

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



Monday, October 7, 2019, 5:00 P.M.  
Lede Room, Leduc Civic Centre  
1 Alexandra Park, Leduc, Alberta

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	Pages
1. CALL TO ORDER	
2. APPROVAL OF AGENDA	
3. ADOPTION OF PREVIOUS NOTES	
3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday, September 23, 2019	3 - 6
4. DELEGATIONS & PRESENTATIONS	
5. BUSINESS ARISING FROM PRESENTATIONS	
6. CLOSED SESSION	
6.1 Offsite Levy Update	
FOIP s. 23, 24 & 25	
(S. Olson - 20 minutes)	
6.2 Internet Accessibility Update	
FOIP s. 16, 24 & 25	
(S. Olson / J. Graham - 15 minutes)	
6.3 Land Use Enforcement	
FOIP s. 16, 24 & 25	
(K. Woitt - 15 minutes)	
7. RISE AND REPORT FROM CLOSED SESSION	
*7.1 Offsite Levy Update	
FOIP s. 23, 24 & 25	

**\*7.2 Internet Accessibility Update**

FOIP s. 16, 24 & 25

**\*7.3 Land Use Enforcement**

FOIP s. 16, 24 & 25

**8. REPORTS FROM COMMITTEE & ADMINISTRATION**

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

7 - 71

(S. Grossman, Stantec / K. Chomlak / S. Olson - 20 minutes)

(PowerPoint Attached)

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

72 - 80

(M. Hay / C. Tobin / K. Kalanchey / C. Bole - 40 minutes)

\*\*\*NOTE: Report now attached.\*\*\*

**8.3 Single-Use Plastic Checkout Bags**

(Councillor L. Hansen - 10 minutes)

**8.4 2019 / 2020 Meeting Schedule Options**

81 - 86

(S. Davis - 15 minutes)

**9. INFORMATION ITEMS**

**10. ADJOURNMENT**



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

**Monday, September 23, 2019**

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

Absent: Councillor G. Finstad, Councillor B. Hamilton

Also Present: P. Benedetto, City Manager, M. Hormazabal, Deputy City Manager

**1. CALL TO ORDER**

Mayor B. Young called the meeting to order at 5:08 pm.

**2. APPROVAL OF AGENDA**

**MOVED** by Councillor B. Beckett

That the Committee-of-the-Whole approve the agenda with the following additions:

**6. IN-CAMERA ITEMS**

6.4 Cross Connection Cost Sharing FOIP s. 25

**Motion Carried Unanimously**

**3. ADOPTION OF PREVIOUS NOTES**

**3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday,  
September 16, 2019**

**MOVED** by Councillor L. Tillack

That the notes of the Committee-of-the-Whole meeting held on Monday,  
September 16, 2019, be approved as presented.

**Motion Carried Unanimously**

**4. DELEGATIONS & PRESENTATIONS**

There were no delegations or presentations.

**5. BUSINESS ARISING FROM PRESENTATIONS**

**6. IN-CAMERA ITEMS**

**MOVED** by Councillor L. Hansen

That Committee-of-the-Whole move into In-Camera at 5:10 pm.

**6.1 Edmonton International Airport Annual Briefing**

FOIP s. 21, 24 & 25

**6.2 Christenson Developments Senior / Assisted Living Development Update for September 23, 2019**

FOIP s. 16, 24 & 25

**6.3 Committees of Council**

FOIP s. 24

**6.4 Cross Connection Cost Sharing**

FOIP s. 25

**MOVED** by Councillor B. Beckett

That Committee-of-the-Whole move In-Public at 6:12 pm.

**Motion Carried Unanimously**

**7. RISE AND REPORT FROM IN-CAMERA ITEMS**

**7.1 Edmonton International Airport Annual Briefing**

FOIP s. 21, 24 & 25

Also in attendance:

Executive Team

S. Davis, City Clerk

M. Hormazabal, Deputy City Clerk

M. Hales, T. Ruth and N. Bashir made a presentation and answered the Committee's questions.

**7.2 Christenson Developments Senior / Assisted Living Development Update for September 23, 2019**

FOIP s. 16, 24 & 25

Also in attendance:

Executive Team

S. Davis, City Clerk

M. Hormazabal, Deputy City Clerk

M. Pieters, General Manager, Infrastructure and Planning, made a verbal presentation and answered the Committee's questions.

**7.3 Committees of Council**

FOIP s. 24

Also in attendance:

Executive Team

S. Davis, City Clerk

D. Brock, Director, Community & Social Development

M. Hormazabal, Deputy City Clerk

D. Melvie, General Manager, Community and Protective Services and S. Davis, City Clerk, provided an update on the Committees of Council.

D. Melvie, S. Davis and D. Brock, answered the Committee's questions.

**7.4 Cross Connection Cost Sharing**

FOIP s. 25

Also in attendance:

Executive Team

S. Davis, City Clerk

D. Brock, Director, Community & Social Development

M. Hormazabal, Deputy City Clerk

Committee requested that Administration conduct a cost analysis of the Cross Connection to bring back to Committee-of-the-Whole in the near future. M. Pieters, General Manager, Infrastructure & Planning answered the Committees questions.

**8. REPORTS FROM COMMITTEE & ADMINISTRATION**

**8.1 Building Understanding for Process, Service Delivery, Departmental and Organizational Reviews**

C. Tobin, Director, Human Resources and M. Hay, Director, Government Relations & Corporate Planning Strategy, C. Bole, Manager, Corporate Planning & Performance engaged Committee in a dialogue to discover Committee's understanding on process and service delivery within the organization and organizational review.

C. Tobin, M. Hay and C. Bole answered the Committee's questions.

The Committee recessed at 6:54 pm.

The Committee reconvened at 7:21 pm.

**9. INFORMATION ITEMS**

**9.1 2019 AUMA Resolutions - Recommended City of Leduc Positions**

M. Hay, Director, Government Relations & Corporate Planning Strategy, identified the 2019 AUMA Resolutions item that will be address at AUMA this week.

**10. ADJOURNMENT**

The meeting adjourned at 7:56 pm.

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B. YOUNG, Mayor

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M. HORMAZABAL, Deputy City Clerk



## COMMITTEE-OF-THE-WHOLE

**MEETING DATE:** October 7, 2019

**SUBMITTED BY:** Shawn Olson, Director, Engineering

**PREPARED BY:** Kerra Chomlak, Environmental Sustainability Coordinator, Shelby Willis,  
Environmental Project Coordinator and Lot Grading Inspector

**REPORT TITLE:** Backyard Hens and Bees Pilot Project Update

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### EXECUTIVE SUMMARY

Administration was directed by Council to collaborate with the Leduc Environmental Advisory Board (LEAB) to develop a framework for a hen keeping and beekeeping pilot project. This report identifies the progress made and the proposed implementation plan.

### BACKGROUND

In July 2018, a survey was conducted on the *Leduc Animal Licencing and Control Bylaw No. 584-2004* ("Bylaw") and these results were presented to Committee-of-the-Whole on December 3, 2018. At that time, Council directed Administration to work with LEAB to develop a framework for a pilot project on urban bees and hens to bring forward with recommendations.

Proposed amendments to the Bylaw were presented to LEAB by Enforcement Services in January 2019. The amendments to the Bylaw are based on the City of Edmonton's Bylaw and enable the City Manager to issue a licence for hens and bees. LEAB was supportive of these changes in order to facilitate a pilot project. Council approved first reading of the revised Bylaw on February 25, 2019. A non-statutory public hearing held on April 8, 2019, included comments from the LEAB Chairperson in support of the Bylaw change. The Bylaw received second and third reading on May 27, 2019, and came into effect on September 1, 2019.

The Bylaw now states that the licence will include terms and conditions that address:

- a) the location where the animals are to be kept;
- b) the number of animals permitted to be kept;
- c) the manner in which the animals must be kept;
- d) restrictions on the sale or use of animal products;
- e) the term of the Licence;
- f) mandatory husbandry training; and
- g) any other matter the City Manager determines is in the public interest.

Given constraints on resources, Stantec was retained to research and develop guidelines for permitting both the hens and bees on residential properties. The following communities' programs were reviewed in the development of Leduc's draft guidelines:



## COMMITTEE-OF-THE-WHOLE

- City of Edmonton;
- City of St. Albert;
- City of Red Deer – allows hens only; and
- City of Airdrie – currently in pilot project status for both hens and bees.

Leduc's proposed guidelines are predominately based on Edmonton's programs and staff have met with City of Edmonton Animal Control Officers. The guidelines have been reviewed with LEAB, and experienced hen keepers and beekeepers in Edmonton have also been consulted.

The pilot project is dependent on resources available to implement the program. A final decision will be made following the budget process in November. The business case for an Environmental Inspector includes resources to implement this pilot project, along with other environmental projects.

### NEXT STEPS

The pilot project will run over the course of two years. There is a high chance of bee mortality in the winter and two winters will be required to collect appropriate data and learnings from all participants.

- November 2019: Council to review the Environmental Inspector Business Case as part of the budget process.
- Early 2020: If an Environmental Inspector is hired, call for pilot project participants.
- Spring 2020: Receive applications, communicate with neighbours, coop and hive inspections, and collect data (ongoing).
- Spring 2021: One-year implementation update to Council.
- Spring 2022: Pilot Project evaluation presented to Council and decision on expanded program. All components of the pilot project will be evaluated including guidelines, application process, roles and responsibilities and the communications plan.

### FINANCIAL

It is intended that this pilot project will be funded by the Environmental Inspector Business Case, which includes a portion of a FTE as well as \$20,000 for a communications program. This is currently not in the budget and this business case will be brought forward as part of the 2020 budget process for decision.

### ATTACHMENTS

1. Executive Summary for Hen Keeping and Beekeeping Pilot Project
2. Draft Backyard Hen Keeping Pilot Program Guidelines, Stantec Consulting
3. Draft Backyard Beekeeping Pilot Program Guidelines, Stantec Consulting
4. Backyard Hens and Bees Management Options



## **Backyard Hen Keeping and Beekeeping Pilot Project**

### **Executive Summary**

**September 5, 2019**

#### Pilot Project Goals:

- To safely, and respectfully extend homeowners' personal food production options in line with neighbouring municipalities;
- To strengthen urban residents' connection to nature and promote generation of fresh, healthy food;
- To encourage local food production, which can reduce greenhouse gases and improve biodiversity and resiliency; and
- To assess challenges, benefits and resources required to manage urban henkeeping and beekeeping in the City of Leduc, and make an informed decision on a future program.

The proposed pilot would allow for three to five properties in Leduc for both hens and bees, which provides a similar level of service to Edmonton, scaled to Leduc's population. Neighbour notification will be required. Any medical concerns identified by neighbours will lead to an automatic rejection of an application.

#### General Guidelines:

1. Hen keeping and beekeeping will be for the purpose of personal consumption of products (e.g. honey and eggs), not for sale or revenue generation.
2. Hen keeping and beekeeping will be conducted in the rear yard of a single-family residence by the permanent resident at the address.
3. The licence holder:
  - a. Is responsible for all costs for licencing and materials;
  - b. Must adhere to relevant federal, provincial and municipal legislation;
  - c. Must notify neighbours. During the pilot, the inspector will also facilitate neighbour education and awareness.
  - d. Must partake in training, remain current with best management practices, and demonstrate they have an established relationship with a mentor.
4. Pilot Project participants will be selected to ensure diversity in location e.g. older neighbourhoods, narrow lots, in order to test potential issues for a larger scale program. Participants and neighbours will also be asked to provide feedback throughout the pilot and will be engaged in future recommendations on an expanded program.

### Hen Guidelines

- Hen site can have a minimum three hens and a maximum of six hens.
- Similar to Edmonton's program, there will be a one-time \$50 application fee for an urban hen licence.
- An electrical permit may also required.
- Coops must be smaller than 9.2 square metres, enclosed, heated, and a specified distance from the backyard fence and from the residential property.

### Bee Guidelines

- Each bee site can have a maximum of one beehive and one hive for an additional nucleus (nuc) colony. A nuc colony is a second small colony to manage the size of the first colony.
- Similar to Edmonton's program, there will be no fee for urban bee applicants,
- Hives must be a minimum of three meters from public right-of-ways such as roads and multi-ways and 25 meters from public gathering spaces such as schools and parks.

### Roles and Responsibilities

- Engineering will be responsible for managing the pilot project and will work with Communications to manage community awareness and participant involvement.
- The Environmental Inspector will be responsible for implementing the pilot program including, engaging participants, reviewing and approving applications, conducting site inspections of coops and hives, facilitating neighbour notification and education, responding to and investigating complaints.
- The Environmental Inspector will communicate with the Planning Department on any relevant issues in the applications packages before a licence is issued. Applicants will be responsible for obtaining appropriate electrical permits.
- Enforcement services will be engaged throughout the pilot project to evaluate their role in the future program e.g. to attend several inspections. Although not anticipated, Enforcement will likely be involved in issuing any warnings and and/or revoking licences.

### Timelines

The pilot project will run over the course of two years. There is a high chance of bee mortality in the winter and two winters will be required to collect appropriate data and learnings from all participants.



**City of Leduc – Pilot Backyard  
Hen Keeping Project**

Guidelines and Application

September 5, 2019

Prepared for:

City of Leduc

Prepared by:

Stantec Consulting Ltd.

DRAFT

**CITY OF LEDUC – PILOT BACKYARD HEN KEEPING PROJECT**

This document entitled *City of Leduc – Pilot Backyard Hen Keeping Project* was prepared by Stantec Consulting Ltd. (“Stantec”) for the account of City of Leduc (the “Client”). Any reliance on this document by any third party is strictly prohibited. The material in it reflects Stantec’s professional judgment in light of the scope, schedule and other limitations stated in the document and in the contract between Stantec and the Client. The opinions in the document are based on conditions and information existing at the time the document was published and do not take into account any subsequent changes. In preparing the document, Stantec did not verify information supplied to it by others. Any use which a third party makes of this document is the responsibility of such third party. Such third party agrees that Stantec shall not be responsible for costs or damages of any kind, if any, suffered by it or any other third party as a result of decisions made or actions taken based on this document.

