buses. The modelling results outlined in *Exhibit 14* are the lifecycle GHG impacts of one electric 60-foot commuter bus.²⁷ If the whole fleet of commuter buses were electrified, GHG emission reductions would be four times greater (1,300 tCO₂e) and six times greater (2,000 tCO₂e) if electric buses were also purchased for Transit Action – Enhanced Commuter Transit.

Exhibit 14 outlines the GHG impacts, cost effectiveness results and implementation plan for the main transit-related GHG reduction actions.

Exhibit 14

TRANSIT ACTIONS

Action	Start	Lead Department	Required Resources	Lifetime GHG Reductions (tCO ₂ e)	Benefit Cost Ratio	Cost per tonne (\$/tCO ₂ e)	Scenario
1. Enhanced Transit Marketing	2020	Transportation	\$25,000 over 1 yr	1,380	11.1	-612	Medium
2. Enhanced Commuter Transit	2026	Transportation	\$1,600,000 over 5 yrs	6,550	1.4	-130	Medium
3. Electric Commuter Bus	2026	Transportation	\$269,000 over 1 yr	330	1.3	-138	High

POTENTIAL ACTIONS FOR FUTURE CONSIDERATION

Transit-related GHG reduction actions 4 and 5 have not had their impacts quantified due to a higher level of uncertainty of their direct GHG reduction impacts. Given less certainty around the cost-effectiveness, these will be considered by City of Leduc as other resources become available. Nevertheless, these actions have been deemed as important to remove barriers or support other actions.

4. **INTRODUCE MORE PARK'N RIDES – Explore introducing more Park'n Ride lots to encourage the use of public transit.**

Leduc currently has three Park'n Ride lots (Alexandra Arena, Leduc Recreation Centre, and Leduc County Centre). The City will explore whether additional Park'n Ride lots are necessary to encourage a greater use of Leduc public transit.

5. **ENHANCE TRANSIT RELATED BIKE INFRASTRUCTURE – Explore the need and the efficacy of enhancing transit-related bike infrastructure.**

Bike racks on buses and bike racks and/or lockers near transit hubs could encourage transit users by enabling "first and last-mile" transportation for public transit. The City of Leduc will explore the safety and the need for adding bike racks to their buses. Needs and gaps in bike rack availability and/or lockers could be identified through *Transportation Action – Walk & Bike-ability Review*.





Land Use ACTIONS

7.5 Land Use Actions

How we plan our communities greatly influences the type of housing developed and how residents move through the city. By extension, land use decisions impact transportation GHG emissions and to a lesser degree building-related GHGs.

Concentrating population by commercial nodes and/or the downtown core means a higher percentage of the population can walk or bike to services and their workplace. Increased walk- and bike-ability has been shown to have better health and higher happiness, increase property values and strengthen community bonds. High density neighbourhoods and services within walking distance of key transit routes allow for increased transit frequency and greater financial viability.

Buildings in areas with higher population density tend to have smaller GHG footprints per person given living spaces tend to be smaller. Secondary suites achieve densified, more compact housing by reducing the living space for one family by making one housing unit into two. These also reduce GHG emissions by reducing the amount of heating space per dwelling.

One unique barrier to further densifying Leduc's downtown core is that it lies within the Airport Vicinity Protection Areas (AVPA). There is a limit on dwelling units within the AVPA restricting Leduc's development of its downtown core. This is being reviewed by the Planning department in the context of infill and secondary suites, and all recommendations below are subject to AVPA compliance.

Land use related GHG reduction actions constitute 2% of the GHG reduction target out to 2030 under the high scenario. This number increases in the longer term considering the total emission reductions over the full lifetime of these land use policies and programs.

Because of the long term nature of land use decisions, it is important to consider GHG implications at the outset.

LAND USE VISION

Residents and businesses are choosing to live and work in Leduc because of its walkable design and integrated green spaces. Leduc's compact nature and conveniently located services, across many neighbourhoods, encourage citizens to bike or walk for many local trips. The densified housing, high number of secondary suites and mixed-use areas contribute to a low per capita building energy consumption.

ACTIONS

LOW SCENARIO

1. **INFILL - HIGH DENSITY DEVELOPMENT POLICY – Encourage infill and high-density housing in the downtown core, commercial zones and along transit routes.**

The City of Leduc will identify areas where further infill is possible and implement measures to encourage infill. Areas in and close to the downtown core, commercial development and along existing transit routes will most likely be prioritized. Efforts to encourage infill in existing residential areas may include:

- Educate developers on options for infilling.
- Prioritize infill permit applications.
- Continue to implement the streetscape capital improvements outlined in the downtown masterplan.
- Meet or exceed Edmonton Metropolitan Region Plan minimum greenfield density targets and aspirational intensification targets.

In new residential areas, there will be efforts to encourage high density housing which may include:

- Educate and promote the benefits of high-density housing to residents and developers; for example, developing guidelines for builders on high-density housing.
- Review the permitting action plan to incentivize multi-family applications. If possible, timelines for permit processing for high density housing may be expedited or at minimum identify clear timelines to improve predictability for developers.
- Meet or exceed Edmonton Metropolitan Region Plan minimum greenfield density targets and aspirational intensification targets.
- In the ASP guidelines, encourage developers to plan for active transportation, local access to retail and increased access to transit.

LOW SCENARIO

2. **MIXED-USE DEVELOPMENT POLICY – Encourage mixed use development in downtown and other appropriate areas.**

Steps to encourage mixed-use zones in Leduc include:

- Continue to implement the streetscape capital improvements outlined in the downtown masterplan. In 2020 when reviewing the land-use bylaw, review the land use districts to allow for more mixed use – subject to compliance with AVPA.
- In the Municipal Development Plan (MDP) consultation process, confirm the concept regarding mixed-use walking distance as outlined in the neighbourhood design guidelines.
- Develop a target for percent of residents within 10 minutes-walk of services.



MEDIUM SCENARIO

3. **PROMOTE SECONDARY SUITES - Encourage secondary suites including garage, or garden dwellings.**

Higher density residential areas may also be achieved by encouraging homeowner/developers to build/renovate secondary suites. The following steps to encourage suites may include:

- Educate home owners on the benefits of secondary suites. Benefits outlined may include: additional income, no property tax/ service fee implications and reduced per capita energy consumption.
- Educate homeowners on the steps required to incorporate a secondary suite into their homes such as building code requirements, hiring a contractor and drafting tenancy agreements etc.
- Streamline the process for approving new suites. One such step would be consulting council during the MDP process on whether secondary suites become a permitted use and address the question of whether townhouse end units can have secondary suites.

- Encourage secondary suites in new builds as a more cost-effective way to incorporate a suite into a home and/or encourage homes to be suite-ready (e.g. run electrical and plumbing requirements and take fire separation steps).
- Consider reduced permit costs.

LOW SCENARIO

4. **TREE PLANTING AND MAINTENANCE - Increase the budgets for tree replacements and planting.**

The Leduc Environmental Advisory Board hosts annual community tree planting and pollinator garden events, where at least 600 trees are planted each year. This number has been increasing year over year with the availability of grants and partnerships. In addition, City of Leduc approved new budgets in 2019 for tree replacement and additional tree planting.

Exhibit 15 outlines the GHG impacts, cost effectiveness results and implementation plan for the main land use-related GHG reduction actions.

Exhibit 15

LAND USE ACTIONS

Action	Start	Lead Department	Required Resources	Lifetime GHG Reductions (tCO ₂ e)	Benefit Cost Ratio	Cost per tonne (\$/tCO ₂ e)	Scenario
1. Infill - High Density Development Policy	2020	Planning & Development	Within existing resources	36,180	0	-235	Low
2. Mixed-use Development Policy	2020	Planning & Development	Within existing resources	11,480	0		Low
3. Promote Secondary Suites	2023	Planning & Development	\$10,000 over 3 yrs	3,830	5.0	-40	Medium
4. Tree Planting & Maintenance	2016	Environmental Services	No new budget required	1,595	9.2	-4,572	Low



7.6 Waste Actions

GHG emissions (methane) from landfills are generated by the decomposition of organic waste in the absence of oxygen. After organics are deposited in the landfill related methane can be emitted for more than 40 years. This gas has a 34 times greater climate impact as compared to carbon dioxide (CO₂).

Diverting organic waste from the landfill through education, financial motivation, and/or requiring separate organics containers are effective ways to reduce GHG emissions.

Commencing in 2012, Leduc's residential curbside organics diversion program, alongside their recycling program, has achieved diversion rates of 49-54%.

Historic waste in the landfill continues to emit methane for over 40 years, but a biocover can reduce these emissions. Preliminary results show that the process of garbage baling also greatly reduces methane from new solid waste being contributed to the landfill.

Solid waste contributes 7% of Leduc's community GHG emissions, 2% of corporate GHG emissions, and 41% of Leduc's proposed GHG reduction target under the high scenario.

WASTE VISION

Most residents and businesses recycle and compost. The City of Leduc has met and exceeded its diversion target of 65%. The City of Leduc's residents and businesses understand how to divert and reduce their waste and recognize the related GHG and other benefits.

The Leduc and District Regional Waste Management Facility (LDRWMF) has significantly reduced its methane emissions through GHG emission reduction technologies such as a biocover and garbage baling.

Businesses and multi-family residents have substantially reduced their waste by diverting organics and recycling from the landfill.



ACTIONS

LOW SCENARIO

1. **BIOCOVER FOR LANDFILL –
Install a biocover at LDRWMF.**

Leduc and District Regional Waste Management Authority (LRDWMA) is installing a biocover to cap historic waste and reduce GHG emissions.

