

**REGULAR COUNCIL MEETING AGENDA  
MONDAY, JULY 9, 2018 AT 7:00 P.M.  
COUNCIL CHAMBERS, LEDUC CIVIC CENTRE  
1 ALEXANDRA PARK, LEDUC, ALBERTA  
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**I. ADOPTION OF AGENDA**

**II. ITEMS FOR DISCUSSION AND RELATED BUSINESS**

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

**III. ADOPTION OF PREVIOUS MINUTES**

- A. Approval of Minutes of the Regular Council Meeting held Monday, June 25, 2018
- B. Approval of Minutes of the Special Council Meeting held Thursday, June 28, 2018

**IV. RECOGNITION ITEMS**

- Mayor B. Young A. Achievement Award - Curl 4 Canada

**V. PUBLIC COMMENTARY**

**VI. PUBLIC HEARING**

Explanation of the Public Hearing Process

- A. Bylaw No. 980-2018 - Redistricting Black Stone Stage 1C
- B. Bylaw No. 992-2018 - Amendment 83 to Land Use Bylaw

Call for Persons to Speak

**VII. PRESENTATIONS**

There are no Presentations for the Agenda.

**VIII. BUSINESS**

- D. Macdougall, Chair A. Council Remuneration Committee
- T. Wamboldt, Urban Matters B. Regional Opioid Framework Update

**REGULAR COUNCIL MEETING AGENDA  
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D. Gavin, Leduc  
Curling Club /  
J. Guthrie

C. Curl 4 Canada Final Report

M. Hay

D. City of Leduc Public Engagement Policy

S. Davis

E. Special Council Meeting on July 25, 2018

M. Pieters

F. Edmonton Metropolitan Region Board Integrated Transportation & Transit Systems Working Group Resolution

**IX. BYLAWS**

K. Woitt

A. Bylaw No. 967-2017 - Redistricting Black Stone Stage 3 (3rd Reading)

K. Woitt

B. Bylaw No. 968-2017 - Redistricting Black Stone Stage 3 (Direct Control) (3rd Reading)

K. Woitt

C. Bylaw No. 980-2018 - Redistricting Black Stone Stage 1C (2nd & 3rd Readings)

S. Davis

D. Bylaw No. 982-2018 - Repealing Bylaw No. 1 (1st, 2nd & 3rd Readings)

**X. PUBLIC COMMENTARY**

**XI. IN-CAMERA ITEMS**

There are no In-Camera Items for the Agenda.

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

**XIII. UPDATES FROM BOARDS & COMMITTEES**

A. Council Member Updates from Boards & Committees

B. Council Member Updates from Commissions, Authorities, Other

**XIV. INFORMATION REPORTS**

A. Mayor's Report

B. Newly Issued Business Licences

**XV. ADJOURNMENT**



I.

# **ADOPTION OF AGENDA**

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

II.

## **ITEMS FOR DISCUSSION AND RELATED BUSINESS**

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

Also Present P. Benedetto, City Manager, and M. Hormazabal, Deputy City Clerk

Mayor B. Young called the meeting to order at 7:01 pm.

**I. ADOPTION OF AGENDA**

**MOVED** by Councillor B. Beckett that the agenda be adopted as presented.

Motion Carried Unanimously

**II. ITEMS FOR DISCUSSION AND RELATED BUSINESS**

**A. Selected Items for Debate**

The following items were selected for debate:

**IX. BYLAWS**

- B. Bylaw No. 970-2017 – Amendment 74 to Bylaw No. 809-2013 – Land Use Bylaw (3<sup>rd</sup> Reading)
- C. Bylaw No. 971-2017 – Amendment to Bylaw No. 767-2011 – Business Licence Bylaw  
(3<sup>rd</sup> Reading)
- D. Bylaw No. 981-2018 – Amendment to the Community Standards Bylaw No. 711-2008  
(2<sup>nd</sup> & 3<sup>rd</sup> Readings)
- E. Bylaw No. 983-2018 – Redistricting West Haven Stage 10 (2<sup>nd</sup> & 3<sup>rd</sup> Readings)

**B. Vote on Items not Selected for Debate**

Votes recorded under item headings.

**III. ADOPTION OF PREVIOUS MINUTES**

**A. Approval of Minutes of the Regular Council Meeting held Monday, June 11, 2018**

**MOVED** by Councillor G. Finstad that the minutes of the Regular Council Meeting held Monday, June 11, 2018, be approved as presented.

Motion Carried Unanimously

**IV. RECOGNITION ITEMS**

There were no recognition items.

V. PUBLIC COMMENTARY	Responsible Dept.
<p>L. &amp; M. Morrison, residents of Leduc, referred to the Council briefs in the local newspaper, from the June 4<sup>th</sup> Council meeting's Public Commentary, quoting that the Downtown District should be "non-smoking", but the Morrisons said that it should actually be "smoke free".</p> <p>Due to health concerns, the Morrisons would also like to recommend an amendment to the Community Standards Bylaw that deals with fire pits, prohibiting wood burning fire pits and alternatively use propane fire pits. L. &amp; M. Morrison continue to have issues with neighbours having large flaming fire pits late at night. One evening, the neighbours put an aerosol can into the fire and the embers hit the Morrison's shingles. The smoke is so thick the Morrisons cannot open the windows in their home anymore.</p> <p>The Morrisons also advised that neighbours cut down a city tree.</p> <p>Mayor B. Young advised L. &amp; M. Morrison that the matters will be referred to D. Melvie, General Manager, Community and Protective Services.</p> <p>D. Melvie recommended to the Morrisons to call 911 if the fire pits issue continues to get out of control.</p>	CPS

## VI. PUBLIC HEARING

### A. Bylaw No. 983-2018 – Redistricting West Haven Stage 10

Mayor B. Young declared the Public Hearing for Bylaw No. 983-2018 open at 7:12 pm.

#### Written Submissions:

No written submissions were received.

#### Presentations:

##### Administration

K. Woitt, Director, Planning and Development, made a presentation.

##### Other Presentations

There were no other presentations.

Mayor B. Young declared the Public Hearing for Bylaw No. 983-2018 closed at 7:14 pm.

## VII. PRESENTATIONS

### A. Edmonton Dragon Boat Festival Association

Due to unforeseen circumstance, the presenters' requested to move their presentation to a later date. The Edmonton Dragon Boat Festival Association will be presenting at the July 25, 2018, Special Council meeting.

**B. Leduc Baseball Association ("LBA")**

T. Vogstad, Treasurer and D. Stout, Vice President presented a PowerPoint (Attached) outlining the funding request to replace batting cages and repair the storage shed. The LBA has applied for grants through Baseball Alberta and Edmonton International Baseball Foundation; however, responses are not expected until late July or early August. LBA is requesting \$63,614.25 and advised that they currently have \$15,000 for the project. The LBA is hoping they receive the additional grant funding applied for, and would like to have the work done this fall for it to be ready for spring 2019.

D. Melvie, General Manager, Community and Protective Services, will work with the LBA to determine if they would qualify for grant funding through the Grants to Organizations provided by the City.

**VIII. BUSINESS****A. Appointment of Council Member to the Edmonton Metropolitan Region Board Integrated Transportation & Transit Systems Working Group**

**MOVED** by Councillor G. Finstad that Council appoint Councillor G. Finstad to the Edmonton Metropolitan Region Board Integrated Transportation & Transit Systems Working Group and appoint Councillor B. Beckett as the Alternate.

Motion Carried Unanimously

**B. Trail Naming – Veterans Way**

**MOVED** by Councillor G. Finstad that Council approve the recommendation made by the Parks, Recreation and Culture Advisory Board to name the multiway located in the Fred Johns Park, "Veterans Way".

Motion Carried Unanimously

**IX. BYLAWS****A. Bylaw No. 993-2018 – Protective Services Building Expansion Debenture Bylaw (1<sup>st</sup> Reading)**

Administration recommends that Bylaw No. 993-2018 received first reading.

**MOVED** by Councillor G. Finstad that Council give Bylaw No. 993-2018 First Reading.

Motion Carried Unanimously

**B. Bylaw No. 970-2017 – Amendment 74 to Bylaw No. 809-2013 – Land Use Bylaw (3<sup>rd</sup> Reading)**

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

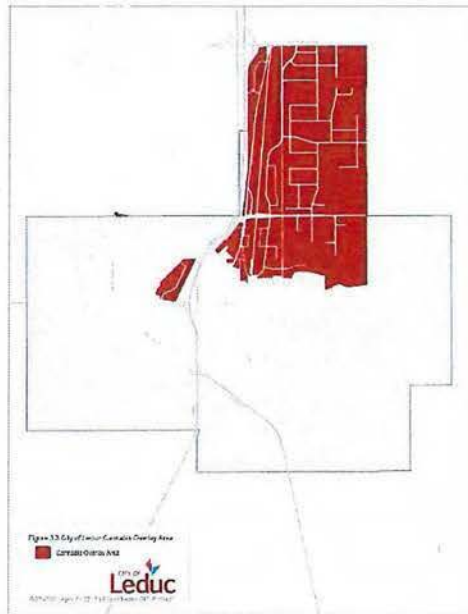
Administration recommends that Bylaw No. 970-2017 be amended as presented and receive third reading.



**MOVED** by Councillor B. Hamilton that Bylaw No. 970-2017 receive Second Reading with the following amendments.

- a) Figure 3.3 City of Leduc Cannabis Overlay Area shall be deleted and replaced with the following:

**Figure 3.3 City of Leduc Cannabis Overlay Area**



- b) Section 18.10.3.4. shall be deleted in its entirety and replaced with the following:

18.10.3.4. Within the Cannabis Overlay, a Retail Store (Cannabis) or a Retail Store (Liquor) cannot be located on a Parcel of land abutting another Parcel of Land where a Retail Store (Cannabis), a Retail Store (Liquor), or a Day Care Facility exist at the time of the Development Permit application, unless the parcel where the land use is being proposed is 2 hectares or greater in area and the building where the land use is being proposed is more than 100 meters away from the property boundary where the parcels are abutting. Furthermore, a Day Care Facility cannot be located on a Parcel of land abutting another Parcel of Land where a Retail Store (Cannabis) or a Retail Store (Liquor) exist at the time of the Development Permit application.

- c) Part II: Enactment shall be deleted in its entirety and replaced with the following:

#### **PART II: ENACTMENT**

6. This Bylaw shall come into force and effect on July 18, 2018 at 8:30 a.m.

**MOVED** by Councillor L. Hansen that Council give Bylaw No. 970-2017 Third Reading as amended.

Motion Carried Unanimously

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**C. Bylaw No. 971-2017 – Amendment to Bylaw No. 767-2011 – Business Licence Bylaw (3<sup>rd</sup> Reading)**

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

Administration recommends that Bylaw No. 971-2017 receive third reading.

**MOVED** by Councillor T. Lazowski that Council give Bylaw No. 971-2017 Third Reading.

Motion Carried

**In Favour:** Mayor B. Young, Councillors B. Beckett, B. Hamilton, L. Hansen, T. Lazowski and L. Tillack  
**Opposed:** Councillor G. Finstad

**D. Bylaw No. 981-2018 – Amendment to the Community Standards Bylaw No. 711-2008 (2<sup>nd</sup> & 3<sup>rd</sup> Readings)**

C. Chisholm, Manager, RCMP Administration and Enforcement Services, made a PowerPoint presentation (Attached) and answered Council's questions.

Administration recommends that Bylaw No. 981-2018 receive second and third readings.

**MOVED** by Councillor T. Lazowski that Council give Bylaw No. 981-2018 Second Reading.

Motion Defeated Unanimously

In C. Chisholm's presentation, Administration presented two alternative Bylaw options for Council's consideration. Council chose to proceed with Bylaw No. 995-2018, which prohibits the use of cannabis (smoking or vaping) in public places within Leduc, treating cannabis the same as the consumption of alcohol in public.

**MOVED** by Councillor B. Hamilton that Council give Bylaw No. 995-2018 First Reading.

Motion Carried Unanimously

**MOVED** by Councillor G. Finstad that Council give Bylaw No. 995-2018 Second Reading.

Motion Carried Unanimously

**MOVED** by Councillor T. Lazowski give consideration of Third Reading to Bylaw No. 995-2018.

Motion Carried Unanimously

**MOVED** by Councillor L. Tillack that Council give Bylaw No. 995-2018 Third Reading.

Motion Carried Unanimously

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**E. Bylaw No. 983-2018 – Redistricting West Haven Stage 10 (2<sup>nd</sup> & 3<sup>rd</sup> Readings)**

K. Woitt, Director, Planning & Development, made a presentation.

Administration recommends Bylaw No. 983-2018 receive second and third readings.

**MOVED** by Councillor L. Hansen that Council give Bylaw No. 983-2018 Second Reading.

Motion Carried Unanimously

**MOVED** by Councillor B. Beckett that Council give Bylaw No. 983-2018 Third Reading.

Motion Carried Unanimously

**F. Bylaw No. 992-2018 – Amendment 83 to Bylaw No. 809-2013, the Land Use Bylaw (1<sup>st</sup> Reading)**

Administration recommends Bylaw No. 992-2018 receive first reading.

**MOVED** by Councillor G. Finstad that Council give Bylaw No. 992-2018 First Reading.

Motion Carried Unanimously

**G. Bylaw No. 986-2018 – A Bylaw to Repeal Bylaw No. 751-2010 - Assessment Review Board (ARB) Bylaw (1<sup>st</sup>, 2<sup>nd</sup> & 3<sup>rd</sup> Readings)**

Administration recommends Bylaw No. 986-2018 receive first, second and third readings.

**MOVED** by Councillor G. Finstad that Council give Bylaw No. 986-2018 First Reading.

Motion Carried Unanimously

**MOVED** by Councillor G. Finstad that Council give Bylaw No. 986-2018 Second Reading.

Motion Carried Unanimously

**MOVED** by Councillor G. Finstad that Council give consideration of Third Reading to Bylaw No. 986-2018.

Motion Carried Unanimously

**MOVED** by Councillor G. Finstad that Council give Bylaw No. 986-2018 Third Reading.

Motion Carried Unanimously



**MOVED** by Councillor G. Finstad that Council appoint D. Marchand as the chair to the Local Board and Composite Board.

Motion Carried Unanimously

**MOVED** by Councillor G. Finstad that Council appoint City Manager as the clerk to the Assessment Review Boards.

Motion Carried Unanimously

**X. PUBLIC COMMENTARY**

There was no public commentary.

**XI. IN-CAMERA ITEMS**

There were no in-camera items.

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

**XIII. INFORMATION REPORTS**

**A. Mayor's Report**

**B. Newly Issued Business Licences**

There was no discussion.

**XIV. ADJOURNMENT**

The Council meeting adjourned at 8:03 pm.

\_\_\_\_\_  
B. YOUNG  
Mayor

\_\_\_\_\_  
M. HORMAZABAL  
Deputy City Clerk

## Leduc Baseball Association



### Batting cage and Storage Shed Upgrade Project 2018

Leduc Baseball Association provides youth recreation, in the sport of baseball. We pride ourselves in keeping the sport affordable for families in our region. In order to be successful with keeping the sport affordable, we depend on our volunteers, fundraising events like bingos and raffles, as well as grants and bursaries.

We have used the existing cages since the mid 1980's. They have served their purpose for our association and well as any other baseball and softball groups that have chosen to use them in the past. We have an opportunity to further improve the curb appeal of our recreation facility at Fred John's Park, while improving all athlete's baseball experience.

The storage shed that was built with the cages in the mid 1980's is also in need of repair. The equipment storage needs have out grown the original storage room. We have been fortunate to have board members and volunteers with space available to house some of the equipment. Our plan is to improve the batting cage side of the shed, so it will house all of our equipment once the necessary changes are complete.

## Existing batting cages vs proposed setup

**Existing cages built mid 1980's**



**New for Fall 2018**



## Additional photo's of existing cages and shed



From 2008 to current as the City of Leduc grows LBA's membership has continued to increase

	City of Leduc	Leduc Baseball Association members
2008	20,529	137
2009	21,597	178
2010	23,293	192
2011	24,139	203
2012	25,482	278
2013	27,241	296
2014	28,583	311
2015	29,304	318
2016	30,498	363
2017	31,130	469
2018	31,750	495

\*2018 population not confirmed used 2% growth over 2017

As a forward thinking board over the past decade we have found ways to continue to develop and grow our program, by utilizing the facilities that have been available to us.

Player and coach development are key to the game of baseball. LBA started renting the curling rink in 2009 once the ice was out, to start indoor baseball camps. This provided use of indoor space that wasn't currently being utilized. These indoor camps were the start of where we are today with our indoor winter camp and indoor sessions that start our regular season.

We have searched other options to host some of our coach and umpire clinics to further utilize other available space. This also assists our goal as a Not for Profit Organization to minimize costs to keep our registration fees low.

Mission statement: The Leduc Baseball Association will provide an affordable and enjoyable learning environment that promotes personal and team skills development, with emphasized respect and fair play to ensure everyone involved enjoys their baseball experience.

Vision statement: The Leduc Baseball Association will provide the opportunity for all participants to learn, play and enjoy their baseball experience regardless of their skill level, age, gender or financial situation.

As a not for profit association providing youth sport, we are asking council to assist LBA with funding to replace the existing batting cages that are used by not only our association but other baseball/ softball groups in the area.

We have applied for other grants for baseball organizations from Baseball Alberta as well as the Edmonton International Baseball Foundation. We will not receive any responses until late July or early August. We can not wait until 2019 as the work must be completed within the year the funds are received. Therefore, we are asking City of Leduc Council to please assist us in the funding of our cages of \$63,614.25.

### Budget for batting cage replacement and storage shed repairs

#### Batting cages - with Gravel and Rolled Turf mats

Mastadon Batting Cage		
Double wide 70ftx14ftx12 ft		
Vinyl backdrop & 2 hanging cords		
2 - 300 ft spool of cable - 2 - 300 ft spool of cable		
48 cable clamps, 200 carabiners and 2 hardware packs		
Total shipped FOB Leduc	15,500.00	
GST	775.00	
<b>Total</b>		<b>16,275.00</b>
<b>Mats and equipment for inside cages</b>		
2 x L-screens to replace existing	850.00	
12 * 6 cleat resistant turf mats - home plate - 435 * 2	870.00	
Mats - 70*15' - 2 mats (\$4.45 / sq ft.) plus freight	9,345.00	
Freight - \$345.00/roll - 2 rolls	690.00	
GST	587.75	
<b>Total</b>		<b>12,342.75</b>
<b>Destruction of old and prep</b>		
Destructing and prep	9,640.00	
GST	482.00	
<b>Total</b>		<b>10,122.00</b>

#### Exterior fencing

Fencing - 72L x 30w x 6h w/ angle out	13,690.00	
GST	684.50	
<b>Total</b>		<b>14,374.50</b>

#### SETUP - cages - labor hours

	2,000.00	
GST	100.00	
<b>Total</b>		<b>2,100.00</b>

**Total for the cage replacement** 55,214.25

#### Shed repairs & siding

Repair walls - lumber & hardware	3,500.00	
Re-do siding -	4,500.00	
GST	400.00	
<b>Total Shed repairs and siding</b>		<b>8,400.00</b>

**Total Cage replacement and shed repairs** 63,614.25

#### Grants - Applied for

Baseball Alberta Grant  
Edmonton International Baseball Foundation

## Cannabis Update – Public Use

June 25, 2018 Council

Council Report No.: 2018-CR-048



## Cannabis Update – Public Use

### **Alberta Provincial Government Framework Setting the legal age at 18+**

#### **Once legal, adults may:**

- Possess up to 30 grams;
- Grow 4 plants indoors per household;
- Smoke in areas smoking tobacco is allowed (exclusions currently include; vehicles, hospital, school or daycare property, near playgrounds, sports fields, skateboard or bicycle parks, outdoor theatres and outdoor pools or splash pads)



## Cannabis Update – Public Use

### As a municipality.....

- can determine where, or if, we would like to allow retail cannabis stores, cannabis production facilities, or consumption on public land.
- three different approaches to legalized cannabis have been mapped out:
  - A) Open
  - B) Moderate
  - C) Restrictive

## Cannabis Update - Public Use

### Approach

#### OPEN

##### What this means.....

Public Use - Adults could use cannabis in public but not in or near areas prohibited by the Province

Set up stricter policies for where cannabis can be smoked or vaped.

#### MODERATE

##### What this means for...

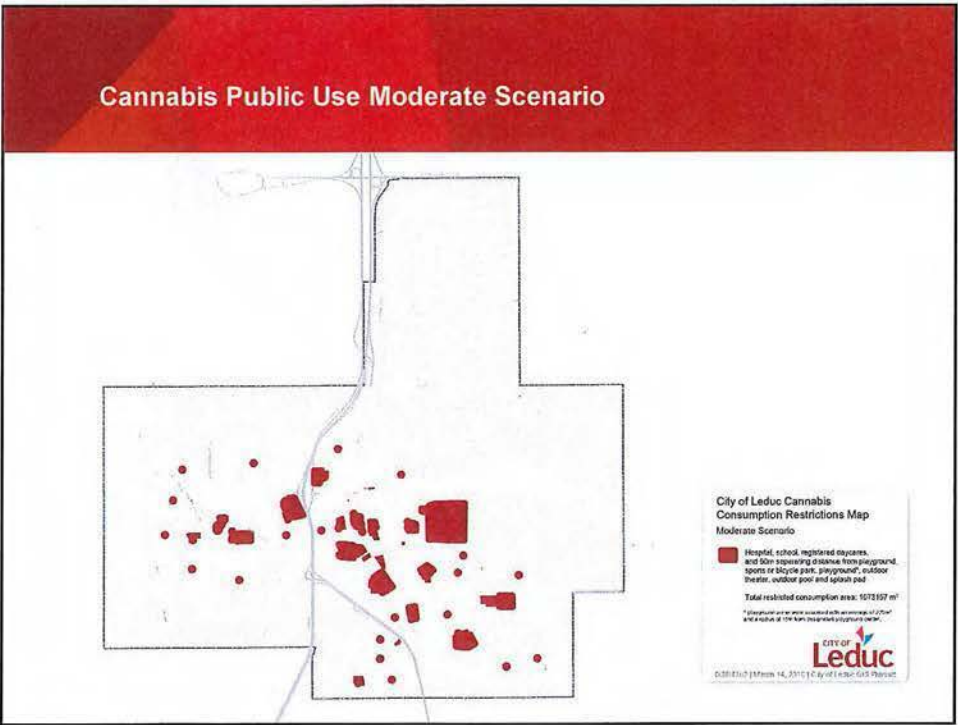
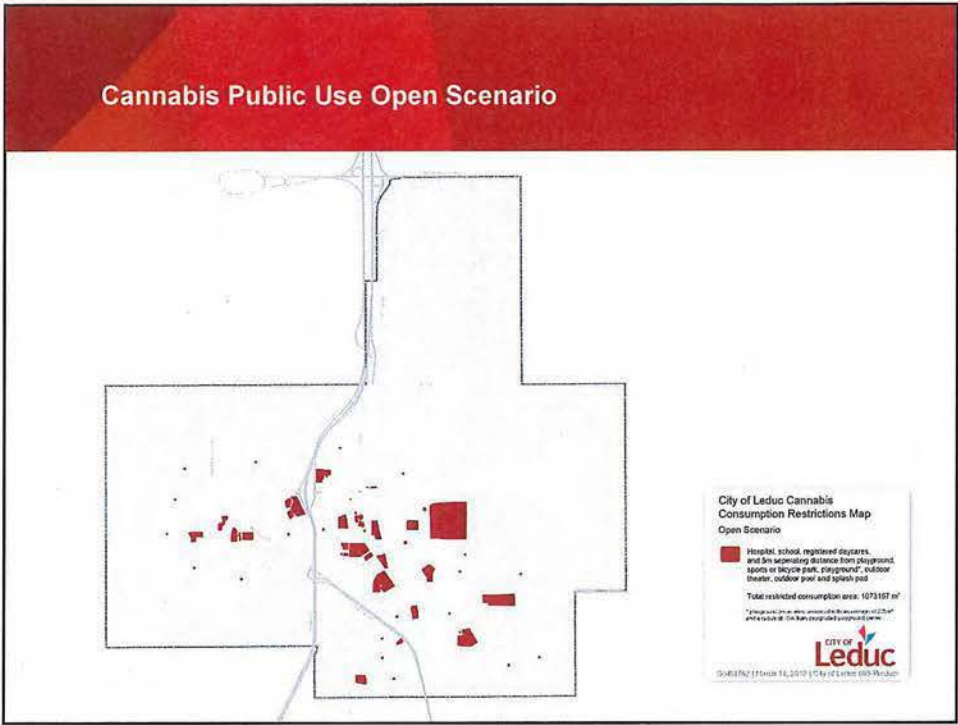
CONSUMPTION - Adults could not consume cannabis on some public lands in addition to currently prohibited areas covered by the Province. Distances from locations prohibited by the Province can be increased and/or new prohibited locations added.

#### Restrictive

Make our policies on cannabis restrictive.

##### What this means for...

CONSUMPTION - Adults may consume cannabis on private property but not on public lands.





## Cannabis Update – Public Use

### Bylaw Amendment No 711-2008 Community Standards Bylaw

The following new definitions shall be alphabetically added to Section 2:

(b.1) **"Cannabis"** has the meaning given to it in the federal Act;

(m.1) **"Smoke"** where used as a verb in respect of Cannabis, means inhaling or exhaling the smoke produced by lit Cannabis or holding or otherwise having control of lit Cannabis or any device or thing that contains lit Cannabis;

(m.2) **"Vape"** in respect of Cannabis, means inhaling or exhaling the vapour, emissions or aerosol produced by, or holding or otherwise having control of, an electronic cigarette or similar device containing Cannabis;

## Cannabis Update – Public Use

### Bylaw Amendment No 711-2008 Community Standards Bylaw (cont.)

The following new section shall be added following Section 7:

#### **CANNABIS**

7.5 A Person shall not smoke or vape Cannabis in any location identified as an area where smoking or vaping Cannabis is prohibited.

The following new section 42 (e.1) shall be added following section 42 (e) :

42 (e.1) establish areas where the smoking or vaping of Cannabis is prohibited;

## Cannabis Update – Public Use

### Administrative Policy:

- Under the authority of the City Manager, policy will define areas where the smoking or vaping of cannabis is prohibited. These areas will be 50 meters from:
  - A playground
  - A sports or playing field
  - A skateboard or bicycle park
  - An outdoor theatre
  - An outdoor pool or splash park
- The policy will also allow for the City Manager (or delegate) to temporarily ban the smoking or vaping of cannabis in certain areas within the City.

## Moderate – Provincial Model with Additional Restrictions

### Where you can smoke or vape cannabis



All walking trails, grassed utility lines and in all parks, 50m from playgrounds, sports fields, skate park, spray parks, outdoor pools, skating rinks, and other children events or amenities



All sidewalks, boulevards, alleyways or roadways, 5m from entrance-ways, open windows and bus stops



On private property, except inside buildings or on patios, where the public has expressed or implied invitation to access\*\*

\*\* Subject to rules enforced by the landowner

### Where you **can not** smoke or vape cannabis



In any publicly accessible building, patio, public vehicle, or substantially enclosed area



On any school, hospital or childcare facility property.



Within 50m of playgrounds, sports fields, skate or bicycle parks, an outdoor theatre, an outdoor pool or spray parks, skating rinks and other children events or amenities



Within 5m of doorways, window or air intake, bus stops



In any other area temporarily prohibited by the City Manager

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

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

Mayor B. Young called the meeting to order at 10:02 am.

## I. ADOPTION OF AGENDA

**MOVED** by Councillor G. Finstad that the agenda be adopted as presented.

Motion Carried Unanimously

## II. BUSINESS

### A. Leduc Regional Fire Services Initiative

Mayor B. Young made opening remarks stating that the Leduc Regional Fire Services Final Implementation Plan is important, not only the City of Leduc, but to the Leduc region. This initiative is seen as being a shared investment for shared benefit.

**MOVED** by Councillor L. Hansen that Council direct Administration to work with Leduc County to further refine components of the Final Implementation Plan including, but not limited to:

- Governance
- Financial Impacts, and
- Smaller urban and rural service delivery

Motion Carried Unanimously

**MOVED** by Councillor G. Finstad that the City of Leduc endorse, and support, the implementation of the Leduc Regional Fire Services Final Implementation Plan.

Motion Carried Unanimously

**MOVED** by Councillor L. Hansen that Council and Administration work jointly with Leduc County to ensure the collective values that shape the Leduc Region, including shared leadership and a holistic and inclusive regional approach, are built into a fire service that supports the entire Leduc Region for tomorrow.

Motion Carried Unanimously

## III. ADJOURNMENT

The Council meeting adjourned at 10:16 am.

“Original Signed”

\_\_\_\_\_  
B. YOUNG  
Mayor

“Original Signed”

\_\_\_\_\_  
S. DAVIS  
City Clerk

# **Recognition Items**

Achievement Award – Curl 4 Canada

Presented by:

Mayor B. Young

V.

# **PUBLIC COMMENTARY**

# NOTICE OF PUBLIC HEARING

PROPOSED AMENDMENT TO LAND USE BYLAW  
The Following Information is Common to the Bylaw Presented

The City of Leduc is divided into land use districts to manage the location of development and ensure good planning for the municipality. Each district under the Land Use Bylaw has permitted and discretionary uses as well as development regulations for those uses. To change a land use district from what is existing under the Land Use Bylaw, the proposed amendment must be published to allow citizens an opportunity to clarify what is proposed, ask questions, or present objections at a required public hearing held prior to Council approving the amendment.

## Bylaw No. 980-2018

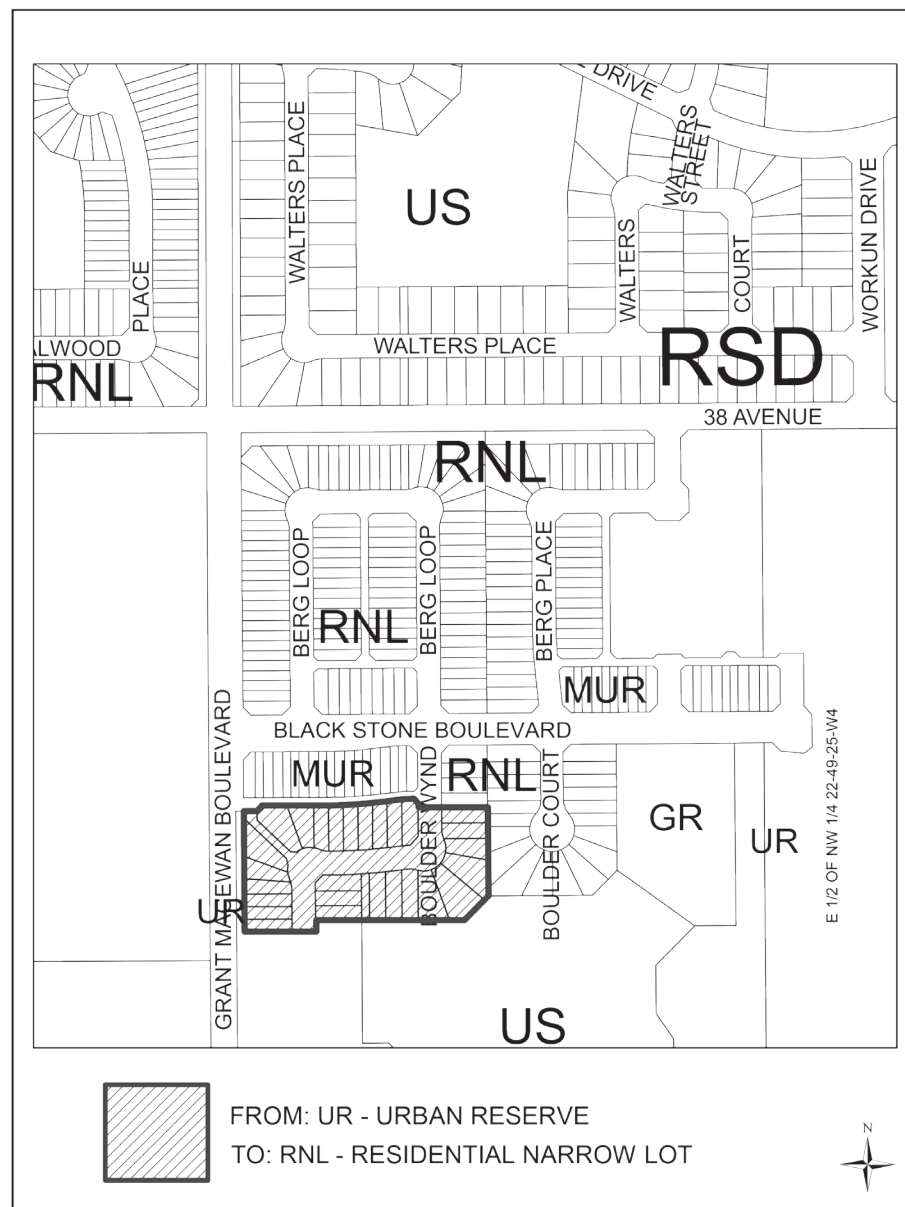
The purpose of proposed Bylaw No. 980-2018 is to amend Bylaw No. 809-2013, the Land Use Bylaw of the City of Leduc, by redistricting part of the W ½ of the NW ¼ Section 22-49-25-W4 from UR – Urban Reserve to RNL – Residential Narrow Lot.

The RNL land use district is intended to accommodate residential dwellings on narrower lots, providing an opportunity for more efficient use of land and a more compact urban form. The proposed redistricting will allow 21 lots for standard single detached dwellings, with and without lane access, as well as 6 lots for single detached zero lot line homes with front attached garages. One public utility lot is also created in this subdivision within the Black Stone neighbourhood.

A copy of the proposed bylaw that will be presented to City Council may be inspected by the public between the hours of 8:30 a.m. and 12:00 noon and 1:00 p.m. and 4:30 p.m. at the Office of the City Clerk, City Hall, Leduc Civic Centre, 1 Alexandra Park, 46th Avenue and 48A Street, Leduc, Alberta. Inquiries respecting the proposed bylaw may be made at the City's Planning and Development Department or by contacting April Renneberg at (780) 980-8439. A copy of the proposed bylaw may also be viewed on the City's website at www.leduc.ca under 'Government — Public Hearings.'

## Public Hearing – July 9, 2018

At its meeting on **Monday, July 9, 2018 at 7:00 p.m.** or as soon thereafter as may be convenient, in the Council Chambers, City Hall, Leduc Civic Centre, 1 Alexandra Park, 46th Avenue and 48A Street, Leduc, City Council will hold a public hearing on the proposed bylaw. **All interested persons may be heard by Council prior to the proposed bylaw being considered for second reading.**



Any person who wishes to speak to City Council at the time of the public hearing is requested to advise the City Clerk's Office, at 780-980-7177 before 12:00 noon, **Friday, July 6, 2018**. They may also be heard by responding to the Mayor's call for delegations at the time of the public hearing. Written submissions must be submitted to the City Clerk's Office, City Hall, before 12:00 noon, **Friday, July 6, 2018**.

*This notice is being advertised in the June 22 and 29, 2018 issues of this newspaper.*



## Bylaw No. 980-2018

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### AMENDMENT #76 - TO BYLAW NO. 809-2013, THE LAND USE BYLAW

The *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended (the "Act") grants a municipality the authority to pass a Land Use Bylaw;

**AND:** in accordance with the Act, the City of Leduc passed Land Use Bylaw No. 809-2013 to regulate and control the use and development of land and buildings in the City of Leduc, and the Council has deemed it expedient and necessary to amend Bylaw No. 809-2013;

**AND:** notice of intention to pass this bylaw has been given and a public hearing has been held in accordance with the Act;

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

#### PART I: APPLICATION

1. **THAT:** Bylaw No. 809-2013, the Land Use Bylaw, is amended by this Bylaw.
2. **THAT:** the Land Use Map, attached to and being part of the Land Use Bylaw of the City of Leduc, be amended by reclassifying:

Part of the W ½ of NW ¼ Section 22-49-25-W4  
(consisting of 1.64 ha more or less)

From: UR – Urban Reserve  
To: RNL – Residential Narrow Lot

as shown in Schedule A, attached hereto and forming part of this bylaw.

#### PART II: ENACTMENT

This Bylaw shall come into force and effect when it receives Third Reading and is duly signed.

READ A FIRST TIME IN COUNCIL THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

READ A SECOND TIME IN COUNCIL THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

**APPROVED**  
**As to Form**

B. L.

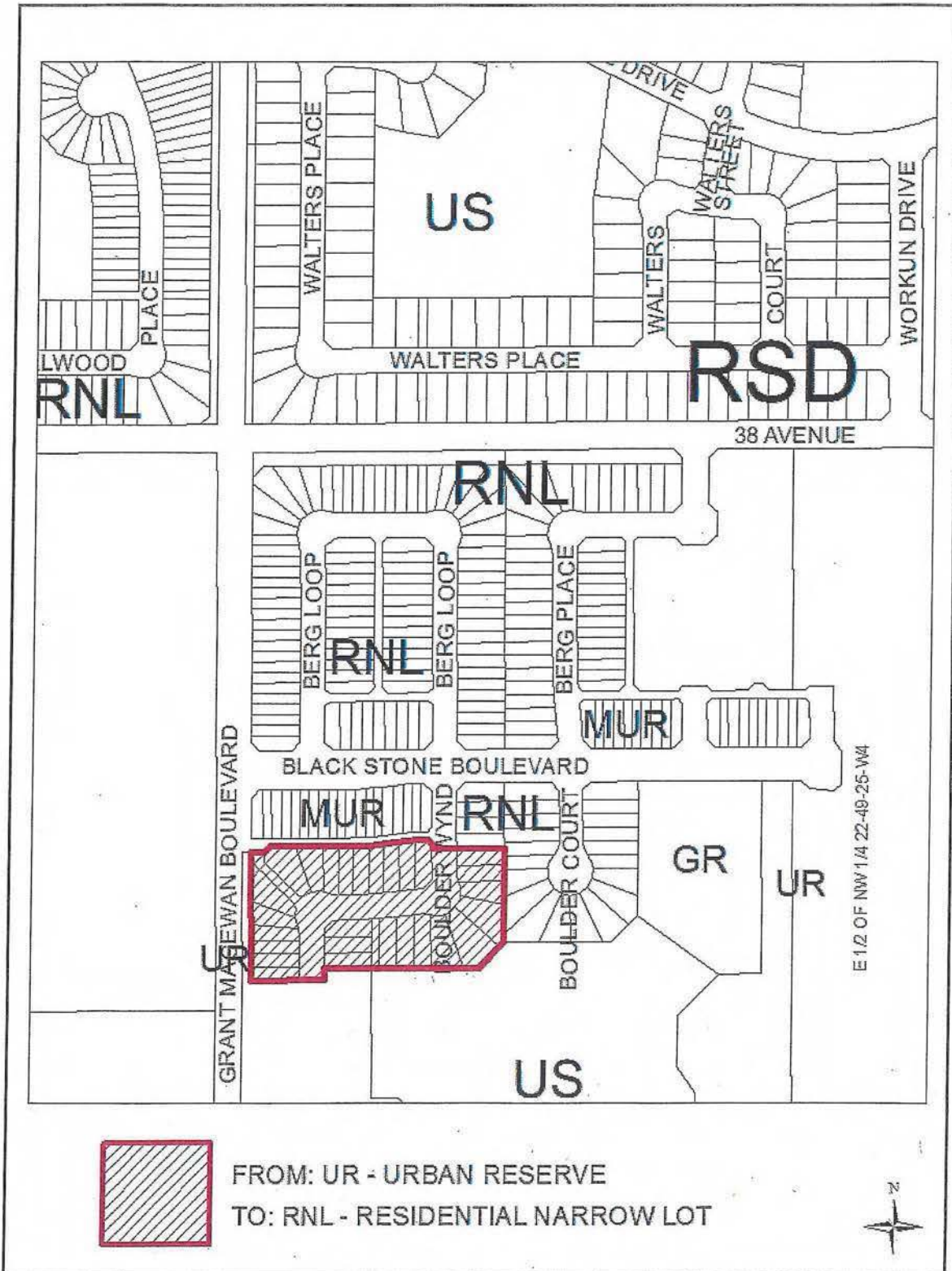
\_\_\_\_\_  
**City Solicitor**

\_\_\_\_\_  
Date Signed

\_\_\_\_\_  
**Robert Young**  
**MAYOR**

\_\_\_\_\_  
**Sandra Davis**  
**CITY CLERK**

SCHEDULE A





# NOTICE OF PUBLIC HEARING

PROPOSED AMENDMENT TO LAND USE BYLAW  
The Following Information is Common to the Bylaw Presented

The City of Leduc Land Use Bylaw 809-2013 regulates and controls the use and development of land and buildings within the City of Leduc. To amend the existing regulations under the Land Use Bylaw, the proposed amendment must be published to allow citizens an opportunity to clarify what is proposed, ask questions, or present objections at a required public hearing held prior to Council approving the amendment.