Prepared by \_\_\_\_\_  
(signature)

**Mariam Gill, B.ES.  
Environmental Scientist**

Reviewed by \_\_\_\_\_  
(signature)

**Stephanie Grossman, M.Sc., P.Biol  
Senior Associate, Project Manager**



## CITY OF LEDUC – PILOT BACKYARD HEN KEEPING PROJECT

**Table of Contents**

<b>1.0</b>	<b>INTRODUCTION</b> .....	<b>1.1</b>
<b>2.0</b>	<b>GUIDELINES</b> .....	<b>2.1</b>
2.1	GENERAL GUIDELINES.....	2.1
2.2	PROVINCIAL REGISTRATION REQUIREMENTS.....	2.1
2.3	TRAINING AND EDUCATION.....	2.1
2.4	PROPERTY OWNER CONSENT AND NEIGHBOUR NOTIFICATIONS.....	2.1
2.5	YARD SITE AND HEN ENCLOSURE REQUIREMENTS .....	2.2
2.5.1	Yard Site and Hen Enclosure Specifications .....	2.2
2.5.2	Biosecurity and Disease Prevention.....	2.3
2.5.3	Care and Waste Specifications .....	2.3
2.5.4	Pest and Predator Control.....	2.3
2.6	INSPECTION, ENFORCEMENT AND COMPLAINTS.....	2.4
2.7	REVOCABILITY .....	2.4
2.8	APPLICATION REQUIREMENTS .....	2.5
2.9	RESOURCES.....	2.6
<b>3.0</b>	<b>APPLICATION FORM AND SUPPLEMENTS</b> .....	<b>3.1</b>
3.1	APPLICATION REVIEW AND LICENCING PROCESS.....	3.1

**LIST OF APPENDICES**

<b>APPENDIX A</b>	<b>APPLICATION FORM</b> .....	<b>A.1</b>
<b>APPENDIX B</b>	<b>SITE SKETCH</b> .....	<b>B.1</b>
<b>APPENDIX C</b>	<b>TASK CHECKLIST</b> .....	<b>C.1</b>
<b>APPENDIX D</b>	<b>PROPERTY OWNER CONSENT</b> .....	<b>D.1</b>
<b>APPENDIX E</b>	<b>NEIGHBOUR NOTIFICATION LETTER</b> .....	<b>E.1</b>
<b>APPENDIX F</b>	<b>APPLICATION REVIEW AND LICENSING PROCESS</b> .....	<b>F.1</b>



## CITY OF LEDUC – PILOT BACKYARD HEN KEEPING PROJECT

Introduction  
September 5, 2019

### 1.0 INTRODUCTION

Stantec Consulting Ltd. (Stantec) was retained to develop guidelines for the launch of a pilot backyard hen keeping project in the City of Leduc. This document outlines the guidelines required for launching a pilot backyard hen keeping project and presents an application review and approval processes as well as an application form. The guidelines, requirements and criteria are presented with consideration for existing City of Leduc standards and bylaws. Where appropriate, comparable programs in Alberta have been reviewed to provide regional context and alignment with similar programs.

At this time, the guidelines are presented to support a pilot backyard hen keeping project in the City of Leduc. Therefore, there are certain limitations incorporated in the pilot project which may change in the future:

- The pilot project is intended for non-corporate owned residential land use only, and may be expanded to corporate owned residential lands sometime in the future
- The pilot project is intended for single-family residential properties, and may be expanded to non-residential (industrial/institutional/commercial) sometime in the future
- The pilot project will allow for a maximum of one hen enclosure which consists of an indoor area (coop) and an outdoor area (run) per rear yard
- An application appeal process is not incorporated into the pilot backyard hen keeping project



## CITY OF LEDUC – PILOT BACKYARD HEN KEEPING PROJECT

Guidelines  
September 5, 2019

## 2.0 GUIDELINES

### 2.1 GENERAL GUIDELINES

- Roosters are not permitted.
- Sale of harvested products, such as eggs, chicken meat or chickens, is not permitted.
- Hens must be kept in a hen enclosure which consists of a coop and a run.
- At any time, the licence holder may reach out to City of Leduc Engineering Services or Environmental Inspector, or other community urban hen groups for support or guidance.
- All financial costs associated with backyard hen keeping are the responsibility of the licence holder.
- It is the responsibility of the licence holder to adhere to federal, provincial and municipal legislation and statutory and non-statutory plans associated with backyard hen keeping.
- The licence holder must remain current with hen keeping best management practices and partake in new training courses as they arise to be successful in their backyard hen keeping activities.
- Applicants/licence holders must be residents at the address where they wish to carry out hen keeping activities.

### 2.2 PROVINCIAL REGISTRATION REQUIREMENTS

- Under the Alberta *Animal Health Act*, the Province of Alberta requires all poultry owners to register their flocks into the provincial database and obtain a Premises Identification (PID) number. The Province will maintain communication with site owners should any information or incidents occur that would require site owners to take action (i.e., a disease outbreak).

### 2.3 TRAINING AND EDUCATION

- The applicant must complete a hen keeping course from an organization/association accepted by City of Leduc Engineering Services. Proof of completion of a training course must be attached to the application.
- In their first year, all hen keepers must also demonstrate that they have an established relationship with a mentor by providing a name and contact number. Hen keepers may contact River City Chickens (or another community listed under Resources) to find a suitable mentor.

### 2.4 PROPERTY OWNER CONSENT AND NEIGHBOUR NOTIFICATIONS

- If the applicant is not the property owner, the applicant must notify the property owner of their intent to keep hens and request the property owner's consent to build a hen enclosure and partake in backyard hen keeping activities as per these guidelines. Property owner consent must be received in writing and attached to the application.



## CITY OF LEDUC – PILOT BACKYARD HEN KEEPING PROJECT

### Guidelines

September 5, 2019

- The applicant must attempt to notify neighbours with adjacent rear yards, in writing, of their intent to partake in backyard hen keeping activities and attach the completed neighbour notification letter to the application. The notification letter is intended to confirm that neighbours with adjacent rear yards have been notified of the applicant's intent to keep hens in their rear yard, not to provide the applicant with consent to partake in the Pilot backyard hen keeping project. If a neighbour refuses to sign the notification letter or cannot be reached, the applicant may indicate so on the letter.
- The Environmental Inspector will support the applicant and/or licence holder by facilitating the neighbour notification process by following up with neighbours. The Environmental Inspector will solicit feedback and provide more information to neighbours, as needed. If a neighbour brings forward an issue that cannot be resolved, the application may be rejected at the discretion of the Environmental Inspector.

## 2.5 YARD SITE AND HEN ENCLOSURE REQUIREMENTS

### 2.5.1 Yard Site and Hen Enclosure Specifications

- Hen enclosures must be in a fenced rear yard of single-detached dwellings.
- Approved rear yard sites must keep a minimum of three hens and must not exceed six hens. Hens must be at least 16 weeks old. Hen breeds appropriate for the regional climate are recommended.
- Changes to the number of hens at the rear yard site must be reported to the Environmental Inspector immediately.
- Hen enclosures must not exceed a maximum floor area of 9.2 m<sup>2</sup>. Larger structures may require development permits.
- The hen enclosure must include a minimum of:
  - 0.37 m<sup>2</sup> of coop area per hen
  - 0.92 m<sup>2</sup> of run area per hen
- The coop must be walled, insulated, ventilated and roofed and the run may be either vegetated or bare earth.
- The hen enclosure must be located a minimum of:
  - 1.2 m from all adjacent property lines
  - 3 m from windows and doors of the residential structure on the property and any neighbouring residence
  - 1.5 m from the residential structure on the property
- The hen enclosure must have adequate ventilation, climate appropriate roosting platforms/bars, nest boxes, sufficient perch locations and be weather and predator proof.
- *Note:* Additional permitting may be required (e.g., electrical permit) through the City of Leduc Planning and Development Department in order to provide power/heat to the coop.





## CITY OF LEDUC – PILOT BACKYARD HEN KEEPING PROJECT

Guidelines  
September 5, 2019

### 2.5.2 Biosecurity and Disease Prevention

- The licence holder must follow biosecurity procedures recommended by the Canadian Food Inspection Agency (CFIA), see National Biosecurity Standards and Biosecurity Principles for Poultry Service Industry Biosecurity Guide: <http://www.inspection.gc.ca/animals/terrestrial-animals/biosecurity/standards-and-principles/eng/1344707905203/1344707981478>.
- Hens and coops must be inspected regularly for signs of health problems or disease. The Environmental Inspector must be notified immediately of any disease that may affect the public or other hen keepers (e.g., potential reportable diseases) and the steps taken to rectify the situation.

### 2.5.3 Care and Waste Specifications

- Licence holders must adhere to good management and husbandry practices and hens must be maintained to prevent diseases, distress, and welfare issues. Hens must be provided appropriate food, water (liquid, not frozen), shelter, light, warmth, ventilation, veterinary care and opportunities for essential behaviours such as scratching, pecking, dust-bathing, roosting and socializing.
- Applicants must submit a checklist along with their application which identifies mitigations that will be implemented to prevent disease from occurring, and keep disease from spreading, should they occur. The checklist must include daily, weekly, monthly and seasonal tasks. A local veterinarian familiar with treating hens must be identified in the application.
- Hen enclosures must be kept in good repair and in sanitary conditions. Leftover feed, trash, and manure must be removed, discarded and/or properly composted to prevent nuisance odours.
- During the winter, runs must be wrapped (e.g., corrugated plastic, polyethylene wrap or tarpaulin). The coop must have adequate ventilation to reduce moisture and the temperature in winter must be moderated.
- On-site slaughter or euthanizing of hens is prohibited. If removal of a hen is required, the hen may be euthanized humanely by a veterinarian, rehomed or be taken to a licenced abattoir. Deceased hens must be double-bagged for garbage collection or be taken to a veterinarian for disposal.
- Licence holders must carry liability insurance to cover accidents related to their hens and hen keeping activities. Insurance may be obtained through a reputable insurance provider.

### 2.5.4 Pest and Predator Control

- The hen enclosure must prevent hens from escaping and other animals entering. Hens must always remain in the enclosure which must remain locked.
- The coop must be constructed and maintained to prevent rodents from harbouring anywhere inside.
- The hen enclosure must be constructed and maintained to prevent access by predators (i.e., dogs, foxes, coyotes, owls, hawks, etc.).
- Food containers must be kept within the coop and water must be kept in the run. Feed must be stored in an enclosed container not penetrable by rodents.



**CITY OF LEDUC – PILOT BACKYARD HEN KEEPING PROJECT**

Guidelines  
September 5, 2019

**2.6 INSPECTION, ENFORCEMENT AND COMPLAINTS**

- The applicant will be subjected to an initial inspection of the hen enclosure by an Environmental Inspector to confirm the structures have been built to an acceptable standard as identified in these guidelines. Additional inspections will be completed bi-annually and may be conducted if a complaint is made.
- Licence holders shall make themselves available for inspections of the yard site and/or hen enclosure upon reasonable request by an Environmental Inspector.
- All public complaints will be directed to Engineering Services. Complaints will be tracked according to yard site.
- An Environmental Inspector will respond to all complaints and initiate investigations when warranted.
- Failure to comply with the guidelines at any time will result in the licence being revoked. If an individual continues to keep hens without a licence, they will be subject to further enforcement action by City of Leduc's Enforcement Services.

**2.7 REVOCABILITY**

- Licences will be valid for the applicant as named, and the property as described on the application. Should this information change, for example, if the applicant moves to a different address, the licence becomes void and a new application process must be initiated.
- Should the Environmental Inspector find a yard site, hen enclosure or licence holder be non-compliant with the guidelines at any time, the Environmental Inspector has the authority to remove a participant from the Pilot backyard hen keeping project. A written notice will be provided at which time hens and the hen enclosure must be removed from the property within the specified 7 to 14-day period. The timeframe for removal will be determined, and may be extended, at the discretion of the Environmental Inspector. All costs and associated expenditures related to the removal of hen keeping structures are the responsibility of the licence holder. The licence holder shall work with the Environmental Inspector and local resources to relocate the hens and dismantle the hen enclosure.
- Applicants or licence holders with more than 3 reported by-law enforcement issues may be deemed ineligible for participation in the Pilot backyard hen keeping project.
- City Council has the authority to cancel the Pilot backyard hen keeping project at any time. A written notice will be provided at which time hens and the hen enclosure must be removed from the property within the specified 7 to 14-day period. The exact timeframe for removal will be determined, and may be extended, at the City's discretion. All costs and associated expenditures related to the removal of hen keeping structures are the responsibility of the licence holder. The licence holder shall work with the Environmental Inspector to relocate the hens and dismantle the hen enclosure.



## CITY OF LEDUC – PILOT BACKYARD HEN KEEPING PROJECT

Guidelines

September 5, 2019

### 2.8 APPLICATION REQUIREMENTS

- All interested individuals must submit a completed online application and submit the following requirements:
  - PID number
  - Proof of training – completion of an accredited urban hen keeping course
  - Confirmation of proposed hen enclosure location in a site sketch demonstrating compliance with setback requirements
  - A checklist with daily, weekly, monthly and seasonal tasks to support adherence with these guidelines
  - Proof of support and assistance through an established relationship with a mentor
  - Confirmation of consent from the property owner, if the applicant is not the property owner
  - Confirmation of neighbor notification