A biocover is an organic cover made of compost and soils and supports vegetation growth, as opposed to a traditional clay cover. The organic material oxidizes (or destroys) the methane passing through the cover. Biocovers are particularly appropriate for landfills, like LDRWMF, where landfill gas collection systems are not economically feasible.

LOW SCENARIO

2. **GARBAGE BALING – Process waste using
garbage baling technology.**

LRDWMA is planning to compact new waste into garbage bales to avoid attracting birds, due to the proximity to the airport. Garbage baling compresses municipal solid waste (MSW) into airtight bales and wraps them in plastic. This process halts biological activity and consequently the production of methane emissions. There is some decomposition that occurs initially in the bale and subsequently when the plastic deteriorates, however this process is aerobic and therefore does not produce methane.

One study shows that methane was not detected 8 months and 20 months after the bale was produced.²⁸ Given the limited data available on the methane implications of this process and no knowledge of energy inputs into the process, the model assumes a discounted potential GHG reduction impact by 50% to reflect this uncertainty. Further information should be gathered on the energy inputs of this process and the lifecycle impacts of increased plastic use.

HIGH SCENARIO

3. **WASTE REDUCTION EDUCATION FOR BUSINESS
AND APARTMENTS – Outreach support
for commercial and multifamily organics
diversion.**

Currently, there is no curbside organics pick-up for commercial and multi-family buildings, as they pay for and organize their own waste collection and removal. In addition, it is roughly estimated that up to half of waste from businesses, institutions, industry and multifamily buildings is hauled somewhere other than the LDRWMF, therefore an education campaign in Leduc could have a greater impact beyond the waste identified at LDRWMF. Education will be the first step to encouraging businesses to divert their organic waste, followed by outreach support to improve sorting and assess hauling costs.

MEDIUM SCENARIO

4. **LOWER TIPPAGE FEES FOR ORGANICS –
Implement differential tippage rates for
organics and other materials to incent
diversion.**

Increasing the differential between organics and solid waste tippage fees will provide further incentive for businesses to sort more organics. Currently, the commercial wet waste rate is \$72/tonne and organics is \$64.50/tonne or a difference of \$7.50. Increasing the difference between the two tippage fees could motivate further organics diversion in the commercial sector.²⁹

HIGH SCENARIO

5. **ORGANICS DIVERSION POLICIES AND PROGRAMS FOR BUSINESS AND APARTMENTS.**

The City of Leduc will consider policies to divert organics from businesses and apartments. For example a waste diversion plan could be required or a separate organic waste container could be required for commercial and multi-family units.

This is the third policy/program step focused on commercial organic waste. The desired approach is to transition from education to more stringent requirements to help guide the industry to better climate-related decisions. The model uses an approach similar to the steps undertaken by the Regional District of Nanaimo (RDN) when they achieved a 48% commercial diversion rate.³⁰ They started with education and ended with a more stringent mandate. In addition, RDN implemented a landfill ban on commercial food waste.



HIGH SCENARIO

6. **ORGANICS PROCESSING FACILITY - Introduce an organics processing facility at LDRWMF.**

If the Leduc and District Regional Waste Management Authority agreed to building an organics processing facility in the future, greenhouse gas reductions would occur in two ways:

- **Avoided emissions from waste management trucks** – Greenhouse gas will be avoided by eliminating the need for trucks, loaded with organic waste, to drive from LDRWMF to the current processing facility at Penhold or the previous location near Strathmore. The model used an avoided trucking a distance of 502 kilometres.³¹
- **Avoided methane emissions from diverting additional organic waste** – As more organics are sorted out of the waste stream by residents and businesses, less GHG emissions will be generated by landfilled waste at the LDRWMF. As organics diversion policies become more common and more feasible, GHG emissions are also expected to reduce further when other communities embrace organics diversion.
Only City of Leduc's impact on LDRWMF emissions are included in the current inventory and model.

HIGH SCENARIO

7. **VARIABLE SIZE CART PROGRAM - Implement a variable size cart program.**

Requiring consumers to pay per size of unit of garbage receptacle sends the message that landfills are not infinite and effectively reduces residential waste disposed. Studies of "pay as you throw" programs show increased waste diversion between 8% and 38%.³²

In 2005, over 200 communities in Canada and over 6,000 in the United States finance their waste disposal through variable fees charged directly to the households.³³

Exhibit 16 outlines the GHG impacts, cost effectiveness results, and implementation plan for the waste-related GHG reduction actions.

Exhibit 16

SOLID WASTE ACTIONS

Action	Start	Lead Department	Required Resources	Lifetime GHG Reductions (tCO ₂ e)	Benefit Cost Ratio	Cost per tonne (\$/tCO ₂ e)	Scenario
1. Biocover for Landfill	2019	LDRWMA	LDRWMA budget	470,100	17.4	3	Low
2. Garbage Baling	2019	LDRWMA	LDRWMA potential increase to environmental fee	255,010	3.0	18	Low
3. Waste Reduction Education for Business & Apartments	2020	Environmental Services	\$30K for 2 yrs, plus 0.5 FTE - \$44K plus \$6.5K in one-time start up in the 2020 business case	1,015	0	-61	High
4. Lower Tipping Fees for Organics	2020	LDRWMA	LDRWMA potential increase to environmental fee	3,740	0	-82	Medium
5. Organics Diversion Policies & Programs for Business & Apartments	2023	Environmental Services	TBD following Action 3.	11,390	0	-11	High
6. Organics Processing Facility	2026	LDRWMA	LDRWMA potential increase to environmental fee	1,100	0	-34	High
7. Variable Size Cart Program	2026	Environmental Services	\$300K & \$20K ongoing	4,800	1.6	32	High

POTENTIAL ACTIONS FOR FUTURE CONSIDERATION

Waste-related GHG reduction action 8 has not had its GHG reductions quantified due to a higher level of uncertainty of the direct GHG reduction impacts. Given less certainty around the cost-effectiveness, these will be considered by City of Leduc as other resources become available. Nevertheless, these actions have been deemed as important to remove barriers or support other actions.

8. ADDITIONAL TYPES OF MATERIALS RECYCLED – Determine the feasibility of reduce, reuse options and recycling additional waste streams.

The City of Leduc will continue to explore the practical feasibility, market for and cost effectiveness of additional materials. The public has demonstrated interest in having metals, glass, mattresses and Styrofoam recycled, therefore Leduc will continue to investigate options to help divert these materials from the landfill.



7.7 Education and Other Actions

The actions included in this section are considered cross-cutting and will likely impact each sector. They are resourcing and/or education actions that could enable the uptake of many of the GHG reduction actions contained in this plan.

Education is the cornerstone to tackling climate change as many actions require the general public and/or businesses to change behaviour or accept a new technology. Education on climate change will need to draw upon existing resources, such as the Alberta Narratives project, on how best to frame the relevant issues.³⁴ Communication efforts will need to recognize the significance and gravity of climate change, while pointing to solutions and a path forward with benefits that extend beyond GHG reductions.

As already mentioned, successful education strategies will draw upon social marketing (including community-based social marketing techniques). Social marketing sells ideas, attitudes and behaviours (instead of commercial products) with rational arguments presented in a way that appeals to their core values. Community-based social marketing is founded on social science theories that behaviour change is most effective when delivered at the community level. Social science insights on human behaviour can more effectively achieve changes in habits and actions.

ACTIONS

1. Create a GHG reduction education and outreach hub.

The City of Leduc will build an education and outreach hub to communicate all of its past and present programs, policies, and projects that are covered by this plan.

2. Introduce additional staffing resources to support the implementation of this plan.

Given the frequency of involvement of the Environmental Services department in actions outlined in this plan, it is recommended that additional staff resources are secured. Additional staff resources would ensure high follow through of actions contained within this plan.

The Environmental Services Department requires half of a full time equivalent to ensure appropriate resourcing. Ideally, this staff person has skills in environmental education and social marketing techniques given the numerous education campaigns proposed.

A business case has been developed for staff resources to support the implementation of this plan for submission in Budget 2020.

8 Leduc GHG Reduction Targets

A GHG reduction target provides a municipality a goal to strive towards in pursuing GHG reductions. Some municipalities opt for a visionary target, often aligned with an international science-based target, to significantly motivate the municipality's climate actions. The City of Leduc wanted to set a practical, achievable target built from the bottom-up using cost-effective actions as its basis. It was also important that these actions are supported by both the public and council.

The City of Leduc have chosen an overall target of **reducing GHG emissions 3% below business-as-usual projections by 2030**. This target can also be described as: 3% above 2015 baseline year emission levels. Achievement of the City of Leduc GHG reduction target requires actions at both the corporate level and a community level.

The corresponding targets are:

CORPORATE TARGET: 20% reduction below business-as-usual by 2030 or an 8% reduction below 2015 emissions levels

COMMUNITY TARGET: 3% reduction from business-as-usual by 2030 or for emissions at 6% above 2015 levels.

The City of Leduc is considering selling some of its emission reductions from projects such as solar installed on City buildings and the biocover being installed on the LDFWMF. If the City chooses to sell their emission reductions into the offset system, they will no longer count these emission reductions towards meeting their GHG reduction target.