## Bylaw No. 992-2018

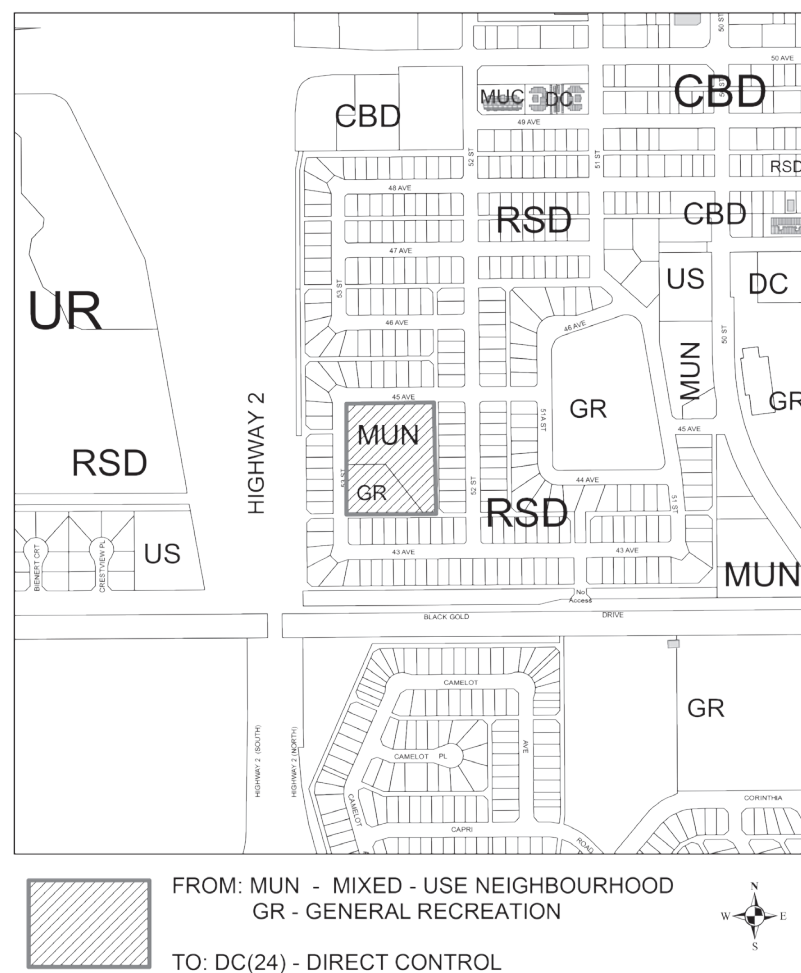
The purpose of proposed Bylaw No. 992-2018 is to amend Bylaw No. 809-2013, the Land Use Bylaw of the City of Leduc, by redistricting Lots B, C, and D, Block 37, Plan 1410MC from MUN – Mixed-Use Neighbourhood and GR – General Recreation to DC(24) – Direct Control.

The proposed amendment is intended to enable the redevelopment of the Alberta Social Housing Corporation (AHSC) project in Linsford. The new project, referred to as the Linsford Gardens Housing Project, consists of the replacement of the existing housing units by 64 new dwelling units distributed through 5 buildings. These dwelling units will be located both north and south of the future relocated municipal park as per the proposed layout. The proposed layout requires a land exchange between the Alberta Social Housing Corporation and the City of Leduc, and once the redevelopment of the site is completed, the public park will be in a different location than Simpson Park is currently in. The land exchange has been requested in order for the project to meet the following objectives:

- Replace 42 units, + 22 new (Total of 64 dwelling units)
- Modest size & design
- Safe, Comfortable, Affordable
- Cost effective
- Energy efficient
- Positive Streetscape
- Preserve trees
- Community Park access
- Visibility through street and park
- Minimize lane congestion
- Street oriented units
- No tenant displacement
- Neighborhood friendly

A copy of the proposed Bylaw that will be presented to City Council may be inspected by the public from 8:30 a.m. to 12:00 noon and 1:00 to 4:30 p.m. from Monday to Friday at the Office of the City Clerk, City Hall, Leduc Civic Centre, 1 Alexandra Park, 46th Avenue and 48A Street, Leduc, Alberta. Inquiries respecting the proposed Bylaw may be made at this office or by contacting Sylvain Losier in the Planning and Development Department at 780-980-7159. A copy of the proposed bylaw may also be viewed on the City's website at www.leduc.ca under 'Public Hearings before City Council.'

Schedule "A"



## Public Hearing – July 9, 2018

At its meeting on **Monday, July 9, 2018 at 7:00 p.m.** or as soon thereafter as may be convenient, in the Council Chambers, City Hall, Leduc Civic Centre, 1 Alexandra Park, 46th Avenue and 48A Street, Leduc, City Council will hold a Public Hearing on the proposed Bylaw. **All interested persons may be heard by Council prior to the proposed Bylaw.**

**Appearance before Council:** Any person, who wishes to speak to City Council at the time of the Public Hearing, is requested to advise the City Clerk's Office, at 780-980-7177 before 4:00 p.m., **Monday, July 9, 2018.**

**Written Submissions** must be submitted to the City Clerk's Office, City Hall, before 12:00 noon, **Friday, July 6, 2018.**

Any person may also be heard by responding to the Mayor's call for delegations at the time of the Public Hearing.

*This notice is being advertised in the June 22 and 29, 2018 issues of this newspaper.*

**AMENDMENT #83 - TO BYLAW NO. 809-2013, THE LAND USE BYLAW**

The *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended (the "Act") grants a municipality the authority to pass a Land Use Bylaw;

**AND:** in accordance with the Act, the City of Leduc passed Land Use Bylaw No. 809-2013 to regulate and control the use and development of land and buildings in the City of Leduc, and the Council has deemed it expedient and necessary to amend Bylaw No. 809-2013;

**AND:** notice of intention to pass this bylaw has been given and a public hearing has been held in accordance with the Act;

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

**PART I: APPLICATION**

1. **THAT:** Bylaw No. 809-2013, the Land Use Bylaw, is amended by this Bylaw.
2. **THAT:** the Land Use Map, attached to and being part of the Land Use Bylaw of the City of Leduc, be amended by reclassifying:

Plan 1410MC, Block 37, Lots B, C, and D  
(Consisting of 1.81 ha more or less)

From: GR – General Recreation  
MUN- Mixed Use Neighbourhood

To: DC(24) – Direct Control – Distinctive Design

as shown in Schedule "A", attached hereto and forming part of this bylaw.

3. **THAT:** Table 41 of the Land Use Bylaw be amended by adding the following:

992-2018		Plan 1410MC, Block 37, Lots B, C and D (Linsford Park)	Linsford Gardens Housing Project	DC(24)
----------	--	--	----------------------------------	--------

4. **THAT:** Appendix 1 of the Land Use Bylaw be amended by adding the following DC(24) Development Regulations:

**DC(24) Development Regulations****1.0 General Purpose of District**

To establish a site specific development control district to provide for up to a total of 64 dwelling units to be located within multifamily buildings located on both sides of a public park in order to create the affordable housing community of Linsford Gardens.

**2.0 Area of Application**

The DC District shall apply to Lot, B, C and D, Block 37, Plan 1410MC, as shown on Schedule "A" attached to and forming part of the regulations of this Bylaw. Prior to development, the three (3) lots must be consolidated; this bylaw will apply to the newly consolidated lot.

**APPROVED**  
**As to Form**

B. L.

**City Solicitor**



Schedule "B" attached and forming part of this Bylaw is for illustrative purposes only. If there is an inconsistency between Schedule "B" and section 4 or 5 of this Bylaw, Schedule B is of no force and effect to the extent of the inconsistency.

### **3.0 Uses**

#### **Permitted Uses**

- a) Accessory Development
- b) Dwelling Apartment (1-4 Storeys)
- c) Identification sign
- d) Park
- e) Radio Communication Facility
- f) Radio Communication Facility (Limited)
- g) Used similar to the permitted uses listed above

### **4.0 Development Criteria**

- a) SITE AREA MINIMUM – 748.0 m<sup>2</sup>
- b) SITE WIDTH MINIMUM – 22.0 m (27.0 Corner site)
- c) SITE DEPTH MINIMUM – 34.0 m
- d) FRONT YARD MINIMUM SETBACK ABUTTING 53 STREET – 6.0 m
- e) FRONT YARD MINIMUM SETBACK ABUTTING 45 AVENUE – 6.0 m
- f) MINIMUM SETBACK FROM PROPERTY BOUNDARY ABUTTING EAST LANE – 2.0 m
- g) MINIMUM SETBACK FROM PROPERTY BOUNDARY ABUTTING SOUTH LANE – 5.0 m
- h) MINIMUM SETBACK WHERE PROPERTY BOUNDARY IS ABUTTING A PARK – 6.0 m
- i) For section 3 a) through h) there shall be no maximum setback requirements
- j) PROJECTIONS – For Linsford Garden, projections for Verandas, Balconies, Porches, eaves, bay or oval windows, and chimneys are permitted to extend 1.2 m into the front, rear, and side yards associated with sections 4.0 d), e), g), and h), but not within the yard associated with section 4.0 f), and will be subject to:
  - i. the length of the Projection being a maximum of 3.6 m; and
  - ii. the total length of all Projections not exceeding 50% of the wall length.
- k) CORNER PARCEL - Sight line regulations Section 20.7 Corner Lot and Sight Triangle Provisions
- l) BUILDING HEIGHT MAXIMUM - Two (2) storeys
- m) SITE COVERAGE – maximum total site coverage shall not exceed 35%
- n) DWELLING DENSITY MAXIMUM – 64 dwelling units
- o) Parking is to be provided as follow:
  - i. A minimum of 81 onsite Parking Spaces will be required to service Linsford Gardens from which 64 will be for residents, 13 for visitors, and 4 designated for persons with physical disabilities. Onsite parking shall be identified for their respective purpose.
  - ii. The northern Parking Lot is to be accessed from 45 Avenue and the southern Parking Lot is to be accessed from the Lane south of lot D. The lane shall be widened between 53 Street and the west entrance of the Parking Lot in order to have a minimum of 7 meters (3.5 m per driving lane each way);

### **5.0 General Regulations**

- a) Development in this District shall be evaluated with respect to compliance with the MUN – Mixed Use Neighbourhood land use district and all other provisions of Land Use Bylaw 809-2013 where not specifically overridden by this Direct Control zoning.

b) No variance to the minimum requirements of this Bylaw will be permitted.

**PART II: ENACTMENT**

This Bylaw shall come into force and effect when it receives Third Reading and is duly signed.

READ A FIRST TIME IN COUNCIL THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

READ A SECOND TIME IN COUNCIL THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

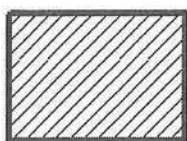
READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

\_\_\_\_\_  
**Robert Young**  
**MAYOR**

\_\_\_\_\_  
**Sandra Davis**  
**CITY CLERK**

\_\_\_\_\_  
Date Signed

Schedule "A"

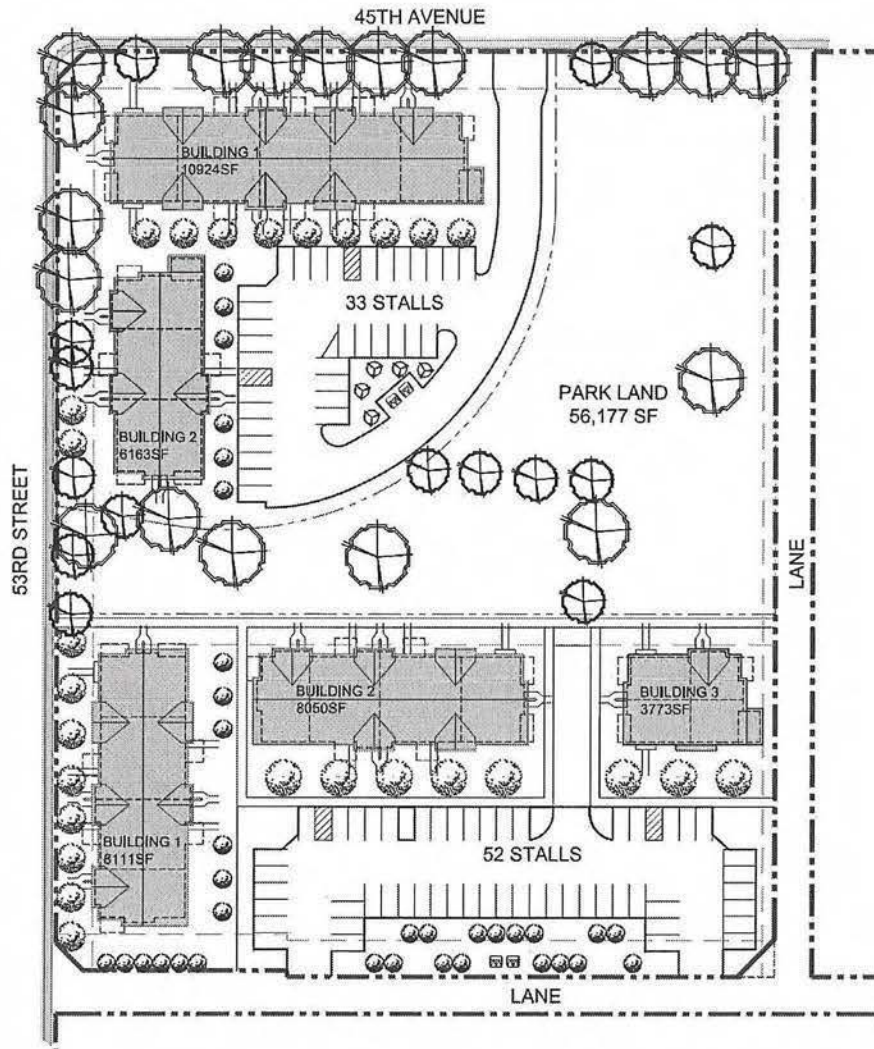


FROM: MUN - MIXED - USE NEIGHBOURHOOD  
GR - GENERAL RECREATION

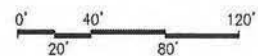
TO: DC(24) - DIRECT CONTROL



SCHEDULE "B"



NORTH



**HODGSON  
SCHILF  
EVANS  
ARCHITECTS INC.**

Suite 200, 12420 104 Avenue  
Edmonton AB T6N 1Z9  
TEL: 780.462.1100  
FAX: 780.462.1175

Project SITE PLAN  
Sheet Title LINSFORD PARK  
Drawn

Job No. 18031  
Scale AS NOTED  
Date 2018-06-19 Detail No. DP-01

VII.

# PRESENTATIONS

There were no Presentations.



**MEETING DATE:** July 9, 2018

**COMMITTEE/BOARD NAME:** Council Remuneration Committee

**PREPARED BY:** Council Remuneration Committee/S. Davis, City Clerk

## COMMITTEE OF COUNCIL UPDATE

The Council Remuneration Committee ("CRC") was formed with the mandate to review the compensation paid to members of Council and recommend reasonable changes to Council remuneration, as required. This report contains those recommendations as well as recommendations for amendments to the current Council Remuneration & Expenses Policy (Attached "A") as set out in the Council Remuneration Committee Bylaw Terms of Reference.

### RECOMMENDATION

1. With the loss of the one-third tax-free portion of a Councillor member's remuneration effective January 1, 2019, as at that date Council members' remuneration will be adjusted to generally reflect a neutral impact on their net salary;
2. That Council members receive the same Cost of Living Adjustments as Administration in the years 2019, 2020 and 2021;
3. That the benefits package provided to Council members remain the same.

### BACKGROUND

#### KEY ISSUE(S) / CONTEXT:

The Council Remuneration & Expenses Policy states that remuneration for the Mayor and Councillors will be reviewed within three months following each municipal election. Council reviewed the option to address Council compensation. Based on the options, Council favoured a more open and transparent process. At the December 11, 2017, Committee of the Whole meeting, Administration suggested that Council consider striking a Council Remuneration Committee. A CRC depoliticizes the matter of compensation, allowing for increased transparency and trust in the process.

At the February 12, 2018, Council meeting, the Council Remuneration Committee Bylaw (Attachment "B") was passed. The member vacancies were advertised in the local newspaper, on the City of Leduc website and on social media (Attachment "C"). The Board Selection Committee reviewed the applications received and Council appointed the members at the March 26, 2018, Council meeting. With a mandate to review the compensation paid to members of Council and recommend reasonable changes to Council remuneration, it was a requirement that the CRC report to Council be presented in time to incorporate recommendations into the 2019 Budget.

The formation of the CRC also fulfills a number of Council's commitments as stated in the Strategic Plan. Those are:

- careful consideration of the needs and expectations of residents when making decisions;
- public engagement by involving residents in the budget process, and
- ensuring citizens receive excellent value for taxes paid.



## Composition:

The CRC was composed of three public members: D. Macdougall, D. Tona and G. Gilchrist; and two Council members: Councillors G. Finstad and L. Tillack. At the first meeting of the CRC, D. Macdougall was chosen to be the Chair and shall act as the spokesperson.

## Overview

The CRC members analyzed information, and documentation, from comparator municipalities with part-time Councils such as: Spruce Grove, Fort Saskatchewan; Airdrie, and others. The Town of Okotoks was added as a comparator based on its population, location and a Council deemed part-time.

The information analyzed included, but was not limited to:

- Council Compensation Survey Results compiled by the City of Medicine Hat which included benefits (Attachment "D");
- Councils' salary vs. other municipalities (Attachments "E1" & "E2");
- Councils' salary based on a cost per municipal resident (Attachment "F");
- Councils' pay based on a municipality's Tax Assessment (Attachment "G");
- Comparison of Municipal and Consumer Inflation Rates 2011-2021 from City of Edmonton (Attachment "H"); and
- The 2018 City of Leduc Budget Documents – for a Councillor, the Mayor and Administration 1000 (Attachments "I1", "I2" & "I3")

The CRC received requested information from the following areas of Administration:

- Finance;
- Human Resources;
- City Solicitor;
- City Clerk; and
- Executive Assistant, Mayor and Council

The CRC, working with the Council members on the Committee, calculated, to the best of their ability, time spent by Council members on both:

Essential Activities – those activities that, in accordance with the *Municipal Government Act* and the Council Procedures Bylaw, Council members must attend; and

Optional Activities – those activities that are optional to attend such as conferences, banquets, golf tournaments, the arts, ribbon cuttings, attending meetings as an Alternate to the appointed Council representative, etc.

The following outcomes are based on analysis and current best practices.

## Outcomes

As a result of the analysis of information gathered, the CRC recommends:

1. With the loss of the one-third tax-free portion of a Councillor member's remuneration effective January 1, 2019, as at that date Council members' remuneration will be adjusted to generally reflect a neutral impact on their net salary;
2. That Council members receive the same Cost of Living Adjustments as Administration in the years 2019, 2020 and 2021;
3. That the benefits package provided to Council members remain the same.

## *Rationale:*

Compensation for Council members in the City of Leduc is competitive and currently in the mid to high range of comparators, with Leduc at \$1.19 income per resident. Attachment "F" shows the comparative income per resident range is \$0.50 per resident to \$1.38 per resident.

In the previous remuneration approved by Canada Revenue Agency, a municipal corporation or board was allowed to pay a non-accountable expense allowance to an elected officer to perform the duties of that office. If the expense allowance was more than one-third of the officer's salary and allowances, the excess amount was a taxable benefit. If the expense allowance was not more than one-third of the officer's salary it was not; however, still had to be reported to Canada Revenue Agency.

In 2017, the Federal Budget received Royal Assent (Bill C44) that indicated for the 2019 and later tax years, non-accountable allowances paid to the elected officers will be included in their income. Therefore, the one-third and under allowance has now been struck. This resulted Council is now paying full taxation on their entire salary as of 2019.

CRC recognizes that, although Council members did not run anticipating an increase in remuneration, it is likely that they would not have expected a decrease in remuneration, due to Bill C44, and the CRC believes the remuneration must compensate for the loss of the one-third allowance to merge the allowance with the income. As well, this does not apply to specific expenses filed with receipts which remain non-taxable. Compensation for elected officials should reflect the responsibilities, accountability and time commitment of the position, sufficient to attract individuals from all walks of life. The recommendation is that Council members only receive sufficient funds to have a neutral impact on the net salary – no other funds are anticipated or recommended relative to this item

CRC members are in agreement that Council should receive the same Cost of Living adjustment as Administration to ensure that remuneration for Council keeps abreast of inflation.

CRC determined that the City of Leduc provides excellent benefits to Council and they are in alignment with the benefits provided to Administration.



## *Future Consideration:*

Based on information provided, the CRC concluded that there is a significant part-time commitment on the part of the elected official to fully perform their duties and obligations as necessary. An estimate of time spent by Council members on essential activities and meeting preparation is approximately 80 hours per month, not including citizen engagement or optional activities which can take place on a daily basis. This puts pressure on Council members who are bound politically, and ethically, to ensure they are fulfilling their roles as elected officials. It can also hinder work/life balance.

This insight begs the question, "Do Council members sit on too many Boards and/or Committees". The CRC recommends that Council review the number of Boards and Committees Council members sit on (currently: 30) and reduce the number. One suggestion is that if a member of Administration is on the Board or Committee there is no need for a Council member to be. Boards and Committees created by Bylaw already report to Council annually or bi-annually, and can report more often if matters of importance require Council's attention.

## **CRC Recommendations for Amendments to Policy No. 11.00:25 – Council Remuneration and Expense Policy ("Policy"):**

Council Remuneration Committee Bylaw Terms of Reference states: 6 The Committee will fulfill its mandate by: (c) reviewing the Council Remuneration & Expenses Policy ("Policy"), being policy number 11.00:25, and recommending amendments to that policy.

The following are the CRC's recommended Policy amendments:

1. That each Council member's individual budget should include all costs associated with their position, above and beyond what is already captured including: their computer/tablet, mobile phone allowance, city apparel, promotional gifts, tickets and hosting, which they will manage themselves. These enhanced budgets will also eliminate the need for travel to all out-of-town conferences to have prior Council approval through the budget process as currently identified in the Policy.

Throughout the Policy different items were identified as coming from various accounts, such as: city apparel (Council's budget); attendance at FCM, AUMA and other education or professional development conferences were to come from "a separate financial budget"; Registration fees and legitimate business expenses for out of town travel to be reimbursed by the City but no account identified.

Although the 2018 Budget document provides a great deal of information for the residents, knowing where to find, and understand, the information can be daunting. The CRC took the time to review the 2018 Budget document in order to gain a good understanding of Council expenses.

Individual budgets for Council members have started to be populated with the applicable GL numbers. Attachment "J" is a copy of one of the budget account, although the budget does not yet include all items identified in the Policy, nor does it address items such as the cost of computer/tablets and mobile phone allowance.

2. In order to be more transparent and accountable, each Council member's expenditures should be posted on the City website.

# COMMITTEE OF COUNCIL UPDATE



The Policy current states under *Expenditure Tracking* that Administration will provide Council with a quarterly statement covering their individual budgets, and it is those reports that the CRC recommends being posted. The CRC found that a number of the comparator municipalities already post expenses on line such as Fort Saskatchewan, Okotoks, St. Albert, Stony Plain and Airdrie.

3. That expense claims for all members of Council be approved by Finance.

The Policy states that all expense claims for Council are to be approved by the Mayor prior to submission to Finance; the Mayor's expense claims are to be approved by the Deputy Mayor, or in the Deputy Mayor's absence, by any member of Council. Oversight by Finance is recommended to ensure compliance with the current Policy, and any other applicable policies, agreements and/or bylaws. This recommendation also recognizes that members of Finance have professional designations indicating that they have expertise in financial matters.

4. Although the Policy was updated in 2015, the Policy requires a rewrite with the intent of, not only providing new policy direction, but in order to be more concise and to use the same terminology throughout.

## ATTACHMENTS:

- A. Policy No. 11.00:25 – Council Remuneration & Expenses Policy
- B. Bylaw No. 966-2017 - Council Remuneration Committee Bylaw
- C. News Item from February 28, 2018
- D. Council Compensation Survey Results compiled by the City of Medicine Hat which included benefits
- E. Councils' salary vs. other municipalities ( "E1" & "E2");
- F. Councils' salary based on a cost per municipal resident
- G. Councils' pay based on a municipality's Tax Assessment
- H. Comparison of Municipal and Consumer Inflation Rates 2011-2021 from City of Edmonton
- I. The 2018 City of Leduc Budget Documents – for a Councillor, the Mayor and Administration 1000 ("I1", "I2" & "I3"); and
- J. A copy of the updated Councillor budget

Others Who Have Reviewed this Report

D. Macdougall, Chair





## City of Leduc Policy

**Policy Title: Council Remuneration & Expenses**

**Policy No: 11.00:25**

**Supersedes: 11.00:10 & 11.00:11**

**Revision #: Revision 1**

Page 1 of 6

<b>Authority: City Council</b>	
<b>Section: Council</b>	<b>Approval Date: April 13, 2015</b>
<b>Responsible Department: Finance</b>	<b>Effective Date: April 13, 2015</b>
<b>Relevant Legislation:</b>	
<b>Relevant Council Resolution(s) and Date(s):</b>	
<b>Relevant Bylaw and Date(s):</b>	
<b>Authority's Signature:</b> "Original Signed by Mayor G. Krischke"	

### **Policy Objective:**

To establish mayor & council remuneration and expenses. City of Leduc Council members shall not be financially disadvantaged or advantaged for out of pocket expenses incurred in the conduct of city business.

### **Policy:**

#### **Remuneration**

1. Remuneration for the mayor and aldermen will be reviewed within three months following each municipal election. A portion of remuneration (currently one third (1/3) is an expense allowance, which is non-taxable as per the *Income Tax Act* and *Alberta Municipal Government Act* legislation.
2. Notwithstanding any council remuneration changes that have been approved, the total remuneration for council as defined in Item (1) shall be adjusted on the 1<sup>st</sup> pay period of the following year by the lesser of the cost of living increase in salary provided to city employees for the same year, or the Alberta Consumer Price Index (September – September).
3. Registration fees and related expenses for approved out-of-town travel do not form part of council's expense allowance. (#2 under "In / Out of Province & Conferences").
4. All fees earned through council appointments to external boards or commissions will be paid directly to the council member. These appointments shall include but not be limited to the Alberta Capital Region Wastewater Commission and the Capital Region Board.

#### **Insurance Plan**

1. Members of council are covered under the City of Leduc's Insurance Plan for Basic Group Life and Accidental Death and Dismemberment amount - 100% Employer
2. Coverage remains in effect for the duration of the council member's term of office.
3. Council coverage – AD&D (Accidental Death & Dismemberment) (24 hour coverage) - 100% Employer



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**Health / Wellness Benefits**

1. Members of council have the option to apply for the same coverage as offered to employees under the City of Leduc's Health Benefits Plan. The current plan includes:
  - Extended Health Care (vision included) 100% Employer
  - Dental Plan 80% Employer 20% Employee
  - Employee Assistance Program (EAP) 100% Employer
  - Leduc Recreation Centre (LRC) Discount – 50% discount of the annual adult membership
2. Coverage remains in effect for the duration of the council member's term of office based on up to date payment of member's portion of the premiums.

**Registered Group Retirement Savings Plan (GRSP)/Non-Registered Group Investment Account (GIA). Effective October 27, 2013.**

1. The elected officials of the City of Leduc are required to commit substantial time and effort to attend to the duties and responsibilities of their elected office. They may, as a result of this responsibility, have to forfeit opportunities to participate in, or continue to participate in employer sponsored retirement savings plans.

In order to provide elected officials with an opportunity to generate future retirement savings, a plan shall be in place to provide a form of registered retirement savings plan to elected officials who have RRSP contribution room. A non-registered plan shall be in place for elected officials that do not have RRSP contribution room.

2. Participation in the plan is voluntary.
3. The City will match their contribution to a maximum of 5% of taxable base salary.
4. Elected officials have the option to contribute in excess of the prescribed maximum that the City would match.

**Communication Equipment**

1. Computers / Tablets
  - Each member of city council will be provided a computer or tablet, (from a needs based allowance) as soon as practically possible after each municipal election.
  - Each member of city council can select any type of computer / tablet that meets the business needs of city council.
  - Each member of city council has a needs-based allowance of \$3,000 (including GST) per council term, which includes software, case and any requested manufacturer support program. (Multiple equipment requests within this allowance must be for business reasons rather than consumer trends. Any replaced equipment must be returned to the city with all accessories.)
  - Each member of council has the option of purchasing their computer / tablet at the end of each municipal term at the depreciated value.
  - Each member of city council is responsible for the security of their computer equipment and all city information on their computer.

- Each member of council must sign a responsibility agreement before receiving new equipment (or replacement equipment).

**2. Mobile Internet Service**

- Council members can elect to be provided a mobile Internet plan / device for their computer.
- Council members must notify reception staff to modify rate plans in advance of business trips to avoid mobile internet roaming charges.

**3. Mobile Phones**

- Each council member will be provided an allowance, as a taxable benefit, to purchase their own mobile phone and mobility plan. The mayor's allowance is \$125 / month and the allowance for each alderman is \$100 / month.
- Each council member will be responsible for the security of city information on their mobile phone.

**4. City Responsibilities**

The City of Leduc will provide:

- A secure WiFi connection in council chambers;
- A secure Internet portal for council members to receive all council information packages;
- Group procurement of all council-ordered computer equipment;
- Technical set-up assistance on all computers (if required) and technical issue support on equipment supported by the city.

**City Apparel**

1. Following each municipal election the city will purchase and provide council members with an official City of Leduc coat, blazer, vest and golf shirt, if needed, in alignment with official corporate branding and the city's corporate promotions program, for use when attending public events on behalf of the City. These items, and any additional promotional items subsequently requested, will be purchased through normal administration protocols and charged to council's budget.

**In / Out of Province & Conferences**

1. All expense claims for Aldermen are to be authorized by the Mayor prior to submission to the Finance Department. The Mayor's expense claims are to be approved by the appointed Deputy Mayor, or in his absence any other Alderman.
2. All council travel and hosting expenditures will be allocated to the approved council budget.
3. Travel to all out-of-town conferences requires prior council approval. This approval will generally be through the formal budget process. Other event attendance that is deemed necessary throughout the year will be dealt with at a committee meeting or at a regular Council Meeting if the cost of attendance is significant.



4. A separate financial budget will be established for the mayor and individual aldermen to provide the necessary funding for members of council to attend the Federation of Canadian Municipalities (FCM) Annual Convention; Alberta Urban Municipalities Association (AUMA) Annual Convention; and other educational or professional development conferences, conventions and seminars.

**\*Note:** The individual financial accounts for the Mayor & Aldermen will come into effect with the 2014 Municipal Budget.

5. Members of council are not limited to the number of educational or professional development activities they may attend. However, the total costs of attendance claimed may not exceed the individual aldermanic or mayoral budget without the approval of council.
6. Registration fees and legitimate business expenses for approved out-of-town travel will be paid or reimbursed by the city.
7. When council members attend a local function, in their official capacity on behalf of the city, then the cost of the member and partner's attendance at the function will be borne by the city.
8. All council members may attend the annual Alberta Urban Municipalities Association (AUMA) Conference.
9. Attendance at the Federation of Canadian Municipalities (FCM) Conference will be limited to the mayor and two (2) aldermen annually, with the exception that when the FCM Conference is held in Alberta all members of council may attend. If an individual Alderman chooses to attend a second FCM Conference out of Province they may do so using funds from their individual training allocation.
10. Partner registration and meals at the Alberta Urban Municipalities Association (AUMA) and Federation of Canadian Municipalities (FCM) Conferences, plus hotel accommodations (if additional) will be paid by the city.
11. The city shall not reimburse expenses which are covered by another agency, board, commission or authority.

#### **Out of Pocket Expenses**

1. Travel, parking and incidental travel costs (includes hotel, airfares, car rental, taxi, shuttles and parking)
  - a. Council members are encouraged to use the most direct, practical and cost effective mode of travel available, considering all of the circumstances (e.g. carpooling / rental vehicle compared to multiple mileage claims).
  - b. The city has arranged preferred rates with specific car-rental agencies.
  - c. Where applicable, the approved all inclusive mileage rate will be paid for personal vehicle use only. Mileage rates are set by the Government of Canada (Treasury Board of Canada / National Joint Council).
  - d. Reimbursement will be based on the most economical cost alternative.

- 
- e. If a Council member's insurance company requires an additional premium for using a personal vehicle for city business, this additional insurance is not reimbursable by the City as this cost is covered through the all-inclusive mileage rate.
  - f. Council members are to select the most reasonable, economical, airfare available and are encouraged to take advantage of seat sales, and advanced booking fares. Airfare for council-approved travel will be reimbursed based on actual cost. Airfare for council partners can be booked through the city to take advantage of any available cost savings. No portion of the partner's cost is to be borne by the city.
  - g. The City will not reimburse for seat upgrades, business, priority, or first class.
  - h. All travel arrangements shall be coordinated by a designated member of Administration.
  - i. Receipts are required for parking and incidental travel costs.
  - j. Destinations shall be identified on the receipt whenever taxi or shuttles are used.
2. Meals for Travel or Business Purposes
- a. Will be receipted whenever possible.
  - b. Members are encouraged to limit daily meal expenditures to \$65.00 per individual member:
    - Breakfast \$15.00
    - Lunch \$20.00
    - Dinner \$30.00
3. Per Diem for incidentals for travel to conferences, etc.
- a. Daily allowance of \$15.00
4. Telephone
- a. Long-distance calls for business purposes on land-line phones and cell phones must be receipted and kept to a minimum.
  - b. Long-distance roaming charges can be avoided by giving advance notice to reception (see "Communication Equipment").
5. City Credit Card
- All expenditures must be identified with an itemized receipt.

### **Expenditure Tracking**

Council members must submit all expenses on a monthly basis.

In order that council may track expenditures, administration will provide council with a quarterly statement covering their individual alderman's and / or mayor's expense budget.

### **Political Fundraising Events**

As a municipality, the city is prohibited from making a political contribution under Section 1(I)(ii) and Section 16 of the *Election Finances and Contributions Disclosure Act (EFCDA)*. The city will only reimburse council members for the meal portion of the ticket per the following legislation:



\*Section 23(3)(a) of the *EFDA* prescribes that:

If an individual charge by the sale of tickets or otherwise is made for a fund-raising function held by or on behalf of a registered party, registered constituency association or registered candidate, then, for the purposes of this Act,

- (a) if the individual charge is \$50 or less, it shall not be considered a contribution unless the person who pays the charge specifically requests that it be so considered, in which case  $\frac{1}{2}$  shall be allowed for expenses and  $\frac{1}{2}$  shall be considered a contribution to the registered party, registered constituency association or registered candidate, as the case may be, and
- (b) if the individual charge is more than \$50, \$25 shall be allowed for expenses and the balance shall be considered as a contribution to the registered party, registered constituency association or registered candidate, as the case may be.

**Council Member Contributions:**

Council members may make a personal political contribution; however the personal contribution cannot be submitted to the City as an expense for reimbursement.



**Bylaw No. 966-2017**  
**COUNCIL REMUNERATION COMMITTEE BYLAW**

PAGE 1

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**A BYLAW OF THE CITY OF LEDUC, IN THE PROVINCE OF ALBERTA, TO ESTABLISH THE COUNCIL REMUNERATION COMMITTEE**

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

And Whereas, pursuant to sections 196 through 198 of the *Municipal Government Act*, Council committee meetings must be conducted in public unless the matters under discussion is within one of the exceptions to disclosure under the *Freedom of Information and Protection of Privacy Act*, R.S.A. 2000, c. F-25, or a member of the public is expelled for improper conduct;

And Whereas, pursuant to section 208 of the *Municipal Government Act*, the chief administrative officer must ensure that the enumerated administrative functions under that section are performed, including recording minutes, identifying members present at meetings, providing minutes for adoption at the next meeting, safekeeping Council and Council committee records, and informing Council and Council committees in writing of their legal responsibilities under the *Municipal Government Act*;

And Whereas, section 95 of the *Freedom of Information and Protection of Privacy Act* requires every public body to, by the means by which it makes decisions, appoint a FOIP Head and establish a fee schedule for answering information requests, but the fee schedule may not exceed the maximum fees set in the *Freedom of Information and Protection of Privacy Regulation*, AR 31/2012, as amended;

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

**PART I: BYLAW TITLE AND PURPOSE**

1. That bylaw shall be known as the "Council Remuneration Committee" Bylaw.
2. The purpose of this bylaw is to establish a Council committee named the Council Remuneration Committee, and to prescribe a mandate, terms of reference, composition and procedural rules for that Committee.

**Bylaw No. 966-2017**  
**COUNCIL REMUNERATION COMMITTEE BYLAW**

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Code 00/00

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**PART II: DEFINITIONS AND  
RULES FOR INTERPRETATION**

**DEFINITIONS:**

City:	the Municipal Corporation of the City of Leduc
City Manager:	the Chief Administrative Officer of the City, as appointed pursuant to the <i>Municipal Government Act</i> or delegate
Committee:	the Council Remuneration Committee
Council:	the Council of the City.

**INTERPRETATION:**

3. The marginal notes and headings in this bylaw are for reference purposes only.

**PART III: ESTABLISHMENT**

**ESTABLISHMENT**

4. The Council Remuneration Committee is hereby established as a committee of Council.

**MANDATE**

5. The mandate of the Committee is to review the compensation paid to members of Council and recommend reasonable changes to Council remuneration, as required.

**TERMS OF REFERENCE**

6. The Committee will fulfill its mandate by:
  - (a) examining the Council remuneration practices of other municipalities;
  - (b) gathering and reviewing reports and other evidence relevant to its mandate;
  - (c) reviewing the Council Remuneration & Expenses Policy, being policy number 11.00:25, and recommending amendments to that policy; and
  - (d) providing recommendations to Council on how to best manage Council remuneration.

**Bylaw No. 966-2017**  
**COUNCIL REMUNERATION COMMITTEE BYLAW**

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**PART IV: MEMBERS**

**MEMBERS**

7. The Committee will be comprised of:
- (a) two members of Council; and
  - (b) three members of the public.

**CHAIR**

8. The Committee will select its chair from among its membership.

**ADMINISTRATIVE SUPPORT**

9. The City Manager, or delegate, will provide the Committee with all of the administrative support it requires, including but not limited to:
- (a) managing Committee documents;
  - (b) preparing and keeping safe minutes of Committee meetings;
  - (c) any other assistance the Committee may request.

**PART V: PROCEDURE**

**MEETINGS**

10. The Committee will meet as often as required to fulfill its mandate, and no less than:
- (a) once per quarter in its first year; and
  - (b) once per year in each following year.

**QUORUM**

11. Quorum is established by the attendance of both:
- (a) a majority of the members of the Committee; and
  - (b) one member of the Committee who is also a member of Council,
- at a properly called meeting of the Committee.

**PROCEDURES**

12. The Committee will follow the procedures set out in the *Council Procedures Bylaw, No. 493-2001*, as amended.

**Bylaw No. 966-2017**  
**COUNCIL REMUNERATION COMMITTEE BYLAW**

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**RESOLUTIONS**

13. Committee decisions will be made by show of hands, and resolutions will be passed with a majority vote of those present at the meeting.

**FINAL REPORT**

14. Only members of the Committee who are not members of Council may vote to approve a Committee report.

**MINUTES AND RECORDS**

15. The Committee must prepare and keep safe minutes and records relating to its decisions or reports.

**FOIP**

16. The Committee will pass resolutions appointing a head and adopting a fee schedule for information requests as required by the *Freedom of Information and Protection of Privacy Act*, R.S.A. 2000, c. F-25, as amended.

**REPORTING**

17. The Committee will report to Council when requested to do so by Council.

**PART VI: ENACTMENT**

This Bylaw shall come into force and effect when it receives Third Reading and is duly signed.

READ A FIRST TIME IN COUNCIL THIS 12TH DAY OF FEBRUARY, 2018.

READ A SECOND TIME IN COUNCIL THIS 12TH DAY OF FEBRUARY, 2018.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS 12TH DAY OF FEBRUARY, 2018

"Original Signed"

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**Bob Young**  
**MAYOR**

"Original Signed"

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**Sandra Davis**  
**CITY CLERK**

February 12, 2018

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Date Signed

# City looking for residents to take part in Council Remuneration Committee

Wednesday, February 28, 2018

The City of Leduc is looking for members of the public to be a part of the newly established Council Remuneration Committee. The public members will join two City of Leduc councillors, who will be working in an advisory capacity.

“The City of Leduc is committed to a culture of transparency and openness and we felt it was important to have individuals that represent our ratepayers be a part of the review of compensation of expenses for Council,” said Mayor Bob Young. “We believe that the formation of this committee will not only depoliticize these matters, but further enhance the trust that residents have in Council.”

The Committee’s mandate is to review the compensation paid to members of Council and, if required, to recommend reasonable changes to Council remuneration. The report will be due by early July 2018, which will allow for appropriate timing for Council to consider the recommendations as part of the 2019 budget deliberations. Any remuneration changes passed by Council would take effect January 2019.