## CITY OF LEDUC – PILOT BACKYARD HEN KEEPING PROJECT

Guidelines  
September 5, 2019

## 2.9 RESOURCES

<b>Provincial</b>	PID Program	<a href="http://alberta.ca/register-with-the-animal-premises-identification-program.aspx">alberta.ca/register-with-the-animal-premises-identification-program.aspx</a>
<b>City of Leduc</b>	Pilot Hen Keeping Project Webpage	(Website to be added here once it is live)
<b>Hen Keeping Courses</b>	Alberta Farm Animal Care	Backyard chicken and small flock care workshop: <a href="http://www.afac.ab.ca/resources/urban-hen/">www.afac.ab.ca/resources/urban-hen/</a>
	River City Chickens (or University of Alberta Botanic Garden)	Chickens 101: <a href="http://www.rivercitychickens.org/classes--events.html">www.rivercitychickens.org/classes--events.html</a> <a href="http://botanicgarden.ualberta.ca/events/chickens-101/">botanicgarden.ualberta.ca/events/chickens-101/</a>
<b>Online Resources</b>	River City Chickens	<a href="http://www.rivercitychickens.org/resources.html">www.rivercitychickens.org/resources.html</a> Facebook group: <a href="https://www.facebook.com/groups/115610951791563">www.facebook.com/groups/115610951791563</a>
	Backyard Chickens Learning Center	<a href="http://www.backyardchickens.com/articles/category/learning-center.11/">www.backyardchickens.com/articles/category/learning-center.11/</a>
	Poultry World	<a href="http://www.poultryworld.net/healthtool/">www.poultryworld.net/healthtool/</a>
	Alberta Farm Animal Care	YouTube Channel: <a href="http://www.youtube.com/channel/">www.youtube.com/channel/</a>
	Keeping Chickens Newsletter	<a href="http://www.keepingchickensnewsletter.com/">www.keepingchickensnewsletter.com/</a>
	About Small Flock Poultry (Government of Alberta)	<a href="http://www.alberta.ca/about-small-flock-poultry.aspx">www.alberta.ca/about-small-flock-poultry.aspx</a>
	Raising Chickens in Alberta (Government of Alberta)	<a href="http://www.agric.gov.ab.ca/raising-chickens-in-alberta-06-15r.pdf">www.agric.gov.ab.ca/raising-chickens-in-alberta-06-15r.pdf</a>
	CFIA	How to Prevent and Detect Disease in Backyard Flocks and Pet Birds <a href="http://www.inspection.gc.ca/animals/terrestrial-animals/diseases/bird-health-basics">www.inspection.gc.ca/animals/terrestrial-animals/diseases/bird-health-basics</a>
<b>Communities</b>	Egg Farmers of Alberta	<a href="http://eggs.ab.ca/">eggs.ab.ca/</a>
	Permaculture Edmonton Guild	<a href="http://edmontonpermacultureguild.ca/">edmontonpermacultureguild.ca/</a>
	Sustainable Food Edmonton	<a href="http://www.sustainablefoodedmonton.org/">www.sustainablefoodedmonton.org/</a>
	Directory of Community Supported Agriculture	<a href="http://www.csaalberta.com/">www.csaalberta.com/</a>
	The Local Good	<a href="http://thelocalgood.ca/">thelocalgood.ca/</a>
	Alberta Farm Animal Care ALERT Line	Anonymous help line: 1-800-506-2273
<b>Hen Keeping Supplies*</b>	Rochester Hatchery	<a href="http://www.rochesterhatchery.com/">www.rochesterhatchery.com/</a>
	University of Alberta	<a href="http://heritagechickens.ualberta.ca/">heritagechickens.ualberta.ca/</a>
	Miller Hatcheries	<a href="http://www.millerhatcheries.com/">www.millerhatcheries.com/</a>
	Hawthorn Hill Heritage Poultry	<a href="http://www.hawthornhillpoultry.com/for-sale.html">www.hawthornhillpoultry.com/for-sale.html</a>
<b>Vet Clinics</b>	Alberta Farm Animal Care	<a href="http://www.afac.ab.ca/wp-content/uploads/2019/01/vet-list.pdf">www.afac.ab.ca/wp-content/uploads/2019/01/vet-list.pdf</a>
*Note: Applicants will learn how to safely source hens during the hen keeping course. This list provides a starting point for buying hen keeping supplies.		



## CITY OF LEDUC – PILOT BACKYARD HEN KEEPING PROJECT

Application Form and Supplements  
September 5, 2019

### 3.0 APPLICATION FORM AND SUPPLEMENTS

An application form has been developed for the pilot hen keeping project which is presented in Appendix A. An example of a site sketch<sup>1</sup> (Appendix B), a task checklist<sup>2</sup> (Appendix C), property owner consent<sup>1</sup> (Appendix D) and neighbor notification letter<sup>3</sup> (Appendix E) are included. An application review and licensing process is described below, and a flow chart is presented in Appendix F.

#### 3.1 APPLICATION REVIEW AND LICENCING PROCESS

The hen keeping licensing process flow chart outlines step-by-step the licence review and approval process (Appendix F), and the details are listed below:

**Step 1:** Applicant submits a hen keeping licence application and all required supplementary documentation.

**Step 2:** Environmental Inspector reviews application package for completeness, and contacts applicant for missing information, where needed.

**Step 3:** Upon receiving completed application, Environmental Inspector reviews to confirm compliance with the Animal Licensing and Control Bylaw (Bylaw 1019-2019) and the guidelines. The Environmental Inspector will also follow up with the applicants neighbours to solicit feedback and provide more information as needed.

- The application will be sent to Planning and Development Department for review and to begin additional Planning permit processes (required only where electrical infrastructure providing heat to the coop will be installed).
- The application is circulated for review by other City departments. Other City departments may have additional comments or concerns which will have to be resolved by the applicant before a licence will be issued by the Environmental Inspector. Updates to the application may be completed, as required.

**Step 4:** After applicant has addressed all comments provided by City departments and the building permit is approved (where needed), Environmental Inspector provides the applicant with a conditional approval.

**Step 5:** Applicant builds their hen enclosure and upon completing construction, the applicant schedules an initial inspection of the built structures with the Environmental Inspector. Planning and Development Services may conduct a separate inspection.

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<sup>1</sup> Adapted from City of St. Albert Regulations for Keeping Backyard Hens. Accessed July 18, 2019 at: <https://stalbert.ca/city/approvals/backyard-hens/>.

<sup>2</sup> Alberta Farm Animal Care. Urban Hen - Coop Checklist. Downloaded July 18, 2019 at: <https://www.afac.ab.ca/resources/urban-hen/>.

<sup>3</sup> Adapted from City of Edmonton Neighbour Notification Letter. Accessed July 18, 2019 at: [https://www.edmonton.ca/documents/PDF/neighbour\\_notification\\_letter\\_hens\\_2016.pdf](https://www.edmonton.ca/documents/PDF/neighbour_notification_letter_hens_2016.pdf).



## CITY OF LEDUC – PILOT BACKYARD HEN KEEPING PROJECT

Application Form and Supplements  
September 5, 2019

**Step 6:** After the Applicant has passed the initial inspection, the Environmental Inspector will grant the applicant with a hen keeping licence.

**Note:** Reviewing time will depend on the complexity of the application and the Environmental Inspector's work capacity.



# **APPENDIX A**

## **Application Form**

### Backyard Hen Keeping Licence Application

Please complete the following form and submit the application and attach the supporting documents to the City of Leduc. All submitted materials must be clear, legible and precise. The Backyard Hen Keeping Licence does not have an expiry date.

#### Applicant Information

Full Name (Printed):

Email Address:

Phone Number:

Postal Code:

Affirm one of the following:

- I am the registered owner of the property
- I have permission of the registered own to make an application (attach completed Authorization From Registered Owner form)

#### Site Information

Address:

Number and Breed of Hens:

Description of Hen Enclosure Location:

Hen enclosure areas (sq m; coop and run):

Attach Site Sketch complete with the hen enclosure location relative to adjacent properties and residential buildings, coop and run floor areas, and associated setback distances. Acceptable site sketches may be produced using an existing real property report, an aerial photo from google Earth, or a scaled drawing.

#### Compliance with Guidelines

- Will the hen enclosure be located in a fenced rear yard? YES / NO
- Will the hen enclosure be located a minimum of 1.2 m from all adjacent property lines? YES / NO
- Will the hen enclosure be located a minimum of 3 m from windows and doors of the residential structure on the property and any neighbouring residence? YES / NO
- Will the hen enclosure be located a minimum of 1.5 m from the residential structure on the property? YES / NO

**Note:** Responding with "No" to any of the questions above will lead to the application being rejected.

#### Terms and Conditions

Applicant must ensure they have met all of the licencing requirements and submitted all required documentation. Check all that apply.

I have registered for a PID Program and my PID number is:

I have completed and attached a task checklist to support my hen keeping activities and stay compliant with the guidelines and Bylaw 1019-2019 .



The nearest qualified veterinarian(s) to my residence are (include name, phone number and address for each):

I have taken an urban hen keeping training course and attached the course completion certificate:

Session Location:

Session Date:

Session Instructor:

I have made contact with a local hen keeping association/community for mentorship or am in the process of establishing a relationship with a mentor.

Mentor or Association/Community name:

Mentor phone number:

Mentor email address:

Mentor experience:

I have the property owner's permission to partake in hen keeping on their property (applicable if applicant is not the property owner) and I have attached the Authorization from Registered Owner.

I have notified my neighbor(s) whose properties are immediately adjacent to my rear yard, that I intend to apply for an backyard hen keeping licence and that this requires building hen keeping structures on my property.

I have attached the Neighbour Notification Letter(s) complete with neighbour signature(s). Please indicate below if neighbours refused to sign the Notification Letter or if neighbours could not be reached.

I understand that failure to abide by all requirements of Bylaw 1019-2019 and the backyard hen keeping guidelines will lead to my licence being revoked.

I understand that the licence issued through this application process is valid for the applicant and the property as described above in sections **Applicant Information** and **Site Information** only. Any change in the information as described above (e.g., applicant moves to a different address) will render the issued licence void.

I have read and understood the Backyard Hen Keeping Guidelines and the Animal Licensing and Control Bylaw (Bylaw 1019-2019).

I understand that failure to abide by all requirements outlined in the Backyard Hen Keeping Guidelines, the Animal Licensing and Control Bylaw (Bylaw 1019-2019 ) and the *Animal Health Act*, after I have received my licence may result in my licence being revoked.

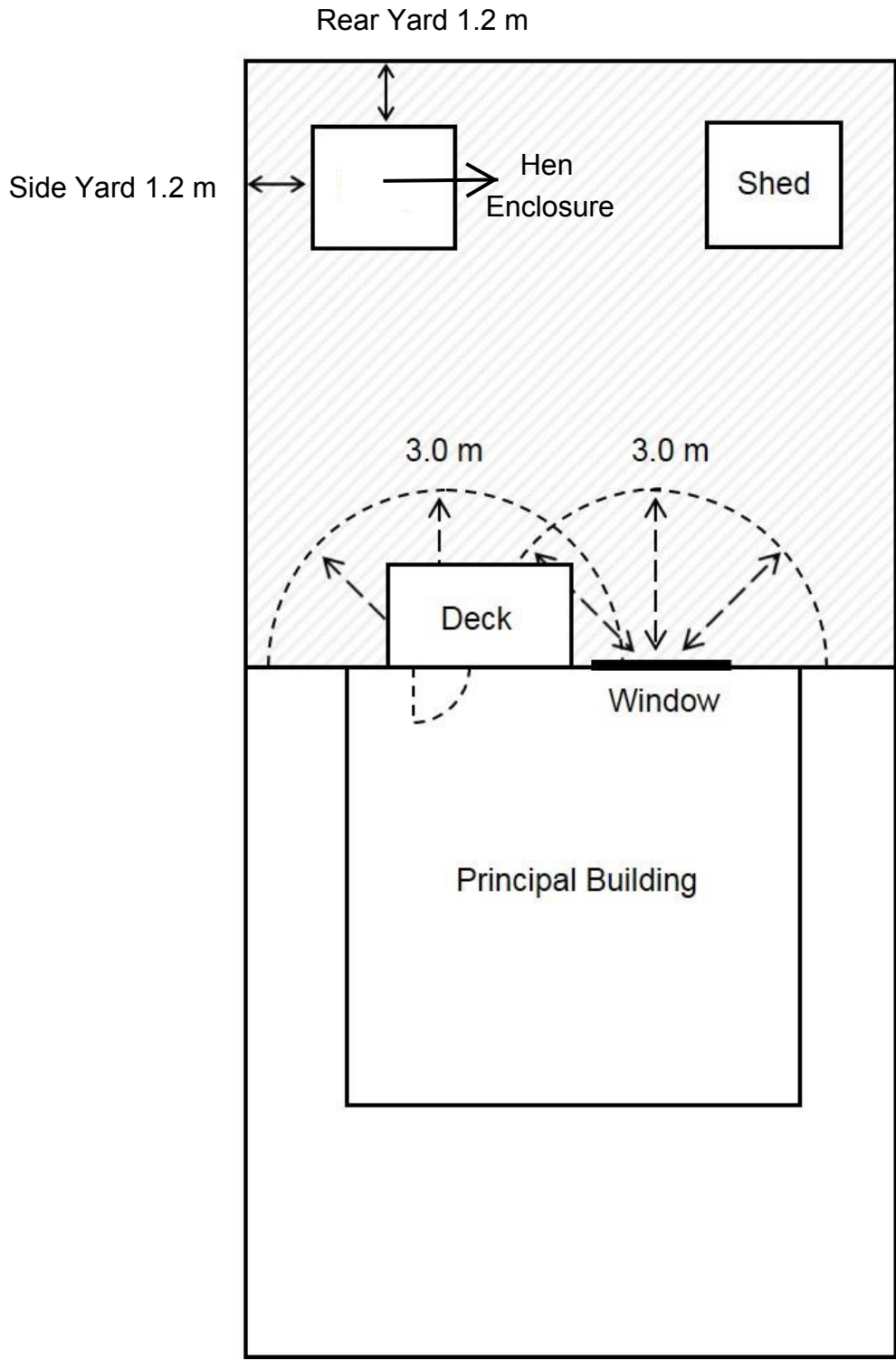
I am 18 years old or older.

**Note:** This personal information is collected under the authority of Section 33(c) of the *Freedom of Information and Protection of Privacy Act* (Alberta) for the purpose of issuing backyard hen keeping licences within the City of Leduc. Information collected will also be used for operating of the Pilot Backyard Hen Keeping project, and where licensed hen keepers choose to continue their engagement with the full project in the future. It will also be used for bylaw enforcement purposes, within internal city departments, and shared with outside organizations for the purpose of managing backyard hen keeping operations within the City of Leduc. If you have any questions about this collection, contact **an Environmental Inspector (Engineering Services) at 780-000-0000**. If you wish to provide feedback on the application, please send your comments to the **email address: .**

# **APPENDIX B**

## **Site Sketch**

### SITE PLAN



**Required to show:**

- 1) Hen enclosure location relative to adjacent properties and residential buildings.
- 2) Coop and run floor areas
- 3) Setback distances

# **APPENDIX C**

## **Task Checklist**

# A Compre'hen'sive 'Chick'list

## Daily

*For an urban coop with 4-8 birds, it would be reasonable to expect to spend 15 minutes in the morning and evening*

*Date completed:* \_\_\_\_\_

- Fresh Feed and Water
- Open/Close the Coop
- Overall Health/Behaviour Check
- Collect Eggs
- Check the Weather
- Turn Light On/Off
- Clean off Roosts
- Remove Soiled Bedding
- Clean up Spilled Feed/Water
- Refill Grit, Oyster Shells, Scratch (Winter)
- Dispose of Mortalities
- Record Keeping

## Weekly

*For an urban coop with 4-8 birds, it would be reasonable to expect to spend 1 hour per week*

*Date Completed:* \_\_\_\_\_

- Clean and Disinfect Waterers
- Inspect the Coop
- Assess the Litter
- Check the Dust Bath

## Monthly

*For an urban coop with 4-8 birds, it would be reasonable to expect to spend 3 hours per month.*

*Date Completed:* \_\_\_\_\_

- Pick up Feed and Bedding Material
- Thoroughly Clean the Coop

## Seasonal

*Date Completed:* \_\_\_\_\_

- Adjust for Weather
- Veterinary Care
- Deep Cleaning the Coop



# **APPENDIX D**

## **Property Owner Consent**

**PROPERTY OWNER CONSENT**

I, (Name of Property Owner) \_\_\_\_\_, as the registered owner of  
(Address) \_\_\_\_\_,  
hereby allow (Name of Applicant) \_\_\_\_\_ to apply for a hen keeping licence  
and partake in hen keeping activities in the rear yard of the above address listed above.