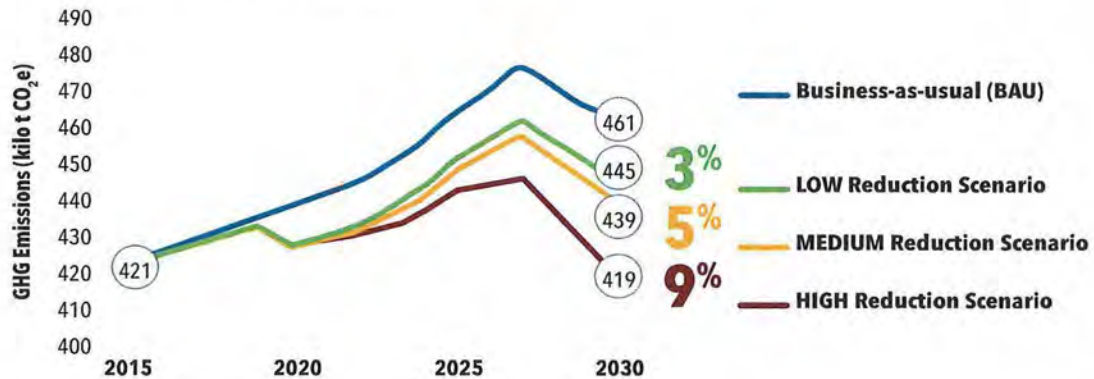
Exhibit 17

MODELLED ACTIONS Included in the High, Medium and Low Scenarios

LOW SCENARIO 3% GHG Reduction Target	MEDIUM SCENARIO 5% GHG Reduction Target	HIGH SCENARIO 9% GHG Reduction Target
LED Streetlights	Create Energy Efficiency Champions	Green Building Standard for City
Solar on LRC, Operations Buildings	Promote Efficiency and Renewable Programs, GHG Education Hub	Electric Commuter Bus
Energy Retrofits to City Buildings	City to Buy Best-in-Class New Fleet	Organics Processing Facility
Infill - High Density Development	EV Public Charging Stations and Policy	PACE (Residential & Commercial Buildings)
Mixed Use Development	Enhanced Commuter Transit	Waste Reduction Education for Business & Apartments
Biocover For Landfill	Promote Active Transport, Enhance Transit & U-Pass Marketing	Organics Diversion Policies & Programs for Business & Apartments
Garbage Baling	Promote Secondary Suites	Variable size cart program
Tree Planting	Lower Tipping Fees for Organics	New Solar for City Buildings

Exhibit 18

TARGETS for Low, Medium and High Scenarios



8.1 Scenarios

GHG reduction actions were grouped into three different scenarios (*Exhibit 17*) – high, medium and low GHG reduction scenarios. Actions are cumulative – so low and medium scenarios are also included in the high scenario. Three targets were considered for the low, medium and high scenarios (*Exhibit 18*). If all actions in this plan were implemented, Leduc would expect to achieve a 9% reduction below business-as-usual or an absolute reduction of 1% below 2015 levels.

Budgetary constraints at the time of plan approval prompted staff to take the cautionary approach to commit to a 3% target and associated low scenario actions. All medium and high scenario actions have also been included in this plan to serve as a road map for further implementation as resources become available of the next 10 years.

Finally, some actions from the medium and high scenario may be implemented given there is low or no cost to the City of Leduc (e.g. PACE, Organics Diversion Policies and Programs for Businesses and Apartments, Organics Processing Facility). In this case, the City would likely exceed their GHG reduction target.



8.2 Actions Impacts

Recall that a "wedges" diagram highlights individual emission reduction actions as wedges that collectively meet a specified target.³⁵ The size and shape of each wedge can indicate the relative contribution overtime from each action or sector. In the buildings, energy supply and land use wedge diagram, PACE has by far the greatest impact with Energy Retrofits to City Buildings, LED Streetlights, Solar on LRC, Operations Buildings, and Promoting Provincial Energy Efficiency programs having the next notable impacts (*Exhibit 19*). The impacts of the land-use actions are split between two figures - the buildings related impacts are in the buildings diagram and the transportation related emissions savings are in the transportation diagram.

For transportation related actions, the active transportation education campaign by far has the greatest GHG impact (*Exhibit 20*). Infill and mixed-use development policies also have notable effects, especially considering the buildings related portions of their impacts are in *Exhibit 19*. Enhanced Commuter Transit and Enhanced Transit Marketing merit mention. Recall that the Electric Commuter Bus action could have a greater impact if more than one bus was purchased.

Exhibit 20

TRANSPORT Wedges Diagram, 2020-2030
Based on high scenario (9%)

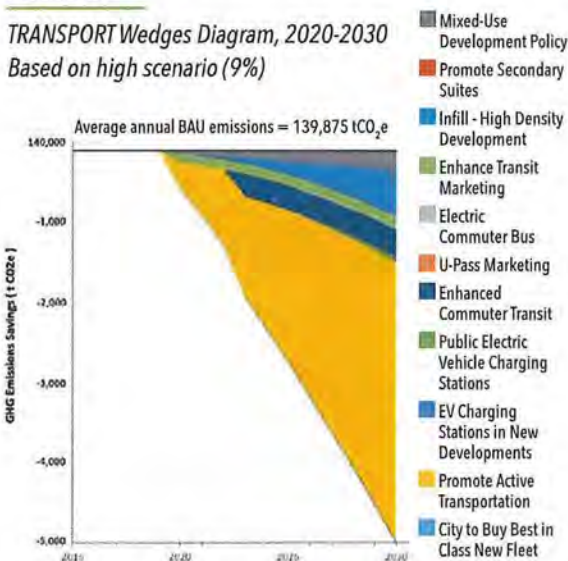
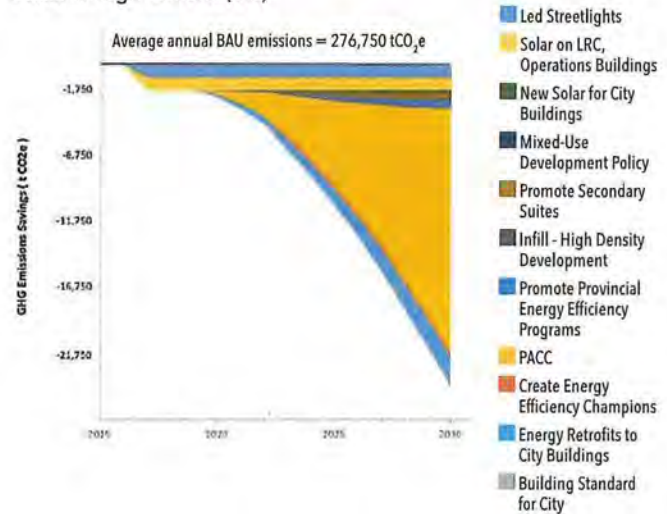


Exhibit 19

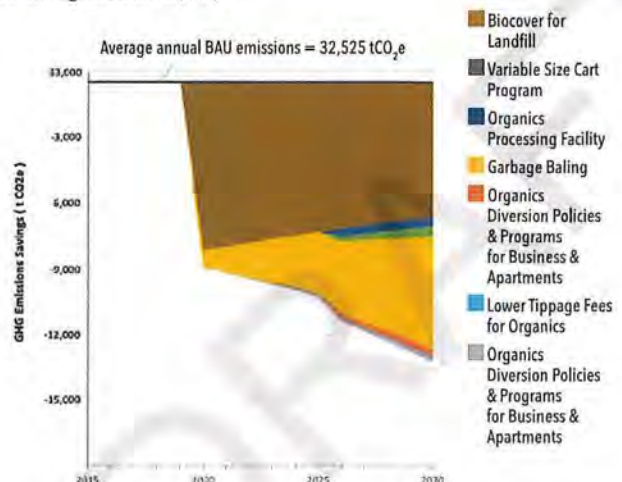
BUILDINGS, ENERGY SUPPLY & LAND USE Wedges Diagram, 2020-2030
Based on high scenario (9%)



Garbage baling and the biocover provide by far the greatest waste related impacts (*Exhibit 21*). However, attention should not be drawn away from the other waste related actions. Recall that the biocover emission reductions were likely over estimated by roughly 20%. Also, the garbage baling emission reductions are uncertain until further study or evidence is obtained.

Exhibit 21

WASTE Wedges Diagram, 2020-2030
Based on high scenario (9%)



9 Costs and Benefits

The GHG Emission Reduction Action Plan includes the program and projected expenditures for the City of Leduc outlined in *Exhibit 22*. Approval of the plan does not automatically approve these expenditures. Council will review annually and approve any proposed programs and their associated expenditures.

9.1 Expected Costs

LOW SCENARIO -
Actions to achieve a **3%**
target

Note there are no new costs associated with the actions in the "low" scenario.

MEDIUM SCENARIO -
Actions to achieve a **5%**
target

The medium scenario actions include \$1,205,000 in operating costs, \$490,500 in staff-related costs and \$722,000 in one-time costs over 10 years.

The operational costs that would continue at the end of ten years includes \$200,000 in operating for the enhanced commuter transit action.

HIGH SCENARIO -
Actions to achieve a **9%**
target

In addition to the medium costs, the high scenario actions include an expected \$185,000 in operating costs, \$739,000 in staff-related costs and \$1,570,000 in one-time costs over 10 years.

The operational costs that would continue at the end of ten years include \$25,000 in operating for building standards and variable sized cart program.

Some costs (e.g. electric buses) are incremental to what Leduc would need to pay as compared to a new conventional bus. Costs that have already been approved or the City of Leduc does not have to pay (e.g. LDRWMA) were not included in *Exhibit 22*.

Exhibit 22

New operations, staffing and one-time costs (combined) 2020 through 2030.