The Council Remuneration Committee has been established as a committee of Council pursuant to **Bylaw No. 966-2017**. The full bylaw can be read.

Council compensation last had an in-depth review in 2013. The review was carried out by an internal committee comprised of two councillors, the General Manager of Corporate Services, a Director and the City Clerk.



## ATTACHMENT I

	Mayor							Councillor						
	2017	2018	F/T or P/T	Group Benefits	Pension	Car Allowance	Transition Allowance	2017	2018	F/T or P/T	Group Benefits	Pension	Car Allowance	Transition Allowance
City of Airdrie	97,289	98,846	F/T	Yes	-	4,800	No	45,726	46,458	P/T	Yes	-		No
City of Calgary	200,747	200,586	F/T	Yes	9%		Yes	113,416	115,231	F/T	Yes	9%		Yes
City of Camrose	61,866	62,562	P/T	Yes	-		No	19,441	20,631	P/T	Yes	-		No
Town of Canmore	79,546	80,581	F/T	Yes	8.65%		No	24,142	24,456	P/T	Yes	8.65%		No
Town of Cochrane	84,671	86,026	F/T		-		No	29,214	29,681	P/T		-		No
City of Edmonton	177,695	200,569	F/T	Yes	12%	18,272	Yes	100,873	113,326	F/T	Yes	12%	8,605	Yes
City of Grande Prairie	100,530	103,108	F/T	Yes	6.2%		No	45,000	45,000	P/T	Yes	6.2%		No
City of Leduc	77,430	78,669	F/T	Yes	5%		No	36,590	37,175	P/T	Yes	5%		No
City of Lethbridge	117,180	119,055	F/T	Yes	-		No	48,659	49,437	P/T	Yes	-		No
City of Medicine Hat	101,650	104,450	F/T	Yes	7.5%		No	33,800	34,750	P/T	Yes	7.5%		No
City of Red Deer	105,220	106,904	F/T	Yes	7.5%	4,068	No	57,871	58,797	P/T	Yes	7.5%		No
City of Spruce Grove	88,000	91,300	F/T	Yes	4%	1,200	No	39,194	40,664	P/T	Yes	4%	600	No
City of St. Albert	110,000	112,420	F/T	Yes	3%		No	45,000	45,990	P/T	Yes	3%		No
County of Strathcona	129,247	131,315	F/T	Yes	9.5%	4,800	Yes	71,894	73,044	F/T	Yes	9.5%	4,800	Yes
Rural Municipality of Wood Buffalo	128,843	132,011	F/T	Yes	7.5%	12,000	Yes	37,945	38,878	P/T	Yes	7.5%	3,000	Yes
Average (Overall)	111,305	114,568			7.3%			51,069	52,769			7.3%		
Medicine Hat as % of Average (Overall)	91.3%	91.2%						66.2%	65.9%					
Average (without Calgary & Edmonton)	98,319	100,233						41,723	42,518					
Medicine Hat as % of Average (without Calgary & Edmonton)	103.4%	104.2%						81.0%	81.7%					
Median (Overall)	102,875	105,006						45,000	45,495					
Medicine Hat as % of Median(Overall)	98.8%	99.5%						75.1%	76.4%					
Median (without Calgary & Edmonton)	98,910	100,977						42,097	42,832					
Medicine Hat as % of Median (without Calgary & Edmonton)	102.8%	103.4%						80.3%	81.1%					

## Notes

Medicine Hat salaries are not included in the average or median calculations.

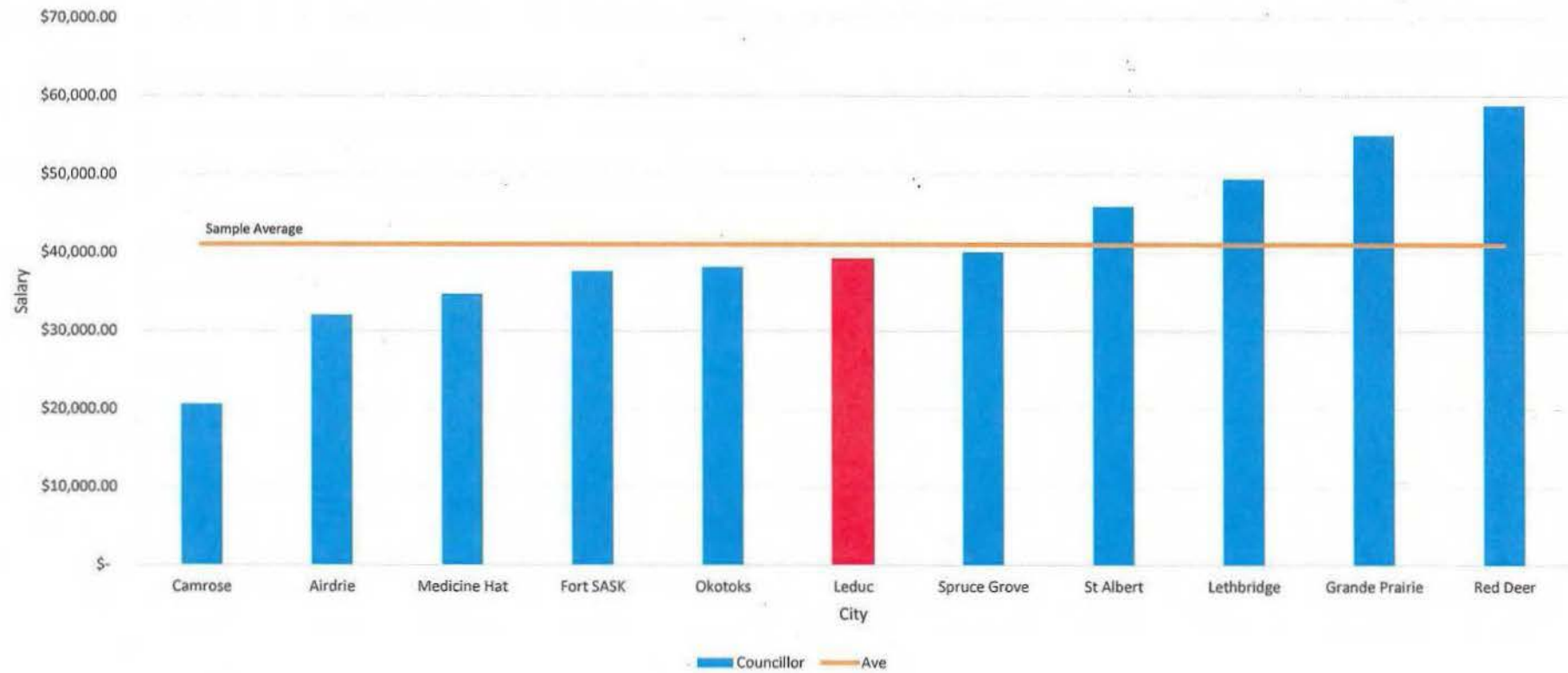
Where 2018 rates have not yet been established, a 1.6% (ACPI) adjustment has been assumed and appear in red.

Salaries in Calgary, Edmonton and Grande Prairie are fully taxable.

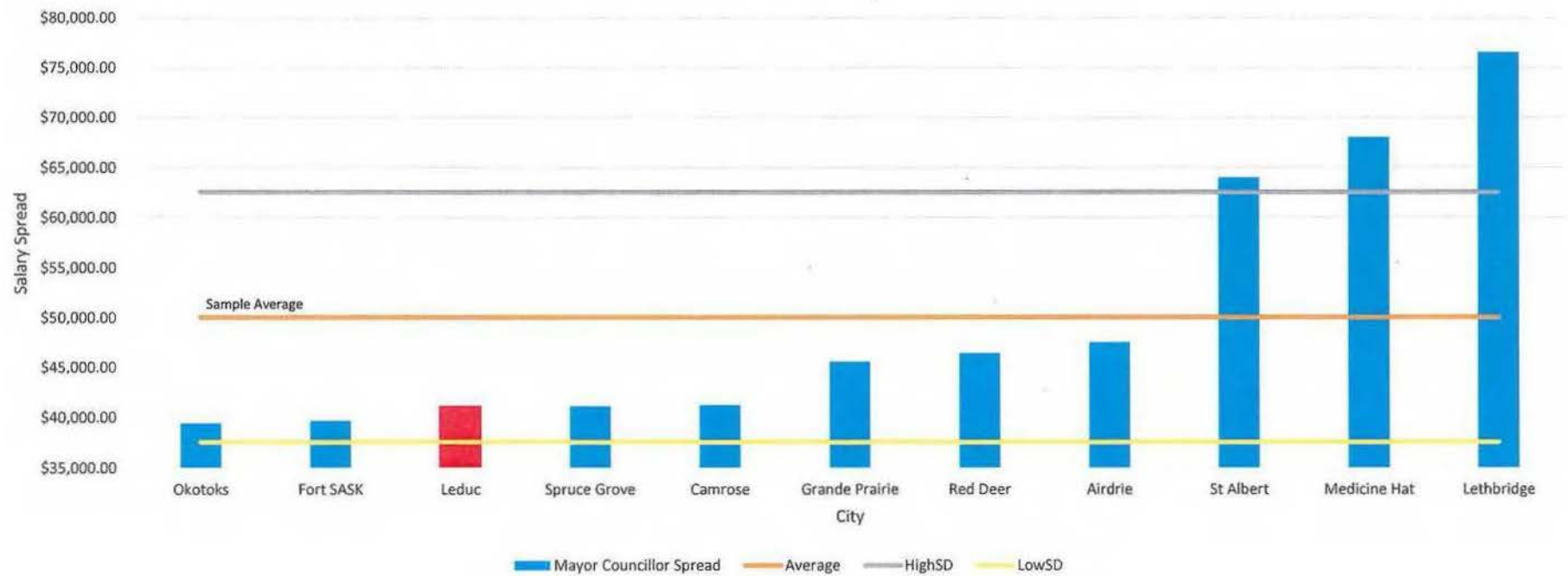
Where no specific car allowance is indicated, Council members are, generally speaking, eligible to claim mileage (Calgary does have a car allowance but it is not publically available).

Pension - all plans are defined contribution plans in the form of employer/Council member matching (except Calgary which is a defined benefit plan).

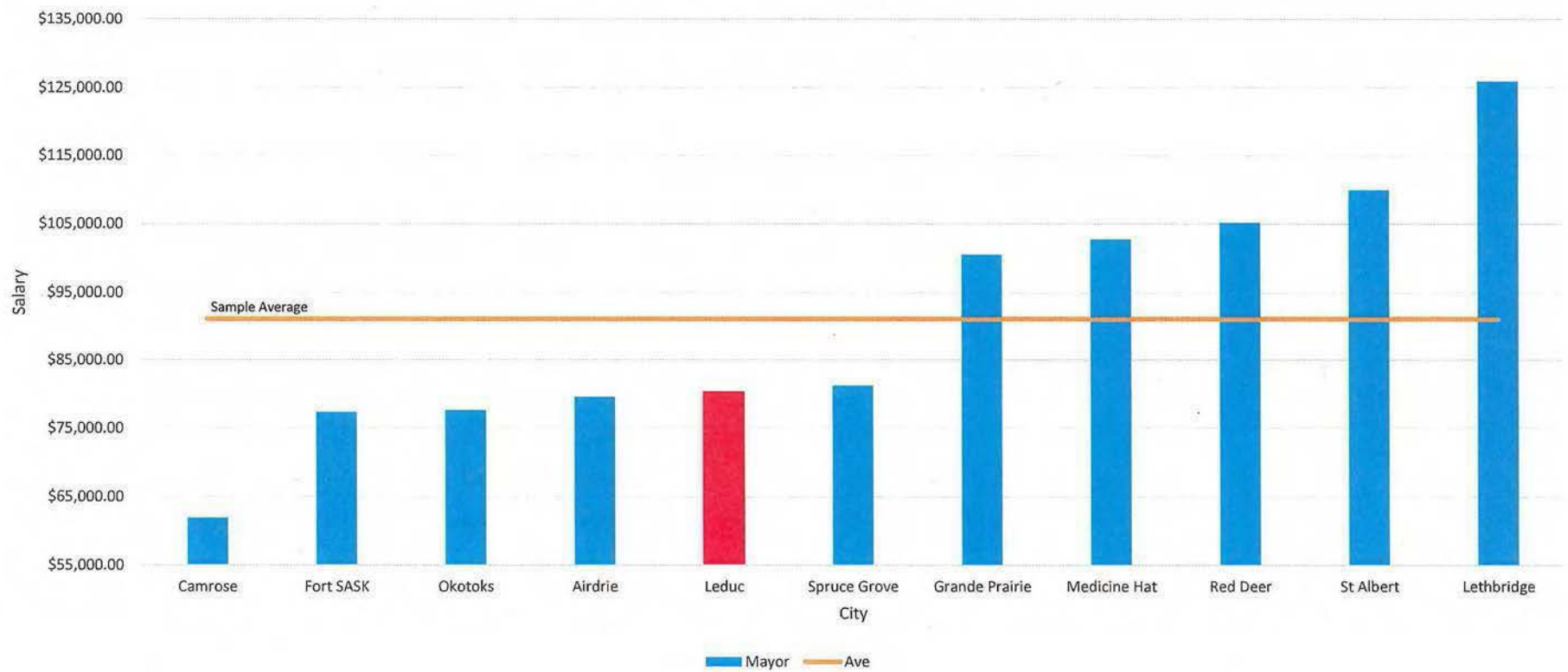
# Councillor Salary



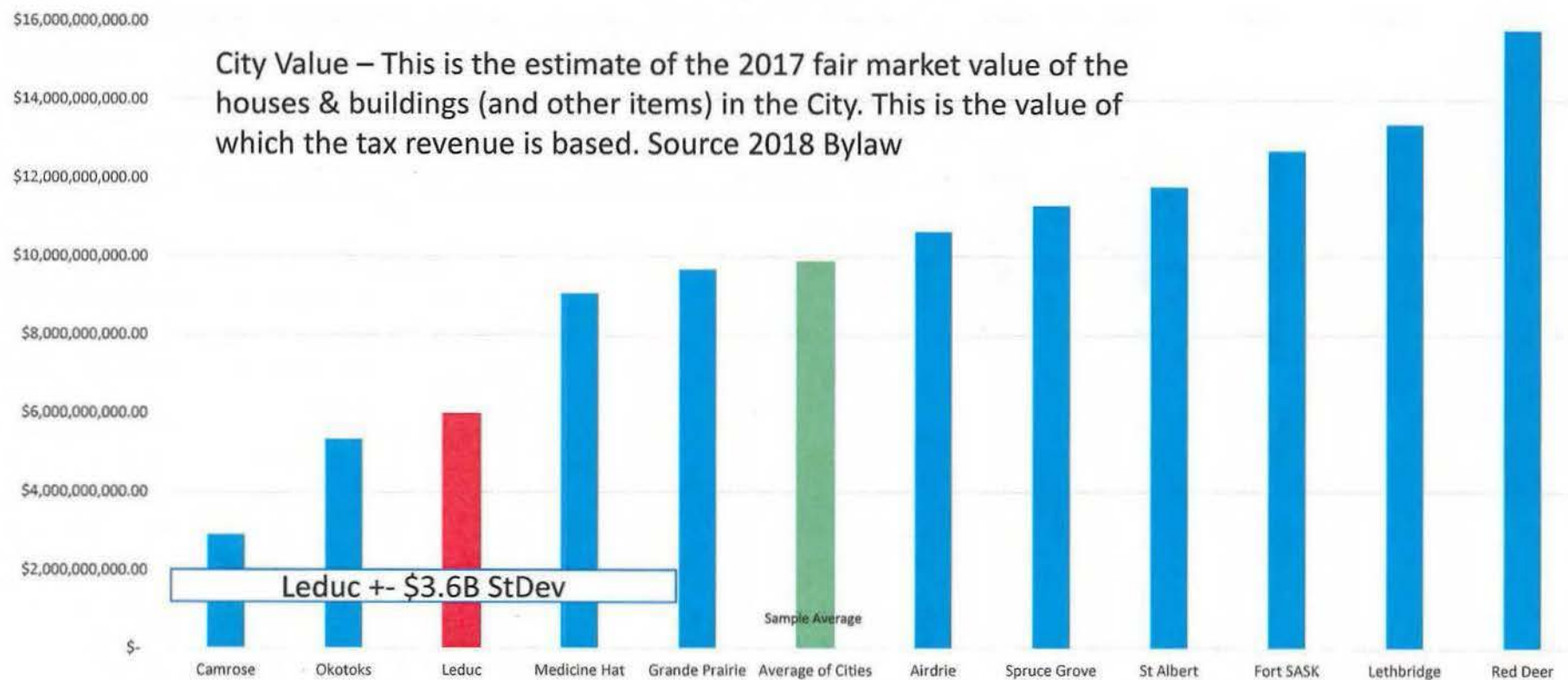
# Salary Difference Between Mayor and Councillor 2017



# Mayor Salary



## City Value





Others Who  
Have Reviewed  
this Report P.  
Benedetto, City  
Manager / B.  
Loewen, City  
Solicitor / I.  
Sasyniuk,  
General

## Comparator Municipalities Populations With Part-Time Council Members

Municipality	Population/Date	Councillor Income & per Person
Airdrie	64,922 - 2017	\$40,459 \$0.72 Manager, Corporate Services
Camrose	18,742 - 2016	\$20,631 \$1.10 Manager, Community & Protective Services / M. Peters,
Grande Prairie	63,166 - 2016	\$45,000 \$0.71 General Manager, Infrastructure & Planning / J. Cannon,
Leduc	31,130 - 2017	\$37,175 \$1.19 Director, Finance
Lethbridge	98,198 - 2017	\$49,457 \$0.50
Medicine Hat	63,260 - 2016	\$34,750 \$0.55
Red Deer	100,418 - 2016	\$58,797 \$0.59
Spruce Grove	34,881 - 2017	\$40,664 \$1.16
St. Albert	65,589 - 2016	\$45,990 \$0.70
Fort Saskatchewan	24,149 - 2016	\$33,347 \$1.38
Okotoks	28,881 - 2016	\$38,213 \$1.32

# The Data

City	Population	Mayor	Councillor	Assessment 2017
Leduc	31130	\$ 80,264.00	\$ 39,183.00	\$ 5,975,599,690.00
Spruce Grove	34881	\$ 81,267.00	\$ 40,154.00	\$ 11,318,736,760.00
Fort SASK	24149	\$ 77,346.00	\$ 37,658.00	\$ 12,714,207,660.00
Airdrie	64922	\$ 79,626.00	\$ 32,067.00	\$ 10,649,241,050.00
Red Deer	100418	\$ 105,220.00	\$ 58,797.00	\$ 15,793,862,310.00
Medicine Hat	63260	\$ 102,800.00	\$ 34,750.00	\$ 9,069,178,264.00
Okotoks	28881	\$ 77,661.00	\$ 38,213.00	\$ 5,336,535,130.00
Camrose	18742	\$ 61,866.00	\$ 20,631.00	\$ 2,900,678,930.00
Grande Prairie	63166	\$ 100,593.00	\$ 55,000.00	\$ 9,685,421,000.00
Lethbridge	98198	\$ 126,000.00	\$ 49,437.00	\$ 13,379,482,020.00
St Albert	65589	\$ 110,000.00	\$ 45,990.00	\$ 11,797,366,560.00

The table below displays the actual MPI and CPI from 2011 to 2016 along with forecast for 2017–2021.<sup>1</sup>

**Comparison of Municipal and Consumer Inflation Rates 2011–2021**

	Actual						Forecast				
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Municipal Inflation	3.21%	2.87%	2.99%	2.12%	1.40%	1.25%	2.25%	2.73%	2.55%	2.71%	2.79%
Consumer Inflation <sup>2</sup>	2.52%	1.18%	1.21%	2.34%	1.22%	1.17%	1.96%	2.26%	2.32%	1.99%	2.06%
Difference	0.70%	1.70%	1.78%	-0.22%	0.18%	0.08%	0.29%	0.47%	0.23%	0.72%	0.73%

<sup>1</sup> The actual MPI figures from 2010 to 2013 were revised to reflect the new expenditure weights based on the City's 2014 operating budget.

<sup>2</sup> Source: Conference Board of Canada

## Actual Cost vs Budget Annual

Budget Year: 2018 & Sub Department: 1001 - COUNCILLOR [REDACTED]

GL Category	GL Account	Budget	Actual	Variance
<b>Expenditures</b>				
<b>Employee Benefits</b>				
	2199 - Other Benefits	7,079	3,350	(3,728)
	2430 - Shoe/Boot/Uniform Allowance	400	382	(18)
		<b>7,479</b>	<b>3,732</b>	<b>(3,746)</b>
<b>Materials &amp; Supplies</b>				
	3360 - Public Relations	0	514	514
	3363 - Meeting Expenses	0	756	756
		<b>0</b>	<b>1,270</b>	<b>1,270</b>
<b>Salaries &amp; Wages</b>				
	1020 - Regular Earnings - PT Staff	38,264	14,721	(23,544)
		<b>38,264</b>	<b>14,721</b>	<b>(23,544)</b>
<b>Training &amp; Development</b>				
	2510 - Reg Travel-mileage	0	654	654
	2711 - Staff Development & Training	5,200	2,607	(2,593)
	2750 - Membership fees	900	500	(400)
		<b>6,100</b>	<b>3,761</b>	<b>(2,339)</b>
<b>Total</b>		<b>51,843</b>	<b>23,484</b>	<b>(28,359)</b>
<b>Net Total</b>		<b>(51,843)</b>	<b>(23,484)</b>	<b>28,359</b>



## Actual Cost vs Budget Annual

Budget Year: 2018 & Sub Department: 1010 - MAYOR

GL Category	GL Account	Budget	Actual	Variance
<b>Expenditures</b>				
<b>Employee Benefits</b>				
	2199 - Other Benefits	8,422	3,466	(4,956)
	2430 - Shoe/Boot/Uniform Allowance	400	382	(18)
		<b>8,822</b>	<b>3,848</b>	<b>(4,974)</b>
<b>Materials &amp; Supplies</b>				
	3360 - Public Relations	18,500	3,309	(15,191)
	3363 - Meeting Expenses	0	102	102
		<b>18,500</b>	<b>3,412</b>	<b>(15,088)</b>
<b>Salaries &amp; Wages</b>				
	1010 - Regular Earnings - FT Staff	79,924	30,740	(49,184)
		<b>79,924</b>	<b>30,740</b>	<b>(49,184)</b>
<b>Training &amp; Development</b>				
	2711 - Staff Development & Training	25,000	6,349	(18,651)
	2750 - Membership fees	300	0	(300)
		<b>25,300</b>	<b>6,349</b>	<b>(18,951)</b>
<b>Total</b>		<b>132,546</b>	<b>44,348</b>	<b>(88,198)</b>
<b>Net Total</b>		<b>(132,546)</b>	<b>(44,348)</b>	<b>88,198</b>

## Actual Cost vs Budget Annual

Budget Year: 2018 & Sub Department: 1000 - MAYOR & COUNCIL ADMINISTRATION

GL Category	GL Account	Budget	Actual	Variance
<b>Revenues</b>				
<b>Transfers from Reserves</b>				
	0971 - Transfers from Reserves	2,369	0	(2,369)
		<b>2,369</b>	<b>0</b>	<b>(2,369)</b>
<b>Total</b>		<b>2,369</b>	<b>0</b>	<b>(2,369)</b>
<b>Expenditures</b>				
<b>Employee Benefits</b>				
	2430 - Shoe/Boot/Uniform Allowance	2,369	0	(2,369)
		<b>2,369</b>	<b>0</b>	<b>(2,369)</b>
<b>Materials &amp; Supplies</b>				
	3022 - Computer/Printer Supplies	1,500	0	(1,500)
	3360 - Public Relations	20,000	11,899	(8,101)
	3363 - Meeting Expenses	12,000	7,114	(4,886)
	3710 - General Materials & Supplies	2,250	2,689	439
	3900 - Special Projects	1,000	0	(1,000)
		<b>36,750</b>	<b>21,702</b>	<b>(15,048)</b>
<b>Training &amp; Development</b>				
	2510 - Reg Travel-mileage	0	29	29
	2711 - Staff Development & Training	0	(477)	(477)
	2750 - Membership fees	22,000	21,822	(178)
		<b>22,000</b>	<b>21,374</b>	<b>(626)</b>
<b>Transfers to Reserves</b>				
	0970 - Transfers to Reserves	13,000	0	(13,000)
		<b>13,000</b>	<b>0</b>	<b>(13,000)</b>
<b>Total</b>		<b>74,119</b>	<b>43,077</b>	<b>(31,042)</b>
<b>Net Total</b>		<b>(71,750)</b>	<b>(43,077)</b>	<b>28,673</b>

# Actual Cost vs Budget Annual

Budget Year: 2018 & Sub Department: ~~2018 - COMMUNITY SERVICES~~

GL Category	GL Account	Budget	Actual	Variance
<b>Expenditures</b>				
<b>Employee Benefits</b>				
	2199 - Other Benefits	7,079	3,574	(3,504)
	2430 - Shoe/Boot/Uniform Allowance	400	382	(18)
		<b>7,479</b>	<b>3,956</b>	<b>(3,522)</b>
<b>Materials &amp; Supplies</b>				
	3360 - Public Relations	0	223	223
	3363 - Meeting Expenses	0	33	33
		<b>0</b>	<b>256</b>	<b>256</b>
<b>Salaries &amp; Wages</b>				
	1020 - Regular Earnings - PT Staff	38,264	14,721	(23,544)
		<b>38,264</b>	<b>14,721</b>	<b>(23,544)</b>
<b>Training &amp; Development</b>				
	2510 - Reg Travel-mileage	0	320	320
	2711 - Staff Development & Training	5,200	1,937	(3,263)
	2750 - Membership fees	900	0	(900)
		<b>6,100</b>	<b>2,257</b>	<b>(3,843)</b>
<b>Total</b>		<b>51,843</b>	<b>21,189</b>	<b>(30,654)</b>
<b>Net Total</b>		<b>(51,843)</b>	<b>(21,189)</b>	<b>30,654</b>

**MEETING DATE:** July 9, 2018

**SUBMITTED BY:** Donna Brock, Director, Community & Social Development

**PREPARED BY:** Heather Graham, Coordinator, Substance Abuse Prevention

**REPORT TITLE:** Regional Opioid Framework Update

## REPORT SUMMARY

This report includes the research reports and framework completed by Urban Matters; the consulting firm contracted to develop the Leduc Regional Opioid Framework in partnership with community stakeholders, Family & Community Support Services and Leduc Community Drug Action Committee.

## BACKGROUND

### KEY ISSUE(S) / CONTEXT:

In 2017, Council approved funding required to implement actions that would result in a Regional Opioid Framework, provide public awareness/education on the effects, dangers, etc. of opioid abuse, and to facilitate a training opportunity for the business community for Naloxone.

In response to a rising concern of toxic opioid poisonings in our community Urban Matters was contracted to develop the Leduc Regional Opioid Framework. Urban Matters CCC is a subsidiary of Urban Systems Ltd. Launched in 2014, and was developed to help communities build social resiliency.

Attached are two research reports; the "What We Heard" report highlights interviews with frontline providers, people with lived experience and a community survey. The approaches to opioid response report highlights what other municipalities across Canada and internationally have done to combat the Opioid and offers suggestions for the City of Leduc.

The attached framework will:

1. Provide a strong foundation for guiding regional stakeholders, City Administration, and Council to align initiatives and implement a strategic response to the regional opioid crisis.
2. Identify short, medium, and long-term opioid response actions that can be taken by the City of Leduc and key partners.
3. Facilitate community education related to prevention, reducing stigma, increasing safety and support for those actively using opioids (especially illicit opioids), and increasing access to treatment and after care support options in the Leduc region.



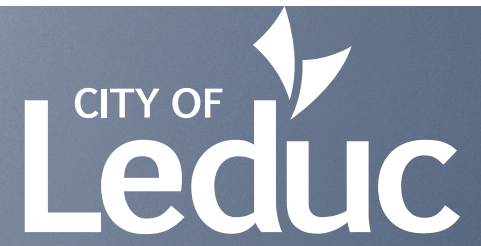
## ATTACHMENTS:

1. What We Heard Report
2. Approaches To Opioid Response Report
3. Leduc Regional Opioid Framework

Please note that Attachment 1 references appendices that contain more detail. Due to the size, the appendices have been removed. If you would like to view this information, please contact Heather Graham at [hgraham@leduc.ca](mailto:hgraham@leduc.ca).

## Others Who Have Reviewed this Report

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**Regional Opioid Response Framework**

# **WHAT WE HEARD REPORT**

**June 2018**

June 12, 2018

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**WHAT WE HEARD REPORT**

City of Leduc Regional Opioid Response Framework



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Appendix 2 – Communications and Engagement Plan

Appendix 3 – Stakeholder Participation List

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Appendix 9 – Summary of First Voice Interview Themes

Appendix 10 – Summary of Front-Line / Stakeholder Interview Themes

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# 1. INTRODUCTION

## 1.1 Purpose of This Report

The purpose of this report is to provide a brief introduction to the City of Leduc's Regional Opioid Framework project and an overview of the engagement process and key findings. The report outlines the engagement methods and tools used as well as key themes arising from this engagement process. The findings of the engagement process will be used to inform the development of a comprehensive Regional Opioid Response Framework (the Framework) for the Leduc region.

## 1.2 Context

The City of Leduc has committed to creating a comprehensive Regional Opioid Framework that is rooted in a philosophy of harm reduction. This framework will provide a strong foundation for guiding regional stakeholders, City Administration, and Council in implementing a strategic response to the regional opioid crisis. The primary goal of the framework and associated actions is to reduce opioid-related deaths in the region of Leduc. Secondary goals include community education related to prevention, reducing stigma, increasing safety and support for those actively using opioids (especially illicit opioids), and increasing treatment and after care support options in the Leduc region. Ultimately the framework will identify short, medium and long-term opioid response actions that can be taken by the City of Leduc and key partners. The City retained consulting firm Urban Matters CCC to facilitate the engagement process.

# 2. FRAMEWORK DEVELOPMENT PROCESS

The framework development process included four phases as noted in the figure below.

**Figure 1 – Framework Development Process**



Each phase is further explained below.

## 2.1 Engagement of Key Stakeholders

The first step in the process was to conduct interviews and meetings with individuals and organizations to identify current resources, risk factors and system gaps related to overdose deaths. Key informants included those with lived experience, front-line workers, and subject matter experts.



## 2.2 Research, Analysis and Initial Reporting

Desktop research was undertaken to inform the engagement process. Researchers identified opioid response strategies being used in other jurisdictions at the municipal, provincial and federal levels, both in Canada and internationally. Innovative and successful approaches were identified and an analysis was done to determine their relevancy within the Leduc context.

## 2.3 Roundtable Dialogue to Discuss Roles and Resources

A meeting was held with senior level decision makers from various agencies to explore the potential of working together more closely to address the opioid crisis in the Leduc region. Early insights from the engagement process were shared with roundtable participants and participants were invited to share information about activities being undertaken within their own organizations. Participants were asked to identify their organization's roles in responding to the opioid crisis (Appendix 1) and how they would like to contribute to the development of the Leduc Regional Opioid Framework moving forward.

## 2.4 Strategic Planning Workshops to Develop Framework

The final step in the framework development process was to hold two strategic planning workshops with those organizations and individuals willing to partner with the City of Leduc in developing and implementing the framework using a collective-impact coalition approach (see section 3.3).

# 3. ENGAGEMENT APPROACH AND TOOLS

This section describes the engagement approach and tools used throughout the engagement process.

## 3.1 Communications and Engagement Plan

A Communications and Engagement Plan (Appendix 2) was created to inform the framework development process. It outlines the engagement context, objectives, approach, stakeholders, roles and responsibilities, tactics and schedule. Key engagement objectives for the project were as follows:

- Understand the 'system' gaps that increase the risk of death by opioid overdose;
- Harvest stories that can inform possible prevention and intervention strategies;
- Generate buy-in from stakeholders related to various potential solutions; and
- Identify potential partnerships and opportunities for increased collaboration.



## 3.2 Key Stakeholders

The engagement focused on six core stakeholder groups as described below.

- **Leduc Community Drug Action Committee:** The Leduc Community Drug Action Committee (LCDAC) is a well-established network of community stakeholders who are actively working to create a drug aware and drug resistant community through a variety of education and prevention activities. The LCDAC has been operating as a coalition for a number of years and their contributions are essential to the framework's development and implementation.
- **Individuals with lived experience:** The City recognized the importance of engaging people with lived experience to truly understand the needs. Individuals with lived experience are those actively using opioids, those recovering from opioid use, and their family members. More than a dozen people with lived experience were interviewed in person. One family member representing "Mom's Stop the Harm" harm reduction advocacy group also attended the roundtable dialogue.
- **Front line workers and agencies:** Individuals from front-line organizations that work directly with people using illicit opioids or at risk of using illicit opioids (e.g. paramedics, RCMP, addiction counsellors, ministry of child and family services, probation, school leaders) were engaged to understand current and required resources related to prevention, harm reduction, treatment and community support within the Leduc region.
- **Decision makers:** An effort was made to engage organizational and government decision makers who have the ability to influence change through policy reform, information sharing, new practices and resource allocation. Decision makers were invited to participate in a round-table dialogue exploring the potential for stronger collaboration and to identify organizational roles and responsibilities related to the opioid crisis.
- **Physicians:** Physicians were informed about the Leduc Regional Opioid Framework and invited to participate in the development of the framework's goals and objectives.

A master list of stakeholders who participated in the process is contained in Appendix 3. A full list of invited participants is available from the City upon request.

## 3.3 Inclusive Approach

The City recognizes the need for successful partnerships in developing and implementing the regional framework. The City sought to include partner organizations at all stages of the framework's development to ensure that diverse perspectives were well-represented. The City took steps to involve other levels of government, justice organizations, health practitioners, emergency service providers, educators, members of the business community, and people with lived experience. Participants were briefed on the collective impact approach which is a structured approach to community action that involves the following elements:





- Developing a common agenda;
- Shared measurement;
- Mutually reinforcing activities;
- Continuous communication; and
- Backbone support (i.e. coordination).

While the formation of a formal coalition was considered, it was ultimately decided that the framework would best be implemented by the City with regional partners contributing and participating to specific objectives as determined during the implementation phase.

### 3.4 Stories and Stats

Targets and measures are an important part of any strategic framework. Data collected by Alberta Health Services (AHS) identifies the number opioid deaths occurring in various regions throughout Alberta. This data is very useful in understanding trends but it can be considered a lagging indicator in that it provides historical information. To augment this historical data, the City intends to identify quantitative and qualitative indicators (stories and stats) to track the impact of opioid response strategies within the Leduc Region on a regular and frequent basis. Coalition partners will work together to determine relevant stories and stats and how these will be collected and shared moving forward.

### 3.5 Domain Map

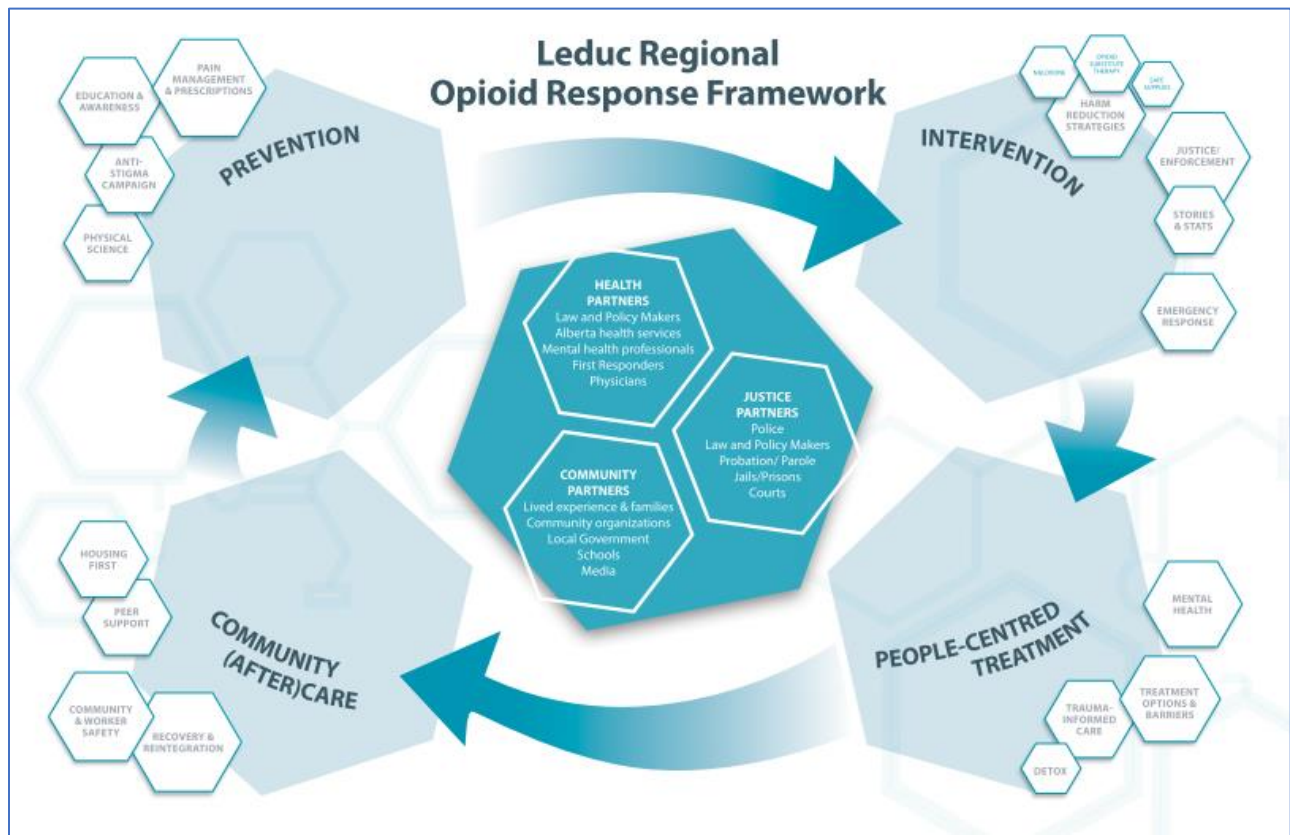
A domain map (Appendix 4) representing different points along the addiction and recovery path was developed as a comprehensive framework for engagement with all stakeholders. The domain map includes four key topic areas:

1. **Prevention:** i.e. how to prevent opioid misuse;
2. **Intervention:** i.e. how to respond and minimize harm for people using opioids;
3. **Treatment:** i.e. how to help people access treatment and supports when they are ready; and
4. **Community (after)care:** i.e. how the community can support people prior to and during recovery.

These four domains were used to capture key themes from the engagement process. It is anticipated that these domains will also be used to frame the short, medium and long-term actions within the Regional Opioid Framework.



Figure 2 – Leduc Regional Opioid Domain Map



### 3.6 Interview Guides

Interviews were one of the key methods of qualitative research conducted to inform the development of the Framework. Interview guides were designed to explain the project, its purpose, the framework development process, and the domain mapping framework and contained a series of questions customized to each type of interview. Two interview guides were developed – one for “First Voice” (i.e. those with lived experience related to opioid dependency (Appendix 5), and one for workers providing front-line support to people experiencing or at risk of opioid dependency (Appendix 6) (e.g. RCMP and Paramedics).

#### 3.6.1 First Voice Interview Guide

First Voice interview questions centered around how best to support individuals experiencing opioid dependency within the Leduc region. They were asked questions about who they felt were most vulnerable to opioid overdose, the locations where overdoses may be the most prevalent, how the community supported them (or not) along their journey, and what harm reduction and treatment options are required within the region. First Voice participants were encouraged to share their story in whatever form felt most comfortable to them (i.e. through telling their story in an unstructured format or following the structured questions in the guide).



### 3.6.2 Front Line Interview Guide

The focus of interviews with front line responders was to determine what opioid response resources exist in the Leduc Region and what resources are required going forward. The questions for Front Line responders were more detailed and sought to identify 'system level' opportunities and gaps related to prevention, intervention, treatment and community support. Interviewees were asked about the financial and human costs of the opioid crisis on their organizations.

### 3.7 Community Resources Questionnaire

All interviewees were invited to complete a Questionnaire (Appendix 7) defining existing resources and indicating their perceived level of need for additional resources to support the Leduc Region's opioid response. A summary of community resource needs broken out by stakeholder group is included in Section 5.2.

### 3.8 Public Survey

Research by AHS indicates that most opioid poisonings occur in private homes. An anonymous online survey was undertaken to better understand the motivations and support needs of individuals using opioids "behind closed doors". A secondary objective of the public survey was to understand what role stigma might play in preventing people from accessing treatment and the community's perspectives on harm reduction services.