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# **APPENDIX E**

## **Neighbour Notification Letter**



## NEIGHBOUR NOTIFICATION LETTER

[DATE]

To:

[NEIGHBOUR FIRST AND LAST NAME]

[NEIGHBOUR ADDRESS]

Hello Neighbour,

I am writing to inform you that I am applying to the City of Leduc for a hen keeping licence. As per the Backyard Hen Keeping Guidelines, I am providing you with notification of my intention to keep hens and partake in hen keeping activities. The City of Leduc only provides hen keeping licences to interested individual who meet the criteria specified in the Backyard Hen Keeping Guidelines. As such, I will be adhering to the Yard Site and Coop Requirements outlined by the City of Leduc that have been attached to this letter.

Kindly sign below and return this letter to me so that I may attach it to my application package. This letter and any comments you may provide will be reviewed by the City of Leduc's Engineering Services. Note that the Environmental Inspector may contact you for further comments. If you do not wish to be contacted by the Environmental Inspector, please indicate this below.

If you have any questions or concerns, please feel free to contact the City of Leduc Engineering Services to speak with an Environmental Inspector at (780) 000-0000 (ext.123) or [\[insert email here\]](#).

Sincerely,

[YOUR NAME]

[YOUR ADDRESS]

Confirmation of notice:

I, (Neighbour) \_\_\_\_\_, have been informed that (Applicant) \_\_\_\_\_, is applying to the City of Leduc for a hen keeping licence.

The Environmental Inspector (Circle One) MAY / MAY NOT contact me to discuss the Pilot Backyard Hen Keeping Project and provide me with more information.

## YARD SITE AND COOP REQUIREMENTS

### Yard Site and Hen Enclosure Specifications

- Hen enclosures must be in a fenced rear yard of single-detached dwellings.
- Approved rear yard sites must keep a minimum of three hens and must not exceed six hens. Hens must be at least 16 weeks old. Hen breeds appropriate for the regional climate are recommended.
- Changes to the number of hens at the rear yard site must be reported to the Environmental Inspector immediately.
- Hen enclosures must not exceed a maximum floor area of 9.2 m<sup>2</sup>. Larger structures may require development permits.
- The hen enclosure must include a minimum of:
  - 0.37 m<sup>2</sup> of coop area per hen
  - 0.92 m<sup>2</sup> of run area per hen
- The coop must be walled, insulated, ventilated and roofed and the run may be either vegetated or bare earth.
- The hen enclosure must be located a minimum of:
  - 1.2 m from all adjacent property lines
  - 3 m from windows and doors of the residential structure on the property and any neighbouring residence
  - 1.5 m from the residential structure on the property
- The hen enclosure must have adequate ventilation, climate appropriate roosting platforms/bars, nest boxes, sufficient perch locations and be weather and predator proof.
- *Note:* Additional permitting may be required (e.g., electrical permit) through the City of Leduc Planning and Development Department in order to provide power/heat to the coop.

### Biosecurity and Disease Prevention

- The licence holder must follow biosecurity procedures recommended by the Canadian Food Inspection Agency (CFIA), see National Biosecurity Standards and Biosecurity Principles for Poultry Service Industry Biosecurity Guide: <http://www.inspection.gc.ca/animals/terrestrial-animals/biosecurity/standards-and-principles/eng/1344707905203/1344707981478>.
- Hens and coops must be inspected regularly for signs of health problems or disease. The Environmental Inspector must be notified immediately of any disease that may affect the public or other hen keepers (e.g., potential reportable diseases) and the steps taken to rectify the situation.

## Care and Waste Specifications

- Licence holders must adhere to good management and husbandry practices and hens must be maintained to prevent diseases, distress, and welfare issues. Hens must be provided appropriate food, water (liquid, not frozen), shelter, light, warmth, ventilation, veterinary care and opportunities for essential behaviours such as scratching, pecking, dust-bathing, roosting and socializing.
- Applicants must submit a checklist along with their application which identifies mitigations that will be implemented to prevent disease from occurring, and keep disease from spreading, should they occur. The checklist must include daily, weekly, monthly and seasonal tasks. A local veterinarian familiar with treating hens must be identified in the application.
- Hen enclosures must be kept in good repair and in sanitary conditions. Leftover feed, trash, and manure must be removed, discarded and/or properly composted to prevent nuisance odours.
- During the winter, runs must be wrapped (e.g., corrugated plastic, polyethylene wrap or tarpaulin). The coop must have adequate ventilation to reduce moisture and the temperature in winter must be moderated.
- On-site slaughter or euthanizing of hens is prohibited. If removal of a hen is required, the hen may be euthanized humanely by a veterinarian, rehomed or be taken to a licenced abattoir. Deceased hens must be double-bagged for garbage collection or be taken to a veterinarian for disposal.
- Licence holders must carry liability insurance to cover accidents related to their hens and hen keeping activities. Insurance may be obtained through a reputable insurance provider.

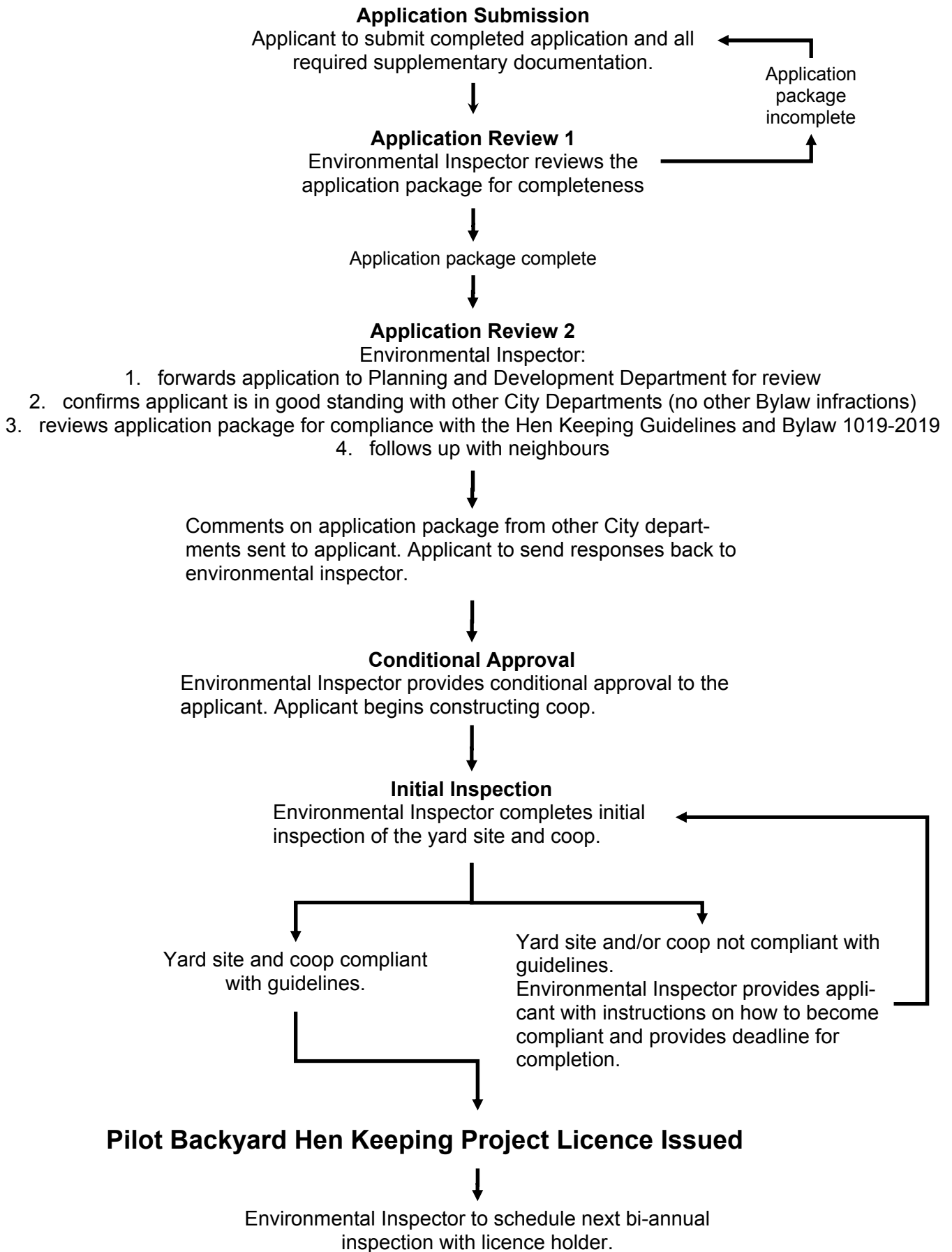
## Pest and Predator Control

- The hen enclosure must prevent hens from escaping and other animals entering. Hens must always remain in the enclosure which must remain locked.
- The coop must be constructed and maintained to prevent rodents from harbouring anywhere inside.
- The hen enclosure must be constructed and maintained to prevent access by predators (i.e., dogs, foxes, coyotes, owls, hawks, etc.).
- Food containers must be kept within the coop and water must be kept in the run. Feed must be stored in an enclosed container not penetrable by rodents.

# **APPENDIX F**

## **Application Review and Licensing Process**

# Backyard Hen Keeping Licensing Process Chart





**City of Leduc - Backyard  
Beekeeping Pilot Project**

Guidelines and Application

September 5, 2019

Prepared for:

City of Leduc

Prepared by:

Stantec Consulting Ltd.

DRAFT

Project No. 1102-20353



**CITY OF LEDUC - BACKYARD BEEKEEPING PILOT PROJECT**

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Prepared by \_\_\_\_\_  
(signature)

**Mariam Gill, B.ES.  
Environmental Scientist**

Reviewed by \_\_\_\_\_  
(signature)

**Stephanie Grossman, M.Sc., P.Biol  
Senior Associate, Project Manager**



## CITY OF LEDUC - BACKYARD BEEKEEPING PILOT PROJECT

**Table of Contents**

<b>1.0</b>	<b>INTRODUCTION</b> .....	<b>1.1</b>
<b>2.0</b>	<b>GUIDELINES</b> .....	<b>2.1</b>
2.1	GENERAL GUIDELINES.....	2.1
2.2	PROVINCIAL REGISTRATION REQUIREMENTS.....	2.1
2.3	TRAINING AND EDUCATION.....	2.1
2.4	PROPERTY OWNER CONSENT AND NEIGHBOUR NOTIFICATIONS.....	2.2
2.5	YARD SITE AND HIVE REQUIREMENTS .....	2.2
	2.5.1 Yard Site Specifications .....	2.2
	2.5.2 Beehive and Nuc Specifications.....	2.2
	2.5.3 Beehive Care and Safety .....	2.3
2.6	INSPECTION, ENFORCEMENT AND COMPLAINTS.....	2.3
2.7	REVOCABILITY .....	2.3
2.8	APPLICATION REQUIREMENTS .....	2.4
2.9	RESOURCES.....	2.5
<b>3.0</b>	<b>APPLICATION FORM AND SUPPLEMENTS</b> .....	<b>3.1</b>
3.1	APPLICATION REVIEW AND LICENSING PROCESS .....	3.1

**LIST OF APPENDICES**

<b>APPENDIX A</b>	<b>APPLICATION FORM</b> .....	<b>A.1</b>
<b>APPENDIX B</b>	<b>PROPERTY OWNER CONSENT</b> .....	<b>B.1</b>
<b>APPENDIX C</b>	<b>NEIGHBOUR NOTIFICATION LETTER</b> .....	<b>C.1</b>
<b>APPENDIX D</b>	<b>SITE SKETCH</b> .....	<b>D.1</b>
<b>APPENDIX E</b>	<b>APPLICATION REVIEW AND LICENSING PROCESS</b> .....	<b>E.1</b>





## CITY OF LEDUC - BACKYARD BEEKEEPING PILOT PROJECT

Introduction  
September 5, 2019

### 1.0 INTRODUCTION

Stantec Consulting Ltd. (Stantec) was retained to develop the guidelines for the launch of a pilot backyard bee keeping project in the City of Leduc. This document outlines the guidelines required for launching a pilot backyard bee keeping project and presents an application review and approval processes as well as an application form. The guidelines, requirements and criteria are presented with consideration for existing City of Leduc standards and bylaws. Where appropriate, comparable programs in Alberta have been reviewed to provide regional context and alignment with similar programs.

At this time, the guidelines are presented to support a pilot backyard bee keeping project in the City of Leduc. Therefore, there are certain limitations incorporated in the pilot project which may change in the future:

- The pilot project is intended for non-corporate owned residential land use only, and may be expanded to corporate owned residential lands sometime in the future
- The pilot project is intended for single-family residential properties, and may be expanded to non-residential (industrial/institutional/commercial) sometime in the future
- The pilot project will allow for a maximum of one beehive and 1 nucleus hive (nuc) per property, which may be increased in the future
- An application appeal process is not incorporated into the pilot backyard beekeeping project.

### 1.1 BACKYARD BEEKEEPING BASICS

Beehive structures are larger in size than nucs and their main function is production of honey. Nucs are smaller in size than hives and house colonies that may produce some honey, but their main function is to provide a space for bees in various stages of development to mature. Nucs also prevent swarming. Swarming is the process for developing a new colony and involves the queen bee leaving with a large group of worker bees. Swarming is a natural part of honeybee colony reproduction and is not dangerous but can be alarming for the novice beekeeper and the community. Beekeepers may choose to capture bees that have swarmed or reach out to groups for assistance. The Edmonton District Beekeepers Association has a list of Swarm Catchers listed on their website and the Alberta Beekeepers Commission provides information on swarming and also lists some swarm catchers. Websites are provided in section 2.9 Resources.

Beekeepers who have a very successful winter and have both their beehive and nuc survive, will be able to relocate some of their bees with the help of organizations or communities such as Edmonton Urban Beekeepers, YEG Bees, Dustin Bajer or the Edmonton District Beekeepers Association to prevent swarming. Websites to reach these local resources are also included in section 2.9 Resources.



## CITY OF LEDUC - BACKYARD BEEKEEPING PILOT PROJECT

Guidelines  
September 5, 2019

### 2.0 GUIDELINES

The following guidelines are intended to support interested individuals in the City of Leduc to partake in the pilot backyard bee keeping project that provides a positive experience for the interested individual and their communities and neighbourhoods. These guidelines are also intended to provide best management practices for the safety of the beekeeper, their communities and neighbours, and the bees and their hives.