	Buildings				Energy Supply	Land Use	Transit/Active Transportation			Transport	Waste	
	Green Building Standards for New City Buildings	Create Energy Efficiency Champions	Promote Efficiency and Renewable Programs, GHG Education Hub	PACE	New Solar on Existing City Buildings	Promote Secondary Suites	Promote Active Transport Enhance Transit & U-Pass Marketing	Enhance Commuter	Electric Commuter Bus	Electric Vehicle Charging Stations & Policy	Waste Diversion Education, Policies & Programs for Businesses & Apartments	Variable Size Cart Program
Low	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Medium	N/A	\$40,000	\$595,000	N/A	N/A	\$10,000	\$50,000	\$1,600,000	N/A	\$122,000	N/A	N/A
High	\$297,000			\$248,500 - \$490,500	\$728,000				\$269,000		\$550,500	\$400,000
Total Medium & High	\$297,000	\$40,000	\$595,500	\$248,500 - \$490,500	\$728,000	\$10,000	\$50,000	\$1,600,000	\$269,000	\$122,000	\$550,500	\$400,000
Benefits Include	Energy cost savings	Energy cost savings	Energy cost savings	Energy cost savings	Energy cost savings	Energy cost savings	Increased fare revenue	Increased fare revenue	Avoided fuel costs	Avoided fuel costs	Potential savings depend on tipping fees at LDRWMA	

See *Appendix A* for a full breakdown of the expected operational, staffing and one-time costs for each action over 10 years.

10 Monitoring Plan

The City of Leduc will report annually against their progress towards GHG actions outlined in this plan. The indicators outlined in this section will also help the City of Leduc monitor the success of their GHG Reduction Action Plan. Monitoring will indicate the success of specific initiatives as well as the City's overall effort towards meeting their GHG reduction target. The sources for select indicators have also been provided. We also recommend a five-year review to update their GHG reduction inventory to further report against their progress.



10.1 For Future Reporting

- Leduc's GHG emissions - progress towards the overall 5% target
- Leduc's GHG emissions – Corporate
- Leduc's GHG emissions – Community
 - Obtained through inventory updates

10.2 Energy Supply

- CORPORATE: MW of installed renewable energy
 - Obtained through facility and property services department
- COMMUNITY: MW of installed renewable energy
 - Can likely be obtained through Energy Efficiency Alberta or potentially the Canadian Solar Industry Association (CanSIA)

10.3 Buildings

- CORPORATE: energy consumption per square foot
 - Obtained through facility and property services department
- Number of PACE loans
 - Can likely be obtained through Energy Efficiency Alberta
- Participation in EEA's programs (as compared to the provincial average or an average for medium sized cities)
 - Can likely be obtained through Energy Efficiency Alberta

10.4 Transportation

- Public transit GHG emissions per VKT
 - Obtained through inventory updates or Facility and Property Services
- Transit ridership
 - Obtained through Transportation Department
- Commute to work mode split
 - Statistics Canada Census

10.5 Land Use

- Density of new growth
- Amount and density of infill (not in a new subdivision)
- Dwellings within a 10-minute walk of services
- Dwellings within a 10-minute walk to a grocery store
- Dwellings within a 10-minute walk of the downtown area
- Number of secondary suites

All of these indicators would be obtained from City of Leduc Planning & Development.

10.6 Waste

- % recycling diverted
- % of organics diverted
- Distance organics travel for processing

All of these indicators would be obtained from City of Leduc Environmental Services.

11

Conclusion

The City of Leduc's GHG Reduction Action Plan builds on our already strong commitment to the environment and successful climate action projects. This "Made-in-Leduc" plan has been built with comprehensive input from staff, stakeholders and the public. Actions are focused on where to achieve cost effective GHG emission reductions – ensuring dollars have the greatest impact when expended.

Actions touch on multiple City departments reflecting the cross-discipline nature of climate mitigation. Careful consideration has gone into whether they have the resources available to pursue actions outlined in the plan.

There is a strong desire to meet, not just set, a GHG reduction target. As per usual, the City of Leduc has chosen a practical, and balanced approach – a local plan to address the global issue of climate change.



12 References

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13 Footnotes

- ¹ Government of Canada. (2015, 11 30). *Frequently Asked Questions about Climate Change*. Retrieved from Government of Canada: <https://www.canada.ca/en/environment-climate-change/services/climate-change/frequently-asked-questions.html>
- ² Stocker, T. D.-K. (2013). *Summary for Policymakers in: Climate Change 2013: The Physical Science Basis. Contribution of Working Group I to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*. Cambridge, UK & New York, USA: Cambridge University Press. (Stocker, 2013)
- ³ National Oceanic and Atmospheric Administration, *What's the Difference Between Climate and Weather* <http://www.noaa.gov/explainers/what-s-difference-between-climate-and-weather>.
- ⁴ Intergovernmental Panel on Climate Change, M.-D. V.-O. (2018). *Summary for Policymakers. In: Global Warming of 1.5°C. An IPCC Special Report on the impacts of*. Geneva: World Meteorological Organization.
- ⁵ Reference footnote 4.
- ⁶ National Round Table on the Environment and the Economy. (2011). *Paying the Price: The Economic Impacts of Climate Change for Canada*. Ottawa: National Round Table on the Environment and the Economy.
- ⁷ Boyd, R. &. (2014). *City of Leduc Weather and Climate Readiness Plan*. City of Leduc: All One Sky Foundation.
- ⁸ EnviroEconomics. (2009). *Act Locally – The Municipal Role in Fighting Climate Change*. Ottawa: Federation of Canadian Municipalities.
- ⁹ Or 1% GHG emission reductions below 2015 levels.
- ¹⁰ 26% corporate GHG reductions and 8% community GHG reductions below business-as-usual - see page 51 for more information on Leduc's GHG reduction targets.
- ¹¹ For the purposes of this figure, streetlight and water and wastewater GHGs were divided into the residential and commercial sectors according to their relative contributions in the community inventory. Corporate buildings GHG emissions were added to the commercial sector.
- ¹² Our approach differs from many wedges diagrams which show emissions increasing overtime (upwards trajectory on a graph) and use the wedges to stabilize GHG emissions overtime.
- ¹³ We calculate the cost per tonne of carbon reduced by subtracting the costs from the benefits divided by the lifetime GHG reductions (all time discounted to provide the current monetary and environmental "worth" of each value).
- ¹⁴ Environment and Climate Change Canada. (2018). *National Inventory Report 1990-2016: Greenhouse Gas Sources and Sinks in Canada*. Ottawa: Government of Canada.
- ¹⁵ This completed action was included in the Plan as it was post 2015 – the GHG inventory year. Therefore, it contributes to the City of Leduc's GHG reduction target. In addition, the idea was developed and implemented during the period the GHG Reduction Plan was being developed.
- ¹⁶ Our modelling used a conservative estimate of 30 years lifespan for a new home.
- ¹⁷ In Alberta, municipalities currently do not have jurisdiction to require greater efficiency improvements the provincial building code.



- ¹⁸ This completed action was included in the Plan as it was post 2015 – the GHG inventory year. Therefore, it contributes to the City of Leduc’s GHG reduction target. In addition, the idea was developed and implemented during the period the GHG Reduction Plan was being developed.
- ¹⁹ LED streetlights rightfully fits into its own sectoral category but for ease this section has been expanded to including buildings and other infrastructure.
- ²⁰ York, D., Molina, M., Neubauer, M., Nowak, S., Nadel, S., Chittum, A., Elliott, N., Farley, K., Foster, B., Sachs, H., & Witte, P. 2013
- ²¹ Depending on Facilities Master Plan, approved budgets and future technological advancements (e.g. solar costs).
- ²² For buildings with renewable energy units on the roof.
- ²³ For buildings with thicker walls due to increased insulation.
- ²⁴ Reference footnote 23.
- ²⁵ Referenece footnote 23.
- ²⁶ Sells ideas, attitudes and behaviours (instead of commercial products) with rational arguments presented in a way that appeals to their core values. Community-based social marketing is founded on social science theories that behaviour change is most effectively achieved through initiatives delivered at the community level.
- ²⁷ These buses have seating for approximately 42 passengers.
- ²⁸ Baldasano, J. M. (2003). Environmental Performance Review and Cost Analysis of MSW Landfilling by Baling-Wrapping Technology. *Waste Management*, 796-806.
- ²⁹ Ontario Waste Management Association (OWMA). (2014). *Disposal Levies - Rethink Policy Paper Series*. Brampton: OWMA.
- ³⁰ Government of British Columbia. (2019). *Residential Organic Waste Diversion*. Retrieved from Government of British Columbia: <https://www2.gov.bc.ca/gov/content/environment/waste-management/food-and-organic-waste/organic-waste-diversion/residential-organic-waste-diversion/>
- ³¹ Assuming 50% of organic waste goes to each facility and includes the return trip.
- ³² Kelleher, M. R. (2005). *Taking Out the Trash: How To Allocate the Costs Fairly*, No. 213. CD Howe Institute.
- ³³ See reference page 31.
- ³⁴ Marshall, G. B. (2018). *Communicating Climate Change and Energy in Alberta - Alberta Narratives Project*. Oxford: Climate Outreach.
- ³⁵ Our approach differs from many wedges diagrams which show emissions increasing overtime (upwards trajectory on a graph) and use the wedges to stabilize GHG emissions overtime. We demonstrate where emissions are projected to go and how the actions would reduce these emissions to a specified level.