The public opinion survey was made available to respondents online through Survey Monkey and in paper form. It consisted of 26 questions that gathered general demographic information (such as age and employment status) and more detailed information related to drug use and community perceptions related to drug use and response options.

The survey was available from April 15 to May 14<sup>th</sup>, 2018. It was promoted through the City's social media channels as well as posters placed in high visibility locations throughout the city and neighbouring communities. A complete summary of the survey responses is contained in Appendix 8.



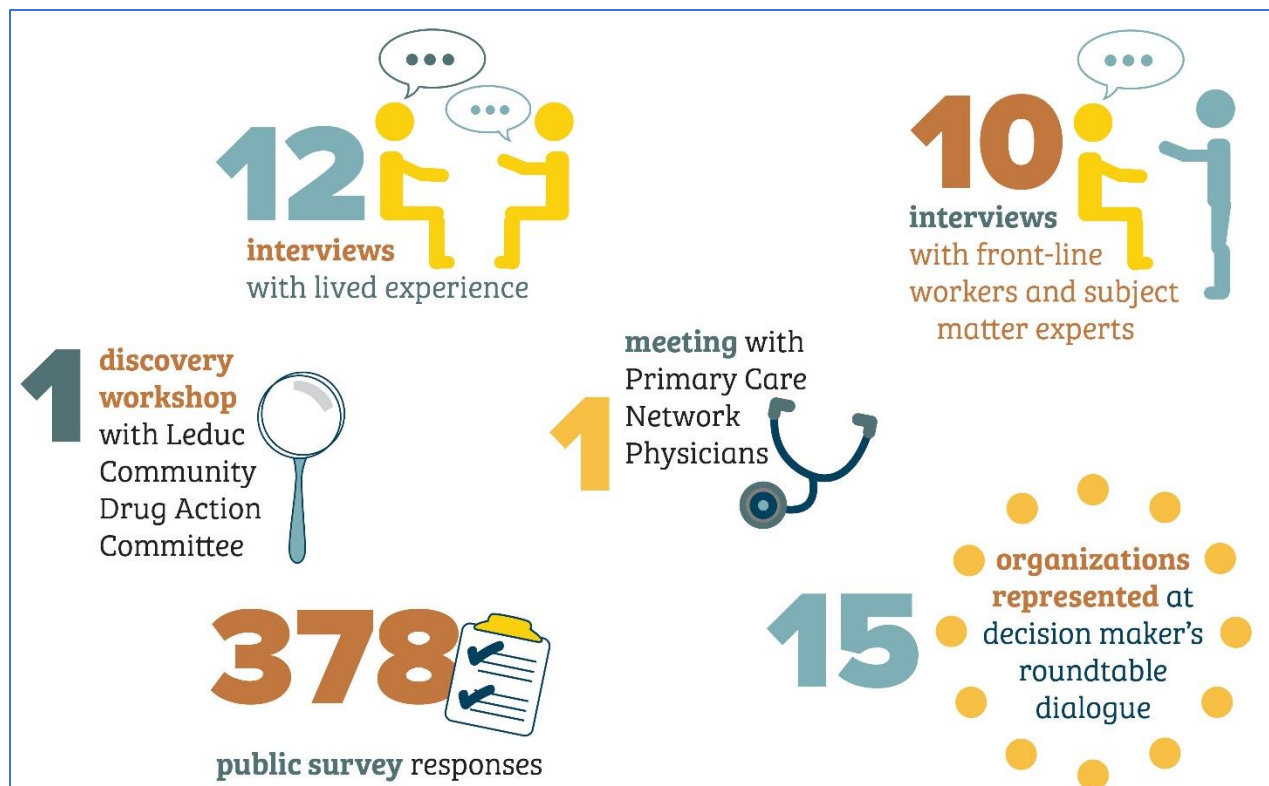
## 4. ENGAGEMENT OVERVIEW AND KEY FINDINGS

This section provides an overview of each type of engagement that occurred and a summary of key findings from each engagement.

### 4.1 Engagement by The Numbers

**Figure 3** below summarizes the scope of engagement undertaken to inform the Regional Opioid Framework.

**Figure 3 – Engagement by The Numbers**



### 4.2 Leduc Community Drug Action Committee Workshop

To initiate the project, a workshop was held on January 24, 2018 with the Leduc Community Drug Action Committee (LCDAC). The purpose of the workshop was to set a vision for the Framework, identify key stakeholders and discuss opportunities and threats that could impact the success of the process. Key findings are summarized below:





#### 4.2.1 LCDAC Vision and Hopes

The LCDAC's vision was to create an action-oriented framework that would allow multiple organizations and individuals to work together to minimize the risk of future opioid-related deaths. Several groups and individuals were seen as being essential to the Framework's creation and implementation as noted below:

- City Council
- Community leaders (e.g. Lions Club, Knights of Columbus)
- Alberta Mental Health
- MLA and MP
- School Boards and Parent Associations
- Faith community and their youth groups
- Community organizations
- First voice / lived experience
- The whole community
- Physicians

#### 4.2.2 Leduc Community Assets and Challenges

The LCDAC identified a number of community assets as well as some challenges related to the Opioid crisis in the Leduc Region, which are summarized in the table below.

Community Assets, Strengths, Opportunities	Community Challenges and Weaknesses
<ul style="list-style-type: none"><li>• Leduc is ahead of game – people with real life experience involved already</li><li>• LCDAC is a diverse group already working with a collective agenda</li><li>• City support to create a position to focus on this issue (i.e. Heather's role)</li><li>• Council is at the table</li><li>• Strong community connections and relationships</li></ul>	<ul style="list-style-type: none"><li>• Potential for discord and multiple agendas</li><li>• Lack of awareness at multiple levels</li><li>• Funding and resources (e.g. local counsellors)</li><li>• Lack of Buy-in (personal stories will help)</li><li>• Complacency / Not my issue</li><li>• Large amount of work out of framework</li><li>• Policy</li><li>• Evaluation of opioid crisis</li><li>• Situation moving fast!</li></ul>

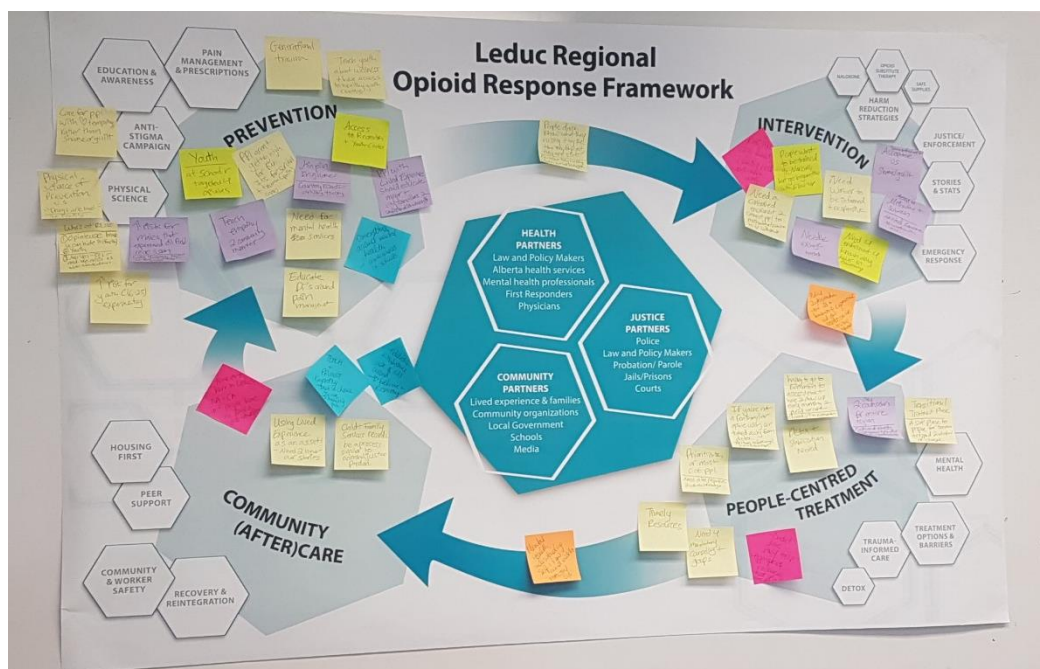
#### 4.3 Stakeholder Interviews

Telephone and in-person interviews were conducted with stakeholders in February and March 2018 to identify current risk factors and system gaps related to overdose deaths. There were two main groups who were interviewed: First Voice participants (i.e. those with lived experience using opioids), and Frontline Workers (i.e. those who respond to opioid-related critical incidences such as fire, RCMP, and addiction and mental health counsellors). First Voice interviews included individuals in recovery as well as people actively using drugs/opioids who were interviewed off site by a peer outreach worker.



Each in-person interview was scheduled for approximately 45 minutes to one hour in length, while the phone interviews were scheduled for 30-45 mins. Interviewees were asked a series of questions and their answers were captured on a large domain map poster allowing key themes and gaps to emerge over the course of several interviews.

Figure 3 – domain map being populated during interviews



#### 4.3.1 First Voice Interview Findings

First Voice interviews followed an informal story-telling format roughly guided by a set of interview questions. The interviewers attempted to create a safe and trusting space for the interviewees to feel empowered to tell their stories. First Voice Interviewees were given an honorarium of \$20 for their time. An individual with lived experience conducted off-site interviews with other First Voice peers.

While a detailed summary of First Voice comments is available in Appendix 9, several key themes that emerged from the First Voice Interviews are summarized below:

- Focus more education and resources on youth who are at greatest risk due to experimentation and lack of awareness about what is in the drugs they are being given;
- Lack of local resources – no local detox or treatment beds – long waitlists for support;
- Teach kids from a young age about the physical impacts of addiction on the body;
- Educate physicians about addiction and the physical symptoms of withdrawal so they can respond with more compassion;
- Interactions with Emergency Responders, RCMP and Emergency Room personnel are key windows of opportunity to get people into treatment;



- Some are accessing treatment from jail – need to intervene before people get to jail;
- Engage people with lived to provide education to youth and outreach support;
- Leduc region has a lack of resources – especially counsellors and detox facilities; Going to Edmonton for treatment involves a lot of barriers and risks – help people through this difficult process with hands-on support;
- Mental health supports to improve self-esteem, confidence and coping mechanisms are important parts of treatment and recovery as most have experienced trauma in life;
- Having a safe place and social network supports recovery – currently this is being provided by churches. There are insufficient community after-care facilities in Leduc to support sobriety – no supportive housing or Narcotics Anonymous groups.

#### 4.3.2 Front Line and Stakeholder Interviews Findings

Front Line and Stakeholder interviews provided key insight into the experiences of people working in justice, emergency medical services, and social services. Many of the interviewees are front line support to individuals using opioids in the community and therefore have an acute understanding of the opportunities and challenges related to opioid interventions including harm reduction and treatment options available in the Leduc region. Some of the interviewees represented Family and Community Support Services (FCSS) for municipalities within the Leduc Region and others are considered subject matter experts. A full summary of themes from these Front Line and Stakeholder interviews can be found in Appendix 10.

The most relevant or recurring themes and insights are noted below:

- FCSS, Alberta Works and LCDAC are key community assets;
- Inter-agency relationships are fairly strong but communication could be improved – privacy concerns are perceived as a barrier that needs to be overcome; recommendations are forthcoming from the Child Advocate;
- In terms of prevention, focus needs to be on creating resilient kids through ongoing education on life-skills, coping strategies, self-esteem during all grades; parent involvement is viewed as essential to this process;
- Strong need to equip Emergency Responders with information about community support and treatment services so they can help patients access available services;
- Desire to increase awareness and education around trauma-informed care;
- Frontline workers are experiencing trauma, burn-out and PTSD as a result of the opioid crisis; more psychosocial supports are required to help workers cope with the stress;
- The Regional Opioid Dependency Program connects patients in the Leduc region with Opioid Antagonist Therapy using a telehealth model; The referrals are fast and the program has capacity to take on additional patients;



- Addiction often starts with prescriptions and refills; strategies are required to support physicians/pharmacists in offering alternative pain management therapies and educating patients on the risks of opioid uses;
- Interest in developing an overdose/withdrawal protocol at hospitals similar to the alcohol withdrawal protocol;
- Need to do cost/benefit analysis for certain harm reduction services (e.g. needle exchange / supervised consumption site) in the Leduc region;
- Wait times for mental health assessments and the lag between detox and treatment support are perceived as significant barriers to treatment;
- Need an integrated collaborative 'support hub' for mental health and addiction support in the Leduc region; and
- Some of the communities in Leduc region are not experiencing direct impacts of the opioid crisis at this time
- Sometimes people don't show up to counselling appointments and this creates a challenge for reporting as patient contact is used to determine level of need

#### 4.4 Roundtable Dialogue

On April 23, 2018 decision makers from 15 organizations were invited to participate in a roundtable dialogue. The purpose of the roundtable was to:

- Determine how organizations can contribute to and/or participate as partners in the Leduc Regional Opioid Response Framework;
- Brainstorm patterns and potential to collaborate as well as constraints and solutions in working together to respond to the opioid crisis in Leduc region; and
- Identify perceived organizational roles responding to the opioid crisis.

##### 4.4.1 Leduc Regional Opioid Response Partners and Supporters

The table below identifies individuals and organizations that expressed interest in participating as coalition partners in the Leduc Regional Opioid Framework as well as those who prefer to stay informed about coalition activities rather than participate directly on the coalition. Each participant was asked to identify their preferred areas of contribution related to the four topic domains being used to frame the engagement process.





ORGANIZATION	PREFERRED AREAS OF CONTRIBUTION			
	Prevention	Intervention / harm reduction	People Centred Treatment	Community (After)Care
LCDAC	X			X
RCMP	X	X		
Town of Beaumont	X			
Leduc Fire Services	X	X		
Justice	X	X		
Leduc BD PCN	X	X		
City of Leduc	X	X	X	X
LC Hospital ER	X	X		
AHS – Adult Mental Health		X	X	X
Star Catholic School	X	X	X	X

#### 4.4.1.1 Who Else Needs to Be at The Table?

Throughout the engagement, the following organizations and individuals were identified as potential partners or supporters who could add value to the Regional Opioid Response Framework:

- Indigenous community (consider inviting Maskwacis)
- Federal Crown Prosecutor (they are responsible for drug related prosecution)
- College of Physicians and Surgeons
- Local MLA / MP
- Airport and Business community
- HS EMS (provincial ambulance)
- Opioid response lead – Alberta Health Services
- Alberta Provincial Advisory Council on Addiction and Mental Health
- Municipal leaders (Mayors/Councillors)
- Service clubs (e.g. Lions, Knights of Columbus)
- Philanthropic Foundations
- Faith based institutions
- School Boards and Parent Associations
- Physicians
- Leduc victim services



- Youth – get input from the kids
- Citizens – it takes the whole community

#### 4.4.2 Opioid Response Challenges and Opportunities

Roundtable participants worked in small groups to brainstorm patterns related to the current state in the Leduc region and the potential to collaborate more effectively in responding to these patterns. A complete summary of the table discussions is contained in Appendix 11.

- Need common language/terminology (e.g. avoid “crisis”) in action and contexts
- Need to have an evidence based response - don’t have access to consistent, timely and useful data to support response
- Response needs proper funding - coordinate funds vs. duplicating efforts or missing needs
- Need to know costs to health care system (spill on effects to other areas)
- Need a coordinated strategy
- Local gaps include local treatment, detox, physician education
- Need greater awareness of FCSS’s supports
- No options other than Emergency Room after 5 p.m.
- Addictions counselling is limited – people not aware of programs available
- Need stronger youth treatment
- No coordinated plan for addictions prevention (Fire, RCMP, AHS, Schools)
- Need more communication and info sharing across organizations – break down silos
- Increase access to local programs or help patients access Edmonton supports – patient navigator role
- Stigma is even more intense in a small community – privacy for needle exchange / harm reduction services would be important
- Resources seem to be focused on intervention and treatment with insufficient resources to prevention and community aftercare
- Need more mental health resources (free access)
- Need sober living houses – Opioids Anonymous not just Narcotics Anonymous
- Need stronger follow up processes and supports – no non-profit orgs doing this work
- Indigenous peoples not formally represented – consider reaching out to Maskwacis

#### 4.4.3 Coalition Themes and Potential for Coordinated Response



The roundtable participants identified several themes related to the potential for increased collaboration and partnering on the opioid response as noted below:

- Coalition needs to remain at decision-maker level to affect systematic change
- The response needs to be coordinated – can't just throw money at the problem
- Need a common vision to bring players together
- Need advocacy to increase awareness of needs of community
- Needs to hit home - people need to be invested
- Streamline access to help – triage approach
- Influence changes in prescription practices
- Quantify the cost of the problem to the system
- Create a true picture of the current state in the community
- Get resources into the right hands

#### 4.4.4 Summary of Current Opioid Response Actions

Roundtable participants were asked to complete a questionnaire prior to attending the session outlining their organization's current response to the opioid crisis. The results of this questionnaire are attached in Appendix 1. A summary of current actions is outlined below (in no particular order) using the four planning domains.

ACTION	Prevention	Intervention/ Harm Reduction	Treatment	Community (After) Care
• Leduc Hospital ER is distributing NARCAN kits and providing overdose and withdrawal treatment		X	X	
• Naloxone kits available in provincial centres		X		
• Crown Prosecutors Office– option to build probation with treatment conditions or release into treatment			X	X
• Addiction and health clinics – telehealth outreach support – work with clients presenting for treatment – information series		X	X	
• Short-term counselling available in Leduc region for residents with annual income under \$75K	X			



ACTION	Prevention	Intervention/ Harm Reduction	Treatment	Community (After) Care
• Paramedic/Fire Fighter – interviewing, overdose, emergency medical response, community and business NARCAN training		X	X	X
• AHS – In-patient detox, forensic programs, one counsellor - one day per week		X	X	X
• City of Leduc FCSS convening local mid-sized cities caucus	X	X	X	X
• Devon, FCSS – Preparing for response and supporting colleagues	X			X
• City of Leduc – Social marketing to reduce stigma, sharing stories of people in recovery	X			
• Leduc Community Drug Action Committee/Youth Leadership insight and connections	X			
• Fire @ City of Leduc – Networking with other Fire Chiefs		X	X	
• Moms Stop the Harm – Advocacy, resources, grief support for families				X
• Leduc Community Corrections – Prevention with courts, CBT approach with judiciary, Drug Court (funding cut)			X	X
• FCSS Beaumont – Parent support, Connect to resources, Community Partner, Youth outreach	X			

#### 4.4.5 Organizational Roles Related to Community Opioid Response

Roundtable participants were invited to identify the roles that their organization's currently play related to the opioid response. Participants were asked to choose from the following list of roles

- funder / resource provider
- planning / policy
- convenor / connector
- harm reduction
- community safety
- community education and action
- emergency response/patient care
- Other

The entire spectrum of roles noted above was represented by those in attendance at the roundtable even though several invited organizations did not participate in the roundtable. Appendix 2 includes a summary of perceived roles by organization. Only four organizations identified themselves as funders/resource providers whereas seven organizations saw themselves as contributing to harm reduction and community education.





## 4.5 Meeting with Primary Care Network (Physicians)

On April 25, 2018 a presentation was made to the Board of Directors for Leduc's Primary Care Network (i.e. Physicians) seeking their participation in developing the Framework. Key findings from this meeting are as follows:

- Physicians are very busy seeing patients – not a lot of time to participate in planning exercises related to opioid response;
- \$10M in funding available – physicians being pulled by many to participate in opioid response plans – can't participate in all;
- Impossible for physicians to see patients at the frequency required for acute addiction treatment (e.g. support required daily/every second day);
- Many patients not ready / looking for addiction help – most of the time resource information falls on deaf ears;
- Need a state of the art treatment facility– people need to come completely out of their existing environment to break the cycle of addiction – currently this change in environment is usually jail;
- Doctor prescribed opioids are not the problem – this crisis is about fentanyl within illicit drugs – barking up the wrong tree saying it's a prescribing issue - narcotic prescriptions already highly regulated and monitored;
- Physicians would like information on the full spectrum of available resources in the community to support patients and families in various stages (e.g. pre-contemplative, staying safe such as needle exchange, detox, and longer-term treatment);
- Continue to educate youth and consider a drop-in centre where people can find out about community support services;
- The PCN will inform the City how it would like to be involved with the Regional Opioid Framework moving forward.

## 4.6 Public Survey

A public survey was conducted by the City between April 15 and May 14, 2018. A full report of the survey responses is contained in Appendix 9. This section contains a brief profile of survey respondents and a summary of key themes based on different types of respondents' experiences with opioids. **It is important to note that question responses were not mandatory and many respondents skipped some of the questions.**



### 4.6.1 Response Profile

- In total, 378 survey responses were received
- The largest number of respondents (48%) were between the ages of 25 and 45, with the next largest number of respondents between 46 and 65 years of age. Only 9% of respondents were between the ages 18 and 24
- The majority of respondents (78%) were female
- The vast majority of respondents (81%) live in Leduc, although there were responses from across the region including Beaumont, Devon, Calmar, Thorsby, Warburg, New Sarepta, and rural Leduc County
- 63% of respondents indicated they were employed either full time or part time
- Roughly a quarter of respondents (26%) currently or have previously worked in some type of health care or justice capacity
- Slightly more than half (54%) of the respondents reported having no direct experience with opioids. The next largest group of respondents (25%) indicated that someone close to them currently uses or has previously used opioids. The third largest group (11%) uses only prescription opioids
- Approximately 5% of respondents actively use drugs including opioids (either intentionally or unintentionally)
- None of the respondents indicated that they are dependent on/addicted to opioids. Despite this, there are a number of questions where answers suggest that some respondents from the groups which actively use drugs or opioids (including prescription) do consider themselves addicted. In question 9 for example 53% of respondents who actively use drugs say that they are dependent or addicted

### 4.6.2 Segmented Response Analysis

Although the primary purpose of the survey was to understand the needs of people using opioids behind closed doors, a community-wide survey was required to reach this ‘unknown audience’. To better understand and compare different perspectives within the community, survey responses were segmented into five groups based on responses to question six which asked respondents to choose the statement that best reflects their personal situation from seven response options as noted below. The red boxes below show how respondents have been grouped for analysis in this report.

Group 1	1. I use prescription opioids only <b>(38 respondents chose this answer)</b>
Group 2	2. I actively use drugs including opioids <b>(10 respondents chose this answer)</b> 3. I actively use drugs, but do not intentionally use opioids <b>(8 respondents chose this answer)</b>
Group 3	4. I have used opioids in the past but am not currently using <b>(18 respondents chose this answer)</b> 5. I am dependent on/addicted to opioids <b>(no respondents chose this answer although some participants referenced their own opioid dependence and addiction later in the survey)</b>



Group 4

6. Someone I am close to is using or has used opioids regularly in the past **(87 respondents chose this answer)**

Group 5

7. I have no direct experience with opioids (i.e. to the best of my knowledge I do not have people in my life using and I do not use opioids myself) **(191 respondents chose this answer)**

#### 4.6.3 Response Group 1 – Individuals who use prescription opioid (38 respondents)

A common perception amongst those who use prescription opioids is that prescription drug use is very different from illicit drug use, but that people who take prescription drugs tend to be viewed negatively much like those who take illicit drugs. This group of respondents see their opioid use as being for 'legitimate reasons' related to physical pain management and not for 'getting high', however there is a fear and shame in asking physicians for opioids due to stigma. Fewer respondents from this group see opioid response actions as urgent compared to other respondents. Respondents from this group also have less fear than other groups of the negative consequences of drug use, such as impacts on health (poisoning). However, some respondents commented on the need for treatment, youth education, and services for those with mental health concerns who appear to be perceived as another specific group of people with drug dependencies. Other highlights from this response group are as follows:

- 74% of this response group are women
- The drugs used most commonly in the past 12 months by this response group include Codeine (54%), Percocet (37%) and Dilaudid (21%)
- 34% of this group uses opioids once a month or less
- 100% of respondents use opioids to manage physical pain and 6% report using for mental/emotional pain - one respondent indicated use due to dependence /addiction
- The majority of respondents of this group (93%) reported being prescribed opioids by a family physician. Smaller numbers (14%) reported being prescribed these drugs in an emergency room, and 4% reported obtaining the drugs from friends or family
- Most respondents reported using opioids most often at home but also in hospital or at work or wherever they happen to be when pain management required
- Slightly more than half of respondents (54%) of respondents always or regularly use/take opioids while by themselves
- None of the respondents have overdosed in the past six months
- 23% of these respondents have been diagnosed with a mental health problem
- 40% of these respondents have no fears related to opioid use. This group's biggest fears related to opioid use include:
  - Developing a substance use disorder or becoming addicted (48% of respondents)
  - Health risks including accidental opioid poisoning (44% of respondents)
  - Being cut off a required medication that enables a better quality of life due to unwarranted hysteria about pain relief



- Stigma associated with opioid use even with it's needed and prescribed by a physician
- This group's biggest perceived barriers to treatment for substance use disorder/addiction include:
  - Don't know what treatment options available (59% of respondents)
  - Fear of losing employment or education opportunities (59% of respondents)
  - Financial costs of treatment (53% of respondents)
- 82% of these respondents were aware that opioids are being added to illicit drugs to increase potency
- 57% of these respondents unaware of Good Samaritan Act
- 78% of these respondents have not had Naloxone kit or training but 14% would like to have this
- 50% of this group thinks there is insufficient drug awareness and prevention activities in Leduc region
- This group thinks the most urgent needs for opioid prevention and treatment include:
  - Youth awareness and education about the risks of opioid use (71% of respondents)
  - Social / emotional /cultural supports for individuals experiencing opioid dependence (57% of respondents)
  - Detox facility in Leduc (54% of respondents)
  - Residential or in-patient treatment facilities in Leduc (54% of respondents)
- 57% of this respondent group are somewhat concerned about the impacts of opioid use in the Leduc region whereas 28% are somewhat concerned and 14% are not concerned
- Other feedback / comments from this group of respondents include:
  - Illegal drugs are the problem, not prescription drugs
  - Growing concern about youth's abuse of drugs, particularly street drugs
  - More treatment places are needed
  - Some believe that there is already enough education around illicit drugs and opioid use
  - Need increased education in the community about what addicts are going through and how we can help them to not lose more young people.
  - Harsher penalties for those dealing "spiked" street drugs (i.e. laced with fentanyl)

#### **4.6.4 Response Group 2 – Individuals who actively use drugs including opioids (18 respondents)**

This group of respondents represents 5% of total respondents and is primarily male. The majority of respondents in this group reported using drugs due to addiction or dependence. Respondents expressed a desire for more compassion, understanding, and harm reduction services in the community. This group of respondents do not believe that drug use is a choice or that it is isolated to certain parts of society (e.g. low income). Stigma relates primarily to crime. All of the prevention and treatment activities were considered somewhat or very urgent by this group of respondents. For this group of respondents, the





major barrier to accessing treatment are the financial costs and a lack of options. Other highlights from this response group are as follows:

- 56% of this response group is male
- 66% of these respondents live in Leduc (none report living in Thorsby, Warburg, or New Sarepta)
- 28% of these respondents reported being employed, 5% as students, 11% on disability and 56% as 'other'
- The drugs used most commonly in the past 12 months by this response group include: cocaine and marijuana/hash (72%); mushrooms, crystal meth, and crack cocaine (61%); codeine and oxycodone (44% of respondents); heroin, Dilaudid, LSD (39%); MDMA/Ecstasy, Percocet, Oxycontin/Oxy Neo, Fentanyl, and morphine (33%); GHB (28%); tranquilizers and hydrocodone (22%); street methadone, hydromorphone, ketamine, and valium (17%); PCP/angel dust and Demerol (11%); Talwin, mescaline, and barbiturates (6%). One person also noted taking DXM.
- 35% of respondents reported using opioids four times a week or more and 35% of respondents were not sure how often they use opioids
- Over half of these respondents (53%) identified dependence or addiction as their reason for using opioids, while 27% chose recreational/party use and relaxation. 20% of respondents also chose management of physical pain and mental/emotional pain or trauma as reasons for opioid use
- The majority of respondents (78%) reported buying drugs illegally, while (29%) were prescribed by a family physician, 21% were prescribed at an emergency room, and 21% received drugs from friends or family
- Respondents of this group reported using opioids most often at home (62%), followed by at a friend or family members' house (23%), and in a car (15%). No respondents reported using opioids in a public place or at school
- Over the past six months, the majority of respondents (78%) from this group reported sleeping in their own apartment or house, **whereas 50% of respondents reported couch surfing or sleeping at a friend's house**, 39% slept in jail, 28% slept at detox, and 22% reported not sleeping at night
- 33% of respondents experience an irresistible longing for opioids
- Approximately 50% of respondents regularly or always use opioids while by themselves
- 33% of these respondents have overdosed in the past 6 months
- 39% of respondents had been diagnosed with a mental health problem or believe they may have an undiagnosed issue, while 39% were not sure
- 25% of this group's respondents reported no fears or concerns related to opioid use. Top concerns noted by other respondents in this group include:
  - Developing a substance use disorder or becoming addicted (69%)
  - Health risks including accidental opioid poisoning (62%)
  - Experiencing criminal justice issues (56%)
- This group's biggest perceived barriers to treatment for substance use disorder/addiction include:



- Lack of suitable treatment options (80%)
- Financial costs of treatment (80% of respondents)
- Wait times to get an assessment to access treatment (73%)
- Don't qualify for available treatment options (67%)
- Don't know what treatment options are available (60%)
- Lack of social / emotional support to seek treatment (60%)
- 67% of respondents are aware that opioids are being cut into street drugs while 22% were unaware and 11% were unsure
- 66% of respondents were unaware of the Good Samaritan Act
- 72% have not been given a Naloxone kit or shown how to use one, but 11% would like this opportunity
- 78% of these respondents do not think there is sufficient drug awareness and prevention activities in Leduc
- This group thinks the most urgent needs for opioid prevention and treatment include:
  - Detox facility in Leduc (78% of respondent)
  - Residential or in-patient treatment facilities in Leduc (78% of respondents)
  - Clean needle exchange to prevent spread of disease (78% of respondents)
- 38% of this respondent group are very concerned about the risks and impacts of opioid use in Leduc whereas 33% are somewhat concerned and 28% are not concerned

#### **4.6.5 Response Group 3 – Individuals who have used opioids in the past (18 respondents)**

This group of respondents account for 4% of total responses. In contrast with active users who associated their drug use with dependency, individuals with past experience link their usage mainly to managing physical pain (75% of respondents) but also for recreation and relaxation. It is possible that many in this group predominantly have taken prescription opioids. Another indication that this may be the case is that the majority (87%) used drugs at home and not at a range of places which is the case amongst those actively using drugs. Respondents from this group perceive a lack of understanding and compassion for people who are dependent on drugs, however the urgency with which this group as a whole perceives the need for treatment and prevention activities is lower than in other groups. Other survey highlights from this respondent group are as follows:

- 61% of this respondent group is employed full or part time
- The drugs used most by respondents in this group over the past 12 months include:
  - Codeine (60%)
  - Marijuana / hash (47%)
  - Oxycodone (40%)
- 75% of respondents report having used opioids once a month or less



- 75% of respondents used opioids to manage physical pain with 18% reporting use for recreation and relaxation
- The majority of respondents were prescribed opioids by a physician whereas 29% purchased illegally and 21% received drugs from family or friends
- 87% of respondents report using opioids at home
- 13% of respondents report an irresistible longing for opioids on a daily basis
- 60% of these respondents always or regularly use opioids while by themselves
- 1 respondent reports having overdosed in the past 6 months
- 40% of respondents have been diagnosed with a mental health condition
- 60% of these respondents have no fears related to opioid use. Other respondents' concerns include:
  - Health risks including accidental poisoning (40%)
  - Developing a substance Use Disorder or becoming addicted (33%)
  - That opioid use will interfere with parenting responsibilities (33%)
- This group's biggest perceived barriers to treatment for substance use disorder/addiction include:
  - Don't know what treatment options are available (60%)
  - Wait times to get an assessment to access treatment (60%)
  - Financial costs of treatment (60% of respondents)
- 84% of respondents are aware that opioids are being added to illicit drugs
- 46% of respondents are not aware of the Good Samaritan Act
- 77% of respondents have not received Naloxone training and none indicated a desire for this
- 54% of respondents feel there is insufficient drug awareness and prevention activities in Leduc while 31% are not sure
- This group thinks the most urgent needs for opioid prevention and treatment include:
  - Youth Awareness and Education about Risks of Opioid Uses (54%)
  - Hospital and Emergency Responder Protocols related to Opioid Overdose/Poisoning (54%)
  - Clean needle exchange to prevent spread of disease (54%)
- 46% of respondents are somewhat concerned about the risks and impacts of opioid use in Leduc, whereas 38% are very concerned, and 15% are not concerned

#### **4.6.6 Response Group 4 – Individuals who are close to someone who uses/used opioids (87 respondents)**

This group appears to show high levels of compassion and concern for individuals impacted by drug use dependency. Respondents appeared to have a deeper understanding of the stigmas surrounding drug



use and individuals who are dependent on drugs/opioids. High levels of urgency are also noted in response to the need for services and activities to address the issue. Many respondents cited concerns related to physicians over-prescribing opioids. Several respondents noted that the community is in denial about the community's drug issues. Other survey highlights from this respondent group are as follows:

- The majority of respondents are female (83%)
- Respondents represent all communities in the Leduc region except Warburg, with the majority living in Leduc (78%)
- 68% of these respondents are employed full or part time and 24% report having worked in health care or justice
- The top concerns reported by this group of respondents include:
  - Health risks including accidental opioid poisoning - death cited repeatedly in comments (86%)
  - Developing a substance use disorder or becoming addicted (66%)
  - Experiencing criminal justice problems (33%)
  - Opioid use will interfere with parenting responsibilities (33%)
- The greatest perceived barriers reported by these respondents include:
  - financial costs of treatment (65%)
  - wait times to get an assessment to be able to access treatment (55%)
  - lack of suitable treatment options (42%)
  - risk of increased physical and/or mental/emotional pain and not wanting friends or other people to know (41%)
- 88% of these respondents are aware that opioids are being added to illicit drugs
- 52% of respondents are aware of the Good Samaritan Act
- 54% have never been trained to use Naloxone but 22% would be interested in getting a kit
- 62% of respondents do not believe there is sufficient drug awareness and prevention activities in Leduc, whereas 26% are unsure
- This group thinks the most urgent needs for opioid prevention and treatment include:
  - Youth Awareness and Education about Risks of Opioid Uses (87%)
  - Physician education and protocols to reduce opioid prescriptions (79%)
  - Social / emotional / cultural supports for individuals experiencing opioid dependence (79%)
- 66% of this respondent group is very concerned about the risks and impacts of opioid use in Leduc, whereas 31% are somewhat concerned and 3% are unconcerned





#### **4.6.7 Response Group 5 – Individuals with no direct experience with opioids (191 respondents)**

Within this group of respondents there appears to be somewhat of a lack of awareness related to the nature of drug dependency (i.e. people choose to be addicted), a fear of the impacts of drug use in the community (e.g. crime, violence, youth overdose), and a relatively low sense of urgency for different services and activities to help address opioid dependency in the community. While some respondents were concerned about youth in the community using drugs and providing services for young people, there was also a strong perception that what was needed was strong law enforcement. A number of respondents from this group also resented the money spent on treatment for individuals with a drug dependency as well as prevention measures such as naloxone kits. Many respondents also perceive drug addiction as criminal and the responsibility of the individual to make better choices. Harm reduction strategies are generally not seen positively within this response group. Other highlights from this response group are as follows:

- 82% of respondents are between the ages of 25 and 65
- 80% of respondents are female
- 85% of respondents in this group live in Leduc whereas 7% are from Calmar
- 68% of respondents employed full or part time
- 30% of respondents report having previously worked in health care or justice
- 75% of respondents are aware that opioids are being added to illicit drugs
- 56% of respondents are unaware of the Good Samaritan Act
- 78% have never been trained in naloxone use but 8.5% would be interested in getting a kit
- 42% of respondents are not sure if there is sufficient drug awareness and prevention activities occurring in Leduc
- This group thinks the most urgent needs for opioid prevention and treatment include:
  - Youth Awareness and Education about Risks of Opioid Uses (61%)
  - Physician education and protocols to reduce opioid prescriptions (58%)
  - Hospital and emergency responder protocols related to opioid overdose/poisoning (52%)
- 50% of respondents are concerned about the risks and impacts of opioid use in Leduc region whereas 35% are very concerned and 14% are not concerned

#### **4.6.8 Stigma as Defined by Survey Respondents**

Survey respondents provided the following descriptions of stigma related to drugs/opioid use:

- All opioid users are addicts
- Addiction is a choice rather than a medical condition
- Addicts deserve what they get if they make the wrong 'choices'



- People using opioids for pain management are ‘drug seekers’
- That everyone uses pills to get high
- People with substance use disorder are losers who just won’t quit
- That all opioids are bad – even when they are being used appropriately for pain relief
- Drug users can’t contribute to society
- Drugs are only for the poor and underprivileged and that it only affects certain cultures
- Lack of understanding about the underlying causes of drug addiction, e.g. mental health problems
- Users are all criminals and losers
- Users are associated with crime, jail, homelessness, death, and violence
- Grandchildren take advantage of their poor relatives who love them
- Judging people for weakness without considering what has happened to them in life
- That only losers become addicted when it can happen to anyone and usually starts with legal prescriptions
- They are all junkies
- Shunned in society and looked at as degenerates instead of dealing with the disease of addiction as required
- Lonesome
- The drug isn’t the problem – the environment is the problem
- That it’s a poverty problem
- Gangs
- Weak
- Bad people from bad families
- Misconceptions about how the individual becomes addicted
- Separation between drug addiction and mental health
- Throw away people – not worth the effort
- If you have money you don’t do drugs
- The biggest stigma is the city’s denial – huge barrier for people in active addiction
- There is no hope for the addict
- Those who are using are dumb and don’t want to stop
- Can’t happen to us
- Only a ‘heavy user’ issue



- Lazy
- Lack of morals and should be dealt with through justice system
- Misconception that only young people are addicts

#### 4.6.9 Compassionate Care meets Tough Love - Competing Community Perspectives

There appear to be two main community perspectives related to the City's opioid response. On the one hand, there are those who believe addiction is a disease that starts with the use of prescription drugs, and/or trauma and mental health issues, and/or youth experimentation. These citizens generally believe that the community is in denial about the extent of the drug issues and that the City should continue to play a leadership role in responding. On the other hand, there are those who believe that addiction is a personal choice and that tax dollars should not be spent on opioid response when so many other medical conditions and responses go under-resourced. These citizens believe in abstinence and justice approaches versus harm reduction. There is a sentiment that free medication for people with diabetes and providing epi-pens to people with allergies should come before naloxone training and needle exchanges. Recurring themes arising in the survey comments are outlined in the table below. The framework will need to consider how to manage these competing perspectives.

Community's Compassionate Care Responses
<p><u>Addressing Stigma</u></p> <ul style="list-style-type: none"> <li>• Inhibits people from speaking openly with their doctors or other services to get the medical attention they need</li> <li>• Systemic racism against Aboriginal peoples and systemic prejudice regarding mental health are to blame</li> <li>• People think it's a problem only for younger generations</li> <li>• The awareness campaign focus should be "it can happen to anyone"</li> </ul> <p><u>Community Denial / NIMBYism</u></p> <ul style="list-style-type: none"> <li>• People think we don't have a problem here – but it's very prevalent in Leduc region</li> <li>• People think "if I don't see it, it must not be a problem in Leduc"</li> <li>• Leduc has a reputation as a drug community</li> <li>• People in Leduc have a concern about drug use and crime</li> <li>• Wide misconception that opioid availability/addiction is a problem for cities much larger than Leduc – poorly informed about the scope of this problem in our community related to health care, crime</li> <li>• I really don't know how bad the drug problem is in Leduc as there is no information available</li> </ul> <p><u>Policy/Government Response</u></p> <ul style="list-style-type: none"> <li>• Glad to see City addressing this issue; appreciate surveys like this – excellent way to attain critical input from community – this crisis affects everyone</li> <li>• Canadian government should abolish all laws against substance use</li> </ul>



- I have been in prison more than once and a lot of the addiction convictions should be addressed there and they are not – treatment should be mandatory for anyone convicted of a drug charge and I don't mean the bullshit 12 step AADAC programs
- Alternative pain management options need to be covered by provincial health plan – whereas only prescription meds are covered now – many people can't afford the alternatives
- More severe penalties for those selling spiked drugs

#### Root Cause and Social Supports

- Loneliness can lead to addiction
- People do not realize how quickly one can become dependent on opioids. My friend lost fingers in an accident and after only a month he was physically dependent on opioids
- Higher income levels in Leduc enable drug use

#### Physicians and Prescriptions / Pain Mgt.

- Medical professionals prescribing without taking into account past addiction issues or providing support to transition off pain meds
- My 88 year old mother overdosed on prescribed opioids – luckily she survived – I am hoping new programs for educating doctors are part of the solution
- A legally monitored opioid treatment plan and wind-down would greatly decrease social costs
- So much money and resources being spent on street addicts that people struggling with prescription meds are being neglected
- Opioid prevention activities need to be integrated with primary health care otherwise it's a siloed approach that will be expensive and not effective

#### Youth Focus

- Usage in junior high is surprisingly alarming – having schools identify and admit it's happening
- “As a parent of a 15 year old girl who is getting into the drug scene, my heart is breaking. I feel bounced from program to program and no one truly cares about us”
- “The person I loved, who had been concealing his opioid use for several years, suffered an accidental overdose at age 19 and died. More thought needs to be put into providing care to addicts post-treatment/counselling. Addicts that are not using must be applauded, supported, rewarded and made heroes for managing their addiction. It's easier to run into a burning building and save everyone inside, than quit your addiction.”