At this time, the guidelines are presented to incorporate backyard beekeeping into the City of Leduc on a not-for-profit basis. It is also assumed that beekeeping will be restricted to low-density residential properties only.

#### 2.1 GENERAL GUIDELINES

- Sale of harvested products, such as honey or bees, is not permitted.
- At any time, the licence holder may reach out to City of Leduc Engineering Services or Environmental Inspector, or other community beekeeping groups for support or guidance.
- All financial costs associated with backyard beekeeping are the responsibility of the beekeeping licence holder.
- It is the responsibility of the beekeeping licence holder to adhere to federal, provincial and municipal legislation and statutory and non-statutory plans associated with backyard beekeeping.
- The licence holder must remain current with beekeeping best management practices and partake in new training courses as they arise to be successful in their backyard beekeeping activities.
- Applicants/licence holders must be residents at the address where they wish to carry out beekeeping activities.

#### 2.2 PROVINCIAL REGISTRATION REQUIREMENTS

- In accordance with the *Alberta Bee Act*, all interested individuals must register with the Provincial apiculturist and must adhere to the regulations under the *Bee Act*. This registration must be completed before June 30. Unregistered beekeepers are subject to fines or imprisonment under the *Bee Act*.
- All interested individuals must obtain a Premises Identification (PID) number under the *Alberta Animal Health Act*.

#### 2.3 TRAINING AND EDUCATION

- Each licence holder and/or the property owner or a resident of the property must complete a beekeeping course from an accepted organization/association.
- In their first year, all beekeepers must also demonstrate that they have an established relationship with a mentor by providing a name and contact number. Beekeepers may contact Edmonton District Beekeepers Association or another community of practice to find a suitable mentor.



## CITY OF LEDUC - BACKYARD BEEKEEPING PILOT PROJECT

Guidelines  
September 5, 2019

### 2.4 PROPERTY OWNER CONSENT AND NEIGHBOUR NOTIFICATIONS

- If the applicant is not the property owner, the applicant must notify the property owner of their intent to keep bees and request the property owner's consent to build a beehive and nuc and partake in backyard beekeeping activities as per these guidelines. Property owner consent must be received in writing and attached to the application.
- The applicant must attempt to notify neighbours with adjacent rear yards (including neighbours with rear yards that are across an alleyway), in writing, of their intent to partake in backyard bee keeping activities. The completed neighbour notification letter must be attached to the application. The notification letter is intended to confirm that neighbours with adjacent rear yards have been notified of the applicant's intent to keep bees in their rear yard, not to provide the applicant with consent to partake in the Pilot backyard bee keeping project. If a neighbour refuses to sign the notification letter or cannot be reached, the applicant may indicate so on the letter.
- Medical concerns brought forward by adjacent rear yard neighbours, such as allergies confirmed in writing by a medical doctor, will lead to an automatic rejection of an application.
- The Environmental Inspector will support the applicant and/or licence holder by facilitating the neighbour notification process by following up with neighbours. The Environmental Inspector will solicit feedback and provide more information to neighbours, as needed. If a neighbour brings forward an issue that cannot be resolved, the application may be rejected at the discretion of the Environmental Inspector.

### 2.5 YARD SITE AND HIVE REQUIREMENTS

#### 2.5.1 Yard Site Specifications

- Properties shall have a maximum of 1 hive and must have 1 nucleus hive (also referred to as a nuc).
- Beehive and nuc must be within a fenced rear yard of a property.
- Beehive and nuc must be placed at least 3 metres away from all adjacent property lines, unless neighbouring properties are separated by a solid fence or vegetative hedge at least 2 metres high.
- Beehive and nuc must be a maximum height of 6 feet.
- Beehive and nuc must be a minimum of 3 metres from public right-of-ways (e.g., lanes, pedestrian pathways, sidewalks) or private roads.
- Yard sites must be located at least 25 metres away from public places and gathering spaces including (e.g., schools, parks, playgrounds, sports fields or hospitals).

#### 2.5.2 Beehive and Nuc Specifications

- Beehives and nucs must have a bottom board and a hive top cover.
- Beehives must be situated to allow bees a direct flightpath to the beehive and nuc while controlling the potential for bees becoming a nuisance for neighbours.
- Bee flightpath must be greater than 2 metres high. This may be done by placing a fence or vegetative obstruction in front of the hive entrance to encourage bees to fly upward as soon as they exit the hive.



## CITY OF LEDUC - BACKYARD BEEKEEPING PILOT PROJECT

### Guidelines

September 5, 2019

- Direct hive entrances away from adjacent properties, unless doing so will compromise the healthy function of the beehive and nuc (e.g., resulting in poor sun or excessive wind exposure).
- Beehives and nucs may consist of a total of up to six supers that are recommended to be set up as four for the beehive and two for the nuc.

### 2.5.3 Beehive Care and Safety

- Beekeepers must engage in good management and husbandry practices to prevent aggressive behavior and disease.
- All bees must be obtained from reliable sources and aggressive bees must be returned safely to a bee distributor and replaced.
- Beekeepers must provide a constant source of water for the beehives and nucs from before spring snowmelt and continuing late into fall to deter the bees from seeking water from alternate sources (e.g., neighbouring pools, hot tubs, bird baths, or dog dishes).
- Engineering Services must be notified of any unusual behaviours such as untimely swarming, signs of disease or any situation that is not covered under these guidelines.
- Beekeepers must carry liability insurance to cover accidents related to their bees and beekeeping activities. Insurance may be obtained through the Calgary & District Beekeepers Association or by speaking to a reputable insurance provider.
- The area around the beehive and nuc must be kept free of hive scrapings or other debris to minimize the likelihood of attracting other bees, wasps or other unwanted visitors.
- Beekeepers must make arrangements and designate someone to monitor the beehive and nuc if they will be away for an extended period of time (e.g., more than two weeks). It is recommended that the designated person visit and monitor the beehive, nuc and property at least once a week.

## 2.6 INSPECTION, ENFORCEMENT AND COMPLAINTS

- The applicant will be subjected to an initial inspection of the beehive and nuc by the Environmental Inspector to confirm the structures have been built to an acceptable standard as identified in these guidelines. Additional inspections may be conducted if a complaint is made.
- Licence holders shall make themselves available for inspections of the yard site and/or beehive or nuc upon reasonable request by the Environmental Inspector.
- All public complaints will be directed to the Environmental Inspector. Complaints will be tracked according to yard site.
- Failure to comply with the guidelines at any time will result in the licence being revoked. If an individual continues to keep bees without a licence, they will be subject to further enforcement action by City of Leduc's Enforcement Services.

## 2.7 REVOCABILITY

- Licences will be valid for the applicant as named, and the property as described on the application. Should this information change, for example, if the applicant moves to a different address, the licence becomes void and a new application process must be initiated.



**CITY OF LEDUC - BACKYARD BEEKEEPING PILOT PROJECT**

## Guidelines

September 5, 2019

- Applicant licences will be revoked if medical documentation is provided by neighbours with adjacent rear yards concerning a medical concern such as a bee allergy.
- Should the Environmental Inspector find a yard site, beehive or licence holder to be non-compliant with the guidelines at any time, the Environmental Inspector has the authority to remove a participant from the Pilot backyard bee keeping project. A written notice will be provided at which time bees, beehives and nucs must be removed from the property within the specified 7 to 14-day period. The timeframe for removal will be determined, and may be extended, at the discretion of the Environmental Inspector. All costs and associated expenditures related to the removal of beekeeping structures are the responsibility of the licence holder. The beekeeper shall work with the Environmental Inspector to relocate the bees and dismantle associated structures (i.e., hives and nuc).
- Applicants or licence holders with more than 3 reported by-law enforcement issues may be deemed ineligible for participation in the pilot backyard bee keeping project.
- City Council has the authority to cancel the Pilot backyard bee keeping project at any time. A written notice will be provided at which time bees, beehives and nuc must be removed from the property within the specified 7 to 14-day period. The exact timeframe for removal will be determined, and may be extended, at the City's discretion. All costs and associated expenditures related to the removal are the responsibility of the licence holder. The licence holder shall work with the Environmental Inspector and local resources to relocate the bees to a location outside of City boundaries and dismantle associated structures (i.e., hives and nuc).

**2.8 APPLICATION REQUIREMENTS**

- The consideration of each application will include cumulative impacts of other approved beehives within the neighbourhood, if any.
- All interested individuals must submit a completed online application and submit the following requirements:
  - Proof of registration with the Provincial apiculturist pursuant to Alberta *Bee Act*
  - PID number
  - Proof of training – completion of an accredited beekeeping course
  - Confirmation of proposed beehive location in a site sketch demonstrating compliance with setback requirements
  - Proof of support and assistance through an established relationship with a mentor
  - Confirmation of consent from the property owner, if the applicant is not the property owner
  - Confirmation of neighbor notification



## CITY OF LEDUC - BACKYARD BEEKEEPING PILOT PROJECT

Guidelines  
September 5, 2019

## 2.9 RESOURCES

<b>Provincial Legislation</b>	<i>Bee Act</i>	<a href="http://qp.alberta.ca/documents/Acts/B02.pdf">qp.alberta.ca/documents/Acts/B02.pdf</a>
	Bee Regulations	<a href="http://qp.alberta.ca/documents/regs/2003_194.pdf">qp.alberta.ca/documents/regs/2003_194.pdf</a>
	PID Program	<a href="http://alberta.ca/register-with-the-animal-premises-identification-program.aspx">alberta.ca/register-with-the-animal-premises-identification-program.aspx</a>
	Alberta Apiculturist Beekeeper Registration	<a href="http://alberta.ca/beekeeping-registration.aspx">alberta.ca/beekeeping-registration.aspx</a>
<b>City of Leduc</b>	City Pilot Beekeeping Project Webpage	(Website to be added here once it is live)
<b>Beekeeping Courses</b>	Northern Alberta Institute of Technology (NAIT) in partnership with ABC Bees Calgary	Beekeeping Courses; Level 1 Beekeeping: <a href="http://nait.ca/program_home_100991.htm">nait.ca/program_home_100991.htm</a>
	Hive World	Two-Day City of Edmonton Approved Beekeeping Course; Parts 1 & 2: <a href="http://hiveworld.ca/pages/courses-events-calendar-v2">hiveworld.ca/pages/courses-events-calendar-v2</a>
	Bee Culture Solutions	Basic Bee Culture; Advanced Bee Culture: <a href="http://beeculturesolutions.com/courses/">beeculturesolutions.com/courses/</a>
	John Janzen Nature Centre	Beekeeping Courses email address: <a href="mailto:attractions@edmonton.ca">attractions@edmonton.ca</a>
<b>Communities</b>	Edmonton Urban Beekeepers	<a href="https://facebook.com/groups/1451915685088479">facebook.com/groups/1451915685088479</a>
	YEG Bees	<a href="https://facebook.com/yegbees">facebook.com/yegbees</a>
	Dustin Bajer	<a href="http://Dustinbajer.com">Dustinbajer.com</a>
	Edmonton District Beekeepers Association	<a href="http://edmontonbeekeepers.ca">edmontonbeekeepers.ca</a> Swarm catchers list: <a href="http://edmontonbeekeepers.ca/swarm-catching/">edmontonbeekeepers.ca/swarm-catching/</a>
	Alberta Beekeepers Commission	<a href="http://albertabeekeepers.ca/community-resources/swarm-information/">albertabeekeepers.ca/community-resources/swarm-information/</a>
	Red Deer Beekeepers	<a href="http://reddeerbees.ca">reddeerbees.ca</a>
	Calgary & Area Beekeepers	<a href="http://calgarybeekeepers.com">calgarybeekeepers.com</a> Swarm catchers list: <a href="http://calgarybeekeepers.com/community/swarms-swarm-catchers">calgarybeekeepers.com/community/swarms-swarm-catchers</a>
<b>Bees and Beekeeping Supplies</b>	BeeMaid	<a href="http://beemaibeestore.com/">beemaibeestore.com/</a>
	The Saskatraz Project	<a href="http://saskatraz.com">saskatraz.com</a>
	Hive World	<a href="http://hiveworld.ca/collections/all">hiveworld.ca/collections/all</a>



## CITY OF LEDUC - BACKYARD BEEKEEPING PILOT PROJECT

Application Form and Supplements  
September 5, 2019

### 3.0 APPLICATION FORM AND SUPPLEMENTS

An application form has been developed for the pilot backyard beekeeping project which is presented in Appendix A. Example property owner consent form<sup>1</sup> (Appendix B), neighbor notification letter<sup>2</sup> (Appendix C) and site sketches<sup>2</sup> (Appendix D) are included. An application review and licensing process is described below, and a flow chart is presented in Appendix E.

#### 3.1 APPLICATION REVIEW AND LICENSING PROCESS

The beekeeping licence process chart outlines step-by-step the licence review and approval process (Appendix E), and the details are listed below:

**Step 1:** Applicant submits a beekeeping licence application and all required supplementary documentation.

**Step 2:** Environmental Inspector reviews application package for completeness, and contacts applicant for missing information, where needed.

**Step 3:** Upon receiving completed application, Environmental Inspector reviews to confirm compliance with the Animal Licensing and Control Bylaw (Bylaw 1019-2019) and the guidelines. The Environmental Inspector will also follow up with the applicants neighbours to solicit feedback and provide more information as needed.

- The application is circulated for review by other City departments. Other City departments may have additional comments or concerns which will have to be resolved by the applicant before a licence will be issued by the Environmental Inspector. Updates to the application may be completed, as required.

**Step 4:** After applicant has addressed all comments provided by City departments, Environmental Inspector provides the applicant with a conditional approval.

**Step 5:** Applicant acquires their beehive and nuc and upon completing construction, Applicant schedules an initial inspection of the built structures with the Environmental Inspector.

**Step 6:** After the Applicant has passed the initial inspection, the Environmental Inspector will grant the applicant with a beekeeping licence.

**Note:** Reviewing time will depend on the complexity of the application and the Environmental Inspector's work capacity.

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<sup>1</sup> Adapted from City of St. Albert Regulations for Keeping Backyard Hens. Accessed July 18, 2019 at: <https://stalbert.ca/city/approvals/backyard-hens/>.

<sup>2</sup> Adapted from City of Edmonton Neighbour Notification Letter. Accessed July 18, 2019 at: [https://www.edmonton.ca/documents/PDF/neighbour\\_notification\\_letter\\_hens\\_2016.pdf](https://www.edmonton.ca/documents/PDF/neighbour_notification_letter_hens_2016.pdf).