A APPENDIX City of Leduc Costs



This Appendix reflects the new costs that would be incurred to achieve the actions.

Note there are no new costs associated with the actions in the "low" scenario.

MEDIUM SCENARIO - Actions to Achieve a 5% target

The medium scenario actions include:
\$1,205,000 in operating costs,
\$490,500 in staffing costs and staff set up costs, and **\$722,000** in capital or one-time costs over 10 years.

HIGH SCENARIO - Actions to Achieve a 9% target

In addition to the medium scenario costs, the high scenario actions require the following incremental costs:

\$185,000 in operating costs, up to **\$739,000** staff and staff start up costs, and **\$1,568,670** in capital, or one-time costs over 10 years.

The year 2031 is shown in order to reflect costs that would continue at the end of ten years (\$200,000 in operating for the enhanced commuter transit action).

Exhibit 23

CAPITAL AND OPERATING EXPENDITURES: City of Leduc – MEDIUM SCENARIO

													Sub-total
Action	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2020-2030
Create Energy Efficiency Champions	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	0	40,000
Promote Efficiency and Renewables, GHG Education Hub	80,500	74,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	595,500
City to Buy Best-in Class New Fleet	0	0	0	0	0	0	0	0	0	0	0	0	0
Promote Active Transportation	16,667												16,667
EV Charging Stations and Policy	0	0	0	0	0	0	0	0	0	0	0	0	0
Enhanced Commuter Transit - Capital	0	0	0	0	0	0	600,000	0	0	0	0	0	600,000
Enhanced Commuter Transit - Operating	0	0	0	0	0	0	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
U-Pass Marketing	16,667	0	0	0	0	0	0	0	0	0	0	0	16,667
Enhanced Transit Marketing	16,667	0	0	0	0	0	0	0	0	0	0	0	16,667
Promote Secondary Suites	0	0	0	3,333	3,333	3,333	0	0	0	0	0	0	9,999
Lower Tipping Fees for Organics	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Electric Vehicle Charging Stations - Operating	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Electric Vehicle Charging Stations - Capital	0	0	0	0	0	0	110,000	2,000	2,000	4,000	4,000	0	122,000
TOTAL OPERATING	80,001	30,000	5,000	13,333	13,333	13,333	320,000	212,000	212,000	214,000	214,000	200,000	1,205,000
TOTAL STAFF	50,500	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	490,500
TOTAL CAPITAL	0	0	0	0	0	0	710,000	2,000	2,000	4,000	4,000	0	722,000

In addition to the medium costs, the high scenario actions include **\$185,000** in operating costs, between **\$739,000 to \$981,000** in staff related costs and **\$1,568,670** in capital, or one-time, costs over 10 years.

The year 2031 is shown in order to reflect costs that would continue at the end of ten years (\$25,000 in operating for building standards and variable sized cart program).

Exhibit 23

CAPITAL AND OPERATING EXPENDITURES: City of Leduc – HIGH SCENARIO

Action	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Sub-total 2020-2030
Green Building Standard for City - Capital	0	0	0	0	0	0	59,394	56,731	54,204	51,807	49,533	0	271,670
Green Building Standard for City - Operating	0	0	0	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	25,000
PACE	28,500 - 50,500	22,000 - 44,000	22,000 - 44,000	22,000 - 44,000	22,000 - 44,000	22,000 - 44,000	22,000 - 44,000	22,000 - 44,000	22,000 - 44,000	22,000 - 44,000	22,000 - 44,000	22,000 - 44,000	248,500 - 490,500
New Solar for City Buildings - Capital	0	0	0	248,000	240,000	240,000	0	0	0	0	0	0	728,000
Electric Commuter Bus - Capital	0	0	0	0	0	0	269,000	0	0	0	0	0	269,000
Waste Reduction Education for Business & Apartments	80,500	74,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	550,500
Variable Size Cart Program	0	0	0	0	0	0	300,000	0	0	0	0	0	300,000
Variable Size Cart Program - Operating	0	0	0	0	0	0	20,000	20,000	20,000	20,000	20,000	20,000	100,000
TOTAL OPERATING	30,000	30,000					25,000	25,000	25,000	25,000	25,000	25,000	185,000
TOTAL STAFF	79,000 - 101,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	739,000 - 981,000
TOTAL CAPITAL	0	0	0	248,000	240,000	240,000	628,394	54,204	51,807	49,533	49,533	0	1,568,670

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B APPENDIX

Technical, Modelling Assumptions Report

Date: August 8, 2018



- Economic Appraisal of GHG Mitigation Actions
- Approach
- General Assumptions
- Key Assumptions for Mitigation Actions
- Summary of Costs and Benefits
- References





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C APPENDIX



What We Heard Report

Let's talk... Our Climate Solutions

Date: August 8, 2018



DRAFT

Draft Greenhouse Gas (GHG) Reduction Plan

Presentation to Committee-of-the-Whole

Shawn Olson, Director, Engineering, City of Leduc

Kerra Chomlak, Environmental Sustainability Coordinator, Leduc

April 15, 2019

www.leduc.ca



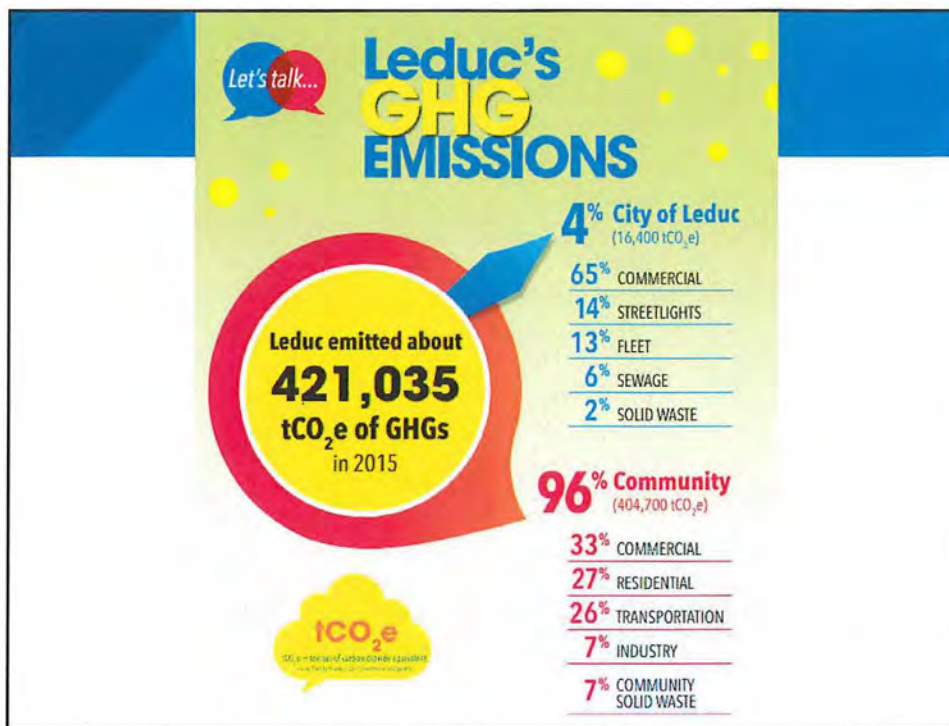
Outline

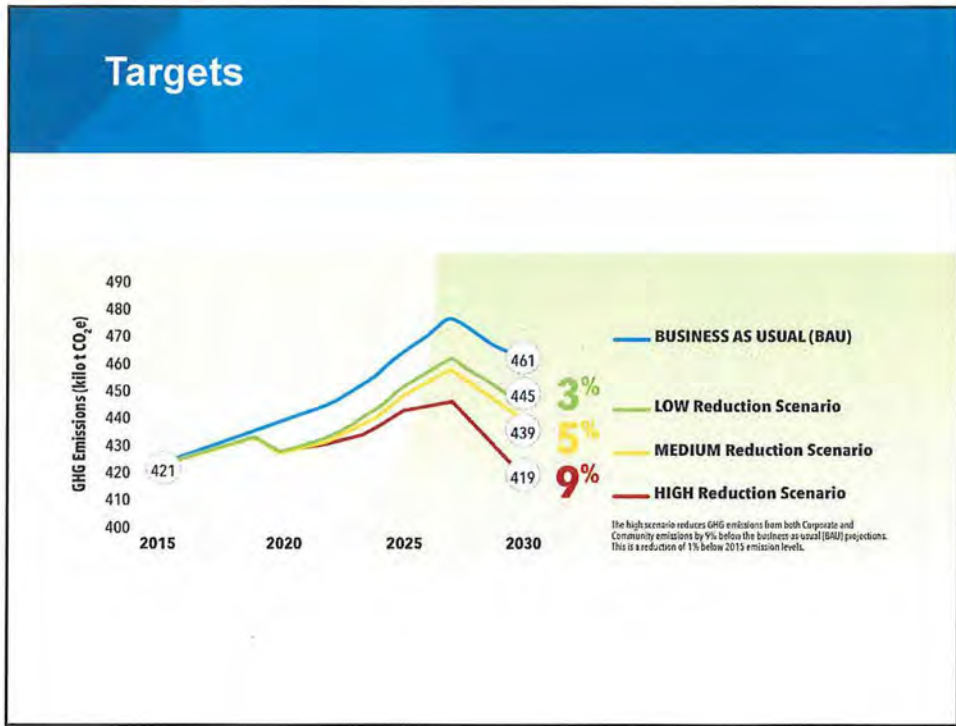
- Background, Engagement Process
- Review Draft Plan:
 - Targets
 - Actions
 - Costs

Let's talk...