#### Insufficient Community Resources

- Many people suffer in silence – no real long term (more than 45 days) treatment centres for those who want to stay sober
- Government doesn't believe Leduc has a problem – there is nowhere for these homeless teens to live – passed around feeling helpless
- Need a homeless shelter in Leduc and more treatment centers, sober living housings
- What a shame City kept its head in sand so long – shame on you for not having appropriate facilities in place and resources for families



## Community's Tough Love Responses

### Fair Use of Health Care Resources

- Why should we spend money to help them when it's their choice to do drugs in the first place. Hard earned tax dollars to save junkies that don't deserve it. It's their choice to live their life this way, if they really wanted to quit they would quit.
- Until epi-pens are available for free to have on hand in case of emergency I don't think naloxone should be free either – one is a choice – the other is not
- All this attention on opioid use and others who need surgery and medical help wait months and years
- Get your priorities straight – put resources to mental health
- If you are going to cover the cost of injection sites for drug users then start covering the cost of medication for diabetics
- If you are considering a detox centre then you are way too early and this city is not ready for a 23 day revolving door – consider a medical summit that brings in experts from other places to provide ideas

### Enabling Illegal/Immoral Behaviour

- Providing needles and a place to do illicit drugs is condoning the practice no matter what anyone says. Pretty soon they'll provide the drugs under the guise of helping addicts
- Legalizing drugs is the gateway to hell – I'm so concerned about this
- We can continue to coddle drug users or we can say NO to drugs – put your/our money where it will change lives not just save lives so they can continue to abuse drugs safely – abstinence treatment is the way to go
- There is something wrong with supplying injection sites for users. By doing this we are saying using is okay – hard to call it an opioid crisis when there is no accountability and it has been allowed to continue so long

### Personal vs Government Responsibility

- Two overdoses next door – EMS and RCMP come - nothing happens to the guy – maybe put him in jail next time
- Education not naloxone – people believe it's okay to overdose rather than prevention
- People who use illegal drugs and overdose should be assuming all the responsibility for the end results – it isn't the government's fault your child made poor choices





## 5. ENGAGEMENT THEMES AND INSIGHTS

This section provides a summary of the key themes and insights arising from the engagement process including a summary of current and required/desired resources, regional assets and gaps, and possible strategies for consideration in the Regional Opioid Response Framework.

### 5.1 Summary of Current state

Following is a summary of community assets, resources, gaps and tensions related to the regional opioid response.

#### 5.1.1 Opioid Response Assets and Resources

Following is a list of current opioid response assets and resources in the Leduc region:

- Centre Hope outpatient addiction counselling services
- Rural Opioid Dependency Program – telehealth referral of patients to Opioid Antagonist Therapy (e.g. suboxone, methadone)
- Leduc City FCSS community education and outreach services related to addiction and mental health support
- Short-term counselling available for individuals making less than \$75K / year
- Leduc Community Drug Action Committee provides drug awareness education and prevention services
- First responders providing Naloxone kits and training in community
- Willingness of agencies to partner in a community-based response strategy
- Strong peer support network for engaging people with lived experience

#### 5.1.2 Opioid Response Gaps and Tensions

Following is a list of current opioid response gaps and tensions in the Leduc region:

- Leduc falls within Alberta Health Services' Edmonton region, which means limited local resources and data
- Don't understand the costs to health care system so difficult to justify response funding
- Physicians and frontline workers are not aware of available services to communicate to patients
- Front-line workers experiencing burnout and stress responding to overdoses
- Lack of political representation on opioid framework coalition – need key influencers at table
- Alberta Health Services not consistently represented at the table
- Lack of data to provide evidence of current state and local response needs



- Lack of non-profit organizations to provide harm reduction and community support services
- Some physicians not convinced that this issue relates to prescription opioids – that it's only about illicit drugs
- Perceived lack of compassionate care with physicians, emergency responders and police
- Long assessment wait times and cumbersome process to access treatment supports in Edmonton
- Insufficient coordination and communication amongst key agencies, especially to protect vulnerable youth – privacy concerns
- Lack of supportive housing for people transitioning in or out of treatment or in crisis
- Few formal support groups or counselling options for individuals in recovery (e.g. Narcotics Anonymous but specifically for opioid users)
- Lack of local psychiatric supports to address mental health which is sometimes linked to substance use
- Leduc known as a drug corridor hub but community doesn't want to acknowledge this – in denial about magnitude of issue in Leduc
- Differing perspectives in community related to the use of government resources for harm reduction create political dynamics

## 5.2 Community Resource Needs

The table on the following page outlines the community resources desired by different stakeholders within the community, and are listed based on the stakeholders' perceived need of these resources (1 being needed the most needed). Thus, the top three perceived community resources needs are listed for each stakeholder group. These resource needs will be assessed by the coalition and strategies will be included in the Regional Opioid Response Framework.



Leduc Regional Opioid Required Resource Listed in Order of Perceived Priority by Stakeholder Group (top 3 except where tied)

People recovering from opioid use/addiction	People actively using drugs including opioids	Front line workers responding to opioid crisis	People who use prescription opioids	People who previously used opioids	Family and friends of people who use opioids	People with no direct experience with opioids
<div>1. Psycho-social supports for family, frontline workers and community members</div> <div>2. Psycho-social supports for people experiencing opioid dependence</div> <div>3. Residential treatment</div> <div>4. Detox services</div>	<div>1. Detox services</div> <div>2. Residential treatment</div> <div>3. Clean needle exchange</div>	<div>1. Community and youth education</div> <div>2. Mental health services</div> <div>3. Detox services</div> <div>4. Residential treatment</div>	<div>1. Community and youth education</div> <div>2. Psycho-social supports for individuals experiencing opioid dependence</div> <div>3. Detox services</div> <div>4. Residential treatment</div>	<div>1. Community and youth education</div> <div>2. Hospital and emergency responder protocols related to opioid overdose/ poisoning</div> <div>3. Clean needle exchange</div>	<div>1. Community and youth education</div> <div>2. Physician education and protocols to reduce opioid prescriptions</div> <div>3. Psycho-social supports for individuals experiencing opioid dependence</div>	<div>1. Community and youth education</div> <div>2. Physician education and protocols to reduce opioid prescriptions</div> <div>3. Hospital and emergency responder protocols related to opioid overdose / poisoning</div>



### 5.3 Potential Strategies for Consideration in the Framework

Following is a list of ideas and potential strategies that surfaced during the engagement process for possible inclusion in the Regional Opioid Response Framework:

Prevention Strategies
<ul style="list-style-type: none"><li>• Encourage physicians to reduce opioid prescriptions and offer alternative pain management therapies</li><li>• Lobby the Province and insurance companies to cover the costs of alternative pain management therapies</li><li>• Educate youth about physical science of addiction</li><li>• Incorporate curriculum through all grades to support personal resilience and self esteem (life skills)</li><li>• Launch an awareness campaign focused on reducing stigma and stereotypes related to drug use</li><li>• Host a medical / addiction summit to educate the community and physicians on successful approaches</li><li>• Create a youth advisory council to address substance use amongst teens</li><li>• Actively engage parents and schools in drug use education</li><li>• Create a “It Can Happen to Anyone” community education campaign to reduce stigma and increase awareness of the magnitude of drug problem in Leduc - work with local media partners</li></ul>
Intervention / Harm Reduction Strategies
<ul style="list-style-type: none"><li>• Identify what data and stories coalition partners can use to measure progress towards goals</li><li>• Work with AHS to collect data specific to Leduc to assess community impact and justify resource needs</li><li>• Use GIS to map patient calls in Leduc region</li><li>• Expand Narcan training and kit distribution in community</li><li>• Work to get key political supporters onboard</li><li>• Create a local resource guide that front-line workers and physicians can hand out to patients</li><li>• Implement a transportation and patient navigator program to support those accessing treatment services in Edmonton</li><li>• Create treatment services that meet the unique needs of people who use illicit and prescription opioids</li><li>• Work with pharmacies to implement and promote drug take back programs</li><li>• Work with RCMP to support prevention and enforcement efforts</li><li>• Create a policy table as a subset of the coalition that identifies policy issues that limit effectiveness and advocate for changes</li><li>• Help to promote the rural opioid dependency program in the Leduc region</li><li>• Work with the business community to increase awareness related to addiction and mental health (e.g. how to de-escalate a situation) – a collaborative good neighbour approach</li></ul>



### Patient-Centred Treatment Strategies

- Determine the cost of desired detox and treatment services and build a financial business case based on downstream savings to health care / justice system
- Work with AHS to assess the feasibility of local detox and treatment facilities in Leduc region
- Regularly consult with individuals who are/were dependent on opioids and their families to understand what works and doesn't work in terms of patient-centred treatment
- Create an opioid peer support groups to provide encouragement and advice
- Implement a train the trainer program to provide peer outreach support
- Work with mental health professionals in Leduc to increase access to affordable mental health supports
- Work with criminal justice partners to assess and mitigate the risk of opioid overdoses as a result of incarceration

### Community (After)Care Strategies

- Work with community housing partners to assess the potential for transitional housing
- Investigate the potential for new non-profits organizations to support harm reduction services (e.g. manage needle exchange)
- Meet with Service Clubs, Foundations, Non-profit organizations and other funders to assess potential funding for key strategies
- Engage peers to provide community outreach and support related to available services
- Provide compassion training and/or addiction education to front-line workers
- Ensure front line workers have access to psycho-social supports to manage workplace stress







**Regional Opioid Response Framework**

# **APPROACHES TO OPIOID RESPONSE**

**INTERIM RESEARCH REPORT**

**June 22 2018**

June 19, 2018

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**INTERIM RESEARCH REPORT**



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# 1. INTRODUCTION

## 1.1 The Opioid Crisis in Leduc

Like many regions in Alberta and across Canada, the region of Leduc is experiencing increasing challenges around opioid misuse and poisoning, leading to critical incidences, including death. The statistics below illustrate the current situation in Leduc, and how it compares to the provincial average.

### Opioid related deaths, emergency department visits, and hospitalizations in Leduc<sup>1</sup>

Period	2017 <sup>2</sup>	2016 <sup>3</sup>	Jan 2013 – Dec 2017
Rate of apparent <sup>4</sup> accidental opioid toxicity deaths <sup>5</sup>	21 per 100,000 person years (vs. 17 per 100,000 for all of Alberta)  <i>100% of these deaths involved fentanyl or a fentanyl analogue.</i>	12 per 100,000 person years (vs. 13 per 100,000 for all of Alberta)  <i>75% of these deaths involved fentanyl or a fentanyl analogue; 25% involved a non-fentanyl opioid only.</i>	N/A
Emergency department visits related to opioid use and other substances of misuse.	94  <i>Rate of 282 per 100,000 person years (vs. 250 per 100,000 for all of Alberta)</i>	40  <i>Rate of 122 per 100,000 person years (vs. 213 per 100,000 for all of Alberta)</i>	249
Hospitalizations related to opioid use and other substances of misuse.	17  <i>Rate of 51 per 100,000 person years (vs. 77 per 100,000 for all of Alberta)</i>	9  <i>Rate of 28 per 100,000 person years (vs. 74 per 100,000 for all of Alberta)</i>	65

Although data is only available for a short time period, it suggests that the crisis in Leduc intensified between 2016 and 2017 in comparison to the rest of the province.

## 1.2 Addictions Support in Leduc

Leduc residents seeking early addictions support have access to resources such as mental health and addictions counsellors and programming at the Centre Hope, as well as tele-health-based treatment options through the Rural Opioid Dependency Program. Leduc does not have a local detox facility, or a

<sup>1</sup> Data provided by the Government of Alberta. For more information on data sources, see <https://www.alberta.ca/opioid-reports.aspx>

<sup>2</sup> Population of 33,384 used to calculate rates.

<sup>3</sup> Population of 32,678 used to calculate rates.

<sup>4</sup> Apparent deaths are where preliminary evidence suggests that the death was most likely a drug overdose. Numbers may change as investigations are completed and deaths become certified.

<sup>5</sup> Based on the decedent's home address, place of incident address, or place of death address containing "Leduc" or having a postal code beginning with T9E.



coordinated and comprehensive treatment facility for its residents. Currently, if a Leduc resident wishes to access a detox facility and/or a multi-day, comprehensive treatment program, they are required to travel to Edmonton or other major centres to access these services.

### 1.3 Leduc Community Drug Action Committee

The Leduc Community Drug Action Committee (LCDAC) is a significant asset to the development and implementation of a coordinated opioid response. LCDAC is a grass-roots, multi-stakeholder community organization that formed 15 years ago in response to drug-use challenges in Leduc. The LCDAC operates under the Alberta Family and Community Support Services (FCSS) and its main goal is to create and support a drug-aware and drug-resistant community through education and awareness, advocacy, community engagement, and support of various initiatives including harm reduction. Members of LCDAC include:

- People with lived experience
- Alberta Health Services: Addiction and Mental Health
- RCMP
- Probation/Community Corrections
- Leduc Ministerial
- FCSS (City of Leduc and Leduc County)
- Regional Schools
- Daystar Recovery
- City Life Recovery
- Parent Councils
- Youth representatives
- Young adult representatives
- Concerned citizens

The above list represents an abundant and diverse representation of service providers, organizations, and communities of Leduc.

### 1.4 Role of the City of Leduc

The City recognizes that opioid misuse and poisoning is a public health issue and a growing threat to the well-being of the community. While the role of municipal government in public health, justice, and social policy is traditionally limited, the City is on the “front-lines” of this crisis. The City is well positioned to play a role of convening stakeholders and has partnered with LCDAC and regional stakeholders to develop a coordinated and strategic response through the Regional Opioid Response Framework (the Framework).





## 1.5 Goals of the Framework

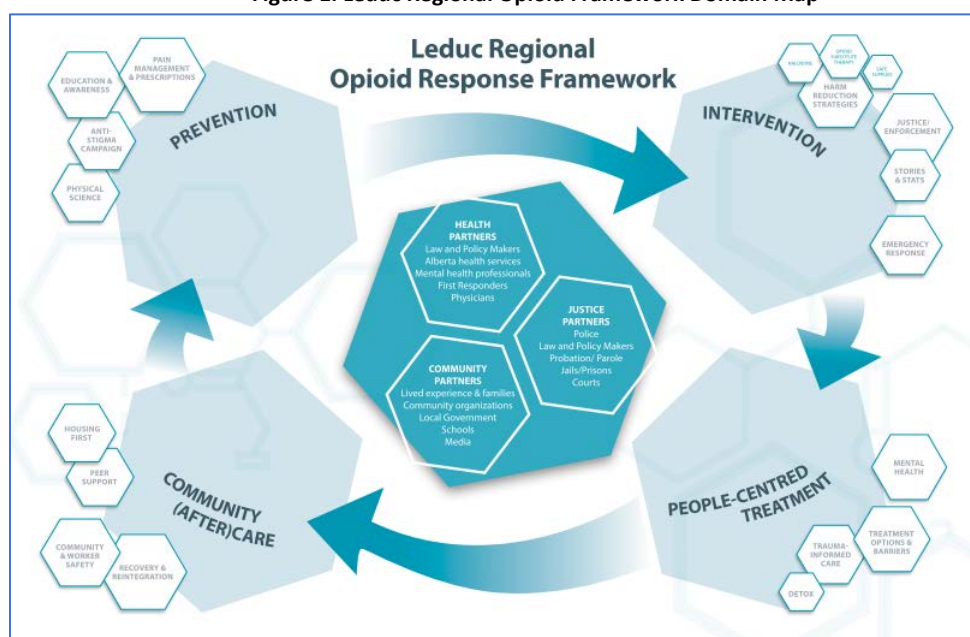
The objective of the Framework is to effectively reduce impacts of opioid related harms on individuals, families, and the community, with the ultimate goal of reducing opioid-related deaths in the region of Leduc. The Framework will:

1. Provide a strong foundation for guiding regional stakeholders, City Administration, and Council to align initiatives and implement a strategic response to the regional opioid crisis.
2. Identify short, medium, and long-term opioid response actions that can be taken by the City of Leduc and key partners.
3. Facilitate community education related to prevention, reducing stigma, increasing safety and support for those actively using opioids (especially illicit opioids), and increasing access to treatment and after care support options in the Leduc region.

## 1.6 Approach and Guiding Principles

The Regional Framework will be a coordinated and adaptive response that uses a comprehensive lens to reduce opioid harms by considering interventions at four stages: prevention, intervention, treatment, (after)care.

Figure 1. Leduc Regional Opioid Framework Domain Map



Based on the objectives of the Framework and input from the City and LCDAC, a set of guiding principles are proposed for development of the Framework:

- **Harm Reduction.** Initiatives and actions will be founded in a philosophy of harm reduction.
- **Communication and Collaboration.** Stakeholders will work together to effectively align and leverage resources, design and implement initiatives and actions, and share data to support collective learning. Not all stakeholders will be involved in all actions, but all stakeholders should have the opportunity to learn from the actions implemented.



- **Evidence-based Actions.** Initiatives will be selected, prioritized, and designed based on an informed understanding of the problem and potential solutions. Qualitative and quantitative data about the local context and needs will be paired with research related to substance use disorder.
- **Adaptative Response.** Successes and challenges of initiatives and actions implemented through the Framework will be monitored throughout the life of the Framework. Inputs, outputs, and outcomes will be assessed to inform future actions. Stakeholders will work to replicate and scale successful actions and adapt actions that are not leading to desired outcomes.

These interim principles have been developed for this report as a lens for identifying other potentially useful actions being taken in other jurisdictions. Principles will be confirmed with stakeholders when the Framework is finalized.

## 1.7 Purpose and Scope of this Report

This interim research report has been developed to inform the development of the Framework. It will provide a snapshot of current opioid responses in selected jurisdictions across North America.

This report achieves three objectives:

- To identify the actions and initiatives the Provincial and Federal governments are taking in response to the opioid crisis, and how this impacts Leduc's current situation and response mechanisms.
- To identify and explore approaches that other municipalities are taking, so that the approaches can be carefully assessed for potential success in the Leduc context.
- To identify potential financial resources and capacity that can be effectively leveraged by Leduc to support the regional framework efforts, with a focus on social finance tools.

This report is not intended to be a comprehensive review of all actions; it is a summary of selected initiatives that may provide a starting point of inspiration to the City and local stakeholders while developing the Framework. Information in this report has been collected primarily by desktop research, with some phone calls to specific organizations to obtain more information where relevant.

The opioid epidemic is changing rapidly across the continent, and responses from impacted stakeholders are evolving faster than can be communicated or reported through typical communication channels (websites, reports, media releases, etc.). Therefore, it is likely that actions or lessons learned on-the-ground have progressed beyond the information that was available for this report. When actions are selected to be included in the Framework, further context and lessons learned should be obtained directly from others who have tried similar actions wherever possible.

## 2. FEDERAL GOVERNMENT RESPONSE AND RESOURCES

### 2.1 Federal Government Response

The Government is working to coordinate a whole-of-government response and has committed to a series of specific actions to address the crisis in a way that is comprehensive, collaborative, compassionate, and evidence-based.



Under the [Joint Statement of Action to Address the Opioid Crisis \(November 19, 2016\)](#), the Government of Canada – along with almost 80 partner organizations - acknowledged the serious and growing opioid crisis in Canada and identified a series of commitments (at 202 commitments as of 2017).

Key actions are summarized under the four-pillars of the Canadian Drugs and Substances Strategy.

**Figure 2. Public Health Emergency Response - Enabling a coordinated Pan-Canadian Response to the Opioid Crisis**

Data, surveillance and research | Public Communications | P/T and stakeholder engagement | Surge capacity, mobilization and support

Prevention	Treatment	Harm Reduction	Enforcement
Preventing Problematic Opioid Use	Supporting Innovative Approaches to Treatments	Supporting a Range of Tools and Measures for Individuals and Communities	Addressing Illegal Drug Production, Supply and Distribution
<ul style="list-style-type: none"> <li>Implement the Health Portfolio's Problematic Prescription Drug Use Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Better access for rural and remote First Nations communities</li> </ul>	<ul style="list-style-type: none"> <li>Support the establishment of supervised consumption sites</li> </ul>	<ul style="list-style-type: none"> <li>Continue enforcement on the importation, exportation and trafficking of illegal opioids</li> </ul>
<ul style="list-style-type: none"> <li>Improve prescribing practices</li> </ul>	<ul style="list-style-type: none"> <li>Improve access to medication-assisted treatments for opioid use disorder</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate access to naloxone</li> </ul>	<ul style="list-style-type: none"> <li>Pursue legislative, regulatory, policy and programmatic changes to better control substances and equipment</li> </ul>
<ul style="list-style-type: none"> <li>Better inform Canadians about the risks of opioids</li> </ul>	<ul style="list-style-type: none"> <li>Improve treatment options for pain management</li> </ul>	<ul style="list-style-type: none"> <li>Ensure timely laboratory drug analysis information is shared between partners</li> </ul>	<ul style="list-style-type: none"> <li>Collect, assess and share information with law enforcement agencies domestically and internationally</li> </ul>
	<ul style="list-style-type: none"> <li>Share knowledge on treatments for opioid use disorder</li> </ul>	<ul style="list-style-type: none"> <li>Support legislation to protect individuals who seek emergency assistance for overdose</li> </ul>	<ul style="list-style-type: none"> <li>Support education and training for law enforcement</li> </ul>
	<ul style="list-style-type: none"> <li>Increase cooperation between the criminal justice system and social service sector (e.g., Drug Treatment Courts)</li> </ul>	<ul style="list-style-type: none"> <li>Reduce health consequences of problematic substance use</li> </ul>	

### AN APPROACH SUPPORTED BY STRONG EVIDENCE

Better identifying trends, targeting interventions, monitoring impacts and supporting evidence-based decisions

- Facilitate timely and comparable data collection and methodologies
- Consult experts and support research and knowledge sharing



Progress has been made on many of these actions. Several of these actions will have direct and/or indirect impacts on outcomes in Leduc.

## 2.2 Federal Role and Contributions to Municipal Response

As a direct impact of actions by the federal government, the process of applying for a supervised consumption site has been simplified. This would benefit local stakeholders in Leduc if a supervised consumption site is deemed necessary and appropriate for the local context.

There are potential opportunities for Leduc to benefit from leverage federal government actions, such as:

- Using federally collected data to characterize the problem and identify appropriate actions
- Using federally developed informational resources (public education – online public education toolkit, and best practice scientific research – Canadian Research Initiative in Substance Misuse)

There are also important indirect impacts of federal actions on the local context in Leduc:

- Improved access to medication-assisted treatments for opioid use disorder
- Improved options for pain management
- Increased cooperation between criminal justice system and social services sector
- Improved prescription practices
- Facilitated access to naloxone
- Increased federal funding to provincial governments for mental health and addictions services
- Alerts to provincial health authorities about emerging illegal drugs in their region

## 2.3 Municipal Advocacy with the Federal Government

Municipal governments have been advocating with the federal government for a national coordinated response, including all levels of government and Indigenous communities. Advocacy has primarily been conducted through the Big City Mayor's Caucus, who have issued a report with a series of recommendations to the Federal Government under the four pillars of the Canadian Drugs and Substances Strategy. Many of the recommendations are aligned with the Government's committed actions. Mid-sized cities are also organizing to advocate with the federal government, as the context and appropriate actions in a mid-sized city are not the same as a large city.

Municipal governments are dealing with the front-line impacts of the opioid crisis, so it is critically important that advocacy with the Federal Government continue so that it can be used to inform the Federal response.



### 3. PROVINCIAL GOVERNMENT RESPONSE AND RESOURCES

#### 3.1 Provincial Government Response

The Province of Alberta covers their response to the opioid crisis in the Addictions and Mental Health section within the *Family, social and caregiver supports* topic section of their website.<sup>6</sup>

The language that the Province uses to communicate their approach is centered around a harm-reduction and anti-stigma stance:

*“There are many reasons someone may want help with their substance use, and there are many ways to be helped. Help doesn’t mean you have to stop using if that is not your goal”.*

This messaging aligns with the Framework guiding principles. The messaging also encourages people to not use alone and gives information about accessing and using Naloxone to reverse an overdose. The website provides treatment options that are provided through the Alberta Health Services (more below).

The Province’s main response initiative is a dedicated Opioid Emergency Response Commission<sup>7</sup> led by the Chief Medical Officer of Health. The Commission was created in May 2017 under the Opioid Emergency Response Regulation in the Public Health Act. The six strategic areas the commission focuses on are:

- Harm-reduction initiatives
- Treatment
- Prevention
- Enforcement and supply control
- Collaboration
- Surveillance and analytics

As part of its mandate, the Commission is responsible for making recommendations to the Minister of Health. 26 recommendations were made in early 2018<sup>8</sup> that included topics such as providing funding for supervised consumption sites and take-home naloxone programs, supporting a larger Indigenous response, providing various options for treatment and therapy, supporting a better communications strategy, providing drug checking/testing services, increasing community awareness, and supporting justice and solicitor general strategies to address the opioid crisis.

Each of the 26 recommendations have been actioned. Highlights on the implementation of recommendations to date include:

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<sup>6</sup> <https://www.alberta.ca/alberta-opioid-crisis-response.aspx>

<sup>7</sup> Commission members and reports can be viewed at <https://www.alberta.ca/opioid-emergency-response-commission.aspx>

<sup>8</sup> <https://www.alberta.ca/assets/documents/opioid-commission-recommendation.pdf>





- Providing a total of \$1.4M in grants to 27 local community organizations throughout Alberta, to develop and deliver public education programs and reduce stigma.
- Funding the establishment of five supervised consumption sites (three in Edmonton, one in Calgary and one in Lethbridge).
- Providing funding for an additional mobile supervised consumption site in Calgary and one in Grande Prairie.
- Funding an enhanced naloxone program through Alberta Health Services, supporting nine additional harm reduction workers throughout Alberta.
- Funding for the Community Council on HIV, supporting 16 additional harm reduction workers.
- Designating \$9.5M in grants over three years to provide more resources to primary care and physicians who treat those affected by the opioid crisis. The Province is working with the Primary Care Network to plan for implementation.
- Initiating an injectable opioid therapy pilot in Edmonton and Calgary for individuals who were not successful on Suboxone/methadone therapy.
- Providing \$5M to indigenous communities (First Nations and Metis) on reserve, as well as funding to support off-reserve urban indigenous populations.

### 3.1.1 Provincial Health Authority

The provincial health authority for Alberta is Alberta Health Services (AHS). AHS is spreading awareness and education through its 'We can't ignore opioids' campaign<sup>9</sup> where the main messaging is that communities can come together to reduce risk and save lives by:

- Not using substances alone
- Becoming educated on what signs and symptoms of an overdose are so a person can call for help
- Becoming educated on administering Naloxone

AHS administers the Take Home Naloxone program by providing kits and training to qualifying organizations, tracking kit distribution, and coordinating and compiling reporting data on use of kits through the Community Based Naloxone Program<sup>10</sup>. AHS provides an online interactive map<sup>11</sup> that shows the locations of pharmacies and walk-in clinics carrying Take Home Naloxone Kits. AHS has made proposals to the Provincial Government to fund and enhance the THN program, including rebranding of the program to reduce stigma and increase accessibility. The Opioid Emergency Response Commission has recommended supporting these proposals.

<sup>9</sup> <https://www.albertahealthservices.ca/info/Page12491.aspx>

<sup>10</sup> <https://www.albertahealthservices.ca/info/page13663.aspx>

<sup>11</sup> <https://public.tableau.com/profile/publish/MapforNaloxoneKitDistribution/Dashboard8#!/publish-confirm>



AHS links to an Opioid Dependency Program, treatment clinics, and an Addictions Helpline. The Opioid Dependency Program provides maintenance treatment with the administration of methadone or Suboxone to those with an opioid dependency and provides access to services so that people can lead healthy lives even in the face of opioid addiction.

AHS also provides an online library of information<sup>12</sup> for health professionals and community agencies on addressing increased use of fentanyl.

### 3.2 Provincial Role and Support to the Local Response

An initiative that the Province of Alberta is taking that directly contributes to the local response is a public awareness grant program that offers communities funding to reduce stigma, educate and create awareness about opioids, and point people to where they can get treatment or naloxone kits. This support to communities is further enhanced through a recommendation of the Opioid Emergency Response Commission to provide specific funding to Indigenous communities and organizations who serve Indigenous people, both on and off reserve.

Another initiative that is meant to provide insight and support to communities is the Minister's Opioid Emergency Response Commission reports that showcase data around the prescribing patterns of opioids (specifically methadone, buprenorphine/naloxone, and naloxone kits), opioid use and misuse statistics, and opioid-related deaths. This data is provided to the general public in the form of Opioid surveillance quarterly reports, opioid surveillance interim reports, opioid crisis response reports, and First Nations reporting.

Publicly available data is broken down by Health Service Zones, of which Leduc falls into the Edmonton Zone. Data specific to the Leduc region (as presented in Section 1 of this report) is made available by request. This data will be very valuable to the City in tracking the progress of implementing the Framework and achieving desired outcomes.

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<sup>12</sup> <https://www.albertahealthservices.ca/info/Page11357.aspx>



## 4. MUNICIPAL GOVERNMENT RESPONSES

### 4.1 Common Municipal Observations and Challenges

Municipalities are on the front lines of this crisis and have been compelled to do what they can to respond. Municipalities have also widely recognized that they can't "arrest their way out" of the problem. The opioid crisis is a public health problem, and a broader strategy is needed. Below are common challenges faced by municipalities and local governments, of all sizes and contexts, across North America.

- a) **Misaligned impacts and responsibilities.** While many of the impacts of the problem are experienced by local governments, the authority for implementation of potential solutions often falls outside of the jurisdiction of local governments.
- b) **Lack of leadership.** There is often a lack of local leadership that is needed to convene partners and begin to understand the local context/problem and develop interventions. Municipalities are also looking to the provincial and federal governments for leadership. These levels of government are responding to the crisis, however, the actions that form their response may not provide the acute intervention or suit the local context to the degree necessary. A multi-layered response is required.
- c) **Gaps in data needed to understand the problem.** There are significant data gaps for developing an understanding of the problem and supporting evidence-based approaches. Local authorities and organizations also need access to data to connect at-risk people with services. There are privacy and confidentiality concerns that need to be addressed when sharing data across organizations and geographical areas. Better data is also needed at a provincial scale (people go in and outside of municipal boundaries) and a national scale. Data that is available is disintegrated across organizational siloes (e.g. public health data is separate from crime data, etc.) and cooperation between stakeholders such as police, EMS, health authorities, social services, and justice is required.
- d) **Lack of general public awareness or stigma.** Municipalities have observed that there may be a lack of public awareness of the opioid epidemic. People either don't know there is a problem, or they assume that the problem does not affect them or their immediate family and friends. A lack of awareness can contribute to stigma attached to opioid use, making it difficult for people to seek help or treatment. Members of the public may not support harm reduction approaches or the use of municipal resources on these interventions – creating political sensitivity around any municipal actions.
- e) **Shortage of local treatment resources.** The availability, accessibility, and scope of existing treatment programs is insufficient to meet needs. This challenge is common across municipalities of varying sizes – those who have no local treatment resources need resources, and those who have some treatment resources need more than they have. In some cases, this challenge is about people not knowing about available resources or being able to navigate the system to connect to what they need. In other cases, there is a lack of appropriate resources for the local population.

### 4.2 Common Approaches Taken by Municipalities

Just as there are commonalities in the challenges faced by municipalities, there are common approaches that municipalities take in response to these challenges.



Approach	Details
1. Designate a municipal point person to lead the local response.	<p>Many communities will have a political, or executive lead (e.g. mayor or councillor) and an administrative lead.</p> <p>The role of the political lead is to demonstrate municipal leadership, attract the appropriate level of leadership from other stakeholder organizations, and set the tone for the local response.</p> <p>The role of the administrative lead includes coordination with other stakeholders, communication, setting up meetings and taking minutes, applying for grant funding, etc. This role may include implementation of certain programs.</p>
2. Convene a cross-functional working group or coalition.	<p>A working group or coalition is often convened to align resources and initiatives across stakeholder organizations. Once convened, the group agrees on the parameters of the problem that it would like to address, priorities for action, identifies and implements specific actions or programs, and monitors data over time to adapt/ introduce new programs or actions.</p> <p>Common coalition members include (in no particular order):</p> <ul style="list-style-type: none"> <li>• Individuals with lived experience</li> <li>• Community leaders</li> <li>• Town manager/administrator</li> <li>• Mayor's office</li> <li>• Council member</li> <li>• Police</li> <li>• Fire</li> <li>• Emergency medical services</li> <li>• Public health</li> <li>• Health care</li> <li>• Schools (school nurse, health and physical education teachers, school committee)</li> <li>• Library</li> <li>• Media</li> <li>• Youth</li> <li>• Parents</li> <li>• Business, Chamber of Commerce</li> <li>• Organizations involved in reducing substance abuse</li> <li>• Organizations involved in intervention or treatment</li> <li>• Government agencies</li> <li>• Faith based groups</li> </ul>



Approach	Details
	<ul style="list-style-type: none"> <li>Pharmacies</li> </ul> <p>The size and membership of the group depends on the specific context of the problem in the local area. Often, working groups or coalitions will be comprised only of key stakeholders with the ability to influence outcomes. Other stakeholders may be engaged to inform actions of the coalition but may not be members of the coalition.</p>
3. Lead/participate in Regional Collaboration	<p>Local governments are finding value in regional collaboration, even when the specific local context may be different.</p> <p>The goal of regional collaboration is different than the goal of a local coalition. Rather than designing and implementing context-specific interventions, regional collaboration supports sharing of information, effective leverage of resources, and tracking and analyzing data on a regional basis.</p> <p>Regional collaboration can also provide a stronger voice in advocacy with provincial or federal government authorities.</p>
4. Take the lead in public awareness and engagement.	<p>Local government can set the tone in the local conversation on opioids.<sup>13</sup> Members of the public may not be well informed issues related to opioid harms and approaches for effectively addressing these issues. There may be stigma about those experiencing harms or addictions, and there will likely be a segment of the local population who do not support the use of any municipal resources to address the issue. Communication and engagement will be necessary to ensure there is broad awareness of the issue, root causes, the impacts, and why harm reduction is an appropriate response. Public engagement should also inform municipal response.</p> <p>Common goals of public awareness programs are to:</p> <ul style="list-style-type: none"> <li>Educate the broad public and build support for local response actions</li> <li>Reduce stigma</li> <li>Warn current or potential drug users</li> <li>Publicize the Good Samaritan Law</li> </ul> <p>Common goals of public engagement programs are to:</p> <ul style="list-style-type: none"> <li>Obtain input on the overall strategy/approach</li> <li>Obtain input from various stakeholder groups on the design and implementation of specific programs</li> </ul>

<sup>13</sup> A Prescription for Action. Local Leadership in Ending the Opioid Crisis by the National League of Cities and National Association of Counties.





Approach	Details
	<ul style="list-style-type: none"> <li>Gauge level of support for specific programs or facilities</li> </ul>
5. Create sites in the community to respond to specific local needs.	<p>Examples of sites include:</p> <ul style="list-style-type: none"> <li>Safe disposal site for prescription drugs</li> <li>Supervised consumption sites</li> <li>Overdose prevention sites</li> <li>Needle exchange sites</li> </ul> <p>Municipalities typically do not lead the creation of these sites; however, they provide necessary support by shaping the initiative and supporting public communication and engagement.</p>
6. Develop a Community Overdose Response Plan	<p>Municipal governments can lead the development of a community overdose response plan, to identify what kinds of actions the community can and will take in response to the opioid epidemic. The development of this plan will require input and support from other stakeholders (the same types of stakeholders that may be members of a local coalition); however, a formal coalition is not required to develop this plan.</p> <p>The objectives of a community overdose response plan<sup>14</sup> are:</p> <ol style="list-style-type: none"> <li>1. Strengthen system resilience and community capacity for responding to and preventing overdoses.</li> <li>2. Recognize and disrupt social and personal stigma and discrimination associated with substance abuse and addiction.</li> <li>3. Implement a broad range of health promotion and harm reduction interventions to prevent overdoses.</li> <li>4. Assess and strengthen pathways to substance use services and supports.</li> </ol> <p>A community may choose to broaden the scope of an overdose response plan to include prevention, treatment, and care.</p>
7. Use on-the ground realities to educate, advocate, and make recommendations to provincial and federal government.	<p>Municipal governments play an important role in informing actions taken by the provincial and federal government.</p> <p>Common and potential recommendations include<sup>15</sup>:</p> <ul style="list-style-type: none"> <li>Increase availability of grant funding at a local level.</li> </ul>

<sup>14</sup> A Public Health Guide to Developing a Community Overdose Response Plan, University of Victoria, Centre for Addictions Research of BC.

<sup>15</sup> Many of these recommendations are modified from “An Obligation to Lead”, by the Massachusetts Municipal Opioid Addiction and Overdose Prevention Task Force”.



Approach	Details
	<ul style="list-style-type: none"> <li>• Consultation with local governments and coalitions when designing grant funding programs.</li> <li>• Improved data collection and dissemination.</li> <li>• Retain a centralized list of all the local officials/employees taking a lead on opioid issues to enable rapid sharing of information.</li> <li>• Develop school curriculum and programs.</li> <li>• Facilitate coordination among local governments and sharing of resources such as public education programs.</li> <li>• Create a centralized database of treatment programs or services available.</li> <li>• Support or allocate more beds for treatment</li> <li>• Ensure that costs borne by the individual are not a barrier to treatment.</li> <li>• Make naloxone freely and readily available.</li> </ul> <p>Making recommendations through a multi-stakeholder coalition, or regional collaboration of municipalities can strengthen the recommendations.</p>



### 4.3 Example Municipal Level Programs

In addition to the common approaches taken by municipalities outlined in the previous section, municipalities also take specific actions or implement programs that are designed to respond to local needs and align with the local context. Some of these programs are summarized below, as potential inspiration or useful information for the City of Leduc. Not all of these programs may be directly useful in the Leduc context, however they have been included to indicate the range of response activities.

Program and Location	Overview and Objectives	Required Resources
City of St. Albert, Mental Health and Addictions Coordinator in School  (PREVENTION AND INTERVENTION)	Provide easy access and connections to mental health and addictions services for youth.	Est. total cost of \$125,000.
Supervised Consumption Site (SCS), various communities. Local examples include Lethbridge, AB. Soon to be open in Medicine Hat, AB.  (INTERVENTION)	A permanent safe and supervised facility for consumption of drugs, including rapid intervention in the event of an overdose. A main objective is for staff to build relationships with people accessing the facility, to connect them to other treatment and harm reduction resources. SCSs are required to have network of support services at their sites for individuals, such as addiction treatment programs, counselling and support for permanent housing.  A Supervised Injection Site (SIS) is a specialized type of SCS where injection is the only mode of consumption permitted.	Upfront costs for Medicine Hat facility estimated to be \$900,000 <sup>16</sup> .
Overdose Prevention Site (OPS) Various communities. An Alberta example is on Kainai First Nation.	A facility where people are monitored for symptoms of overdose, and rapid intervention can be provided in the case of an overdose. Drug consumption is not supervised. An OPS is intended to be temporary (3-6 months) and can be established in a relatively quick timeframe (weeks) in comparison to a SCS.	Varies depending on site and duration of operations.