# **APPENDIX A**

## **Application Form**



### Pilot Backyard Beekeeping Project Application

Please complete the following form and submit the application and attach the supporting documents to the City of Leduc. All submitted materials must be clear, legible and precise. The Licence does not have an expiry date.

#### Applicant Information

Full Name (Printed):

Email Address:

Phone Number:

Postal Code:

Affirm one of the following:

- I am the registered owner of the property
- I have permission of the registered own to make an application (attach completed Authorization From Registered Owner form)

#### Site Information

Address:

Location of beehive and nuc on property:

Attach Site Sketch. Acceptable site sketches may be produced using an existing real property report, an aerial photo from google Earth, or a scaled drawing.

#### Compliance with Guidelines

- Will the beehive and nuc be located in a fenced rear yard? YES / NO  
(if no, the application will be rejected.)
  
- Will there be a solid fence or vegetative hedge a minimum of 2 metres high surrounding the rear yard? YES / NO  
If no, will the beehive and nuc located a minimum of 3 metres away from all property lines? YES / NO  
(if no, the application will be rejected.)
  
- Is the rear yard located adjacent to a public right-of-way or private road? YES / NO  
If yes, will the beehive and nuc be located a minimum of 3 metres from the public right-of-way. YES / NO  
(if no, the application will be rejected.)
  
- Is the rear yard in close proximity of a public place including, but not limited to schools, playgrounds, sports fields or hospitals? YES / NO  
If yes, will the beehive and nuc be located a minimum of 25 metres away from the public place? YES / NO  
(if no, the application will be rejected.)

**Terms and Conditions**

Applicant must ensure they have met all of the licencing requirements and submitted all required documentation. Check all that apply.

I have completed my Alberta Apiculturist Beekeeper Registration.

I have registered for a PID Program and my PID number is:

I have taken an urban beekeeping training course or have registered for a session. Attach course completion certificate:

Session Location:   
Session Date:   
Session Instructor:

I have made contact with a local beekeeping association or community of practice for mentorship or am establishing a relationship with a mentor.

Mentor name:   
Mentor phone number:   
Mentor email address:   
Mentor experience:

I have obtained Liability Insurance. Attach copy of proof of insurance.

I have the permission of the property owner to partake in urban beekeeping on their property (applicable if applicant is not the property owner). Attach Property Owner Consent form.

I have notified my neighbor(s) whose properties are immediately adjacent to my rear yard, that I intend to apply for an urban beekeeping licence and that this requires building beekeeping structures on my property. Attach Neighbour Notification Letter(s) complete with neighbour signature(s). Please indicate below if neighbours refused to sign the Notification Letter or if neighbours could not be reached.

I have read and understood the Backyard Beekeeping Guidelines and the Animal Licensing and Control Bylaw (Bylaw 1019-2019).

I understand that failure to abide by all requirements of Bylaw 1019-2019 and the urban beekeeping guidelines will lead to my licence being revoked.

I understand that the licence issued through this application process is valid for the applicant and the property as described above in sections **Applicant Information** and **Site Information** only. Any change in the information as described above (e.g., applicant moves to a different address) will render the issued licence void.

I am 18 years old or older.

**Note:** This personal information is collected under the authority of Section 33(c) of the *Freedom of Information and Protection of Privacy Act* (Alberta) for the purpose of issuing backyard beekeeping licences within the City of Leduc. Information collected will also be used for operating of the Pilot Backyard Beekeeping Project, and where licensed beekeepers choose to continue their engagement with the full project in the future. It will also be used for bylaw enforcement purposes, within internal city departments, and shared with outside organizations for the purpose of managing backyard beekeeping operations within the City of Leduc. If you have any questions about this collection, contact an **Environmental Inspector (Engineering Services)** at 780-000-0000. If you wish to provide feedback on the Online Special Animal Licence application, please send your comments to the **email address:**

# **APPENDIX B**

## **Property Owner Consent**

**PROPERTY OWNER CONSENT**

I, (Name of Property Owner) \_\_\_\_\_, as the registered owner of  
(Address) \_\_\_\_\_,  
hereby allow (Name of Applicant) \_\_\_\_\_ to apply for a beekeeping licence  
and partake in beekeeping activities in the rear yard of the above address listed above.

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# **APPENDIX C**

## **Neighbour Notification Letter**

## NEIGHBOUR NOTIFICATION LETTER

[DATE]

**To:**

[NEIGHBOUR FIRST AND LAST NAME]

[NEIGHBOUR ADDRESS]

Hello Neighbour,

I am writing to inform you that I am applying to the City of Leduc for a beekeeping licence. As per the Backyard Beekeeping Guidelines, I am providing you with notification of my intention to keep bees and partake in beekeeping activities. The City of Leduc only provides beekeeping licences to interested individual who meet the criteria specified in their guidelines. As such, I will be adhering to the Yard Site and Hive Requirements outlined by the City of Leduc that have been attached to this letter.

If you have any questions or concerns, please feel free to contact the City of Leduc Engineering Services to speak with an Environmental Inspector at (780) 000-0000 (ext.123) or [\[insert email here\]](#).

Kindly sign below and return this letter to me so that I may attach it to my application package. This letter and any comments you may provide will be reviewed by the City of Leduc's Engineering Services. Note that the Environmental Inspector may contact you for further comments. If you do not wish to be contacted by the Environmental Inspector, please indicate this below.

If there is a permanent resident at your address with a bee allergy, confirmation of the allergy in writing by a medical doctor may be attached to this notification letter before returning it to me.

Sincerely,

[YOUR NAME]

[YOUR ADDRESS]

Confirmation of notice:

I, (Neighbour) \_\_\_\_\_, have been informed that (Applicant) \_\_\_\_\_, is applying to the City of Leduc for a beekeeping licence.

The Environmental Inspector (Circle One) MAY / MAY NOT contact me to discuss the Pilot Backyard Beekeeping Project and provide me with more information.

## YARD SITE AND HIVE REQUIREMENTS

### Yard Site Specifications

- Properties shall have a maximum of 1 hive and must have 1 nucleus hive (also referred to as a nuc).
- Beehive and nuc must be within a fenced rear yard of a property.
- Beehive and nuc must be placed at least 3 metres away from all adjacent property lines, unless neighbouring properties are separated by a solid fence or vegetative hedge at least 2 metres high.
- Beehive and nuc must be a maximum height of 6 feet.
- Beehive and nuc must be a minimum of 3 metres from public right-of-ways (e.g., lanes, pedestrian pathways, sidewalks) or private roads.
- Yard sites must be located at least 25 metres away from public places and gathering spaces including, but not limited to schools, parks, playgrounds, sports fields or hospitals.

### Beehive and Nuc Specifications

- Beehives and nucs must have a bottom board and a hive top cover.
- Beehives must be situated to allow bees a direct flightpath to the beehive and nuc while controlling the potential for bees becoming a nuisance for neighbours.
- Bee flightpath must be greater than 2 metres high. This may be done by placing a fence or vegetative obstruction in front of the hive entrance to encourage bees to fly upward as soon as they exit the hive.
- Direct hive entrances away from adjacent properties, unless doing so will compromise the healthy function of the beehive and nuc (e.g., resulting in poor sun or excessive wind exposure).
- Beehives and nucs may consist of a total of up to six supers that are recommended to be set up as four for the beehive and two for the nuc.

### Beehive Care and Safety

- Beekeepers must engage in good management and husbandry practices to prevent aggressive behavior and disease.
- All bees must be obtained from reliable sources and aggressive bees must be returned safely to a bee distributor and replaced.
- Beekeepers must provide a constant source of water for the beehives and nucs from before spring snowmelt and continuing late into fall to deter the bees from seeking water from alternate sources (e.g., neighbouring pools, hot tubs, bird baths, or dog dishes).
- Engineering Services must be notified of any unusual behaviours such as untimely swarming, signs of disease or any situation that is not covered under these guidelines.
- Beekeepers must carry liability insurance to cover accidents related to their bees and beekeeping activities. Insurance may be obtained through the Calgary & District Beekeepers Association or by speaking to a reputable insurance provider.
- The area around the beehive and nuc must be kept free of hive scrapings or other debris to minimize the likelihood of attracting other bees, wasps or other unwanted visitors.
- Beekeepers must make arrangements and designate someone to monitor the beehive and nuc if they will be away for an extended period of time (e.g., more than two weeks). It is recommended that the designated person visit and monitor the beehive, nuc and property at least once a week.

# **APPENDIX D**

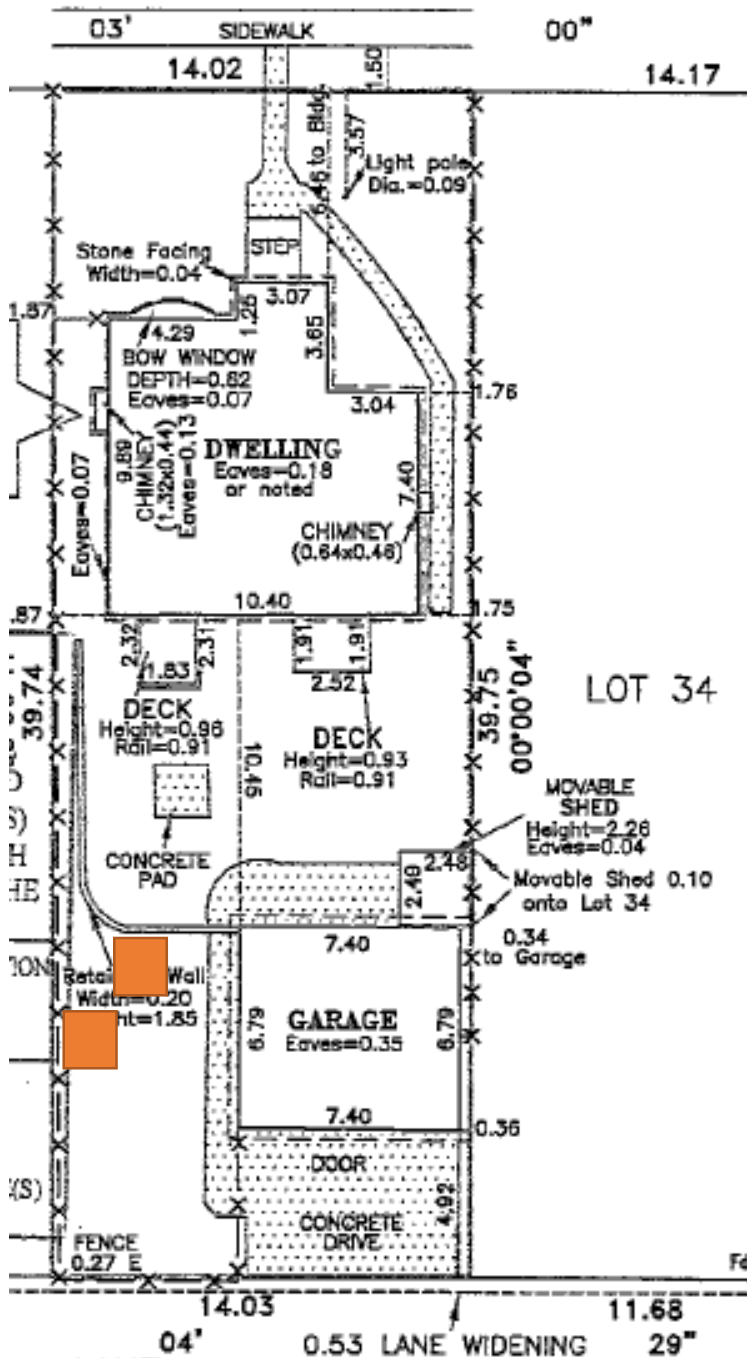
## **Site Sketch**





red rectangle shows toobar hive location





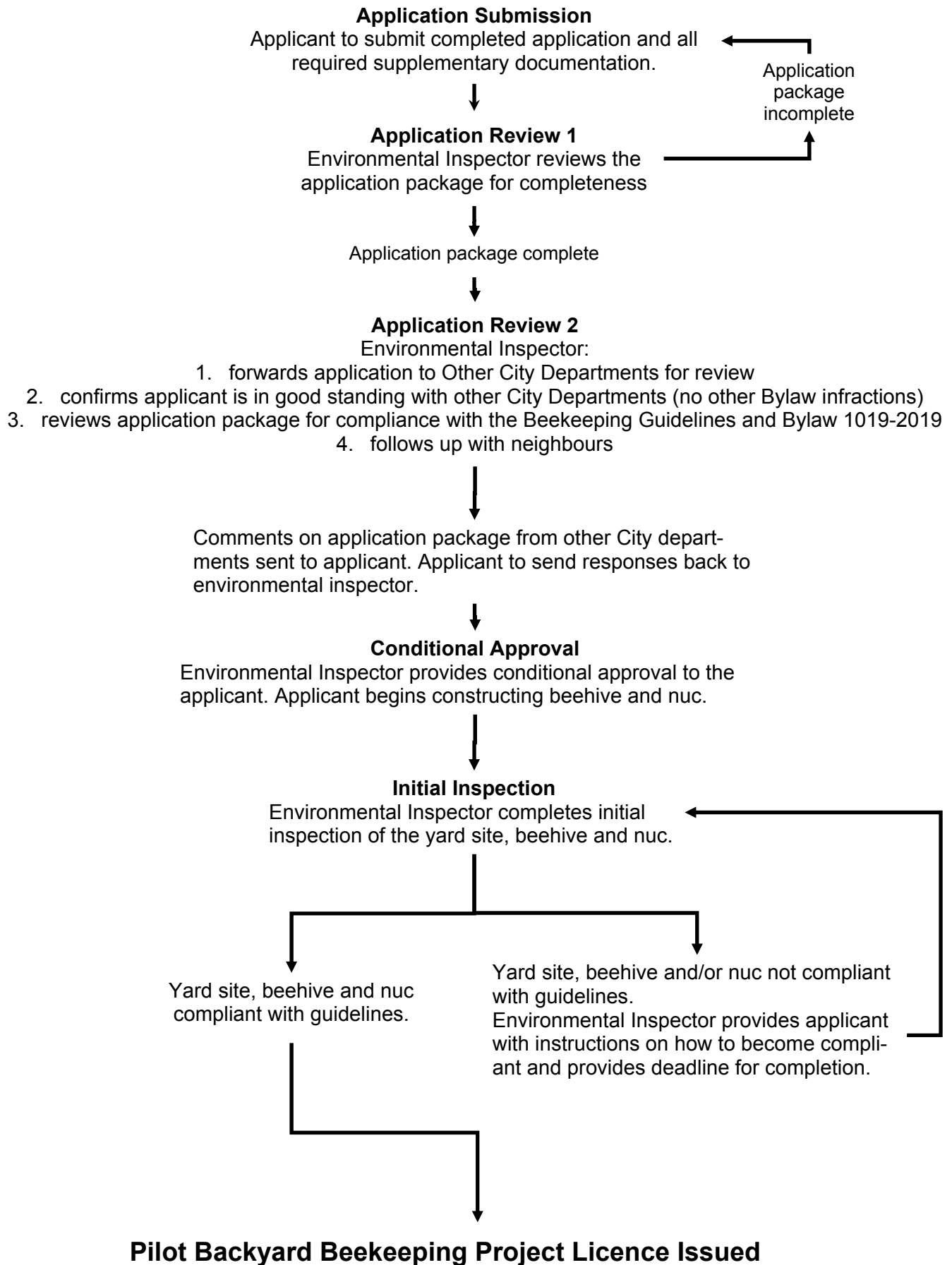
# Hive Location

- The main hive is located abutting a wall in my back yard
- The nucleus colony to support the beekeeping best practice in case of problems with the main hive is located near it, against trees and a veranda that divides the yard.
- My neighbours on that side are very keen on beekeeping, and have offered their yard as well.