CLIMATE SOLUTIONS







Low Scenario – 3%

Action	Start	Capital	Operating	GHG Reductions (tCO ₂ e)
LED Streetlights	2017	No additional costs		21,900
Solar on LRC, Operations Buildings	2017	No additional costs		26,600
Energy Retrofits to City Buildings	2019	Approved in 2019 budget		25,500
Infill/High Density Development Policy	2020	Within existing resources		36,200
Mixed Use Development Policy	2020	Within existing resources		11,500
Biocover for Landfill	2019	LDRWMA		216,300
Garbage Baling	2019	LDRWMA (potential increase in environmental fee)		91,700
Tree Planting	Ongoing	In operational budget		1,595

Medium Scenario – 5%

Action	Start	Capital or One-Time	Operating	GHG Reductions (tCO ₂ e)
Create Energy Efficiency Champions	2023	-	\$5K ongoing	2,800
Promote Efficiency and Renewable programs, GHG Education Hub	2020	\$30K over 2 years, \$5K thereafter, and 0.5 FTE in 2020 (\$44K operating and \$6.5K one-time)		13,700
Buy Best in Class New Fleet	2020	Within existing resources		400
Promote Active Transport, Enhanced Transit & U-Pass Marketing	2020	\$50K one time		22,080
Electric Vehicle (EV) Charging Stations & Policy	2026	\$110K one time and \$2-4K thereafter		250
Enhance Commuter Transit	2026	\$600K	\$200K	6,600
Promote Secondary Suites	2023	-	\$10K (2023-25)	3,800
Lower Tipping Fees for Organics	2020	LDRWMA (potential increase in environmental fee)		500

High Scenario – 9%

Action	Start	Capital	Operating	GHG Reductions (tCO ₂ e)
Green Building Standards for City Buildings	2026	\$50K - \$60K for 5 years, \$5K ongoing		9,600
New Solar for City Buildings	2023	\$245K for 3 years	-	690
Electric Commuter Bus	2026	\$269K one time		350
PACE (Residential & Commercial Buildings)	2020	0.25 - 0.5 FTE - \$22K to \$44K operating plus \$6.5K one-time start up		474,950
Waste Reduction Education for Business & Apartments.	2020	\$30K for 2 years, 0.5 FTE in 2020 business case plus \$44K in operating plus up to \$6.5K in one-time start up costs depending on other staffing		1,015
Organics Diversion Policies & Programs for Business & Apartments	2026	TBD following Waste Reduction Education action		8,975
Variable size cart program	2026	\$300K	\$20K ongoing	5,205
Organics Processing Facility	2026	LDRWMA (potential increase in environmental fee)		51,725

First 3 Years

Medium	2020	2021	2022
Operating:	\$50,000 (transit promotions)		
	\$30,000 (GHG education)	\$30,000 (GHG education)	\$5,000 (GHG education)
	\$44,000 (0.5 FTE)	\$44,000 (0.50 FTE)	\$44,000 (0.50 FTE)
	\$124,000 (Total)	\$74,000 (Total)	\$49,000 (Total)
Capital:	\$6,500 staffing start up	\$0	\$0

High	2020	2021	2022
Operating:	\$50,000 (transit promotions)		
	\$30,000 (GHG education)	\$30,000 (GHG Education)	\$5,000 (GHG Education)
	\$30,000 (ICI/MF waste program)	\$30,000 (ICI/MF waste)	
	\$88,000 (1.0 FTE)	\$132,000 (1.5 FTE)	\$132,000 (0.50 FTE)
	\$198,000 (Total)	\$192,000 (Total)	\$137,000 (Total)
Capital:	\$6,500 staffing start up	\$13,000 staffing start up	\$0

New Costs

	Buildings				Energy Supply	Land Use	Transit/Active Transportation			Transport	Waste	
	Green Building Standards for New City Buildings	Create Energy Efficiency Champions	Promote Efficiency and Renewable Programs, GHG Education Hub	PACE	New Solar on Existing City Buildings	Promote Secondary Suites	Promote Active Transport Enhance Transit & U-Pass Marketing	Enhance Commuter	Electric Commuter Bus	Electric Vehicle Charging Stations & Policy	Waste Diversion Education, Policies & Programs for Businesses & Apartments	Variable Size Cart Program
Low	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Medium	N/A	\$40,000	\$595,000	N/A	N/A	\$10,000	\$50,000	\$1,600,000	N/A	\$122,000	N/A	N/A
High	\$297,000			\$248,500 - \$490,500	\$728,000				\$269,000		\$550,500	\$400,000
Total Medium & High	\$297,000	\$40,000	\$595,500	\$248,500 - \$490,500	\$728,000	\$10,000	\$50,000	\$1,600,000	\$269,000	\$122,000	\$550,500	\$400,000
Benefits Include	Energy cost savings	Energy cost savings	Energy cost savings	Energy cost savings	Energy cost savings	Energy cost savings	Increased fare revenue	Increased fare revenue	Avoided fuel costs	Avoided fuel costs	Potential savings depend on tipping fees at LDRVMF	

Medium

													Sub-total
Action	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2020-2030
TOTAL OPERATING	80,001	30,000	5,000	13,333	13,333	13,333	320,000	212,000	212,000	214,000	214,000	200,000	1,205,000
TOTAL STAFF	50,500	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	490,500
TOTAL CAPITAL	0	0	0	0	0	0	710,000	2,000	2,000	4,000	4,000	0	722,000

High

													Sub-total
Action	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2020-2030
TOTAL OPERATING	30,000	30,000					25,000	25,000	25,000	25,000	25,000	25,000	185,000
TOTAL STAFF	79,000 - 101,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	66,000 - 88,000	739,000 - 981,000
TOTAL CAPITAL	0	0	0	248,000	240,000	240,000	628,394	54,204	51,807	49,533	49,533	0	1,568,670

Next Steps

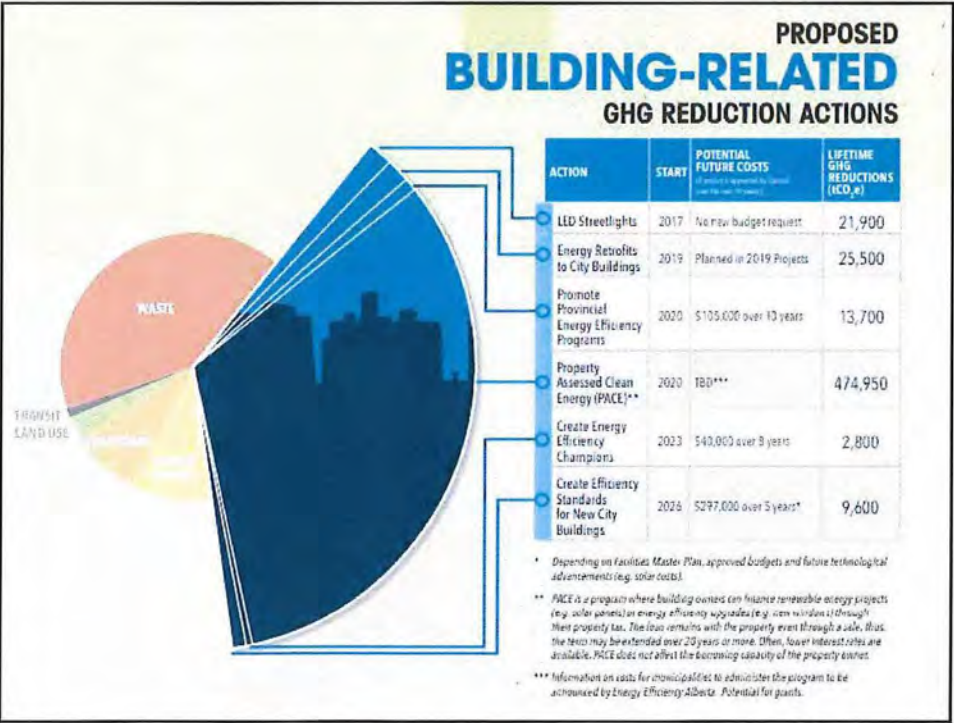
At upcoming Council meeting:

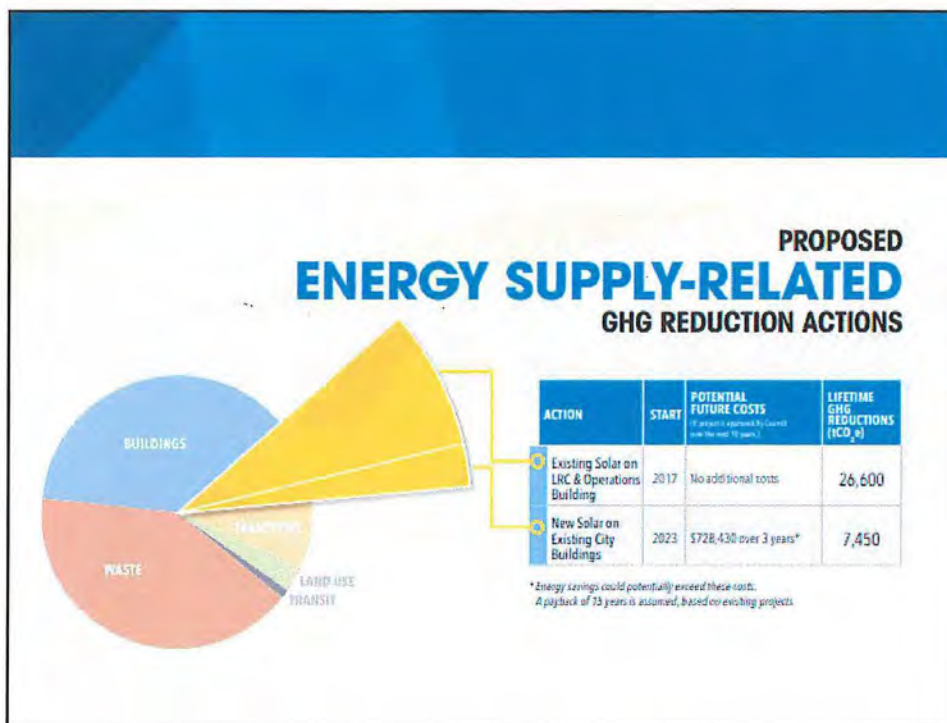
- Endorse the City of Leduc GHG Reduction Target of “3% by 2030” based on the low scenario actions;
- Approve the City of Leduc GHG Reduction Plan, which will list all of the actions in the low, medium and high scenario;
- Have Administration conduct an annual review to assess whether to add actions from the other scenarios considering grant opportunities, and available human and financial resources;
- Report annually to the public on implementation of the actions and progress towards the targets in the existing Environmental Progress Report.