<sup>16</sup> <http://medicinehatnews.com/news/local-news/2018/05/08/safe-consumption-by-years-end/>



Program and Location	Overview and Objectives	Required Resources
	<p>OPS fall under a different application process with Health Canada and do not require community surveys or consultations, or provision of support services.</p> <p>OPS may provide services to check illicit drugs for fentanyl.</p> <p>OPS are sometimes being viewed as a temporary solution on the path to establishing a SCS.</p>	
<p>Gloucester, MA</p> <p><a href="#">Police Assisted Addiction and Recovery Initiative (PAARI)</a></p> <p>(INTERVENTION AND TREATMENT)</p>	<p>Publicizing that anyone with addiction could come to a fire or police station to seek help and they would not be arrested or judged, they would be helped into treatment on the same day.</p>	Unknown
<p><a href="#">ArcGIS Opioid Response Dashboard</a></p> <p>(COORDINATED RESPONSE)</p>	<p>Information with a geographical, or locational, element is pulled into a single database that can monitor trends over time and be used to target activities and responses.</p> <p>The dashboard can monitor key stats like the locations of:</p> <ul style="list-style-type: none"> <li>• Drug activity</li> <li>• Naloxone deployments</li> <li>• Overdoses</li> <li>• Deaths</li> <li>• Drug seizure</li> <li>• Prescription drugs drop-offs</li> </ul>	Requires ArcGIS subscription
<p>Montreal, QC</p> <p>Approaches to warning drug users</p> <p>(PREVENTION)</p>	<p>The City has implemented a number of tools to warn people who use drugs of crises:</p>	Unknown



Program and Location	Overview and Objectives	Required Resources
	<ul style="list-style-type: none"> <li>• L'injecteur, a magazine written by and for Montrealers who use drugs</li> <li>• Messages go out through staff and volunteers at organizations that work with drug users</li> <li>• Public alerts circulated among users</li> <li>• Montreal Group for the Monitoring of Overdoses</li> </ul>	
<p>Ocean County, New Jersey (and various others)</p> <p>Recovery Coach Program<sup>17</sup></p> <p>(TREATMENT AND (AFTER)CARE)</p>	<p>Connecting victims of opioid poisoning with treatment options, ongoing support and care. A voluntary program that connects individuals revived by naloxone with a recovery coach who will work with the patient for up to eight weeks.</p> <p>In the county, a dozen coaches are on call 24 hours a day, seven days a week at the hospital.</p> <p>Coaches are typically in recovery themselves, and able to provide perspective that others cannot.</p>	\$250,000 per year
<p>Various local governments, Massachusetts</p> <p>Develop a one-page resource guide for families and those seeking treatment or assistance.</p> <p>(TREATMENT AND (AFTER)CARE)</p>	<p>Support individuals and families in navigating available resources and programs.</p> <p>The Massachusetts Department of Public Health maintains a central website with information and links. Local governments can tailor this to their local context and develop their own one-pager.</p>	<p>Minimal financial resources for printing.</p> <p>Some staff or volunteer time.</p> <p>Distribution network.</p>

<sup>17</sup> <http://www.lifelinerss.com/media/>





#### 4.4 Case Study – City of Lethbridge

The City of Lethbridge is one of 16 local organizations which form the Lethbridge Executive Leaders Coalition on Opioid Use. The coalition was formed in November 2016 to improve the coordination of services to respond effectively to the opioid crisis in Lethbridge, with a focus on strengthening local efforts in harm reduction. A five-pronged framework is used for coordinating actions:

- Prevention
- Early intervention
- Harm reduction
- Treatment
- Rehabilitation

The coalition includes executive leadership representatives from the health, police, justice, emergency medical, post-secondary, municipal, education and social service sectors. Initial priorities of the coalition were informed by the work of a research committee, who reviewed practices in other communities (locally and internationally). Suitable data was initially not available to support an understanding of the local epidemic and needs, so the research committee was also tasked with collating and collecting the local data such as data on drug use and overdoses, crime statistics, and community engagement. This data was used to understand the problem and inform priority actions.

Members of the committee meet monthly to review data on the epidemic, updates on active initiatives, and to identify new priority areas for action. The City of Lethbridge provides meeting space, administrative support, and political leadership. The mayor was instrumental in establishing the committee and provides continued leadership by attending all meetings.

Major actions and achievements of the coalition to date include:

- Presenting to City Council to raise council awareness. Information provided included the statistics of fentanyl overdose deaths, effective methods of treatment of addiction, reversing opioid overdoses, and impacts to the community in property crime and drug-related violent crime.

##### Members of the Lethbridge Executive Leaders Coalition on Opioid Use:

- Alberta Health Services
- Alberta Children's Services
- Alberta Justice and Solicitor General
- ARCHES (AIDS Outreach Community Harm Reduction Education Support Society)
- Canadian Mental Health Association
- City of Lethbridge
- Holy Spirit Catholic Schools
- Lethbridge College
- Downtown Lethbridge BRZ
- Lethbridge Fire and Emergency Services
- Lethbridge Police Service
- Lethbridge Public Library
- Lethbridge School District #51
- Sik-Ooh-Kotoki Friendship Centre
- Social Housing In Action
- University of Lethbridge



- Conducting a community needs assessment, to identify if a supervised consumption site would be effective in Lethbridge.
- Supporting the application and eventual opening of a supervised consumption site (including the first site that permits inhalation consumption. The site is administered by ARCHES, one of the coalition partners. The site currently sees approximately 90 people per day and had reversed 10 overdoses as of the end of March 2018.<sup>18</sup> The capacity of the site does not meet the current demand, resulting in wait times of 60-90 minutes. As of May 22 2018, the site will be expanded and will be open 24/7<sup>19,20</sup>.
- Supporting a needle collection program, run by ARCHES. The collection program employs current and former drug users to collect needles in the community. ARCHES operates an all-hours phone hotline that allows community members to report used syringes in public places. Sharps disposal boxes are available to anyone for free at the supervised consumption site.
- Hosting a speaker series called “Start Talking” to provide public information about the many sides of the opioid crisis. (to be held throughout May).
- Receipt of a \$5 million grant from the federal government to implement a recovery coaching program.
- Supporting the application to Alberta Health for opening and operating a safe sobering space. If approved, the space will be operated by ARCHES<sup>21</sup>.
- Advocacy with the provincial and federal governments.

The coalition has been in place for two years and has had many successes. During an interview, the City cited the following key factors for the success of the coalition:

1. **Getting the right people involved in the coalition.** All members of the coalition have a stake in the outcome and have the authority to make decisions about allocation of human and/or financial resources. The individuals involved are executives within their organizations. Other community stakeholders have been interested in joining the coalition, but do not meet the above criteria. These stakeholders are involved in informing the work of the coalition but are not members of the coalition. This enables the member organizations that have the right connections and trust to facilitate the process of getting input, while keeping the size of the coalition from getting too big.
2. **Taking a harm reduction approach.** While the Lethbridge Police Services are key members of the coalition, the coalition recognizes that enforcement is only one component of a multifaceted solution and that crime is only a side effect of a broader health issue. Police work closely with mental health professionals in mobile outreach teams to connect people to appropriate services.
3. **Ongoing community communication and education.** Continuous effort has been required to ensure that members of the community understand the nature of the epidemic, the importance of addressing it, and the benefits of a harm-reduction approach. The public has not been unanimously supportive

<sup>18</sup> <http://www.cbc.ca/news/canada/calgary/lethbridge-safe-consumption-site-1.4587344>

<sup>19</sup> <https://lethbridgenewsnow.com/article/602586/opioid-crisis-continues-escalate-huge-demand-services-safe-consumption-site>

<sup>20</sup> <https://lethbridgenewsnow.com/article/603713/city-arches-look-improve-collection-dirty-needles>

<sup>21</sup> <http://www.cbc.ca/news/canada/calgary/lethbridge-frontline-workers-set-sights-safe-sober-space-1.4560356>



of the efforts of the coalition, but with the right people on the coalition, they have been able to continue to take important actions and communicate with the public. Examples of ongoing communication and dialogue are the BizSmarts Downtown Safety Roundtable<sup>22</sup> and monthly meetings with the business community in the area surrounding the supervised consumption site.

4. **Not waiting for leadership from the provincial and federal government.** Urgent action was needed in Lethbridge. What the coalition has learned (and continues to learn) has been passed along to inform the provincial and federal government responses.

The coalition also continues to face ongoing challenges. The City acknowledged that although the coalition is working to tackle the issue, it's not going away anytime soon. The most significant challenge that the coalition continues to grapple with is that impacts of coalition actions on the epidemic are difficult to measure.

The supervised consumption site has been open for three months and use statistics of the site show promising results. Demand for the site has been high and people are staying for longer periods of time than originally expected, providing opportunities for people to learn about options for treatment or learn about overdose prevention. However, EMS calls related to overdose have not reduced and anecdotally there has been little impact on incidences of crime. These impacts are difficult to measure because local crime statistics are compiled annually, and the prevention of increases in EMS calls or incidences of crime cannot be directly measured.

#### 4.5 Snapshot of Activities in other Alberta Municipalities

Other municipalities in Alberta are in various stages of their response to the local impacts of the opioid epidemic. Many of these activities have been centred around developing coalitions, conducting needs assessments, and submitting applications for opening supervised consumption sites.

- Supervised consumption sites have opened in Calgary, Edmonton, and Lethbridge.
- Needs assessments for supervised consumption services have been conducted in Medicine Hat, Red Deer, Edson, and Fort McMurray.
- Fort McMurray and Edson will not be pursuing the establishment of a supervised consumption site at this time.
- The Government of Alberta supports supervised consumption services in Medicine Hat, Grande Prairie, and an additional mobile site in Calgary.
- Following community consultation, City of Red Deer Council recommended a location for a supervised consumption site that was outside of the city centre. Alberta Health Services and Turning Point (the service delivery organization) do not think that a site at the recommended location can meet the harm reduction objectives and have decided to not establish services at the recommended site. The Government of Alberta continues to support a SCS in Red Deer if stakeholders are able to agree on a suitable location.

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<sup>22</sup> <http://lethbridgeherald.com/news/lethbridge-news/2018/03/16/roundtable-answers-concerns-about-site/>



- Most of these cities have formal coalitions or multi-stakeholder groups who led the process of the needs assessment and continue to lead other components of the local response to the opioid epidemic. For example, the City of Grande Prairie has established a Community Opioid Response Task Force which is being led by the mayor.
- [29 organizations](#) in communities across Alberta have received grants from the Government of Alberta to conduct public awareness activities (including the City of Leduc/LDAC). There may be potential to share and leverage resources between communities following the completion of projects in early 2019.

Further, Alberta Health Services maintains a [list of coalitions](#) in Alberta, including those that work on issues related to drug and opioid use.



## 5. SOCIAL FINANCE TOOLS

Social Finance offers a variety of tools and methods to manage money to solve societal problems, often by investing in or lending to non-profits, charities or social enterprises. The following social finance tools have potential application for municipal-level responses to the opioid crisis that can replace or leverage already constrained municipal budgets.

### 5.1 Grants

For the purpose of this discussion we will consider grants to be non-repayable payments from government to actors offering a solution to a societal problem, in this case at a federal or provincial level. Municipal governments could either facilitate or inform local non-profits of these grants or offer co-funding. Some examples of relevant programs would be Canada's Substance Abuse and Addictions Program, a new \$30 million federal program<sup>23</sup> pending announcements from the Public Health Agency of Canada, and Alberta provincial grants such as those recently announced through the Minister's Opioid Emergency Response Commission. Even if the municipal government itself does not apply for the grants, it can share knowledge of upcoming opportunities with non-profits operating in the local community.

### 5.2 Philanthropy

Philanthropic gifts are sometimes categorized as grants, but more specifically those that come from foundations or from individuals. These donors are often motivated by personal experiences, such as in the case of the founders of "Moms Stop the Harm"<sup>24</sup>. There is an array of private donors and foundations who donate funds to help address this crisis. Although a municipality might not solicit them directly for donations, an improved awareness of all the parties who are giving to local projects would allow the municipality to coordinate responses for greater effectiveness.

### 5.3 Social Impact Bonds (SIBs)

SIBs are contracts with the public sector in which a commitment is made to pay for improved social outcomes that result in public sector savings. They originated in the UK to reward privately operated correctional facilities for implementing programs to reduce the rate of re-offending and were quickly adopted in the USA to leverage private investments for an increasingly broad range of social interventions. One example of a SIB applied to the opioid crisis occurred in Connecticut, where \$11.5 million was put up by private investors to help drug-addicted parents shed their habits and hold onto their children<sup>25</sup>. This could be a powerful alternative finance tool but would be very challenging to manage for all but the largest municipalities. It could be made relevant, however, by cooperating with a group of municipalities across the region.

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<sup>23</sup> <https://www.canada.ca/en/health-canada/services/substance-abuse/canadian-drugs-substances-strategy/funding.html>

<sup>24</sup> <http://www.momsstoptheharm.com/>

<sup>25</sup> <http://www.courant.com/news/connecticut/hc-social-bonds-parents-drugs-recovery-0929-20160928-story.html>





## 5.4 Impact Investing

Impact investments are investments made into companies, organizations, and funds with the intention to generate social and environmental impact alongside a financial return. This category of investments has been growing exponentially over the past several years, and now allows social-purpose business to leverage funding from capital markets and private investors. Although impact investments have a variety of types (debt, equity, etc.), one applicable example is a Program-Related Investment (PRI)<sup>26</sup>. Foundations in Canada may legally use a PRI to give a loan or provide funding for a lease of real estate using funds in its endowment if certain conditions are met. This might be a useful tool that could be considered if a foundation is willing to help but has already committed most of its grant funding to other projects.

## 5.5 Social Enterprise

Social Enterprise has been given a wide range of definitions, but in its broader form it is an organization with social purpose which operates a business activity to further that purpose. Regardless of how it is defined, there are countless examples of social enterprises that operate to help address opioid or related issues. For example, most cities have cafes or restaurants that provide employees for people with substance abuse problem or conduct activities like this to raise funding for addiction issues<sup>27</sup>. A municipality could use a variety of methods to promote or encourage social enterprise activities, such as offering physical space, tax incentives, or running a contest to encourage new social enterprise activity or a redeployment of effort to focus on your community or the opioid crisis.

## 5.6 Facilitation & Mobilization

These social finance tools might not all be something that the City can independently act on, but that does not mean it does not have a role to play here. The convening power of municipal governments should not be underestimated. Some of these tools require cooperation between private donors, investors, the other levels of government, and foundations. The City would have the ability to call these parties together and inform them of some of the tools that they might need to work together to access. Another role for the City could be to provide some stimulus or seed funding that could help mobilize other parties for a larger project. If no cash funding can be squeezed from the budget, other in-kind support such as use of city assets or donated time from municipal employees might be enough to unlock a greater effort.

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<sup>26</sup> <https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/policies-guidance/community-economic-development-activities-charitable-registration-014.html#toc7>

<sup>27</sup> <https://www.freshstartrecovery.ca/Social-Enterprise>



## Leduc Regional Opioid Framework

## MINIMIZE HARM TO PEOPLE USING OPIOIDS

## GOAL 1

# GOAL 1

	PRIORITY*	LEAD	PARTNERS / SUPPORTED BY	IDEAS, CONSIDERATIONS, OPPORTUNITIES, AND CONSTRAINTS	TARGETS AND MEASURES	REGIONAL OPPORTUNITIES	
1	Assess community readiness for additional harm reduction strategies (e.g. clean needle exchange, opioid agonist therapy, supervised consumption)						
a	Track and map overdose calls in Leduc region to understand magnitude of issue and specific 'hotspots' in the region	short term	City of Leduc	<ul style="list-style-type: none"><li>Province</li><li>Leduc Fire Services</li></ul>	Review data from Leduc Fire Services in conjunction with Government of Alberta data to track local and regional trends; RCMP may be able to contribute to data	Quarterly reports from GOA and Leduc Fire Services	Each municipality is able to request their statistics from the Province. It would be beneficial to meet quarterly to discuss the regional trends and statistics
b	Track and communicate opioid overdose deaths in Leduc region	short term	City of Leduc	<ul style="list-style-type: none"><li>Province</li><li>Leduc Fire Services</li></ul>	Ensure Leduc region is identified specifically within GOA reporting	Quarterly reporting from GOA	Each municipality is able to request their statistics from the Province. It would be beneficial to meet quarterly to discuss the regional trends and statistics
c	Explore feasibility of a needle exchange in Leduc region	medium term	City of Leduc with Community Partners	<ul style="list-style-type: none"><li>Province</li><li>First Voice **</li><li>Street Works E21</li></ul>	Assess needs and community readiness; increase awareness of current health risks and costs to community; assess funding and operational support requirements	A report assessing the feasibility of a needle exchange in Leduc	Assessment to consider the needs of the region as a whole
d	Estimate the current costs of the opioid crisis in Leduc region	medium to long term	City of Leduc	<ul style="list-style-type: none"><li>Province</li><li>Community Agencies</li></ul>	Need to understand current costs to demonstrate socio-economic benefits of possible harm reduction strategies; Potential to partner with university on a research project	Report estimating current costs of Opioid crisis in Leduc region and estimated impact of harm reduction strategies	Research to consider the needs of the region as a whole

\*short term started within 6 months; medium term started within 18 month; long term started within 18+ months

\*\*First Voice are those with lived experience of addiction.

## MINIMIZE HARM TO PEOPLE USING OPIOIDS

## GOAL 1

PRIORITY*	LEAD	PARTNERS / SUPPORTED BY	IDEAS, CONSIDERATIONS, OPPORTUNITIES, AND CONSTRAINTS	TARGETS AND MEASURES	REGIONAL OPPORTUNITIES
response					
short term	City of Leduc	<ul style="list-style-type: none"><li>• Fire Services</li><li>• LCDAC</li><li>• Business community</li><li>• Province</li></ul>	Kits free from the province; City currently distributes kits to people who meet requirements; Need to determine how to deal with product expiration; Some people are accessing kits to get clean needles	Track number of kits handed out and training sessions provided;  Track number of expired kits being returned/exchanged	Commucation materials and training could be available throughout Leduc region
short term	City of Leduc	<ul style="list-style-type: none"><li>• First Voice</li><li>• RCMP</li></ul>	Need to communicate that those who have warrants can still be arrested; RCMP to review information distributed to community on this topic	Resurvey people with lived experience in one year and compare with 2018 survey responses	Education resources developed will be shared regionally and can potentially distributed by FCSS
short term	City of Leduc	<ul style="list-style-type: none"><li>• RCMP</li><li>• First Voice</li></ul>	Support Leduc RCMP in communicating overdose risks and available supports for those who have been detained locally	Local RCMP officers trained/informed about overdose risks and prevention strategies	RCMP detachments in the region invited to participate

\*short term started within 6 months; medium term started within 18 month; long term started within 18+ months

\*\*First Voice are those with lived experience of addiction.

## MINIMIZE HARM TO PEOPLE USING OPIOIDS

## GOAL 1

GOAL 1		PRIORITY*	LEAD	PARTNERS / SUPPORTED BY	IDEAS, CONSIDERATIONS, OPPORTUNITIES, AND CONSTRAINTS	TARGETS AND MEASURES	REGIONAL OPPORTUNITIES
3	Explore the introduction of non-profit and peer outreach programs to reduce harm and increase services						
a	Meet with harm reduction organizations to understand opportunities to engage peers in harm reduction activities	short term	City of Leduc	<ul style="list-style-type: none"><li>• First Voice</li></ul>	Time and funds for travel as these organizations may not all be in Edmonton	Peers playing a more prominent role in supporting a healthy community	Potential for regional peer support
b	Meet with Leduc groups interested in starting non-profits related to substance use disorder and harm reduction	short term	City of Leduc	<ul style="list-style-type: none"><li>• First Voice</li><li>• Community Organizations</li></ul>	Time to Act Leduc is a community group interested in starting a non-profit	Interested groups have the information required to become a non-profit organization	Potential for regional support
c	Meet with hospital to explore peer support opportunities	medium term	City of Leduc	<ul style="list-style-type: none"><li>• Leduc Community Hospital</li><li>• Province</li></ul>	Peer navigator programs being successfully used in other jurisdictions; explore local feasibility and interest; alleviates pressure on medical teams; requires funding to pay peers	Meeting(s) with Leduc Community Hospital to explore potential	The hospital serves the region
d	Investigate the potential for emergency shelter	long term	Leduc Region Housing Foundation	<ul style="list-style-type: none"><li>• City of Leduc</li><li>• Province</li><li>• Community Organizations</li></ul>	Community readiness is important; Operational costs are the biggest barrier	A plan to build and funds to operate a shelter	A shelter would serve the region

\*short term started within 6 months; medium term started within 18 month; long term started within 18+ months

\*\*First Voice are those with lived experience of addiction.

## THE COMMUNITY IS COMPASSIONATE, DRUG AWARE AND RESILIENT

### GOAL 2

GOAL 2		PRIORITY*	LEAD	PARTNERS / SUPPORTED BY	IDEAS, CONSIDERATIONS, OPPORTUNITIES, AND CONSTRAINTS	TARGETS AND MEASURES	REGIONAL OPPORTUNITIES
1	Continue to focus on community and youth education						
a	Schedule a series of regional opioid education workshops. Include education for parents and seniors on safe storage and disposal of opioids	short term	City of Leduc	<ul style="list-style-type: none"><li>• First Voice</li><li>• Community</li><li>• Schools</li><li>• Pharmacists</li><li>• LCDAC</li></ul>	Partner with First Voice to share stories on the risks of youth accessing prescription meds through friends and family	Track number of workshops and education sessions held	Partner with other municipalities to offer workshops regionally
b	Create a fact sheet and work with media to increase community awareness on opioid use and stigma: "it can happen to anyone"	short term	City of Leduc	<ul style="list-style-type: none"><li>• First Voice</li><li>• Province</li><li>• LCDAC</li></ul>	Activities already underway	Increased awareness as measured by public survey in 2019	Communication materials can be shared regionally
c	Meet with the school district to share framework and discuss educational opportunities	short term	City of Leduc	<ul style="list-style-type: none"><li>• Province</li><li>• Regional Municipalities</li></ul>	Develop a plan for next school year	Education plan	Potential to deliver education regionally
d	Contact other municipalities who have public awareness funding to assess opportunities to leverage resources	short to medium term	City of Leduc	<ul style="list-style-type: none"><li>• Province</li><li>• Regional Municipalities</li></ul>	Discuss and assess what would be appropriate to share; often messaging needs to be tailored to the unique needs of each community	Increased awareness as measured by public survey in 2019	Potential to share communication and information regionally
e	Develop a plan for reaching high risk people through employer, sports and trade union environments	medium to long term	City of Leduc	<ul style="list-style-type: none"><li>• Chamber of Commerce</li><li>• Workers Compensation Board</li><li>• Province</li><li>• Leduc Nisku Ec. Dev. Authority</li></ul>	Materials created for schools can be revised for different audiences	Track number of meetings with business community to share resources	Share meeting agenda and information with other municipalities so they can hold similar meetings locally

\*short term started within 6 months; medium term started within 18 month; long term started within 18+ months

\*\*First Voice are those with lived experience of addiction.



## THE COMMUNITY IS COMPASSIONATE, DRUG AWARE AND RESILIENT

## GOAL 2

# GOAL 2

	PRIORITY*	LEAD	PARTNERS / SUPPORTED BY	IDEAS, CONSIDERATIONS, OPPORTUNITIES, AND CONSTRAINTS	TARGETS AND MEASURES	REGIONAL OPPORTUNITIES	
2	Work with physicians, first responders and pharmacists to support their opioid response needs						
a	Meet with physicians to share framework goals and identify possible synergies and support areas	short term	City of Leduc	<ul style="list-style-type: none"><li>Primary Care Network</li><li>College of Physicians</li><li>Physician Clinics</li><li>Leduc Community Hospital</li></ul>	Primary Care Network leading its own response  Look for opportunities to partner and support	To be determined	PCN is a regional organization
b	Develop a community resource summary to share with clinics, ER, first responders	short term	City of Leduc	<ul style="list-style-type: none"><li>Fire Services</li><li>Physicians</li><li>Leduc Community Hospital</li></ul>	Community resource information sheet and info about naloxone currently under development	Track how many info sheets have been distributed and by whom	Potential to share resource sheet regionally
c	Work with pharmacies to explore needle policies and practices	short term	City of Leduc	<ul style="list-style-type: none"><li>Pharmacies</li><li>First Voice</li><li>Community Agencies</li></ul>	Need to better understand individual pharmacist practices and corporate policies. Have First Voice explain how people access and use needles for illegal drug use	Barriers to accessing clean needles have been removed - assessed through First Voice interviews	Partnerships with other municipalities to ensure consistent policies across the region

\*short term started within 6 months; medium term started within 18 month; long term started within 18+ months

\*\*First Voice are those with lived experience of addiction.

## THE COMMUNITY IS COMPASSIONATE, DRUG AWARE AND RESILIENT

## GOAL 2

PRIORITY*	LEAD	PARTNERS / SUPPORTED BY	IDEAS, CONSIDERATIONS, OPPORTUNITIES, AND CONSTRAINTS	TARGETS AND MEASURES	REGIONAL OPPORTUNITIES
community					
short term	City of Leduc	<ul style="list-style-type: none"><li>• First Voice</li><li>• Province</li></ul>	Radio, print and social media campaigns currently under development	Measure changes in awareness and perceptions through public survey in 2019	Potential to share communication and information regionally
short term	City of Leduc	<ul style="list-style-type: none"><li>• First Voice</li><li>• Province</li><li>• RCMP</li><li>• Fire Services</li><li>• Leduc Community Hospital</li></ul>	Focus is on increasing mindset of community health. Funding is in place to implement	Track number of workshop participants	Regional partners could attend, oragnizations often serve the region
short term	City of Leduc	<ul style="list-style-type: none"><li>• First Voice</li><li>• Province</li></ul>	Video currently under development	Measure changes in awareness and perceptions through public survey in 2019	Video will be available on youtube for other municipalities to access and share
medium term	City of Leduc	<ul style="list-style-type: none"><li>• Chamber of Commerce</li><li>• Faith organizations</li><li>• Service clubs (Lions, Elks, etc.)</li></ul>	Letter campaign to provide words of encouragement and emotional support for vulnerable people; could expand to Breakfast with the Guys/Gals event in future	Number of letters written to people in recovery or active use	Anyone in the region could participate in writing a letter

\*short term started within 6 months; medium term started within 18 month; long term started within 18+ months

\*\*First Voice are those with lived experience of addiction.

## PEOPLE HAVE ACCESS TO TIMELY, AFFORDABLE, AND INTEGRATED ADDICTION AND MENTAL HEALTH SUPPORTS AND TREATMENT

### GOAL 3

GOAL 3		PRIORITY*	LEAD	PARTNERS / SUPPORTED BY	IDEAS, CONSIDERATIONS, OPPORTUNITIES, AND CONSTRAINTS	TARGETS AND MEASURES	REGIONAL OPPORTUNITIES
1	Advocate for improved access to psycho-social supports for everyone impacted by opioid crisis (individuals, families, front-line workers)						
a	Advocate for ways to reduce youth and adult mental health assessment wait times to access services	short term	LCDAC	City of Leduc	Identify funding, policies or procedural constraints and work with partners to reduce wait times; need to create baseline of current wait times	Track improvements to wait times	Regional organizations are on the LCDAC, who are leading the initiative. Municipalities are also welcome to advocate for the region
b	Meet with AHS and mental health professionals to explain community needs and seek creative solutions to reduce barriers to access (e.g. costs)	short term	City of Leduc	<ul style="list-style-type: none"><li>Alberta Health Services (adult and youth mental Health)</li></ul>	Meet with local mental health professionals to discuss issues; Continue to meet with Associate Minister of Health on annual basis	Track number of individuals accessing mental health supports in Leduc	Consider and communicate regional needs
c	Encourage the establishment of community opioid support groups to meet different needs (e.g. parents, first voice, front line)	short to long term	First Voice and Community Groups	<ul style="list-style-type: none"><li>City of Leduc</li><li>Organization that could provide meeting space</li></ul>	Opioid Anonymous meetings are self supporting; Parents Empowering Parents pilot in the community (next fall); Funding is required	Introduction of new support groups in Leduc region	Opportunities for regional support groups

\*short term started within 6 months; medium term started within 18 month; long term started within 18+ months

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## PEOPLE HAVE ACCESS TO TIMELY, AFFORDABLE, AND INTEGRATED ADDICTION AND MENTAL HEALTH SUPPORTS AND TREATMENT

## GOAL 3

GOAL 3		PRIORITY*	LEAD	PARTNERS / SUPPORTED BY	IDEAS, CONSIDERATIONS, OPPORTUNITIES, AND CONSTRAINTS	TARGETS AND MEASURES	REGIONAL OPPORTUNITIES
2	Advocate for improved access to detox services						
a	Explore a patient transportation/ patient navigator program for detox in Edmonton	medium term	City of Leduc	<ul style="list-style-type: none"><li>• First Voice</li><li>• Community Organizations</li></ul>	Explore a variety of options to support patients e.g. taxi , volunteer patient navigator, regional ambulance, victim services support	Increased number of Leduc residents accessing detox services	Potential for a regional program
b	Investigate feasibility of a detox centre in Leduc (e.g. provincial funding criteria, estimated cost, operational partners)	long term	City of Leduc	<ul style="list-style-type: none"><li>• Province</li><li>• First Voice</li></ul>	The province funds these types of facilities for communities that meet criteria; Operation and maintenance funding is a challenge; Assess community resources to support this (e.g. space in hospital)	Meeting with Government of Alberta, AHS executives and regional mayors, FCSS directors to discuss the idea	Regional Council members would need to be involved

\*short term started within 6 months; medium term started within 18 month; long term started within 18+ months

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## PEOPLE HAVE ACCESS TO TIMELY, AFFORDABLE, AND INTEGRATED ADDICTION AND MENTAL HEALTH SUPPORTS AND TREATMENT

### GOAL 3

GOAL 3		PRIORITY*	LEAD	PARTNERS / SUPPORTED BY	IDEAS, CONSIDERATIONS, OPPORTUNITIES, AND CONSTRAINTS	TARGETS AND MEASURES	REGIONAL OPPORTUNITIES
3	Advocate for improved access to treatment (residential / outpatient)						
a	Promote the Rural Opioid Dependency Program	short term	City of Leduc	<ul style="list-style-type: none"><li>Rural Opioid Dependency Program</li></ul>	Educating front line service providers about this program	Increased number of Leduc region patients accessing the program	Information on program could be shared by regional partners
b	Assess the potential for supportive housing in Leduc region (e.g. a safe place to transition out of treatment)	short term	Leduc Regional Housing Foundation	<ul style="list-style-type: none"><li>City of Leduc</li><li>Alberta Rural Development Network</li></ul>	When people leave treatment it is risky to return to their same environment - need a safe transition space; biggest constraint is to find sustained operational funding over long term	Meetings with non-profits and municipalities to discuss possibilities	Non-profits are regional and housing doesn't need to be located in Leduc. Could be in any municipality as Leduc Regional Housing Foundation serves the region
c	Explore ways to reduce the cost/barriers of Opioid Agonist Therapy	short to medium term	City of Leduc	<ul style="list-style-type: none"><li>Regional Opioid Dependency Program</li></ul>	Supporting people in filling out applications. Municipalities could subsidize an individual until they receive Blue Cross	Prescribing rates of methadone/suboxone increase in the region	All municipalities would need to be on the same page to ensure consistent access across the region or share the cost of subsidy/staffing
d	Explore public/private options for a treatment facility in Leduc region	medium term	<ul style="list-style-type: none"><li>Province</li><li>Community Organizations</li></ul>	<ul style="list-style-type: none"><li>First Voice</li><li>City of Leduc</li></ul>	Consider working with a student in public health to explore costs and models for treatment facilities	Report on feasibility of a treatment facility	Would require regional municipal support as such a facility could be open to anyone

\*short term started within 6 months; medium term started within 18 month; long term started within 18+ months

\*\*First Voice are those with lived experience of addiction.



**MEETING DATE:** July 9, 2018

**SUBMITTED BY:** Janet Guthrie, Sport Tourism Coordinator

**PREPARED BY:** Janet Guthrie, Sport Tourism Coordinator

**REPORT TITLE:** Curl 4 Canada Final Report

## REPORT SUMMARY

This report summarizes the successful Curl 4 Canada event hosted in March 2018.

## BACKGROUND

### KEY ISSUE(S) / CONTEXT:

The Curl 4 Canada was a joint initiative between the City of Leduc and Leduc Curling Club. The event was held March 24 – April 1 at the Leduc Recreation Centre (LRC) curling rink and saw the conversion of the twin arena surfaces into an additional eight curling sheets. This event was historic in that it marked the first time that Curling Canada combined four national championships into one large nine-day curling festival and was the grand finale to the Leduc Curling Club's centennial celebrations. The events hosted were:

- 2018 U Sports/Curling Canada University Championships
- 2018 CCAA/Curling Canada Championships (College)
- 2018 Canadian Wheelchair Curling Championships
- 2018 Canadian Mixed Doubles Championship

The U Sports and CCAA championships kicked off the Championships. The tournament schedule had all eight sheets in the twin arenas in use by either college or by university teams. For many of the curlers this event was their first opportunity to play on arena ice. One sheet of ice was dedicated for live streaming with three games each day being streamed online by CBC. Medal presentations and the closing ceremonies were held on ice immediately after the games concluded. A joint Victory Banquet was held for the two events in the field house the evening of March 28.

There were four curlers from Leduc that competed in the U Sports and college championships. The two university students both won gold and represented the University of Alberta Golden Bears and Pandas. On the college side, the NAIT women's team brought home the bronze and the MacEwan women's team finished fourth.

Wheelchair curling was the next event running from March 26 – April 1, primarily in the curling rink. An opening ceremonies was held the evening of March 26 and Victory Banquet on Saturday, March 30. The semi-finals and finals were both held on arena ice with the gold medal match being live streamed on CBC Sports webcast. Medal presentations and the closing ceremonies were held on ice immediately after the games concluded.

Being located in the curling rink meant that the wheelchair event was prominently showcased in the facility. The host organizing committee felt that this event should be free to watch, drawing attention to and awareness of the sport. It also provided ample opportunity for the public to meet interact with the athletes.



The Canadian Mixed Doubles Championship began on March 28 and ran through to April 1 in the twin arenas. One sheet of ice was used for the live streaming with three games per day. The quarter finals and gold medal game were broadcast live CBC Sports Road to the Olympics where 215,000 people tuned in to watch the final game.

Kaitlyn Lawes and John Morris did not compete at the championship as they had only recently returned from winning the first Olympic gold in Mixed Doubles at the 2018 Winter Olympics in Pyeong Chang, Korea. Kaitlyn had also just been a part of the Women's World Championships gold medal winning team. Kaitlyn came to Leduc on March 28<sup>th</sup> where she participated in the Mixed Doubles opening reception, a media scrum and autograph session along with speaking at the U Sports and College Victory Banquet. Everybody, including the other curlers from all four championships enjoyed the opportunity to meet and have their picture taken with Kaitlyn.

Altogether the Curl 4 Canada event saw:

- 74 teams competing
- 46 draws
- 302 games played
- Over 30,000 spectators
- 27 draws live streamed on CBC Sports
- 344,000 people watched the two mixed doubles draws that were televised live on CBC Sports, Road to the Olympics
- 6 Canadian Curling Champions crowned

Major events create opportunities for community engagement that brings together a variety of groups working towards a common goal. Curl 4 Canada is no exception. The success of this event can also be attributed to the dedicated community and sport groups that supported the event by volunteering en masse. A number of these groups used participation in this event as a fundraising opportunity as well. These groups included the Nisku Leduc Rotary Club, the Leduc Community Living Association, LINX, Leduc Minor Hockey Association, Leduc Minor Football and the Leduc Lacrosse Association. Central to the theme of community engagement was the host organizing committee's goal of ensuring that individuals living in seniors housing were able to watch the event. Of the 100 tickets given out to seniors housing complexes 83 tickets were redeemed.

Hosting events is becoming an increasingly important way for local sport organizations to raise funds to support their programs and to reduce the cost to participate. The host organizing committee is happy to announce that this event was successful in generating a financial legacy for the Leduc Curling Club of over \$80,000. Some of the funds will be used to purchase sticks and crutches for each ice surface to help keep and to introduce people to curling at all stages of life. The remaining fund will be used for club operations and programming with the goal of keeping participation costs affordable.

#### ATTACHMENTS:

1. Curl 4 Canada Host Organizing Committee Final Report
2. Curl 4 Canada Economic Impact Assessment

Others Who Have Reviewed this Report

P. Benedetto, City Manager / D. Melvie, General Manager, Community & Protective Services

# CURL 4 CANADA HOST ORGANIZING COMMITTEE FINAL REPORT

This historic event marked the first time that Curling Canada combined four national championships into one large 9-day curling festival. This report captures the key learnings and experiences of the host organizing



March 24 – April 1, 2018



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# Curl 4 Canada Host Organizing Committee Final Report

## Event Overview

Curl 4 Canada was hosted in the City of Leduc by the Leduc Curling Club from March 24 – April 1, 2018. The event was held at the Leduc Recreation Centre (LRC) using the curling club ice and the twin arenas. This event was historic in that it marked the first time that Curling Canada combined four national championships into one large 9-day curling festival and served as the grand finale to the Leduc Curling Club's centennial celebrations. The events hosted were;

- 2018 U Sports/Curling Canada University Championships
- 2018 CCAA/Curling Canada Championships (College)
- 2018 Canadian Wheelchair Curling Championships
- 2018 Canadian Mixed Doubles Championship

The U Sports and CCAA championships kicked off first and ran from March 24 – March 28<sup>th</sup>. A combined opening ceremonies was held on Saturday, March 24<sup>th</sup>. The tournament schedule had all 8 sheets in the twin arenas being used alternately by either college or by university. For many of the curlers this event was their first opportunity to play on arena ice. One sheet of ice was used for the live streaming with 3 games per day being streamed. Medal presentations and the closing ceremonies were held on ice immediately after the games concluded. A joint Victory Banquet was held for these two events in a field house at the LRC the evening of March 28<sup>th</sup>. Additional awards were presented during the Victory Banquet.

There were four curlers from Leduc that competed in the U Sports and CCAA championships. The two university students both won gold and represented the University of Alberta Golden Bears and Pandas. On the college side, the NAIT women's team brought home the bronze and the MacEwan women's team finished in fourth.

Wheelchair curling was the next event to kick off. It ran from March 26 – April 1, primarily on the club ice. An opening ceremonies was held the evening of March 26<sup>th</sup> on club ice. A Victory banquet was held at a local hotel on Saturday, March 30. The semi-finals and finals were both held on arena ice with the gold medal match being live streamed on the CBC Sports webcast. Medal presentations and the closing ceremonies were held on ice immediately after the games concluded.

Being located on the club ice meant that the wheelchair event was front and centre to all of the activity. The Leduc Curling Club lobby opens up to the main hallway in the LRC and is the main gathering place in the facility. The host organizing committee decided to make this event free to watch for the fans which was a great way to showcase and to raise awareness of the sport. It also provided ample opportunity for the public to meet the curlers and to get to know them.

The 2018 Canadian Mixed Doubles Championship ran from March 28<sup>th</sup> until April 1. This event was held on the twin arenas. One sheet of ice was used for the live streaming with 3 games per day

Road to the Olympics. 215,000 people tuned in to watch the final game on television. An opening reception for the Mixed Doubles teams was hosted in a field house at the LRC. There was no opening ceremony to kick off this event, instead the ceremony was added to the beginning of the finals which were televised. There was also no Victory Banquet for the Mixed Doubles.

Kaitlyn Lawes and John Morris did not compete at the national championship as they had only recently returned from winning the first Olympic gold in mixed doubles at the 2018 Winter Olympics in PyeongChang, Korea. Kaitlyn had also just won another gold at the Women's World Championships. In addition to their very busy schedule John Morris had his first baby on March 27<sup>th</sup>. Kaitlyn came to Leduc on March 28<sup>th</sup> where she participated in the Mixed Doubles opening reception, a media scrum and autograph session along with speaking at the U Sports and College Victory Banquet. Everybody, including the other curlers from all four championships enjoyed the opportunity to meet Kaitlyn and have their picture taken with her.

Altogether there were:

- 4 national Championships
- 9 days of competition
- 74 teams competing
- 46 draws
- 302 games played
- 2 opening ceremonies, 1 closing ceremony
- 2 athlete banquets and 1 athlete reception
- 230+ volunteers
- Over 30,000 spectators
- 27 draws live streamed on CBC Sports
- 344,000 people watched the two mixed doubles draws that were televised live on CBC Sports, Road to the Olympics
- 6 Canadian Curling Champions crowned

We were honoured that Curling Canada selected us to be the first hosts of this event. Curling Canada staff; Danny Lamoureux, Jean Mills and Board of Director Members Lena West and Brad Gibb were great to work with, were very professional and provided a lot of support to our committee.

## Chair's Report

### Committee Structure

The host organizing committee (HOC) believed that board development and succession planning were very important to both the success of this event and to future events. The HOC was comprised of a deliberate mix of seasoned event organizers and some who were participating on an HOC for the first time. HOC members are also comprised of a mix of people from both the curling community and the broader community. The members from the broader community bring a wealth of event planning and board experience which brings a fresh perspective to this event.