# **APPENDIX E**

## **Application Review and Licencing Process**

# Backyard Beekeeping Licensing Process Chart



### Backyard Hens and Bees Management Options for Committee of the Whole October 7, 2019

Planning &  
Enforcement

Engineering  
(Environment)

Consultant &  
Enforcement

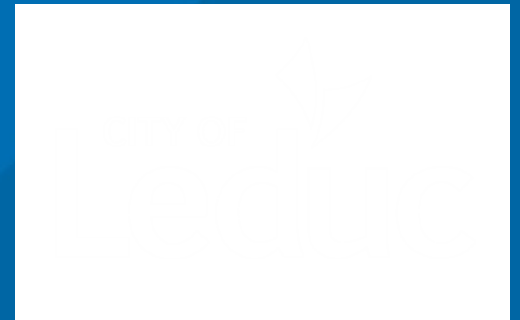
	<b>Option 1 – Internal management by Planning and Enforcement</b>	<b>Option 2 – Half-time Environmental Inspector</b>	<b>Option 3 – External Consultant</b>
<b>Description</b>	Planning establishes an application and approval process similar to Business Licence process. They take all inquiries. As there is no additional staff, there would be no inspections of the private property (also following through with the elimination of red tape), and inspections would only be conducted by enforcement if complaints were lodged.	City staff trained to communicate with neighbours, assist participants, review applications issue licence, conduct inspections. Unlikely to require involvement of Planning and Enforcement.	External contractor takes all inquiries, issues licences, conduct inspections, and involves Enforcement to manage any complaints.
<b>Number of Applications</b>	Three to five hens and bees permit applications will be accepted to a maximum of 10 pilot project participants.	Three to five hens and bees permit applications will be accepted to a maximum of 10 pilot project participants.	Three to five hens and bees permit applications will be accepted to a maximum of 10 pilot project participants.
<b>Benefits</b>	Within existing resources. No red tape as applicants just need to submit the application and obtain signatures from adjacent neighbors indicating non-objection.	City deals with all red tape and consults neighbours, educates public on process, deals with complaints, ensures success of pilot project.	Handled by a consultant that can put time to the project when required. Consultant will deal with residents.
<b>Drawbacks</b>	No management time available to proactively address neighbour relations, health concerns, etc. Planning and enforcement services have already expressed concerns over taking on any additional	This approach follows the business case being put forward through budget of handling increased environmental levels of service, so the only drawback is adding levels of service when the city mandate is to reduce cost.	Contractor will need to consult a city representative regularly, and likely call Enforcement more often than in the other options. City gets no additional benefit from the money spent on the project. Lack of

	work. This option would have limited administration involvement with the pilot which may lead to failure of the project as residents are not involved enough with the rollout.		control on resident/city interactions.
<b>Cost</b>	\$0	\$57,000 (Half time Level 5 with benefits and associated reclassifications)	\$55,000 (consultant hourly rate for 1 day per week, equivalent of 0.2 FTE).
<b>other</b>	No internal consultation on options 1 and 3 have occurred with enforcement, and limited has occurred with planning.	<p>The job description in the business case quotes 0.3 FTE, however that was to un-complicate a job description that is actually more complicated and reflected a higher level of effort at the beginning of the pilot.</p> <p>The inhouse requirement would be a 0.2 FTE, however based on the difficulty with hiring a 0.2 FTE, the City would likely hire a 0.5 FTE which would be close to the same cost as hiring a consultant to do 0.2FTE worth of work. This would also enable us to take on other environmental initiatives, making it more cost effective than a consultant.</p>	Cost for consultant assumes the start-up phase in 2020 based on Stantec hourly estimate. Duties – develop call for participants and participant package, review applications and select applicants, interview them, meet with their neighbours, inspections (prior to approval), licence package review and approval, providing communication information, organizing training with river city chickens and Alberta bee keeper association, direct complaints.

# Backyard Hens and Bees Pilot Project

**Kerra Chomlak to Committee-of-the-Whole**

**October 7, 2019**



# Outline

- Background
- Pilot Project Framework
  - Goals
  - Guidelines
  - Roles
  - Communications
- Next Steps
- Feedback





# Background

- Historically: Resident inquiries
- 2016: LEAB letter to Council in support
- 2018: Survey and Council direction for a pilot project
- 2019: Bylaw changes to enable pilot project

# Pilot Project Goals

1. Safely, respectfully extend food production options
2. Strengthen connection to nature
3. Encourage local food production
4. Assess potential for future program



# General Guidelines



- Personal consumption of products, not for sale
- Backyard activity by permanent resident
- License holder responsible for:
  - All costs
  - Adherence to legislation
  - Neighbour notification, facilitated by Inspector
  - Training, best management

# Hen Guidelines

- Minimum 3, maximum 6 hens
- \$50 license fee
- Coop smaller than 9.2 square meters



# Bee Guidelines

- One hive, one “nuc” only
- No license fee at this time
- Minimum 3 metres from right-of-ways and 25 metres from public gathering space



# Next Steps

- November 2019: Budget discussion on business case
- Early 2020: If Inspector hired, call for participants
- Spring 2020: First applications, communicate with neighbours, coop and hive inspections
- Spring 2021: One-year implementation report
- Spring 2022: Pilot project evaluation

# Questions? Feedback?



## COMMITTEE-OF-THE-WHOLE

**MEETING DATE: OCTOBER 7, 2019**

**SUBMITTED BY: M. Hay, Director Government Relations and Corporate Planning Strategy and C. Tobin, Director Human Resources**

**PREPARED BY: C. Bole, Manager Corporate Planning and Performance and K. Kalanchey, Manager, Organizational Effectiveness**

**REPORT TITLE: Building Understanding for Process, Service Delivery, Departmental and Organizational Reviews Update**

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### EXECUTIVE SUMMARY

Stemming from our Committee of the Whole discussion on reviews from September 23, 2019, this report and the attachments provide a summary of Council's feedback and background information with respect to process, service delivery, departmental and organizational reviews.

Council expressed a desire to continue the conversation when all Councillor's are present, due to the sensitive nature and importance of the questions asked and the need for Council direction on the next steps. As this is a continuation of the last discussion, we would like to focus the conversation on the following:

- A definition check of the word business unit, departmental, division and organization
- Did we hear you right? Do the discussion notes (attached) accurately capture the main points of our conversation?
- Are there any current issues that need to be solved and if so, what would success look like? Would these reviews move us in the right direction?
- Based on what we heard from our last discussion, administration has presented some options (attached) for consideration by Council to move this discussion forward. Are there other options that Council would like administration to investigate?

### BACKGROUND

Council met on April 18 to review and provide feedback on the 2019-2022 City of Leduc Strategic Plan, the associated strategic action plan and to discuss new ideas or emerging issues. Two new initiatives were identified by Council. The first was related to reducing 'red tape' by streamlining processes and the second new initiative dealt with regular and rotating reviews of departments for efficiency and effectiveness. The evaluation and potential implementation of a service delivery review framework was an existing initiative identified in the strategic action plan for 2021/2022. While administration has always looked for opportunities to address additions/changes to service levels and structure and its related impacts on corporate culture (addition of the LRC and economic development, realigning business units, pending finalization of leadership values and cultural commitment, etc.), this discussion focuses on a more systemic approach.

Although process, service delivery and departmental reviews are different, they contain similar components that may be used to inform one another. Administratively, this is how we define each of them:





## COMMITTEE-OF-THE-WHOLE

- **Process Review:** reviewing a single process from beginning to end for the purpose of identifying and eliminating waste and increasing value to end-users (e.g. processing road closure permits, processing business licenses, responding to media inquiries, etc.)
- **Service Delivery Review:** aims to drive more efficient use of resources while providing services to meet the needs and expectations of the end-user (e.g. turf maintenance on public property, LATS services, public swimming lessons)
- **Departmental Review:** A process that consists of analyzing a department's business functions, structure, processes and performance, and the employee complement within, for the purpose of assessing whether the outcomes are still relevant and being met. These types of review can result in efficiency and effectiveness, or to identify improvement opportunities related to processes, structure and skill development.
- **Organizational Review:** A review of a municipality's organizational structure as well as its overall efficiency and effectiveness, ensuring the best use of staff and municipal resources. In addition to reviewing the organizational structure, these reviews usually contemplate departmental functions, service delivery, general efficiency and cost effectiveness of all operations, staff complements and competence, and delegation of authority.

Administration facilitated a conversation with Council on September 23, 2019 at Committee of the Whole. This discussion centered on three questions:

1. How is your definition of process review, service delivery review, departmental review and organizational review different from administration's definition?
2. Are there certain aspects of each review that Council would like to focus on? If so, what are those aspects and why are they important to Council members?
3. Are there any current issues that need to be solved and if so, what would success look like?

Due to the sensitivity of the questions and the potential impact to the organization, the Councillor's present at Committee of the Whole decided to postpone to the discussion of the third question to a date when all Councillor's would be present. As a next step, Administration committed to compiling the main points of the conversation (attached) and continuing the discussion with a focus on issue identification, desired outcomes, success measures. Council committed to providing clear direction on where administration should focus their efforts.

### NEXT STEPS

Next steps will be identified and approved at the end of this committee discussion.

### ATTACHMENTS

1. 2019 09 23 CoW Discussion Notes – Reviews (FINAL)
2. 2019 09 30 Options to Move Reviews Forward
3. 2019-CoW-0084 Building Understanding for Process, Service Delivery, Departmental and Organizational Reviews

## CoW Discussion Notes – Process, Service Delivery, Departmental and Organizational Reviews

September 23, 2019

### General Comments:

- Council noted that this is about betterment and improvement for the future; Leduc 2.0
- Council expressed the need to determine the right balance between desired outcomes – cost vs. efficiencies vs. risk vs. quality
- Reviews and improvements/changes are about evolution of the organization
- Municipalities generally solve issues as they happen – an overall review may surface new or overlooked opportunities
- Council reflected that the organization is not broken; lots of improvements have been made and there are many more
- Process reviews using ‘best practice’ methodologies embed the change within the review
- Service delivery, departmental and organizational reviews identify recommendations – a decision and implementation plan is required
- Council stated a preference for external reviews that use a different lens and provide a different perspective than internal reviews
- How do we understand the cost-benefit analysis for any proposed changes? Council wants to ensure changes made actual result in the improvements desired

### Process Reviews:

- Council noted the provincial red tape review as an example of another organization that is doing self-evaluation
  - what could we stop doing (ex. what are 10 things we do because of regulations)
  - where are there redundancies
  - what are the risks of continuing/ending
  - Council reflected that improvement or change should be for the right reason (ex. the why), and not just as a check box or to score political points
- Council asked if we have processes that contribute negatively to or resulted in capacity issues?
  - Council reiterated the need to be nimble; understand the cost and time required for processes (i.e. eScribe processes – reports are not timely, business licenses, dog licenses)
- Council was interested in formal methodologies that can provide rigor and consistency
  - Internal teams/champions can be developed to provide ongoing organizational support (builds corporate culture of improvement)
  - Internal teams would incorporate public sector nuances – policies, legislation, procedures, processes, history, knowledge, etc.
- Council was open to learning from comparators experiences and incorporate and/or adapt best practices

- Council was open to investigating opportunities from the private sector while being mindful of application to a municipal context

#### **Service Delivery Reviews:**

- How are contracted services used; could we transition to FTE's or vice versa; how does technology impact service delivery
- Important to assess opportunities to assist employees with workload and improving outcomes; could support improved employee well-being
- Council reaffirmed their strategic action to develop and implement a service delivery review framework

#### **Departmental Reviews:**

- Perceived to be a deeper dive into operations and was understood to cover service delivery and potentially structure
- Council agreed that an important aspect of departmental reviews would be engaging end users
- The tools used to conduct reviews are determined by the explicit desired outcomes
- Council agreed with the importance of engaging early to understand what the desired outcomes could be and were willing to participate in that process
- Should identify how best to delivery services (are there other options available; can we explore joint initiatives with our partners?)

#### **Organizational Reviews:**

- Council acknowledged it may be time to consider this type of review because of the growth of the community, the organization and changes in technology, working with our neighbours, regional initiatives, etc.
- Council initially perceived organization reviews to be primarily about structure
- Can improve the organization's performance in achieving the outcomes and goals set by council by looking holistically at the organization and how all the systems work together
- Some initial conversation about the trade offs between operating the organization from a risk-adverse perspective versus a nimble, more responsive and faster paced

#### **Next Steps:**

- Email discussion notes to Council
- Reconvene a council meeting where all council members are available
  - Determine if there are specific problems council wants addressed
  - In the context of organizational evaluation, identify desired outcomes and what success could look like
  - Receive specific direction on where administrative focus should be placed

## Options to Move Reviews Forward

Based on the following primary points from Council, administration would like to provide options to move reviews forward in the organization:

- Council noted that this is about betterment and improvement for the future; Leduc 2.0
- Council reflected that the organization is not broken; lots of improvements have been made and there are many more
- Reviews and improvements/changes are about evolution of the organization
- Council stated a preference for external reviews that use a different lens and provide a different perspective than internal reviews
- Council acknowledged it may be time to consider this type of review because of the growth of the community, the organization and changes in technology, working with our neighbours, regional initiatives, etc.
- Council was open to learning from comparators experiences and incorporate and/or adapt best practices
- Council was interested in formal methodologies (for process reviews) that can provide rigor and consistency

### Options:

Organizational/Departmental Reviews:

- Conduct organizational or departmental review in 2020 or at another time of Council's choosing (pending budget approval) facilitated by an external consultant
  - Council, with the support of administration to determine the scope of the review
  - Currently unfunded in budget
- Recommend a schedule and commit to supporting an organizational or departmental review on a regular basis to reinforce and support a culture of improvement

Service Delivery Reviews:

- Commit to building organizational capacity by developing and implementing a service delivery program in 2021 and 2022 as identified in the 2019-2022 Strategic Action Plan.
  - New service level
  - Budget currently allocated for development and implementation
- In consultation with Council, include a review of service delivery as part of a broader organizational/departmental review.