Comments? Questions?

- Targets
- Actions
- Other Input

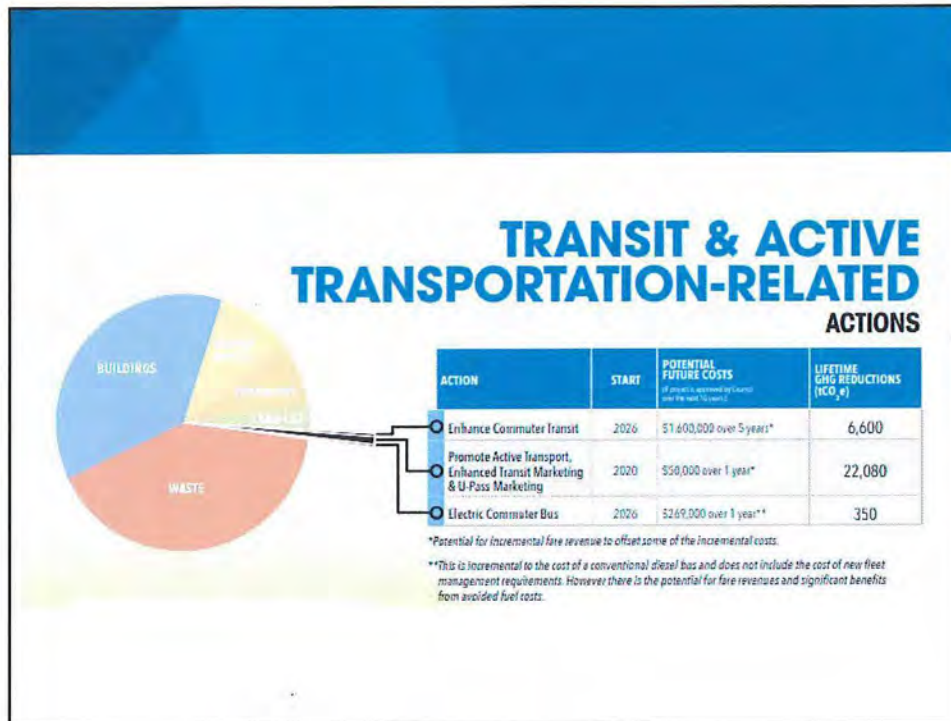






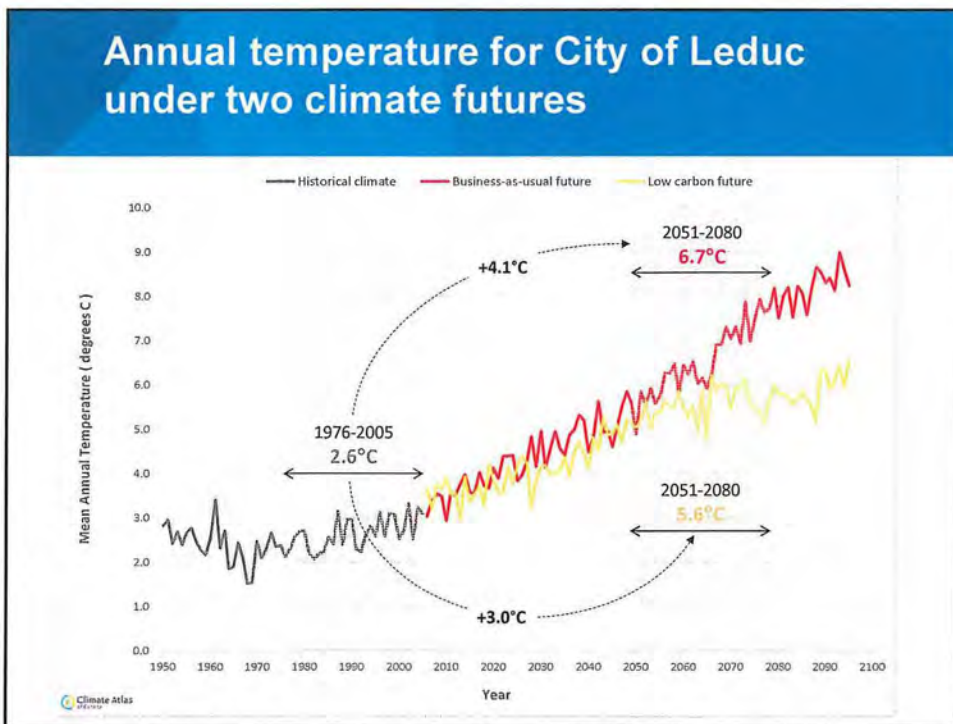
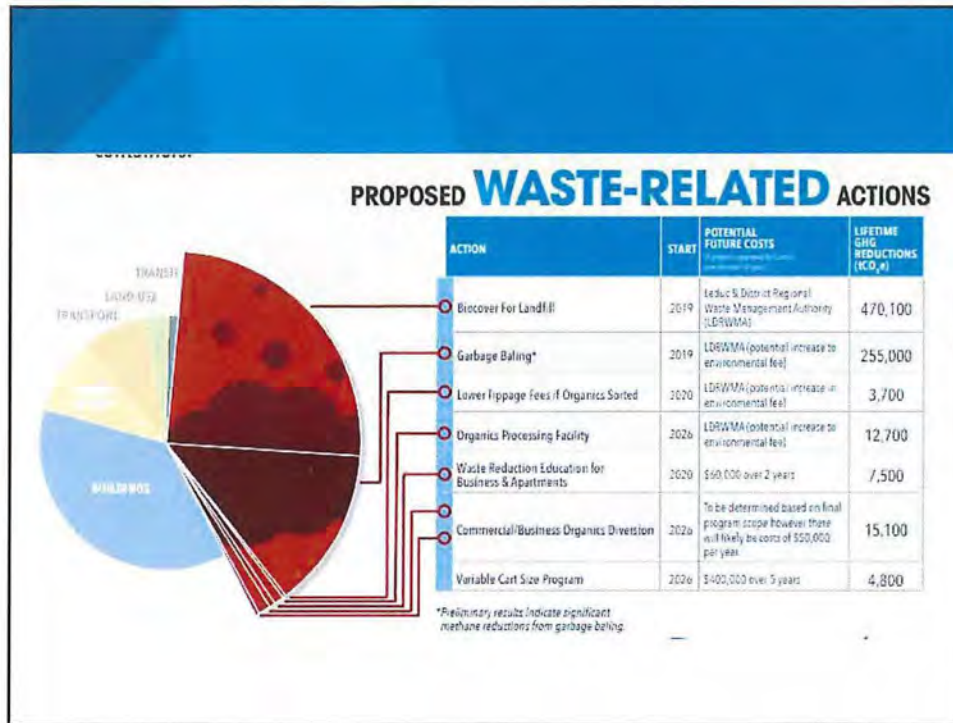
PROPOSED LAND USE-RELATED ACTIONS