### 2018 Host Organizing Committee



Back row: Lynn Svensson, Decorating; Dean Gauvreau, Facilities; Patrick Bock, Merchandise, Janet Guthrie, Accommodations; Teryle Simpson, Ceremonies, Bill Casey, Vice-Chair, Cathy Craig and Alana Bilesky, Wheelchair Co-leads; Dennis Nosyk, Transportation; Mike Abraniuk, Security and Accreditation; Justin Zimmer, Bars Co-lead; Connor Hood, University Liaison

Front row: Bernadette Lee, LRC Liaison; Christine Dunbar, Curling Club Manager; Kim Fandrick, Finance, Sponsorship and Tickets; Dawn Gavin, Chair; Nadine Leming, Programs and Media Relations; Lynne Jones, Volunteers; Janice Parker, Banquets and Reception

Absent: Sherry Fraser, Officials and Statisticians; David Senft, Bars Co-lead; Lindsey Chambers and Megan Candie, Promotions Co-leads; Jim Knight and Sandra MacDougall College Consultants

## Background

- This event was talked about in Leduc with Curling Canada and City for many years previous. Initial letters of support from our local organizations were requested in April 2016, and beginning of contract negotiations
- After receiving confirmation from the Leduc Curling Club Board in regards to their support for hosting the event, I committed to be the Chair in April, 2016. Prior to the host organizing committee forming I worked with the Curling Canada and City of Leduc Sport Tourism and venue staff.
- I began recruiting for the Host Organizing Committee in Jan, 2017
- Curling Canada's first site visit was October, 2016 with the first host organizing committee meeting being held in April, 2017
- This event was very large and therefore very time consuming. Initially we had discussed and tried to hire an event manager as I work full time as well. We were unable to secure the person we were hoping to get, so with encouragement from Curling Canada we moved forward with myself being the main person and recruited a Vice-Chair to provide additional leadership and support to myself and the committee.
- Was everything you required to get started available to you at that time?
  - Yes
- Were the key contacts at Curling Canada accessible to you at an appropriate time for your needs?
  - In my case I had biweekly conference calls with Danny Lamoureux. Once the event got closer, I had several conference calls with CBC as well.

## Other comments

This was a very unique event and I believe we did a great job considering this was the first time these events had been combined, hence there were no previous reports or history to reference.

The committee was large with 22 people. I considered splitting it into smaller groups that would be managed by Directors, however, I felt that there would be disconnect and not everyone would be up to speed if we did that. I did not require that committee members attend all meetings initially unless they had something to report as some things could not be worked on till closer to the event, such as ticketing. All committee members were required to attend as we got closer to the event. Meetings were held once a month until about 3 months out, then went to twice monthly. We tried to keep meetings to 1 hour whenever possible.

It was a great advantage having the Sport Tourism Coordinator from City of Leduc attend our meetings and assist with planning all the way through. Also, the facilities lead was headed up by two City Staff, who were incredible during our event. The Directors from Curling Canada that attended our event provided a lot of support too.

Curling Canada trainers helped in advance of the event by running clinics to train statisticians and timers. I would recommend organizing these early and holding multiple training sessions. There are so many games that you need a ton of volunteers in this area. Also, work with your provincial association to ensure no other events are running at the same time that would compete for officiating needs as this event alone required 462 volunteer shifts to be filled.

CBC was good to work with. It was helpful to have site visits ahead of time and to establish relationships before the event. Curling Canada and City of Leduc facilities, the LRC liaison, IT and Sport Tourism also attended the site visits.

One area that I also assisted with was recruiting volunteers for announcing games. I recruited local politicians, as well as representatives from CCAA & U Sports, the organizing committee and even announced a few myself. Because this was a 15 min job, I didn't want to tie up volunteers that could be used for timing, stats and other jobs.

With several opening ceremonies to plan and banquets, it was imperative to have a good list of who was speaking for each event. Closing ceremonies were planned onsite with Curling Canada during the event.

Though transportation was not a requirement from Curling Canada, we did have a team available that were used during the event. The committee rented me an SUV, which was used for picking up VIP's and running for supplies.

It would have been helpful to have contacts for U Sports and CCAA brought on board for planning right from the beginning. CCAA particularly had resources and requests that were not brought forward till later in the planning process. I would recommend bringing them on board as soon as possible.

It is important to prepare the committee that things will be changing right to the final hour. Schedules took a long time to finalize, and the team needed to be really adaptable.

We held nightly meetings during the event for our committee; "war room meetings" were held in our lounge area, we often had a drink or meal together, with the main purpose of the meetings to touch base, talk about our successes of the day, and what issues we needed to sort out for the next day. We set a time and place to meet each day in our master schedule. We did have to cancel on the Wednesday, as we just didn't have time that day.

### **Getting Started**

- What information was given to you when you started?
  - Dates of the event
  - Location of the event
  - The number of teams that would be involved
- What other information would have been helpful to you before you started?
  - Previous reports from other events
  - Contact info for the head icemaker
- Other comments/recommendations
  - The strength of your committee is key, as well as group meetings I met with each committee member one on one to get them started, and then again part way through to make sure they were on task
  - We also met with our Downtown Business Association, Chamber of Commerce and utilized the Sport Tourism support where ever possible.

### **Budget**

- Was the information available to you as soon as you required it?
  - We started with our budget and used Google Docs to update and share with the group. We provided training to the board members about how to use Google docs



- Were funds available to you as soon as you required them?
  - Our club is financially stable and were able to provide funds to start the event out.
  - Our community has a “pay it forward” tradition that each event gives the next event some seed money to start out with. The 2016 Alberta Summer Games gave some seed money to the 2017 Canadian Ringette Championships who in turn gave us \$2,500. We have budgeted the same amount to pay to the next community group for their event.
- Did you require subsequent meetings to finalize your budget?
  - Budget was a living document that was continually evolving.
- Other comments/recommendations
  - We had no idea what to expect for ticket sales. We under budgeted in this area, and were pleasantly surprised. I think we hit the price point just right, by keeping it affordable.

### **The Event**

- Were you confident that your portfolio was prepared and was promoted well?
  - I was fairly nervous before the event, however, I had a great team and great support from Curling Canada. All things were solvable.
- Were you confident your group was prepared for the event?
  - Yes. I had 2 portfolios that needed some extra attention at the end, but the key is to stay on top of where all the committee members are, and assist them where needed.
- Comments on over-all preparation, coordination and operation of the tournament
  - Although I tried to do a verbal walk through of what to expect at the event, it would have been helpful to do more physical walk-throughs with the committee.
  - We brought in some general members (non-curlers) from our community that had areas of expertise in event hosting, such as security. Offering a Curling 101 session with these folks ahead of time to help them learn the basics of the sport is recommended. We didn't do this, however we will plan for it next time

## Vice-Chair

### **Background**

I was first contact was in April, 2017 to discuss participation with the Chair. The first organizing committee meeting was on April 24, 2017 at which time the role of Vice Chair had been established.

### **Getting Started**

The role of the Vice-Chair was to assist with minute taking, reviewing agendas and assisting with the general running of the planning team and organization of the event. I also gave special attention to the needs of midday meals for the wheelchair athlete's and related logistics. I worked with and provided mentorship to the newer committee members that were new to this type of event planning. I also pitched in and assisted where needed.

### **Budget**

There was no specific budget for this role as tasks were all related to costs in other portfolios. The Finance Coordinator did a fantastic job of building the budget, managing the expenditures, seeking and confirming sponsorships.

### **The Event**

As typically happens with large events such as this there were moments of disconnect however, it all came together in the end as the event opened. Good efforts from the planning team to address details.

### **Volunteers**

Excellent in the planning, and the quality of our volunteers. Well done Leduc. Excellent involvement with the wheelchair participants both on and off the ice

### **Sponsorship**

In a struggling economy, sponsorship was a challenge. This needs to be started early. Sponsorship did a great job of covering the community, and adequate funds were raised.

### **Transportation**

The courtesy vehicles were all planned but the information about their availability seemed to be limited hence many participants rented vehicles. The handicapped transportation worked well with some tweaking of schedules. Again some teams rented due to a wish for more flexibility. Having designated parking spaces for these vehicles worked well.

It was one very busy week, a job well done. The wheelchair teams in particular are very interested in a return visit to Leduc. Good comments from wheelchair, university and college participants about the opportunity to be in the same venue and watch the other divisions as they were curling.

## Finance Chair

### Background

- First contact date - Feb 2017
- Date first committed to project - Feb 2017
- Had you received your portfolio at that time? No
- Was your portfolio more/less than you had anticipated? More
- Was everything you required to get started available to you at that time? No but Murray helped me soon after
- With respect to the Chair and/or Vice Chair, were they accessible to you at an appropriate time for your needs? Yes

### Getting Started

- I was given a previous event budget and information shortly after. I was also provided with a prepared budget at this time.

### Budget

- Were funds available to you as soon as you required them? We elected to have the event finances run through the Leduc Curling Club. In the end, this caused some issues in receiving cheques in a timely manner. I would recommend that the event set up its own account under the Curling Club umbrella. This would give total control of the account to the host organizing committee
- Did you require subsequent meetings to finalize your budget? Yes, there were several meetings regarding finance and budget
- Other comments/recommendations - I would recommend that the event gets a credit card so that there is not so many issues for paying for items and people paying for items.

### The Event

- Were you confident that your portfolio was prepared and was promoted well? Yes
- Were you confident your group was prepared for the event? Yes
- Comments on over-all preparation, coordination and operation of the tournament - The event ran well except for some miscommunication and requests for payments, cheques and a deposit book. A finance office was set up in one of the change rooms past a security check point. This room worked well as it could also be locked, therefore we were able to keep everything there. Deposits were handled on a daily basis with any cash being stored over night in a safe. The location of the finance room was ideal as the Mixed Doubles winners received a payout after each game and this made it easy for them to collect their funds.

I used 2 main volunteers, people that I trusted to count money and do floats. Total volunteers used for all the finance items, tickets, bar token sales, program sales and merchandise was around 50. The volunteers that were working the various positions would come to the finance room and count their float that was already double counted. They would then do their shift and return to the finance room, count their money and match their sales to the money. I would then count it and then another person would confirm.

<b>Revenue</b>			
<b>Grants</b>			
City of Leduc Sports Tourism Grant		\$ 20,000.00	
Curling Canada Grant - Hosting Grant		\$ 15,000.00	
Curling Canada Grant - University/College Banquet		\$ 10,000.00	
Curling Canada Grant - Wheel Chair Banquet		\$ 4,000.00	
Curling Canada Grant - Mixed Double Banquet		\$ 2,000.00	
Government of Alberta		\$ 122,500.00	
Ringette - pay it forward grant		\$ 2,500.00	
			\$ 176,000.00
<b>Operating</b>			
Bar Sales		\$ 14,839.05	
College/University Banquet Tickets		\$ 1,624.86	
Fundraising, 50/50		\$ 1,500.00	
Golf Tournament		\$ 3,308.00	
Merchandise Sales		\$ 1,142.62	
Programs		\$ 1,623.81	
Tickets - Full Event Passes		\$ 2,205.45	
Tickets - College/University		\$ 16,202.58	
Tickets - Mixed Doubles		\$ 14,752.65	
Volunteer Banquet		\$ 4,143.81	
Volunteer Jackets		\$ 5,738.10	
Wheelchair Banquet Tickets		\$ 736.15	
			\$ 67,817.07
Sponsorships			\$ 32,900.00
GIK			\$ 42,330.90
<b>Total Revenue</b>			<b>\$ 319,047.97</b>
<b>Expenses</b>			
Admin Supplies		\$ 1,041.16	
Banquets		\$ 14,355.64	
Bars		\$ 7,639.17	
Ceremonies		\$ 3,265.00	
Decorations		\$ 3,407.19	
Economic Impact assessment			
Facility Rent		\$ 68,867.60	
Food - Free tickets		\$ 3,287.88	
GIK		\$ 42,330.90	
Hospitality		\$ 6,165.05	
In Ice Logos		\$ 3,300.00	
Merchandise		\$ 2,559.01	
Officials		\$ 773.31	
Press and Publicity		\$ 28,096.18	
Security		\$ 2,555.00	
Tickets		\$ 396.29	
Transportation		\$ 15,892.17	
Video		\$ 2,348.00	
Volunteer Banquet		\$ 6,899.11	
Volunteers		\$ 15,893.50	
<b>Total Expenses</b>			<b>\$ 229,072.16</b>
<b>Net Income</b>			<b>\$ 89,975.81</b>

## Fundraising

### Golf tournament

We partnered with the Chamber of Commerce by participated in their annual golf tournament. This tournament allowed us to promote the event and to generate funds from game holes and from the silent auction

### Jewelry Sales

A partnership was set up with Leduc Goldsmiths to sell engraved commemorative jewelry for the event. A portion of the proceeds from each item sold was donated to the Host Organizing Committee in exchange for sponsorship recognition.

## Sponsorship

### Background

- First contact date – November 2017
- Date first committed to project – November 2017
- Had you received your portfolio at that time? Yes
- Was your portfolio more/less than you had anticipated? More
- When was your first meeting? November 2017
- Was everything you required to get started available to you at that time? Yes
- With respect to the Chair and/or Vice Chair, were they accessible to you at an appropriate time for your needs? Yes
- Other comments: As the original sponsorship coordinator was heading south for the winter I picked up this portfolio late, after the event's budget and major grant applications had been finalized. This allowed time for the out-going sponsorship coordinator to bring me up to speed on the program and where agreements were at.

### Getting Started

- What information was given to you when you started? The sponsorship package had already been prepared, a sponsorship letter was supplied shortly afterward. I also received a list of places that had already been approached.
- What other information would have been helpful to you before you started? A detailed list of the sponsors that the club has received money from in the last two years so that the loyal supporters of curling in the community could have the first right of refusal (or acceptance) to also support this event.
- I wish I could have started requesting sponsorship in May 2017. It was difficult to ask for money close to Christmas and after the New Year it was a huge rush to get sponsors committed and to fulfill our obligations regarding their advertising and in ice logos privileges. Next time, I would create a different package and will work harder on getting button sponsors. I would also create a sponsorship committee. This is a huge event and the sponsorship plays a very important roll. I believe that it is too much for one person to handle.

### Budget

- Was the information available to you as soon as you required it? There was no budget developed for sponsorship



- I would have made sure there was a budget for printing of packages. The in-ice logos were a huge cost that was not considered. There definitely should have been a budget for sponsorship and the items that should have went under it are; in ice logos, printing of sponsorship packages, free food and drinks, advertising for the sponsorships and a portion of the cost of the program. I would recommend that the budget for sponsorship be \$8000.

### The Event

- Were you confident that your portfolio was prepared and was promoted well? Yes
- Comments on over-all preparation, coordination and operation of the tournament - I needed to focus on this earlier and individually. It was a way bigger job than I thought it was. I feel I could have done a better job in asking for sponsorship and follow up. I have attached the sponsorship package, the sponsorship letter and the email template that I used, the thank you letters to the sponsors and GIK people, there is a detailed list of all the places that I approached as well attached and the contract that I used.



## Tickets

### Background

- First Contact/committed to project date – September
- Had you received your portfolio at that time? No
- Was your portfolio more/less than you had anticipated? It was exactly what I expected
- Was everything you required to get started available to you at that time? No the schedule was not finalized
- With respect to the Chair and/or Vice Chair, were they accessible to you at an appropriate time for your needs? Yes

### Getting Started

- What information was given to you when you started? Had a meeting with the chair and decided the prices of everything.
- What other information would have been helpful to you before you started? The schedule was not finalized until late January so the tickets could not be sold until then.

### Budget

- Was the information available to you as soon as you required it? Yes
- Were funds available to you as soon as you required them? Yes
- Did you require subsequent meetings to finalize your budget? No
- The budget for tickets was too high at \$2,000. It only cost around \$300 to print all the ticket that were needed for the event and I printed way too many of them as people mostly purchase tickets through Eventbrite or bought day passes that were just a stamp for that day at the door. The rest of this budget was used for in ice logos.

### The Event

- Were you confident that your portfolio was prepared and was promoted well? Yes
- Were you confident your group was prepared for the event? Yes
- Tickets at the event ran smoothly. My volunteers understood the job requirements and did a great job.
- The ticket volunteers were set up outside the main entrance doors. They checked tickets that were pre-purchased and sold tickets. They signed in for their shift at the volunteer room then proceed to the finance room to receive their float and tickets. They would then go to the table and work their shift. They then would return to the finance room and return their unsold tickets and count their money and fill in the appropriate sheet. I always had 2 people working tickets as they had to both check and sell tickets. We also had other volunteers from the Leduc Community Living Association (LCLA) volunteer so at times there were 3 people at the ticket table. LCLA is a group that works with people with disabilities. They enjoy volunteering at events.
- The program sales volunteers would sign in at the volunteer room then they would come and get their float and programs at the finance room. They would then go to their table and sell for their shift. I had the program table and the bar token people at the same table and both were outside the event doors. At the end of the shift they would return with their float and count it. The first shift would take all the programs up that were needed for the day and the last shift

would return the programs. The price of \$10 was too high for the program. It should have been \$5.

- The bar token sales people would check in at the volunteer lounge and then they would come to the finance room and receive a fixed amount of tokens for their shift and float. They would then proceed to the table and sell tokens. If they ran out of tokens they would call the finance room for more. They were not to get tokens from the bar that were handed in for drinks. We sold the tokens for \$5 which was perfect and we made a good amount of money. After their shift they would return to the finance room with their left over tokens and money.
- The merchandise sales volunteers checked in with the volunteer room then they came to the finance room to receive their float. Merchandise was too much to make the volunteers count each shift so we did not. Two people worked the merchandise table at all times, we found that this was not necessary. One volunteer would suffice. They had a sheet with the prices and items on it. When they sold an item they made a tick. At the end of the shift they counted the ticks and money to make sure everything corresponded and was correct.
- Eventbrite was initially confusing to use at I had never set up tickets before. After setting up the first ticket it ended up being simple. It was free and very user friendly. I could make changes with ease and run reports. I was able to set it up that every time someone purchase a ticket I received an email. This gave me the ability to see in real time the amount of money we made before the event was even going. I would highly recommend using this.

## Tickets

Do not do individual draw tickets, it would be too complicated and time consuming. Day passes and event passes were perfect. Keep the prices low and you will end up selling more tickets that way. Use Eventbrite, it is simple to do and their fees can be passed onto the people buying the tickets.



## Merchandise

Event branded merchandise included mugs, shaker bottles and, shot glasses. We tried to keep these items small and affordable (as many players were students). Although we had quite a bit of product left over, we were able to give each volunteer a mug or shaker at the volunteer appreciation, and will use the rest up at the club for bonspiel prizes etc.

For clothing we had a local company on site to do shirts/ hoodies.

### **The Event**

- 1) Give ideas to committee to see if that's what we want to order for sale
- 2) Find supplier and get quotes of items (water bottles, coffee mugs, clothing)
- 3) Give supplier copy of art work to be etched, embroidered on sale items
- 4) Approve art work on items and place order for set amount (give 3-4 weeks for items to arrive)
- 5) Give finance the bill to be paid
- 6) Show committee when items arrive and set cost of items
- 7) Make schedule of volunteers for hours to be selling items
- 8) Make sure you have a float for each shift and a tracking sheet of sales for each shift
- 9) Determine where you will be selling merchandise
- 10) If using a local shop for clothing, make sure you have a place to set them up

## Press & Publicity

### **Background**

I was first approached to co-chair the ‘promotions’ team on April 3, 2017. Our portfolio as it was originally presented was less than expected (in comparison to previous curling events) because the parent organizations played a much larger role. The first meeting was held on April 27, 2017, at which time it was decided that the ‘promotions’ and ‘program and printing’ teams would combine into the ‘publicity’ team. This made the most sense, as a program is an intrinsic part of an event’s branding and should be attended to by the same group of people, and printing is a cohesive function of promotions. Because there were so many different organizations and layers of approval for this event, it took a very long time for us to get what we needed to get started to the degree that we wanted – but this was out of the control of our committee chair and vice-chair. We began by putting together a comprehensive communications plan, which was approved fairly quickly – this gave us a starting point to jump off from.

### **Getting started**

As this was a brand-new, first annual event, there was no previous information available to us. We had to build everything from scratch, including the name, logo and event branding. What would have been helpful to start with would have been a list of key contacts and an outline of the chain of approvals – there was a lot of time spent trying to figure out who had to approve what.

### **Budget**

We found our budget fairly easy to put together, as the majority of our costs were tangible. Hands down, the most difficult aspect our budget process was the photographer – this was an ordeal that lasted from June 2017 to March 2018. The biggest source of frustration came from changing expectations in terms of photography deliverables. Bringing four events together for the first time made it difficult to estimate the services we required as each event had different requirements that needed to be merged into one program, resulting in Curling Canada adjusting their requirements several times. Another difficult item to budget was printing on behalf of other committees; many of them did not appropriately estimate their quantities, resulting in higher than anticipated costs and last-minute production of certain materials.

### **The event**

Over the course of the year, personal circumstances changed for both co-chairs of the publicity team, which meant that unfortunately neither of us were able to attend the event. Despite this, we are 100 per cent confident that we were as prepared as possible and promoted the event to the best of our ability, within the confines of our limitations (for example, Curling Canada handled the event’s online presence as well as all media relations).

### **Press/Publicity/ Programs and Printing**

Our advice to the next publicity team would be to stay hyper-organized and set hard-and-fast deadlines for externally submitted content. If you give people an inch, they will take a mile, and although we needed to be flexible and understanding in certain circumstances, it cost our committee in terms of



quality of work and resulted in some very late nights and a lot of stress. We are hoping that having our communications plan will give the next team a good place to start and an idea of what worked and what didn't.

For the program deadlines, remember to think backwards – what will be your last submission? What will be the first? Touch base with your printer to find out exactly how long they need for production, and then add a few days for last minute changes. If you can afford it, hire a professional to design your program – it will save you infinite headaches.

Printed materials, budget documents and our communications plan will be provided on a USB stick; the files are huge.

### **Media**

A recommendation for next time would be to involve local media earlier with community interest stories and a few articles to talk about the various events and to educate the public about curling.

Curling Canada will look after national level promotions, however anything that is of local interest such as the Kaitlyn Lawes autograph session should be promoted by the HOC at the local level.

### **Media Rules**

- Photography only between hog lines
- No pictures behind hacks
- No flash photography
- When a Curler is in Hack no movement until the rock has crossed the hog line
- Must be quiet at all times



**CURL 4 CANADA**  
**2018 CHAMPIONSHIPS**

## Volunteer Chair

### Background

I believe it was late 2016, early 2017 that conversation was started with me regarding this event. I committed to helping in this capacity in March 2017.

My portfolio was, in the end, more than I had expected simply due to the amount of volunteers we ended up requiring.

I always felt that the Chair / Vice Chair were accessible at all times.

### Getting started

A volunteer registration form was drafted out and after a few changes, sent on to the publicity team to be formatted and completed. I opted not to go with online registration options – this was a personal choice of mine; I feel that most other people would have gone with the online registration. With the number of volunteers, this may have been an easier option on some levels, but I do know the majority of our senior volunteers still want paper copies, and many do not even have email as a point of contact. For me, with paper, I was always able to follow up and keep track of the volunteer applicants.

Once the registration form was completed, we had paper copies handed out to our committee members as I urged them to try to find their initial volunteers that they have worked with before. The forms were completed and either handed back in through the different committee leads, dropped off at the curling club or mailed back to me. The majority of forms were scanned back to myself. The volunteer registration forms were also put on the Leduc Curling Club website as well as the City of Leduc website.

There are 2 major things I would have done differently; one being that I would have broken down the 'official' category on the volunteer form to include timers and stats volunteers. This was something I didn't realize we were expected to fill to such a huge capacity (which was just me not realizing) and I think if the jobs had been more specific on the forms maybe more would have indicated interest with this. I also would have had better communication with what was going to be needed for 'ice making assistance' and had our club crew try to help with early recruitment for this.

Committee and volunteer apparel fell under my duties as well; this was something I could have used another assistant for. However, I chose the company that would do our apparel early (I started speaking with them in August) and was pleased with the final product.

### Budget

My budget was \$10,000; I likely needed closer to \$15,000 for the number of volunteers we ended up registering. Other clubs likely would have charged a higher volunteer fee, but this was something I felt I really wanted to keep low, each volunteer paid \$25.00. This included their jacket, access to the volunteer lounge, access to the events and a ticket to our year end banquet. The fee offset about ½ of the jacket cost; we also had \$1000 sponsorship towards the volunteer jackets as well. Kim (finance) was a huge help as well keeping my budget on par as my food bill kept expanding!

## **The event**

By the start of the event, I had 250 volunteers registered, and likely had another 20 who helped out that week signing on late. The volunteer room opened around 0700 each morning, and closed late in the evening, sometimes not until midnight. Mike Abraniuk (security) and myself were there most of the time, taking turns at early starts and late evenings. Volunteers signed in for their shifts and received their lanyard, then signed out after their shift. If they returned to view, they signed out a lanyard again to gain access to the event. Sign in and out sheets were provided daily.

Updated schedules were posted in the room, as well as media clips from newspaper articles.

Coffee was always on hand (we picked up fresh carafes 3 times daily from McDonalds) as well as muffins, cookies, granola bars, fruit and daily there was more 'substantial' offerings of food for all volunteers. This also became 'larger than life' as the Curl 4 Canada officials and crew also ate in the lounge due to the amount of games scheduled as there was little time to eat elsewhere.

I felt our committee was prepared; we knew there would be fires to put out daily with so many events in such a short time, but we stuck together and problem solved as the needs arose. Our 'red jacket' HOC crew rose to the occasion, and I know the participants appreciated all the hard work. I was so proud of our 'blue jacket' crew – our volunteers – for the work they put in, the eagerness to help, the extra shifts provided; all with smiles on their faces for the visitors to our city and facility. Many of our club members were part of all of this; I felt so proud watching both adult and junior club members out there assisting the wheelchair curlers, you could see that they were appreciating the opportunity as much as the wheelchair curlers were appreciating their involvement. All in all, a fantastic experience.

## Officials

### Background

- First contact date; Spring 2017
- Date first committed to project Spring 2017
- Had you received your portfolio at that time? No
- Was your portfolio more/less than you had anticipated? Way more
- Was everything you required to get started available to you at that time? Yes
- With respect to the Chair and/or Vice Chair, were they accessible to you at an appropriate time for your needs? Yes

### Getting Started

I was advised how large the event was going to be. I did not grasp how many people would be required to do timing and stats.

### Budget

- Was the information available to you as soon as you required it? Yes
- Were funds available to you as soon as you required them? Yes
- Did you require subsequent meetings to finalize your budget? No

### The Event

- Were you confident that your portfolio was prepared and was promoted well? It was prepared to the best of my ability with the help of the finance chair as I struggled with the amount of volunteers that were required for the event.
- Were you confident your group was prepared for the event? Because so many shifts needed to be filled in this area, there were a lot of people new to stats and training. This worked out pretty well in the end, only a couple of people needed to be reassigned to other duties.
- Comments on over-all preparation, coordination and operation of the tournament - I could have been provided with the stats and timing program for scheduling from Curling Canada and it would have made life easier. Now that I am aware of it, I will be sure to ask for the program next time.

## Security & Accreditation

### Background

- First contact date
  - March of 2017
- Date first committed to project
  - March of 2017
- Had you received your portfolio at that time?
  - Within a week.
- Was your portfolio more/less than you had anticipated?
  - Portfolio was what I had expected as I was Chair of Security for the 2016 Alberta Summer Games.
- Was everything you required to get started available to you at that time?
  - Yes
- With respect to the Chair and/or Vice Chair, were they accessible to you at an appropriate time for your needs?
  - Yes
- Other comments/recommendations:
  - The schedule was known to be constantly changing. The approximate number of volunteer shifts was created based on the general operating hours of the event. Make your initial estimations based on operational hours of the tournament and split them into either 4 or 6 hour shifts.
  - A lesson on curling would be nice. As an organizer for the event, I was brought in because of my expertise in running security at events. I had no prior in depth knowledge of curling.
  - As this event had involvement by members of the board of the local curling club, it was sometimes confusing when referring to board members as to whether it was board members of the club or board members of the event. For the event using Director, Vice-director, & Chair of, will help organizing members not familiar with the curling club board differentiate between the two bodies.

### Getting Started

- What information was given to you when you started?
  - Dates of the event
  - Location of the event
  - Schedule of regular meetings
  - Contact list of the board for the event (within the first month)
  - Security report from the BP cup
- What other information would have been helpful to you before you started?
  - Previous after action reports from similar events if available.
  - List of potential contacts for services needed if possible (printing, communications equipment)
- Other comments/recommendations
  - If possible a “Funspiel” to teach the basics of curling to non-curlers on the organizing committee



- Contact the local constabulary about 3-4 months before the event to let them know the dates and times.

### **Budget**

- Was the information available to you as soon as you required it?
  - Yes, head of finance prepared and distributed a budget template to be used
- Were funds available to you as soon as you required them?
  - Yes.
- Did you require subsequent meetings to finalize your budget?
  - Yes. Communication with other portfolios within the organizing committee was required to finalize needed items.
- Other comments/recommendations
  - Budget \$40-\$50/hour (contact a few security companies in the area) for overnight security. Plan on the time needed to be all hours outside your operating hours with a 30-minute overlap on each side if possible. There is a high likelihood that the whole or part of the event will be televised or webcast. The organization providing the broadcast will require overnight security to guard their assets.
  - Determine your main mode of communication based on your location. Our location was close enough to use verbal communication for the entire time within the event. Each of the areas were easily within 5-minute walk (1 flight of stairs separated one sheet from the arena)
  - If there is another organization that has high visibility vests or security vest to loan, reach out to them early or budget for approximately 24 high visibility vests for the event.

### **The Event**

- Were you confident that your portfolio was prepared and was promoted well?
  - Yes. The volunteer coordinator did a fantastic job of promoting the needs of my portfolio within the volunteer pool.
  - Security volunteers were scheduled independent of the curling draws. They need to be there approximately 1 hour before the first draws to 1 hour after the last draw.
  - Scheduling independently of the draws at the beginning based on maximum operating hours will allow you to adjust once the final schedule is made. Volunteers were not upset when they were informed that they could come in late or leave early.
- Were you confident your group was prepared for the event?
  - Because of the depth of experience of the organizers of the event, I was very confident with the preparation. People of various levels of experience with events participated in the organizing of the event so those with more experience were able to help guide those with less.
- Comments on over-all preparation, coordination and operation of the tournament
  - Overall the event was well prepared and coordinated.
  - A table top run through of the event with all organizers present approximately 2 months before the event would have been helpful. This would have to be done when everyone could block out about 6 hours of time.
  - Last minute adjustments will have to be made during the event.

## **Other Comments/recommendations**

### **Food Services**

If the event is providing food services, coordination with security is required in regards to the following:

- Times of the food service
- Who is allowed to access the food services?
- Location of the food services

### **Tickets**

The total ticket sales and capacity of the venue is information needed by security if they are controlling viewing access to the venue. If ticketing is controlling viewing access, then a communication method for when the venue is close to capacity is required.

### **Security**

Depending on the current tournament, the demographic of the event changes.

- During the CCAA and the U Sports the demographics is mainly parents, relatives and friends of the athletes.
- During the Mixed Doubles it is mainly curling fans and those still around from the other tournaments
- During the Wheelchair, the demographics were quite varied. The event was non-ticketed and open to the public, and the nature of the facility made it very public. Security was required to monitor the items of the athletes as they participated.
- Security volunteers should be recruited based on friendliness and reliability.

### **Banquet**

The banquet will require security. Generally, this is a low key event and a minimum number will be needed.

- The college and university banquet required security at the entrance to prevent people from leaving with drinks.
- The Mixed Doubles and Wheelchair events did not require security.

### **Ceremonies**

- Security controlled access to the muster points for the ceremonies

### **Equipment**

- High visibility vest was the only equipment required by security

### **Volunteer**

- Volunteer schedule was only about half full before the event, don't panic, this is normal for larger events.
- Many volunteers from other areas asked where else they could help during the event and when security's responsibilities were explained many volunteers signed up during the event.
- The best security volunteers were the ones that were very friendly and willing to talk to everyone. Security was highly visible and was asked by several spectators and athletes information.

- Determine a type of code for volunteers that require access to restricted areas. Curling Canada will provide credentials for the athletes, officials, and Curling Canada members.
- Reinforce with the volunteers that if anything happens, they are to contact you.

### **Facilities**

- A walk through of the facility 3-4 months beforehand to determine where security should be positioned is needed.
- Request chairs in places where your security volunteers will be fairly stationary. (hallway entrances, viewing entrances, etc.)
- Make a list of who will have keys for controlled areas.
- Find out what type of physical and onsite security there is. (Cameras, swipe card access points, etc.) This information may be needed in the case of an incident.
- Determine evacuation procedures in case of emergencies and determine incident chain of command in case of emergencies. For us, we were to follow the directions of the Recreation Centre staff in case of emergency.

### **Merchandise**

- Find out the procedure for the people selling merchandise and determine if they require access when moving merchandise/cash.

### **Press/Publicity**

- Press will require credentials that allow them access to restricted areas.
- Determine how you will differentiate between press that require special access and press that don't need special access.
- The volunteer in charge of Press should be the one checking credentials out and in from press.

\*See appendices for the Security brief distributed to security volunteers

## Ceremonies

### Background

- First contact date; March 19, 2017
- Date first committed to project March 19, 2017
- Had you received your portfolio at that time? Yes
- Was your portfolio more/less than you had anticipated? Yes
- Was everything you required to get started available to you at that time? No – general information only.
- With respect to the Chair and/or Vice Chair, were they accessible to you at an appropriate time for your needs? Yes
- Other comments/recommendations
  - The general information regarding the 4 events was available but because this was the first time that 4 national events were held in one venue, I think specific information and/or details that could not be provided to all parties.
  - Dawn and Bill were excellent leaders and hands on leaders at that. They supported all volunteers in all capacities and were present and available before, during and after the event.

### Getting Started

- What other information would have been helpful to you before you started? A general template for Opening/Ceremonies would have been helpful. All information received regarding Opening/Closing was verbal and only certain things were for sure i.e. Pipers, Mc, etc.
- Other comments/recommendations
  - I was given basic information i.e.: dates, locations, and some basic information on the expectations for Opening and Closing Ceremonies but this part of the event really came down to organizing to ensure that you had the “requirements” excepted. The actual ceremonies did not come together until a month or so prior to event. Something that would have helped would be an example of a script for the MC, dignitary letter example etc. I have attached the documents we developed as a reference.

### Budget

- Was the information available to you as soon as you required it? Yes
- Were funds available to you as soon as you required them? No (See comments for more information)
- Did you require subsequent meetings to finalize your budget? No
- Other comments/recommendations
  - Our financial person did an outstanding job considering the grant approval from the Government of Alberta was not receiving until just before the events were being held. We were asked to keep costs to a minimum until the grant funds had been received – hence my answer with respect to availability.
  - As Chair for Opening/Closing – most of my expenses were at the end of the event and my need to have funds available was non-existent until that time

## **The Event**

I was very confident that the event was prepared and promoted in a fashion that brought more revenue in ticket sales than predicted. The group of volunteers that were chosen to Chair the various areas were seasoned and willing to ensure that all four events went off without any major issues. Their commitment as well as the involvement and commitment level of our Chairperson was outstanding. Dawn is very seasoned in the curling atmosphere, has been involved in events similar and her knowledge was probably the greatest asset our team could have. I have served as a volunteer and chair on many events and this group of individuals just got the job done, they weren't afraid to ask for direction and willingly accepted suggestions. When you have the right people in the right positions particularly in the Chair positions, things fall into place and I believe the success of the events shows that. I would also like to say that the individual in charge of finance Kim Fandrick did an outstanding job not only in that area, but willing volunteered in other areas as required or requested. Her dedication to ensure this event was exceptional should not go unnoticed.

There were many items, decisions, discussions with respect to re-scheduling of games, protocol, what could and could not be done etc., that were not determined by our group but by other governing organizations and I found that to be frustrating at times. Sometimes the sharing of information that affected certain areas was not done in a timely manner for an event of this size and that created issues. Although I realize this is a first time event of this magnitude, I think a general standard for all national/provincials that could be given to the host group would alleviate a lot of stress from the organizing committee. There are some basics that would not change for any size of event and an established standard package with examples and or templates for your organizing committee would be very helpful.

## **Ceremonies**

All Opening Ceremonies had an honour guard (City of Leduc Fire Dept.) and were piped in by 3 pipers and 1 drummer. Opening Ceremonies were held for University/College and Wheelchair.

A Dress rehearsal was held on Thursday night before. The Junior Curling Board assisted by putting pieces of tape on the hallway where all the kids were to line up. The Fire Department honor guard had lots of experience with ceremonies and was a great help.

Mixed Doubles did not have an opening ceremony but the same format listed above was followed for the final game of this event.

Master of Ceremonies for the events was Jackie Rae Greening who did an outstanding job.

All contact with the individuals required for the opening/closing ceremonies was done by email. Great for record keeping!

University/College was challenging due to the number of participants. With 32 teams, spares and coaches to line up to enter the arena in the correct order was a big task. We taped the names of the teams to the wall, had two lines of players – one on the east wall and one on the west wall. I had a volunteer at the front of each line and one volunteer holding the door open to the arena for entrance

onto the ice. Curlers were advised prior to going on the ice the order of procession – Skip, Third, etc. to coincide to the script of the MC. The Script is attached and shows the process in detail. As well, we had a Junior curler holding the placard and assigned to each team.





Wheelchair – I was fortunate enough to have Cathy Craig, the individual in charge of the wheelchair program at the Jasper Place Curling Club who really organized this event as her knowledge base was far above mine in this area. The athletes were lined up on the ice prior to the start of opening ceremonies, and as each team was announced they went from the front of the pack to the back of the pack, which allowed each team front row exposure for the crowd. The script is attached and shows the process in detail.



Closing Ceremonies – Curling Canada plans this on site, with the ceremonies chair. Meetings and walk through done during the event.

Mixed Doubles – Two RCMP marched in the medals which were placed at the front end of the rink.

### Equipment

The equipment required was a:

- Microphone for rinks and curling rink – A test was conducted the night before the event.
- Podium required for all three events.
- Scotch, glasses and tray required to Pay the Piper for each event
- 6 tables with black table cloths and skirts (black)were required for Closing Ceremonies.

## **Volunteers**

Minimal volunteers were required. Leduc Junior Curling assisted with the University & College by carrying sign boards with the team names on them that provided by Curling Canada. The junior curlers led each team into the arena for the ceremonies as well as three volunteers to help coordinate the junior curlers.

Wheelchair – 3 volunteers

Mixed Doubles – 2 volunteers with sign boards led the teams into the arena for the final game

## **Sample emails for piper's/honour guard:**

### **Honour Guard:**

My name is \_\_\_\_\_ and I'm the chair for Opening/Closing Ceremonies for the upcoming events being held at LRC. \_\_\_\_\_ has forwarded your email to me with respect to having the honour guard at the events listed below.

Opening Ceremonies – University/College – March 24 – 11:45

- Wheelchair – March 26 – 3:30 p.m

Mixed doubles is not holding an opening ceremony but the final game will be televised and your presence is requested at that – April 1, – 12:00 pm

Closing ceremonies for the events are going to be low key with medal presentation. I have been advised that the wheelchair event may have some changes coming down the pipes but I will keep you advised as I hear news.

Would you be interested in participating in these events? If so, can you please confirm via return email and thank you for considering our request.

### **Pipers**

Good morning \_\_\_\_\_:

My name is \_\_\_\_\_ and I'm on the organizing committee for the above noted event responsible for opening and closing ceremonies. Leduc is hosting the Canadian Championships for Collegiate/University, Mixed Doubles and Wheelchair. Part of curling tradition is the piping in of the teams to the events and I'm wondering if you would be interested in participating in the above noted event. Dates as listed below. If you are, can you please advise me by return email and advise me of the price for your services for all three events.

College/University starts March 24 and runs to March 28 with 32 teams

Mixed Doubles runs March 29 – April 1

Wheelchair goes March 26-April 1

We would require the piping in of the athletes for all three dates. We would like 3 pipers and 1 drummer if possible. Thanks and I look forward to hearing from you!



## Banquets and Receptions

### Background

- First contact date - May 2017
- Date first committed to project - July 2017
- Had you received your portfolio at that time? No, not until I went to my first meeting
- Was your portfolio more/less than you had anticipated? There was no portfolio to follow.
- When was your first meeting? September 24, 2017
- Was everything you required to get started available to you at that time? No
- With respect to the Chair and/or Vice Chair, were they accessible to you at an appropriate time for your needs? Absolutely, every step of the way.
- Other comments/recommendations: I had to meet with the chair and co-chair to get the information needed to get the banquets organized. After much discussion and many changes, we did not end up having a formal banquet for the mixed doubles.

### Getting Started

The city of Leduc employee who was a large part of our committee gave me the starting point and contact information for the hotel venues to host a banquet for the wheelchair banquet. Information which would be helpful is more communication between the curlers and banquet ticket information.

The budget was right on for everything I needed.

### The Event

I was confident that I prepared myself well for any needs which may have arisen and accommodated accordingly. It was promoted well from our end I feel. It would be a bit helpful if the curlers were better informed of how the banquets would run and how many would be attending.

The accommodations and food services were fantastic. I did not hear of any negative comments on either the wheelchair banquet which was held at The Royal Executive Inn or the large banquet hosting the University/College at The LRC.