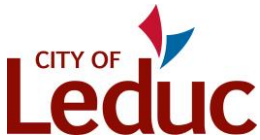
Process Reviews:

- Review Council-selected processes using a simple qualitative methodology on an as need basis
  - 1-3 per year
  - Utilizes internal staff/committee
- Commit to building organizational capacity by researching and implementing a continuous improvement program that utilizes a scientific methodology on a long-term basis
  - A new service level
  - Currently unfunded in budget
  - Consider implementing after the service delivery framework
  - Further builds an organization that values continuous improvement and efficiency at all levels

**Partnering for Success**

Once a review is selected, the real work begins. The following parameters need to be discussed between Council and administration and a project plan will be generated. These discussions will be focused on the following:

1. Define and agree upon the scope and scale of the review
2. Determine factors for success and ensure alignment with council's and administration's stated commitments and values
3. Develop a critical path or set of milestones
4. Define resources allocations (budget, internal staff allocation to support the review, etc.)
5. Develop and initiate a comprehensive internal (and possibly external) communication plan
6. Build and post an RFP for an external review (request for proposal)
7. Interview and select a consultant
8. Work through the review process addressing any issues, challenges or opportunities
9. Review the final report and define next steps/implementation plans
10. Build implementation actions into organizational work plans and address changes to Council or administrative priorities
11. Evaluate the entire process and partnership, and document improvements for the next review



## COMMITTEE-OF-THE-WHOLE

**MEETING DATE: SEPTEMBER 23, 2019**

**SUBMITTED BY: M. Hay, Director Government Relations and Corporate Planning Strategy and C. Tobin, Director Human Resources**

**PREPARED BY: C. Bole, Manager Corporate Planning and Performance and K. Kalanchey, Manager, Organizational Effectiveness**

**REPORT TITLE: Building Understanding for Process, Service Delivery, Departmental and Organizational Reviews - 2019-CoW-0084.docx**

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### EXECUTIVE SUMMARY

Stemming from Council's Strategic Planning Committee session on April 18, 2019, this report provides a summary of Council's feedback and background information with respect to process reviews, service delivery reviews, departmental reviews and organizational reviews.

Prior to determining the relevancy of reviews in an organization, we need to build an understanding of and develop common language for each type of review. Once consensus is built, we must identify the problem statement (what are we trying to solve, improve, change) and once completed, how will we know it has achieved the desired outcome? These answers will help us understand what is envisioned for the organization, that it can support the community and what opportunities need to be taken advantage of. This will help determine a course of action, developed between Council and the executive team, and how reviews may or may not contribute to that outcome.

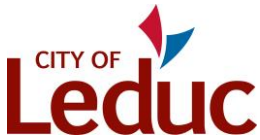
### BACKGROUND

Council met on April 18 to review and provide feedback on the 2019-2022 City of Leduc Strategic Plan, the associated strategic action plan and to discuss new ideas or emerging issues. Two new initiatives were identified by Council. The first was related to reducing 'red tape' by streamlining processes and the second new initiative dealt with regular and rotating reviews of departments for efficiency and effectiveness. The evaluation and potential implementation of a service delivery review framework was an existing initiative identified in the strategic action plan for 2021/2022.

Although process, service delivery and departmental reviews are different, they contain similar components that may be used to inform one another. Administratively, this is how we define each of them:

Process Review: reviewing a single process from beginning to end for the purpose of identifying and eliminating waste and increasing value to end-users (e.g. processing road closure permits, processing business licenses, responding to media inquiries, etc.)

- Generally follows a methodology like Lean, Six Sigma, Kaizen, TQM, etc.
- Short-term project (1-3 months per review) - which includes implementation of the change
- Reviews can be conducted by internal or external resources
- Costs (no budget currently allocated) are associated with initial training and hiring/realignment of staffing resources – costs not budgeted at this time
- Outcome success is greater by developing internal capacity (1-3 people trained in the chosen methodology) that have dedicated time in their job descriptions for reviews (not off the side of a desk)



## COMMITTEE-OF-THE-WHOLE

**Service Delivery Review:** aims to drive more efficient use of resources while providing services to meet the needs and expectations of the end-user (e.g. turf maintenance on public property, LATS services, public swimming lessons)

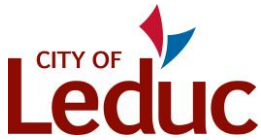
- An in-depth approach that identifies expectations of the customers, mandatory vs. discretionary services, cost/resourcing allocations to provide the service, method of delivering the service and risk tolerances associated with making changes to the service – costs not budgeted at this time
- Likely to contain aspects of a process review
- Short-medium term project (2-6 months per review) depending on the size of the service – provides recommendations for improvements, but generally doesn't include implementation as part of the review project
- Reviews can be conducted by internal or external resources
- Costs (no budget currently allocated) are associated with initial training and hiring/realignment of staffing resources – costs not budgeted at this time
- Outcome success is greater by developing internal capacity (4-8 people with various skill sets) that focus on service reviews as a significant portion of their job description

**Departmental Review:** A process that consists of analyzing a department's business functions, structure, processes and performance, and the employee complement within, for the purpose of assessing whether the outcomes are still relevant and being met. These types of review can result in efficiency and effectiveness, or to identify improvement opportunities related to processes, structure and skill development.

- Likely to contain aspects of both a process review and of a service delivery review
- Medium-long-term project (6-12 months per review) depending on the size of the department
- Reviews can be conducted by internal or external resources, however, recommendations may be more objective if external resources are engaged
- Costs (no budget currently allocated) for external resources are associated with consulting fees. Internally there are costs associated with pulling staff away from their daily work to collect information – costs not budgeted at this time
- Outcomes may include recommendations to enhance automation or introduce new technologies which would include additional costs (i.e. process automation) – costs not budgeted at this time
- Outcome success is greater if Council and Executive could identify specific elements to focus the department review towards (i.e. staffing compliments, structure, opportunities for improvement)

**Organizational Review:** A review of a municipality's organizational structure as well as its overall efficiency and effectiveness, ensuring the best use of staff and municipal resources. In addition to reviewing the organizational structure, these reviews usually contemplate departmental functions, service delivery, general efficiency and cost effectiveness of all operations, staff complements and competence, and delegation of authority.

- Includes aspects of process review, service delivery review, and departmental review
- Provides the opportunity to review the organization in a holistic manner that considers the relationship and impact of service, process, function and form
- Typically is conducted by an independent third party with a report and/or presentation to Council, senior management and others, as required
- Costs (no budget currently allocated) for external resources are associated with consulting fees. Internally there are costs associated with pulling staff away from their daily work to collect information – costs not budgeted at this time



## COMMITTEE-OF-THE-WHOLE

- Provides the opportunity to benchmark the City's structure, management, staffing, service, and efficiency against comparable public sector bodies

This will be a facilitated discussion, similar to the discussion around strategic planning and budget improvements. The objective of this discussion with Council is to build consensus for each definition (process review, service delivery review, departmental review, organizational review) and to identify any current issues that require further investigation. While all of the reviews mentioned above are important management tools, building a clear understanding around the purposes and processes will ensure that review projects are resourced appropriately and the outcomes are clear.

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

1. How is your definition of process review, service delivery review, departmental review and organizational review different from administration's definition?
2. Are there certain aspects of each review that Council would like to focus on? If so, what are those aspects and why are they important to Council members?
3. Are there any current issues that need to be solved and if so, what would success look like?

### NEXT STEPS

Next steps will be identified and approved at the end of this committee discussion. Any information that requires follow-up will be reviewed and assessed by administration and scheduled for a subsequent council or committee meeting.

### ATTACHMENTS

No attachments





## COMMITTEE-OF-THE-WHOLE

**MEETING DATE:** October 7, 2019

**SUBMITTED BY:** S. Davis, City Clerk

**PREPARED BY:** S. Davis, City Clerk

**REPORT TITLE:** 2019-2020 Meeting Schedule Options

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### EXECUTIVE SUMMARY

The attached meeting schedules are being put forward for consideration. The agreed upon meeting schedule will be presented for Council consideration at the October 28, 2019, Council meeting.

### BACKGROUND

Pursuant to Section 193(1) of the Municipal Government Act RSA 2000 Chapter M-26: "A council may decide at a council meeting at which all the Councillors are present to hold regularly scheduled council meetings on specified dates, times and places."

Administration has put together four schedules for consideration; however, these schedules do not preclude Council from creating their own schedule, or a combination of those presented here, including the days that the meetings are held. Please note the date of the Strategic Planning Committee meeting is Thursday, February 20, 2020, this year and February 18, 2021, as set by Council. Please mark these dates in your calendars.

#### OPTION #1:

Option #1 proposes meetings on three days of Council's choosing each month that commence at 6 pm – two Council meetings and one Committee-of-the-Whole Meeting. This option would provide a solution to the pressure on the Committee meetings in the current model and would help protect against something referred to as "decision fatigue" which states that the more decisions made during the day, the less mental energy individuals are able to bring to each new one.

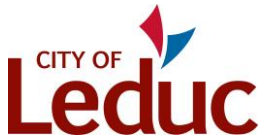
Option #1 would require more items to come directly to Council for debate freeing up time in Committee-of-the-Whole for information items only.

#### OPTION #2:

Option #2 looks at meetings that begin in the afternoon and run into early evening. Committee meetings would run from 3 pm to 5:30 pm offering a minimum ½ hour supper break with Council meetings beginning at 6 pm. Once again, this Option extends the time allotted for Committee-of-the-Whole meetings, introduces a built-in break and reduces the chance that Council meetings will run late into the evening. A 6 pm start time also permits interested residents to attend Council meetings after regular work hours.

#### OPTION #3:

Council meetings have, on average, become shorter. Option #3 considers additional time for short Committee meetings; however, maintains the current schedule format. Short Committee meetings begin at 5 pm and Council meetings begin at 7:30 pm, adding an additional half hour to the short Committee meetings. This Option will assist in reducing the chance of rushed discussions, deferrals and continuations.



## COMMITTEE-OF-THE-WHOLE

### Option #4:

Option #4 maintains the status quo including the change made last year not to hold meeting on Tuesdays following a long weekend. The exception to this is Tuesday, November 12, 2019, which is required for budget. As a result, in November there are three Council meeting and three Committee-of-the-Whole meetings. No Budget Deliberation Meetings have been scheduled. Rather, the budget deliberations will be held during regularly scheduled Committee-of-the-Whole and Council meetings.

At the discretion of Council, any of the meetings may be cancelled. Alternatively, Council may add additional meetings if, and when, required.

### NEXT STEPS

Administration will bring forward to Council the option of their choice for consideration at the October 28, 2019, Council meeting.

### ATTACHMENTS

Meeting Schedule Option #1

Meeting Schedule Option #2

Meeting Schedule Option #3

Meeting Schedule Option #4



Council, Committee-of-the-Whole and Strategic Planning  
Committee Meeting Schedule  
November 2019 – October 2020

Committee-of-the-Whole and Strategic Planning Committee meetings are held in the Lede Room  
City Council Meetings are held in Council Chambers  
City of Leduc Civic Centre, #1 Alexandra Park, Leduc

Date	Committee-of-the-Whole	Regular Council	Strategic Planning Com.
<b>2019</b>			
Monday, November 4		6 pm	
Tuesday, November 12 (as approved by Council for Budget)		6 pm	
Monday, November 18	6 pm		
Monday, December 2		6 pm	
Monday, December 9	6 pm		
<b>2019</b>			
Monday, January 13		6 pm	
Monday, January 20	6 pm		
Monday, January 27		6 pm	
Monday, February 3		6 pm	
Monday, February 10	6 pm		
➤ Thursday, February 20			8 am
Monday, February 24		6 pm	
Monday, March 9		6 pm	
Monday, March 16	6 pm		
Monday, March 23		6 pm	
Monday, April 6		6 pm	
Monday, April 20	6 pm		
Monday, April 27		6 pm	
Monday, May 4		6 pm	
Monday, May 11	6 pm		
Monday, May 25		6 pm	
Monday, June 8		6 pm	
Monday, June 15	6 pm		
Monday, June 22		6 pm	
Monday, July 6		6 pm	
Monday, July 13	6 pm		
Monday, August 17		6 pm	
Monday, August 24	6 pm		
Monday, September 14		6 pm	
Monday, September 21	6 pm		
Monday, September 28		6 pm	
Monday, October 5		6 pm	
Monday, October 19	6 pm		
Monday, October 26 ❖ Regular Council Meeting with organizational business		6 pm	

→ Future Strategic Planning Meeting Dates: February 18, 2021



Council, Committee-of-the-Whole and Strategic Planning  
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November 2019 – October 2020

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Date	Committee-of-the-Whole	Regular Council	Strategic Planning Com.
<b>2019</b>			
Monday, November 4	3 pm	6 pm	
Tuesday, November 12 (as approved by Council for Budget)	3 pm	6 pm	
Monday, November 18	3 pm	6 pm	
Monday, December 2	3 pm	6 pm	
Monday, December 9	3 pm		
<b>2019</b>			
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Monday, September 21	3 pm		
Monday, September 28	3 pm	6 pm	
Monday, October 5	3 pm	6 pm	
Monday, October 19	3 pm		
Monday, October 26 ❖ Regular Council Meeting with organizational business	3 pm	6 pm	

➔ Future Strategic Planning Meeting Dates: February 18, 2021



Council, Committee-of-the-Whole and Strategic Planning  
Committee Meeting Schedule  
November 2019 – October 2020

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City of Leduc Civic Centre, #1 Alexandra Park, Leduc

Date	Committee-of-the-Whole	Regular Council	Strategic Planning Com.
<b>2019</b>			
Monday, November 4	5 pm	7:30 pm	
Tuesday, November 12 (as approved by Council for Budget)	5 pm	7:30 pm	
Monday, November 18	5 pm	7:30 pm	
Monday, December 2	5 pm	7:30 pm	
Monday, December 9	5 pm		
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Monday, October 19	5 pm		
Monday, October 26 ❖ Regular Council Meeting with organizational business	5 pm	7:30 pm	

➔ Future Strategic Planning Meeting Dates: February 18, 2021



Council, Committee-of-the-Whole and Strategic Planning  
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→ Future Strategic Planning Meeting Dates: February 18, 2021