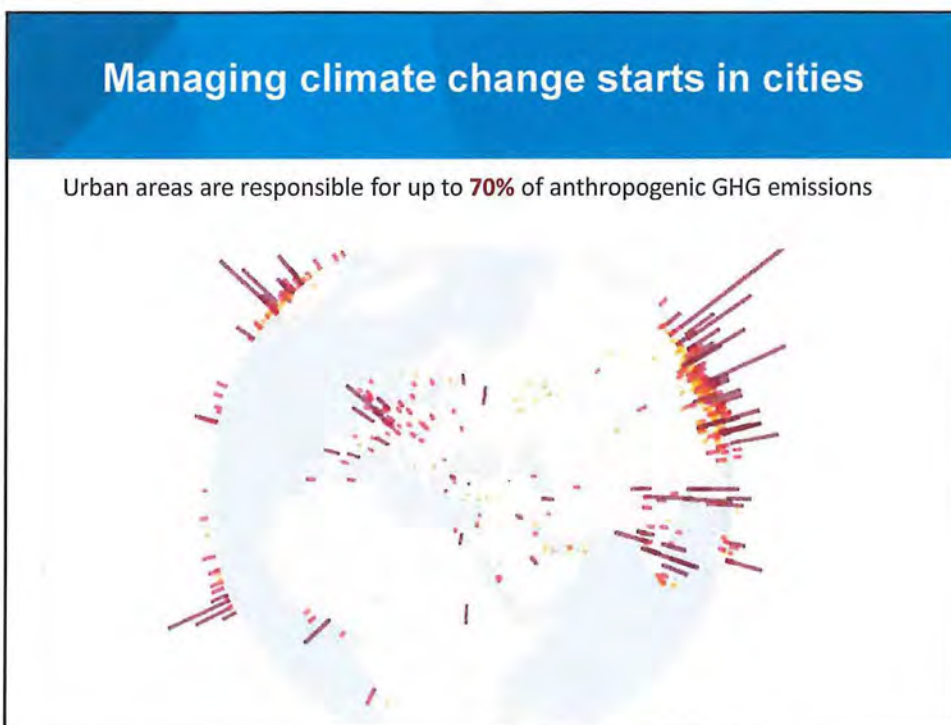
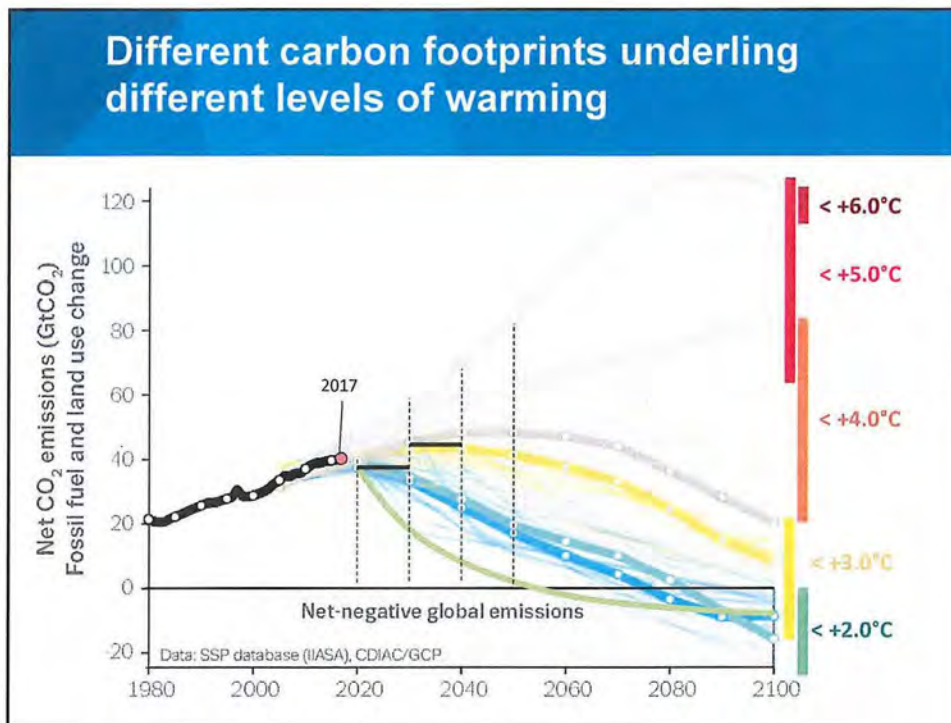
ACTION	START	POTENTIAL FUTURE COSTS (If projects approved by Council over the next 10 years)	LIFETIME GHG REDUCTIONS (tCO ₂ e)
Infill Policy - High Density Developments	2020	Within existing resources	36,200
Policy for Mixed Use Development	2020	Within existing resources	11,500
Promote Secondary Suites	2023	\$10,030 over 3 years	3,800
Tree planting	Annually	No new budget request	2,240



TRANSPORTATION-RELATED ACTIONS

ACTION	START	POTENTIAL FUTURE COSTS <small>(If project is approved by Council over the next 10 years.)</small>	LIFETIME GHG REDUCTIONS <small>(tCO₂e)</small>
Buy Best in Class New Fleet	2020	Within existing resources	400
Electric Vehicle Charging Stations Policy for New Developments	2023	Within existing resources	250
Public EV Charging Stations	2026	\$121,000 over 5 years	690





MEETING DATE: April 15, 2019

SUBMITTED BY: Kerra Chomlak, Environmental Sustainability Coordinator

PREPARED BY: Kerra Chomlak, Environmental Sustainability Coordinator

REPORT TITLE: Waste Diversion Initiatives

REPORT SUMMARY

To update Council:

1. The City's waste diversion target is 65% by 2021, however, the residential curbside diversion rate continues to hover around 50%. Options are being considered and will be addressed in the 2020 budget process.
2. Administration is reporting back on information requests regarding potential changes to the current collection system (blue carts, North Telford).

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

Administration is providing an update on City waste diversion initiatives, including information items requested by Council during the last budget process.

KEY ISSUES:

1. Update on Diversion Rates

The City's waste diversion target is 65% by 2021, however, the residential curbside diversion rate continues to hover around 50%, with a 2018 rate of 49.3%. The City of Leduc is looking at options to address this issue.

Opportunities to increase the diversion rate include, sorting enforcement, education, bin sizing, and adjusting the unit of measure (e.g. per household waste). Options will depend on resources available and will be addressed in the 2020 budget process with an environmental services business case. Administration will also review the 65% target and identify whether an alternative target should be proposed.

In preparation for this analysis the City conducted a Waste Diversion Communication phone survey in 2018, in which residents were asked about communications materials, the curbside program and the Eco Station. The survey found:

- 93% of residents satisfied with curbside program
- 65% of households use the Eco Station primarily 2 – 4 times/year
- Majority of households support consequences for organics contamination

Global restrictions on recycled material now requires further public education by municipalities. The City of Leduc already requires residents to keep plastic film, Styrofoam and glass out of their blue bags, however further education on flexible plastics which are no longer recyclable is required e.g. clamshells, single use yogurt containers. In fall 2018, the City

delivered door hangers which addressed some of these issues, along with the FlushSmarter campaign, and further communication on acceptable plastics is planned for 2019, with more resources required for 2020.

2. Council Information Request - Blue Carts

If the City made the change from blue bags to blue carts, there would be a capital cost of approximately \$650,000 - \$700,000 to equip each house with a cart (approx. \$65/cart x current house count in 2019: 9164, forecasted house count 2020: 9300). Blue cart drawbacks include limited street parking, limited allowable recycling volumes and potential for increased contamination. In addition, the City's current hauler only offers a blue bag service. Based on this information Administration recommends continuing with the existing blue bag program, which is currently working well and consistent with other municipalities in the region.

3. Council Information Request - North Telford Back Lane Waste Collection

The City's current hauler recommended moving North Telford collection to front street as a practical solution to back lane collection when automated carts were introduced in 2012. To accommodate back lane collection, costs are expected to be similar to the \$5.5 million North Telford Neighborhood Renewal Project. Required upgrades must consider overhead power lines, buried utilities, and purchasing land from homeowners to increase the turning radius at three intersections. Council reviewed this in the past and considered it a level of service upgrade that should be paid for through a local improvement charge; this was not supported at the time. Based on the review, Administration recommends the continuation of the current front street collection in North Telford.

RECOMMENDATION

For information only.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / I. Sasyniuk, General Manager, Corporate Services / M. Pieters, General Manager, Infrastructure & Planning / Charles Thorn, Acting Director, Finance

Update to Committee-of-the Whole

Waste Diversion Initiatives

www.leduc.ca
Kerra Chomlak
April 15, 2019



Outline

Background

1. Update on Diversion Rates

Council Information Requests

1. Blue Carts
2. North Telford Back Lane Pick-Up



Update on Waste Diversion Rates

Curbside Diversion		
	2017	2018
# of Households (HH)	8,661	8,817
Total (KG/HH)	916	850
Blue Bag (KG/HH)	130	142
Organics (KG/HH)	324	291
Waste (KG/HH)	462	445
Waste Diversion	49.50%	49.30%



Waste Communications Survey



- Communications
- Curbside Program
- Eco Station

Blue Bag Changes

FLUSH SMARTer
...SORT IT. Don't clog it.

1 Flush only the 3Ps!
PEE POO TOILET PAPER

2 Black cart everything else
• Diapers • ALL Wipes • Sanitary products
• Soiled clothing (i.e. underpants)

3 KEEP SINK DRAINS FREE OF FOG (Fats, Oil & Grease)
Wipe up grease amounts of food with paper towels. Run down oil the paper towel! Pour liquid grease into a container and black cart the container.

Leduc
Leduc, ON

SORT SMARTer

Black cart fit!
• All plastic film & bags
• Styrofoam
• Clean/dish-food containers
• Diapers • Glass

Black cart no-no's
• Food scraps
• Cardboard
• Facial tissues

Green cart fit!
• Food scraps
• Yard waste
• Facial tissues
• Soiled cardboard

Green cart no-no's
• All plastics - bags & containers
• Clean cardboard (Blue bag fit)

Leduc
Leduc, ON

Participating with us is a benefit!
E-mail: ecoreturn@leduc.ca Telephone: 780-966-7107



Council Info Request – Blue Carts



Council Info Request– North Telford Back Lane Collection




Questions?



Extra Slides...

Update on Waste Diversion Rates

2018 Waste Sort



- Organics
- Blue bags

Update on Sorting Stations at City Facilities

Sorting Station Wish List After Audit

Timeline	City Location	Quantity	Cost
Short Term	Primary Locations	49	\$34,000
Medium Term	Secondary Locations	11	\$16,200
Total		60	\$50,200



Waste Diversion at Events - Pilot Project



Eco-Station Update



Future Considerations – Extended Producer Responsibility and Single Use Items