The LRC was very accommodating to get everything done and needed.

Mixed Doubles - a small meet and greet was held for players and Kaitlyn Lawes who was onsite the day of mixed doubles arrival. This was planned with Curling Canada last minute. It was held just before lunch with sandwiches squares and drinks. We had a mic on site, and welcoming comments from CCA, Jeff Stoughton, and the event chair. It was a casual event. Teams picked up their team bags and visited.

### CCAA/U Sports

A banquet was held onsite at one of our fieldhouses. Awards were presented by both organizations so a stage was needed. Food was brought in by a caterer. The guest speaker was a local curler; I would recommend getting a bigger name next time. Traditionally CCAA does not allow liquor at their victory banquets. They were allowed this time as the banquet was merged with U Sports which does not have the same alcohol free policy as CCAA. We had a DJ and dance which was thoroughly enjoyed and

wrapped up shortly after midnight. Our transportation was onsite for any driving needs. I would recommend having 2 bars at this event at least for the start of the evening as it was quite busy at one end. Floor curling was available, for any kids that were not dancers. Additional tickets were sold on Eventbrite, as each team is allowed a set amount by Curling Canada. There were several schools that had trainers etc. that wished to attend.

#### Wheelchair

This banquet was put out to bid by local hotels. Although banquet numbers are lower, about 100 in all space to accommodate 250 is recommended due to the volume of people using wheelchairs. After several scheduling changes, the banquet ended up being at 8pm the night before the finals. This caused some problems for folks that had health issues, dietary requirements and athletes that were very tired by that time of day. There were awards presented, and the food was well done. Wheelchair transportation was available to and from the venue, it would have been nice to have an event earlier in the day, or closer to the hotel, so transportation was not needed.

#### Bars

We chose to have a bar area between our twin arenas that was open during game times and did not have a “patch”. A local distillery was the sponsor. Some people chose to hang around between games which meant we had to deal with that ticket wise. Our security had counters at the doorway to ensure we were within capacity for the liquor permit. Our facility health authority made us rent a handwashing station, although the bathroom was near by. We encouraged, and paid for many volunteers to get their ProServe certification as this will benefit ourselves and other organizations that need bartenders.

Although we tried to keep our order simple, we did have lots of requests for Gin, and a few other things that we were able to add in as our local liquor supplier agreed to do midweek deliveries and take back any unopened liquor.

We stored all of our liquor and supplies in a dressing room that was shared by the chairperson, with limited access for others.



## Decorating







## Transportation

We started working on or about 18 to 24 months before the event. Regular committee meetings were held monthly. These meetings were helpful as we were all kept informed of events as they became known. We were also able to learn more about our department leaders and what they were planning.

Our leader, Dawn, always was prepared and gave everyone an opportunity to explain what they were doing and to discuss it with everyone else if necessary.

We were having four different Canadian Championships, all in our local Leduc Recreation Center on 13 sheets of ice in 3 different arenas. There was the Wheel Chair Championships, University Championships, College Championships and the Mixed Doubles Championships. We split the transportation portfolio between Steve and I. He looked after wheelchair transportation and I looked after non-wheel chair transportation.

I had experience with the transportation portfolio from other provincial curling events held in Leduc previously, which made my job a little easier. Since I had the portfolio before, I contacted previous sponsors relating to the vehicles for transportation to see if they were again on board for this event, and they were, at the beginning.

Prior to the tournament, the Vice-Chair portfolio contacted the teams to have them let Transportation know if our services were to be required, and that worked very well for us as they contacted me directly via email or phone. We gave the curlers a dispatch number, my cell phone number, that they could call for a lift to other destinations as well as to the curling rink. We also drove them and significant others to a local restaurant or pick them up from there when they called. We also gave them rides back to their hotel from their banquet and dance until 1:00 AM.

We had 8 vehicles and did not have a car assigned to any one team. Many teams rented vehicles and would drive to the arena. If cars were assigned to a particular team, we would have had to be more aware of the schedule of wins and losses and have more vehicles running than necessary and scheduling of drivers would not be as effective.

I believe that we could have done the job with six vehicles as we allotted drivers based on the number of teams playing per draw. We had 2 shifts per day – one from 8:00 AM to 4:00 and from 4:00 to 11:30 or 12:00 PM on those days that had both early and late draws. The hotels were only about 10 minutes from the arena, therefore requiring fewer vehicles and giving the drivers more runs. We also acted as pickup for coffee runs twice a day for our volunteer coordinator.

Since we wanted to be always available, the basic plan was drivers were to be ready to drive one hour prior to a game starting and be around one to one half hours after the game was over. We always had cars and drivers available at the hotels and the curling rink. The dispatch number was given to all teams so they could call us at any time if a car wasn't there. We were always able to send a car for the pick up within 10 minutes of the call.

In order to use the vehicles donated by our dealerships; Schwab Motors and Nisku Ford, we had to fill out purchase agreements so we could then register and insure the vehicles. We were able to do this

through the Leduc Curling club insurance agency who had the vehicles registered and insured them under their insurance. The cost of doing this was very minimal although somewhat time consuming.

We had magnetic signs on the vehicle doors which were great for advertising the event as well as used for recognition by the players. We set up an account through our local Co-op so we could sign for gas and car washes.

We had 17 drivers, including myself and another person, who acted as dispatchers and did not drive.

After all drivers were confirmed as volunteers, abstract requisition forms were signed and abstracts were obtained for insurance purposes. At a meeting the drivers signed up for the shifts they wanted and they were able to get what they asked for as some drivers stated they would work anytime, which helped greatly with scheduling. A schedule was then made and sent out to everyone via email.

At our meeting we went over scheduling, driver expectations, where curlers are picked up and dropped off as well as where all the events were to take place. The place our drivers could get a cup of coffee or a snack, which was from our volunteer coffee room.

Overall, our Transportation team did an excellent job – we received accolades from the curlers and their coaches, as did our entire organization. Drivers were very helpful and offered to drive more hours than they were assigned. It was a great experience for all of us.

## Accommodations

### Background

- First contact date: October 2016 for accommodations
- Date first committed to project: March 2016 - the overall project
- Was your portfolio more/less than you had anticipated? The accommodations portfolio was less work than anticipated as Curling Canada hires a company to negotiate the accommodations contracts and the blocks. Each team contacts the hotel directly for their bookings. There was some additional work required by two Hotels due to branding and staff changes that occurred. The wheelchair curlers had some additional requirements compared to sledge hockey players that we had previously hosted.
- When was your first meeting? As I am also the Sport Tourism Coordinator for the City my meetings with the Chair began in March or April 2016.
- With respect to the Chair and/or Vice Chair, were they accessible to you at an appropriate time for your needs? Both the Chair and the Vice Chair were readily available.

### Getting Started

I was contacted by Curling Canada's accommodation provider in October, 2016 at which time I assisted in the hotel selection process by conducting site visits and in the case of the wheelchair championships I coordinated an accessibility assessment of the hotel choices using the Canadian Paralympic Committee's Accessibility Checklist for Hotels. I brought two members of the sledge hockey community to conduct the assessment with me. I recommended several hotels based on Curling Canada's preferences, event and athlete needs.

We were hoping to have a rebate come back to the committee on rooms booked, however the commission was paid out to the accommodations provider instead. Some of the hotels also chose not to sponsor the event as they had already paid the commission on the rooms. In the future I would negotiate a rebate to the committee with Curling Canada and the accommodations provider at the very beginning.

It would have been nice to have been aware of the medical equipment needs of the wheelchair curlers earlier. This would have facilitated the process and allowed more time for sourcing equipment and planning delivery. As we became aware of the needs for additional medical equipment I sent an email to each team to determine what was required. One Hoyer lift, a commode and 3 shower chairs were required. I contacted medical supply companies in Leduc and in Edmonton and passed along the information to the teams so that they could make their own bookings. I arranged equipment delivery and returns. Not realizing how big the Hoyer lift was, I needed to book hot shot service for this as the lift would not fit in my vehicle (a small SUV). I arranged to have a truck after the event and was able to return all of the equipment, including the Hoyer lift in one trip. The lift is a little heavy and awkwardly shaped, it requires two people to lift it.

**Budget**

I did not have a budget for accommodations as we initially thought it wasn't necessary. In the end I spent under \$100 for the hot shot service for the Hoyer lift. It would have been nice to have budgeted for a pull up banner for each hotel (3) as well. \$500-\$1,000 would be sufficient.

**The Event**

There was some confusion that occurred in booking the rooms for the university and college teams, this could be avoided by getting a rooming list from Curling Canada and having the hotels assign rooms and follow up with the teams directly. Some of the room requirements differed from the original contract. Due to the volume of rooms booked this presented a few capacity problems for specific room types, all of which was manageable however, it is good to be aware of. It would be a good idea to meet with the hotel staff prior to the event to plan the check in process to ensure that there are no issues. I would also recommend adding a fourth hotel to the mix to alleviate some of the room type pressures, without a common area for the teams to hang out, it isn't necessary to have them all in one hotel.

## LRC Liaison & Venue

LRC Events & Bookings was contacted September 2016 (1.5 years prior to event). Venue space was obtained and initial event meetings were booked. The first meeting I attended was April 24, 2017. The Chair & Vice Chair were accessible. Individual side meetings were encouraged to ensure all committee members were comfortable with their roles. We were there to work, but also to have fun!

### **Getting Started**

The event chair was given a facility contract with all the charges, including space, pipe & drape, bars, stage and podium. We later added and revised the contract 30 days out from the event start date. The event applied for both a provincial and a municipal grant which required having a venue contract in place early on.

### **Food Services**

Meetings were held with the management team of the restaurant, located within the LRC, prior to the event. Expectations were discussed to prepare the food service staff, well in advance. Further arrangements were made to have a “grab n’ go” cart on the main surface area of the facility, to catch those with limited time.

### **Tickets**

Ticket sales were always updated in the last few meetings. Sales were up from the anticipated amount. Ticket sales were well advertised.

### **Banquet**

The University/College banquet was held in the facility. Set up was completed for 300 people. Volunteers set up the tables and chairs to reduce costs on the facility contract. Event was also licensed. This event just required a regular liquor license for the evening.

### **Ceremonies**

All LRC set up requirements were completed such as moving the podium from space to space for different ceremonies and banquets.

### **Equipment**

The facility’s scissor lift was used (with lift & fall arrest trained operators) for the live streaming and the television broadcast. It was placed in the area during set up and remained there for the duration of the event.

### **Facilities**

I was the LRC liaison. Another member of the City was the facilities chair member. I made sure we communicated and that all event set up information was completed within the timeframe needed.

### **Merchandise**

Merchandise sales were run out of one of the facility amenities.



## **Transportation**

We created a parking area for the loading/unloading of participants and also added additional, temporary handicapped parking stalls during the event.

## **Venue**

A walk through of the event was completed a few months prior to the event.

- Change Rooms – provided
- Inspections – health inspections reports were filed & event exists
- Ready for Event – all prepared
- Set Up – details were forwarded to all parties involved
- Parking – ample parking with additional area as well/added more handicapped stalls
- Sound System – provided
- Signage – displayed
- Storage – provided
- Showers – provided
- First Aid – suited to type of sport – event provided
- Equipment Areas – provided and space for curling truck in parking lot
- Official's Room – provided
- Spectators – how many and were they well accommodated
- Sport Schedules – practice time, medal presentation time, press time
- Music is played during the doubles event. This is something that needs to be arranged and set up in advance. In our case, we needed to bring in a sound expert to do some conversions to the existing system
- The more lighting the better! CBC expects 100 candle watts. We only had 50 and the event looked fine on TV
- There was a lot of garbage at the end of the event. The ice crew was tired and left in a hurry, therefore their attention to detail when cleaning up was less desirable. Perhaps renting an additional bin would have made clean up easier for the ice crew.

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## Appendices

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## Sponsorship

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## SPONSORSHIP OPPORTUNITIES

Both cash and gift-in-kind sponsorships are welcome, with specific needs including the following:

- Hospitality rooms
- Signage
- Printing
- Advertising
- Flowers/decorations
- Team bags
- Transportation
- Volunteer recognition
- Wheelchair lunch buffet
- Brewery sponsor
- Water or food supplies

To learn more about becoming a sponsor of Curl 4 Canada, please contact **Dawn Gavin** at 780-940-6509 or [dgavin@xplornet.com](mailto:dgavin@xplornet.com), or **Kim Fandrick** at 587-336-1523 or [kim.fandrick@gmail.com](mailto:kim.fandrick@gmail.com).

### Platinum: \$10,000

- Recognition on sponsorship banners and website
- Special recognition in event advertisements
- Full-page advertisement in Curl 4 Canada commemorative program (7.5" W x 10" H)
- 10 full event passes with seating in VIP section
- 10 drink and food vouchers
- 10 Curl 4 Canada commemorative programs
- In-ice logo on every sheet at the hog line or in front of the house; first-come first-serve to select locations (2' W x 3' H)
- Rights to use "Official supplier of Curl 4 Canada" on company materials
- Logo on volunteer lanyards (space permitting)

### Diamond: \$5,000

- Recognition on sponsorship banners and website
- Full-page advertisement in Curl 4 Canada commemorative program (7.5" W x 10" H)
- 10 full event passes with seating in VIP section
- 10 drink and food vouchers
- 10 Curl 4 Canada commemorative programs
- In-ice logo on half of sheets, including televised sheets (2' W x 1.5' H)
- Rights to use "Official supplier of Curl 4 Canada" on company materials
- Logo on volunteer lanyards (space permitting)

## Gold: \$3,500

- Recognition on sponsorship banners and website
- Half-page advertisement in Curl 4 Canada commemorative program (7.5" W x 4.9375" H)
- Six full event passes with seating in VIP section
- Six drink and food vouchers
- Six Curl 4 Canada commemorative programs
- In-ice logo on one sheet in each arena and two sheets in curling club (2' W x 1.5' H)
- Rights to use "Official supplier of Curl 4 Canada" on company materials

## Silver: \$2,000

- Recognition on sponsorship banners and website
- 1/3-page advertisement in Curl 4 Canada commemorative program (7.5" W x 3.25" H)
- Four full event passes with seating in VIP section
- Four drink and food vouchers
- Four Curl 4 Canada commemorative programs
- In-ice logo on one sheet in each arena and in curling club (2' W x 1.5' H)
- Rights to use "Official supplier of Curl 4 Canada" on company materials

## Bronze: \$1,000

Choice of:

<ul style="list-style-type: none"> <li>• Recognition on sponsorship banners and website</li> <li>• 1/3-page advertisement in Curl 4 Canada commemorative program (7.5" W x 3.25" H)</li> <li>• Two full event passes with seating in VIP section</li> <li>• Two drink and food vouchers</li> <li>• Two Curl 4 Canada commemorative programs</li> </ul>	or	<ul style="list-style-type: none"> <li>• Sheet sponsor including 2.5' x 2.5' logo at end of the sheet by scoreboards (only 16 available)</li> </ul>
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## Friends: up to \$500

- Recognition on sponsorship banners and website
- 1/3-page advertisement in Curl 4 Canada commemorative program (7.5" W x 3.25" H)



# CURL 4 CANADA

2018 U SPORTS/Curling Canada Curling Championships  
2018 Canadian Collegiate Athletic Association (CCAA)/Curling Canada Championships  
2018 Canadian Wheelchair Curling Championship  
2018 Canadian Mixed Doubles Championship

## SPONSORSHIP AGREEMENT BETWEEN:

Curl 4 Canada  
Leduc Curling Club Ltd.  
4330 Black Gold Drive  
Leduc, Alberta  
T9E 3C3

And

(INSERT COMPANY NAME & MAILING ADDRESS)

I, **(NAME)**, **(TITLE)**, on behalf of **(COMPANY)** agree to a sponsorship level of: **(SPONSORSHIP LEVEL)**

This sponsorship for the **Curl for Canada Event** is comprised of:

Gift in Kind value of \$

&/or a Cash Value of \$

For a total sponsorship value of \$

Curl 4 Canada and the Leduc Curling Club Ltd. Agree that:

**(COMPANY)** will receive the recognition detailed in the Sponsorship Package in the **(SPONSORSHIP)** Level. The Leduc Curling Club Ltd. And Curl 4 Canada will be in contact with **(COMPANY)** to co-ordinate the various aspects of the recognition. **(COMPANY)** will be responsible for the wording and format of their advertisement, which should be forwarded to the Leduc Curling Club as soon as possible, but no later than February 23, 2018.

Thank you for your generous support.

Signed at the City of Leduc on this \_\_\_\_ Day of \_\_\_\_\_.

\_\_\_\_\_  
**(NAME)**, Curl 4 Canada and Leduc Curling Club Ltd.

\_\_\_\_\_  
**(NAME, TITLE, COMPANY)**

**\*Please make cheques payable to Leduc Curling Club**



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# Tickets

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## **Ticket Sale Procedures Sheet**

This sheet is just a guide for your shift. If you have any questions, please call or text my cell. (insert cell number)

- Wear dark coloured pants or jeans (black or dark blue) with your volunteer jacket
- Please arrive 30 minutes before your shift (I have actually scheduled this into your shift)
- If it is your first shift please come 45 minutes early
- When you arrive at the LRC please check at the Kosmos Kitchen
- You will receive directions to the finance room where I or one of the supervisors will be
- When you get to the room knock on the door as it will be locked
- In the finance room you will get your \$100 float and you will count your float even if it has already been counted
- You will be working upstairs outside the entrance to the twin arenas.
- All tickets are cash only. The LRC has several bank machines.
- If you are the first shift of the day you will receive the hand stamp for the day and each day is a different stamp. If you are the last shift of the day, please return the hand stamp with your money.
- You will also receive some tickets
- There are two ticket people for each shift and you will divide the tasks however you want
  - One person will take money and check tickets
  - The other will stamp and check tickets as well
  - During the week we will have special needs people (LCLA) doing hand stamps from 9:30am to 11:30am and 12:30pm to 3:30pm
- There are only the following tickets available at the door;
  - Full Event Pass - \$100 – these will only be sold the first two days (24<sup>th</sup> & 25<sup>th</sup>)
  - College/University Full Event Pass - \$60.00 – Will also only be sold the first two days (24<sup>th</sup> & 25<sup>th</sup>)
  - Mixed Double Full Event Pass - \$60.00 – Will be sold until Thursday March 29<sup>th</sup>
  - We are not selling draw passes just day passes these will be \$15.00 every day for the whole 9 days. These people do not get ticket they get a hand stamp.
- There will be several different types of tickets that people can enter with.
  - Tickets from Eventbrite please look closely at these tickets and if they are just day passes take the ticket and give them a hand stamp. If they are any of the event passes (full, college/university full or mixed doubles full) give them back their ticket and give a hand stamp for the day.
  - There are various types of VIP tickets. I will have examples of these at the ticket booth. Same idea with these. If they are day passes take

them and stamp their hands. If they are VIP full event passes, give them back.

- Please mark on the sheet provided how many of each ticket you sell so that I can keep track.
- Please call me if you are getting close to running low on \$5's and 10's, I will bring change.
- Also call me if you are getting too much money in the cash box.
- At the end of your shift you will come back to the finance room and count your money and return the float and cash box.
- If you need a break give me a call, I am more than happy to watch things so you can get a coffee or snack.

**\*If you cannot make your shift due to illness or emergency, I understand. Please just call. You are a volunteer and your health is more important than your shift.**

# 2018 Curl 4 Canada March 24 to April 1

Ticket Seller \$100 float per seller

Shift time	Seller 's Name (print)
Date	Controllers Name (print)
Time	

## Float Received

Type	Number	Amount
Rolls \$1		
\$ 1.00		
\$ 2.00		
\$ 5.00		
\$ 10.00		
\$ 20.00		
\$ 50.00		
\$ 100.00		
Total		\$ 100.00

## Float Received

Initials (Seller) (Controller)

## Cash Returned

Type	Number	Amount
Small change		
Rolls \$1		
\$ 1.00		
Rolls \$2		
\$ 2.00		
\$ 5.00		
\$ 10.00		
\$ 20.00		
\$ 50.00		
\$ 100.00		
Total		

## Float Returned

Initials (Seller) (Controller)

Tickets Sales	
Float	
Total	

# 2018 Curl 4 Canada TICKET CONTROL SHEET

SHIFT \_\_\_\_\_  
 WORKERS \_\_\_\_\_  
 DATE \_\_\_\_\_

Ticket	Cost	# Sold	\$ Total
FULL EVENT PASS	\$ 100.00		
College University Full Event Pass	\$ 60.00		
Mixed Doubles Full Event Pass	\$ 60.00		
DAY PASS FOR _____ DAY	\$ 15.00		

Ticket & Program Sales					
Saturday March 24	Tickets #1	Tickets #2	Program Sales	Supervisor/ Money room	
8:30 am to 12:30 pm				7:30 am to 7:00 pm	
11:30 am to 3:30 pm				7:30 am to 12:00 pm	
3:00 pm to 6:30 pm				6:00 pm to 11:00 pm	
Sunday March 25				Supervisor/ Money room	
8:30 am to 12:30 pm				10:00 am to 6:00 pm	
11:30 am to 3:30 pm				7:30 am to 11:00 am	
3:00 pm to 6:30 pm				6:00 pm to 11:00 pm	
Monday, Mar 26				Supervisor/ Money room	
8:30 am to 12:30 pm				10:00 am to 6:00 pm	
11:30 am to 3:30 pm				7:30 am to 11:00 pm	
3:00 pm to 6:30 pm				6:00 pm to 11:00 pm	
Tuesday March 27				Supervisor/ Money room	
8:30 am to 12:30 pm				7:30 am to 7:00 pm	
11:30 am to 3:30 pm					
3:00 pm to 8:00 pm				4:00 pm to 11:00 pm	
Wednesday March 28				Supervisor/ Money room	
11:00 am to 4:00 pm				9:00 am to 4:00 pm	
3:30 pm to 7:30 pm				3:00 pm to 10:00 pm	
Thursday March 29				Supervisor/ Money room	
7:30 am to 12:00 pm				10:00 am to 6:00 pm	
11:30 am to 4:00 pm				7:30 am to 12:00 pm	
3:30 pm to 7:00 pm				6:00 pm to 11:00 pm	
Friday March 30				Supervisor/ Money room	
7:30 am to 12:30 pm				10:00 am to 6:00 pm	
12:00 pm to 4:00 pm				7:30 am to 12:00 pm	
3:30 pm to 7:00 pm				6:00 pm to 11:00 pm	
Saturday March 31				Supervisor/ Money room	
1:00 pm to 4:30 pm				9:00 am to 4:00 pm	
4:00 pm to 8:00 pm				3:00 pm to 10:00 pm	
Sunday April 1				Supervisor/ Money room	
8:00 am to 1:00 pm				7:00 am to 7:00 pm	
12:30 pm to 5:30 pm					



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# Communications Plan

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# The Communications Plan

## **Curl 4 Canada**



Created: May 11, 2017  
Last updated: March 23, 2018

## Background

### Curling in Canada


#### Demographics

**Population:** roughly 710,000 Canadians, or 2.3 per cent of the population, curl, according to a 2014 survey. Nearly half of Canadian curlers, at 300,000, reported curling up to two times per year, with roughly 126,000 curling up to nine times per year. More than 284,000 people curled 10 or more times throughout the year.

**Gender:** roughly 64.3 per cent of the 710,000 curlers identify as male while the remaining 35.7 per cent identify as female. Roughly three per cent of Canadian men curl compared to 1.6 per cent of Canadian women.

Canadian curlers by age	
12 to 17	18.1 per cent
18 to 24	16.2 per cent
25 to 34	14.7 per cent
35 to 49	17.7 per cent
50 to 64	17.8 per cent
65+	17.4 per cent

**Language/ethnicity:** majority of Canadian curlers, at 79.2 per cent, speak English most often, and 86.7 per cent indicate their race as caucasian.



**Geographic:** curling is most popular in communities with less than 100,000 people, with roughly 3.4 per cent of all people in these communities having curled. Communities with a population of between 100,000 and 200,000 see roughly 2.4 per cent having curled; this number drops to 1.4 per cent of the population having curled in major urban centres.

The majority of Canadian curlers live in the prairies, at 42.7 per cent (5.6 per cent of all people living in the prairies curl), followed by Ontario at 28.8 per cent (1.7 per cent of population).

**Education:** 21.5 per cent of Canadian curlers have earned a high school diploma, 18.4 per cent have earned university or other non-university certification and 13.7 per cent of Canadian curlers had earned a bachelor's degree.


**Household income:** most Canadian curlers (32.3 per cent) had an annual household income of \$100,000 or more, 21.4 per cent had an annual household income of \$50,000 to \$74,999, and 17.4 per cent had an annual household income of \$75,000 to \$99,999.

**Employment status:** the majority of Canadian curlers (46.39 per cent) are employed full-time and 15.01 per cent of Canadian curlers were fully retired.

**Household structure:** most Canadian curlers (49.8 per cent) are couples with children at home, 23.2 per cent of Canadian curlers are couples with no children at home and 16.1 per cent of Canadian curlers are empty nesters.

## Psychographics

- 47.5 per cent of Canadian curlers reported doing volunteer work at least once within the previous two years
- 14.6 per cent of Canadian curlers reported that they were active in a social issue or a community project
- 10.4 per cent of Canadian curlers reported that they wrote to an editor of a paper/magazine
- 57.5 per cent of Canadian curlers strongly agreed that “regular exercise is an important part of my life”
- 48.1 per cent of Canadian curlers traveled outside of Canada for their vacation within the past 12 months

- 
- 23.92 per cent of Canadian curlers stated their interests as fishing and gaming
  - 13.2 per cent of Canadian curlers stated their interests as golfing

[View the profile of the Canadian curler](#)

## Curling Canada

Curling Canada's mission is to encourage and facilitate the growth and development of curling in cooperation with its network of affiliates.

The primary area of administration and the most financially consuming of Curling Canada's responsibilities are championships. On an annual basis, Curling Canada sanctions and conducts nine national curling championship events. Approximately 15,000 competitive curlers from all provinces and territories enter play at the curling club level with the hopes of becoming one of the Canadian champions crowned annually.

The Canadian curling championships are:

- Tim Hortons Brier (Canadian Men's Curling Championship)
- The Scotties Tournament of Hearts (Canadian Women's Curling Championship)
- Canadian Junior Men's and Women's Curling Championships
- Everest Canadian Senior Men's and Women's Curling Championships
- **Canadian Mixed Curling Championship**
- Mixed Doubles Curling Trials
- **Canadian Wheelchair Curling Championship**

- **CIS/CCAA University Curling Championships**
- Travelers Curling Club Championship

[Learn more about Curling Canada](#)

## Leduc Curling Club

Leduc Curling Club is the host curling club of Curl 4 Canada. It is also celebrating its 100th anniversary in 2018, and will be promoting itself alongside the Curl 4 Canada events.

## Curl 4 Canada

Curl 4 Canada is a nine-day curling event, to be held at the Leduc Recreation Centre, comprised of four different national curling championships, as follows:

- [2018 U SPORTS/Curling Canada University Championships](#)
- [2018 CCAA/Curling Canada Championships \(College\)](#)
- [2018 Canadian Wheelchair Curling Championship](#)
- [2018 Canadian Mixed Doubles Championship](#)



Curl 4 Canada is being organized by a local committee, which reports directly to Curling Canada, with involvement by U SPORTS and the Canadian Collegiate Athletic Association (CCAA).

Curl 4 Canada will have its own branding, which will be used as the primary visual identifier for the championships. Branding will reflect the colours of Curling Canada as well as the Leduc Curling Club, in honour of its 100th anniversary. Curling Canada is developing individual logos for each of the four events, which will incorporate the Curling Canada logo and the partner organization's logo (U SPORTS, CCAA, etc.). These will be used to promote each event and are to be included on all promotional materials.





## 2018 U SPORTS/Curling Canada University Championship

Date: March 24 to 28

Location: Leduc Recreation Centre's twin arenas (Ken's Furniture Arena and Robinson Arena)

Teams: 8 men's teams; 8 women's teams

Athletes: 196

U Sports is the overarching organization representing university sports in Canada, with the aim of giving student athletes and national championships the visibility appreciation and reward they deserve. It represents 56 universities, 12,000 student athletes and 7,700 games and events per year.

Curl 4 Canada marks the 11th staging of the championship and the second in Alberta -- the 2010 championships were held at the Saville Sports Centre in Edmonton and were hosted by the University of Alberta. The University of Alberta is the official host school for this championship.

The men's and women's winner will earn the right to represent Canada at the 2019 Winter Universiade in Krasnoyarsk, Russia.

## 2018 CCAA/Curling Canada Championships (College)


Date: March 24 to 28

Location: Leduc Recreation Centre's twin arenas (Ken's Furniture Arena and Robinson Arena)

Teams: 8 men's teams; 8 women's teams

Athletes: 196

The Canadian Collegiate Athletic Association (CCAA) enriches the academic experiences of student-athletes by providing leadership, programs and services that foster development through high-level competitive opportunities in intercollegiate sport.



CCAA student-athletes compete in seven sports at 10 CCAA national championships, each hosted by a CCAA member institution. Its 94 member institutions include colleges, universities, technical institutes and cégeps located in eight provinces and regionally governed by five member conferences.

Curl 4 Canada represents the 14th staging of the championship -- it ran from 1984 to 1990 and was revived in 2012 -- and the second consecutive year it's been held in Alberta. The University of Alberta-Augustana is the official host school for this championship; this championship represent the first time the CCAA national men's and women's championships are being staged in cooperation with Curling Canada.

### 2018 Canadian Wheelchair Curling Championship

Date: March 26 to 31

Location: Leduc Recreation Centre's BMO Centre facility

Teams: 10

Athletes: 40

### 2018 Canadian Mixed Doubles Championship

Date: March 29 to April 1

Location: Leduc Recreation Centre's twin arenas (Ken's Furniture Arena and Robinson Arena)

Teams: 32

Athletes: 64

The winner will represent Canada at the 2018 World Mixed Doubles Championship in Oestersund, Sweden from April 21 to 28.

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## Press and publicity committee goal

*Note: due to the involvement of Curling Canada, the press and publicity committee will focus on local scope while Curling Canada is focused on the national scope. That said, many of the communications channels used to communicate locally and nationally will be lead by Curling Canada, limiting the impact the committee is able to have in the achievement of its goals.*

- To increase awareness of the Curl 4 Canada event in the City of Leduc and surrounding areas.
- To achieve visibility of the Curl 4 Canada event in the City of Leduc by March 1, 2018.
- To position Curl 4 Canada as an affordable, family-friendly event.

## Objectives

- To achieve 400,000 social media impressions from the target audience in the Edmonton metropolitan region by March 24.
- To achieve \$5,000 in advertising value equivalency for Curl 4 Canada in publications/broadcasters in the Edmonton metropolitan region by March 24.
- To achieve \$15,000 in advertising value equivalency during Curl 4 Canada.

## Target audience

<p><b>Primary: amateur curler</b></p> <p>Demographics</p> <ul style="list-style-type: none"><li>• 35 to 64</li><li>• Male</li><li>• Household income: \$100,000+</li></ul> <p>Psychographics</p> <ul style="list-style-type: none"><li>• Curls at least once per month to socialize and stay active</li><li>• Regularly exercises</li><li>• Enjoys fishing and golfing in summer months</li><li>• Consumes media via radio, Facebook and newspaper</li></ul> <p>Geographic</p> <ul style="list-style-type: none"><li>• Lives/works in smaller communities in the Edmonton metropolitan region</li></ul>	<p><b>Secondary: family</b></p> <p>Demographics</p> <ul style="list-style-type: none"><li>• 35 to 49</li><li>• Female</li><li>• Household income: \$100,000+</li><li>• Has children between 12 and 17</li></ul> <p>Psychographics</p> <ul style="list-style-type: none"><li>• Curls a few times per year, but children curl at least once per week</li><li>• Consumes media via radio and Facebook</li></ul> <p>Geographic</p> <ul style="list-style-type: none"><li>• Lives/works in smaller communities in the Edmonton metropolitan region</li></ul>	<p><b>Tertiary: retiree</b></p> <p>Demographics</p> <ul style="list-style-type: none"><li>• 65+</li><li>• Female</li></ul> <p>Psychographics</p> <ul style="list-style-type: none"><li>• Curls as a way to socialize and stay connected to the community</li><li>• Regularly volunteers in the community</li><li>• Consumes media via newspaper and radio</li></ul> <p>Geographic</p> <ul style="list-style-type: none"><li>• Lives in smaller communities in the Edmonton metropolitan region (City of Leduc, Spruce Grove, St. Albert, etc.)</li></ul>
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## Strategy

The press and publicity committee will endeavour to employ a variety of tactics to reach each of the target audiences in advance of and during the various events, including using various forms of advertising (social media, radio, print, search, website banner), digital/interactive communications, social media (through Curling Canada), media relations and experiential marketing.

The press and publicity committee will work through Curling Canada for all activities -- including media relations and social media -- leading up to and during the event, and will respect any established policies and/or procedures imposed by Curling Canada.


**Website:** Curling Canada will create a website for each of the four events, all of which are scheduled to go live in summer 2017. Curling Canada will request information, such as accommodations information, ticket purchasing website links, etc. but will otherwise manage the website. During the championships, a photographer must send photos that correspond with Curling Canada's daily stories for inclusion on the website. All website content will go through Jean Mills with Curling Canada.

**Social media:** Curl 4 Canada will utilize the Curling Canada social media platforms in advance of and during the championships. Curling Canada will manage the social media during the event while the press and publicity committee will share content with Danielle Inglis in advance of the event. The following hashtags have been established:

- College - #cccc2018
- University - #cucc2018
- Wheelchair - #cwcc2018
- Canadian Mixed Doubles - #cmdcc2018

**Media relations:** Curling Canada will handle all media relations before and during the event; one volunteer has been requested per shift to assist with miscellaneous media relations needs.

**Advertising:** the committee will place newspaper, radio and social media advertising to promote the event.



**Experiential marketing:** the Leduc Regional Chamber of Commerce hosted a golf tournament on June 22; Curl 4 Canada created a pull-up banner, handbills and free-standing curler cut-out signs to engage golf tournament participants. These cut-outs will be used at the Leduc Recreation Centre during the event to engage participants and spectators.

**Photographer:** a photographer is needed to obtain the following images:

- Team photos
- Headshot of each player
- Group photo after opening ceremonies
- Action shots of each player (frontal facing)
- Various action shots required daily (landscape orientation)
- Trophy shot of winners
- Medal winning team
- Award winners at closing banquet
- Stock photos for the website

**Program:** the press and publicity committee will create a souvenir program, which will feature greetings from local dignitaries, advertisements from sponsors and team information, including photos (these photos will be submitted to Curling Canada in advance of the event).



## Tactics/budget

Tasks	Deadline	Budget	Responsible	Approver	Approved (Y/N)	Completed (Y/N)
<b>GENERAL</b>						
Design of branding elements	June 5	N/A	Lindsay	Dawn Danny	Y	Y
Revise sponsorship package	June 26	N/A	Megan	Dawn	Y	Y
Submit budget for approval	June 30	N/A	Megan	N/A	N/A	Y
Determine size of program (based on team count)	July 31	N/A	Megan	N/A	N/A	Y
Design e-letterhead	July 31	N/A	Lindsay	Dawn	Y	Y
Volunteer registration package (two pages double-sided)	August	Quantity: 100 Unit cost: \$1.64 Total cost: \$164	Lindsay	Lynn	Y	Y
<b>SIGNAGE</b>						
Pull-up banner for golf tournament	Approval by: June 9 Send to printer: June 9 In hand: June 20	Quantity: 1 Unit cost: \$235 Total cost: \$235  Stitchery & More	Megan	Dawn Danny	Y	Y
Promotional cut outs for golf tournament (4' W x 5' H; 10'W x 6'	Approval by: June 9 Send to printer: June 9	Quantity: 2 Total cost: \$685	Megan	Dawn Danny	Y	Y

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H)	In hand: June 20	CE Media				
Pull-up banners: Sponsorship banners x4 Event banners x4	February	Quantity: 8 Unit cost: \$235 Total cost: \$1,880  Stitchery & More	Megan	Kim Dawn	Y	Y
Sheet end signage (2.5' x 2.5') -- all bronze sponsors except Allen's Transport	February	Quantity: <del>16</del> 7 Unit cost: \$40 Total cost: <del>\$640</del> \$280	Megan	Kim Dawn	Y	Y
Hanging banners	Hang in late February; order in February	Quantity: 10 Unit cost: \$65 Total cost: \$650	Lindsay	Dawn	Y	Y
Vehicle decals for transportation vehicles	March	Quantity: 30 Unit cost: \$22.25 Total cost: \$675	Lindsay	Dawn	Y	Y
Signage: <ul style="list-style-type: none"><li>• "VOLUNTEER LOUNGE" (~2x3)</li><li>• "EVENT STAFF ONLY" (~2x3)</li><li>• "QUIET DURING BROADCASTING" (~1 x 1.5)</li><li>• "VIP SEATING" x3 (8.5" X 11")</li><li>• "RESERVED" x6 (~8.5" x 11")</li><li>• <del>Schedule board</del></li></ul>	March	Quantity: TBD Unit cost: \$TBD Total cost: \$382.2	Megan	Dawn Kim Janet	Y	Y

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<ul style="list-style-type: none"><li>• “TICKETS” (~2x3)</li><li>• “MERCHANDISE” (~2x3)</li><li>• Merchandise price list x2 (~8.5” x 11”)</li><li>• “BAR” (~2x3)</li><li>• “PROGRAMS AND BAR TOKENS” (~2x3)</li><li>• Bar price list x2 (~8.5” x 11”)</li><li>• Rig Hand (~2x3)</li><li>• “Welcome athletes” with logo x3 (~2x3)</li></ul>						
Media room signage	March	Quantity: Unit cost: \$ Total cost: \$				
PRINTED MATERIALS						
Event handbill for golf tournament (4.25” x 5.5”; double sided)	Approval by: June 5 Send to printer: June 8 In hand: June 8	Quantity: 200 Unit cost: \$0.40 Total cost: \$80  UPS Store	Megan	Dawn	Y	Y
Posters (17x22”) glossy	December	Quantity: 150 Unit cost: \$3.30 Total cost: \$495	Lindsay	Dawn Danny	Y	Y
Program (8.5x11” trimmed 4/4 CMYK) 56 pages semi-gloss, cover stock	End of February	Quantity: 2,000 Unit cost: \$2.16 Total cost: \$4,321 *Revenue generator	Lindsay	Dawn Danny	Y	y

Program inserts (4.25x11" 4/4 CMYK)	End of February	Quantity: 2,000 Unit cost: \$0.26 Total cost: \$518				
Handbills for CCAA banquet (program)	End of February	Quantity: 50 Unit cost: \$2.58 Total cost: \$129	Megan	Dawn Janice	Y	Y
Banquet placemats	End of February	Quantity: 100 Unit cost: \$1.56 Total cost: \$156	Megan	Dawn Kim	Y	Y
Team information package (layout only; no printing required)	February	Quantity: 100 Unit cost: \$2.10 Total cost: \$210				
Photography regulations sheet (?)	February	Quantity: 50 Unit cost: \$0 Total cost: \$0				
Media sign in sheet (to be printed by Leduc Curling Club)	February	Quantity: 50 Unit cost: \$0 Total cost: \$0				
Volunteer sign in sheet (to be printed by Leduc Curling Club)	February	Quantity: 50 Unit cost: \$0 Total cost: \$0				
Event pass tickets	February	N/A	Megan	Dawn Kim	Y	Y
Daily free admission tickets	February	N/A	Megan	Dawn Kim	Y	Y
VIP tickets for sponsors	February	N/A	Megan	Dawn	Y	Y

				Kim		
<b>ADVERTISING</b>						
¼-page advertisement for City of Leduc winter City Guide	Sept. 12 deadline	N/A	Lindsay	Dawn Danny	Y	Y
City of Leduc electronic signs Volunteers Ticket sales/event details Thank you advertisement	February Book four weeks in advance; run for two-to-three weeks	N/A	Megan	N/A	Y	Y
Advertisements - print (Leduc Representative) Volunteers x 2 (Feb. 9 and 16) Ticket sales/event details x 6 (Feb. 23, March 2, 9, 16, 23 and 30) Thank you advertisement x 1 (April 6)	Feb. 5 for booking	Quantity: 8 Unit cost: \$446 Total cost: \$3,568	Lindsay to design; Megan to negotiate sponsorship	Dawn Danny	Y	Y
Advertisements - CFCW <ul style="list-style-type: none"> <li>Volunteers (Feb. 11 to 24)</li> <li>Ticket sales/event details (Feb. 25 to March 31)</li> </ul>	February	Quantity: 50 Unit cost: \$ Total cost: <del>\$8,000</del> \$7,938	Megan	Dawn Danny	Y	Y
Advertisements - 93.1 FM The One <ul style="list-style-type: none"> <li>Volunteers: 2-3 daily from Feb. 11 to 24 (14 days) = 35</li> <li>Ticket sales/event details: 3 daily from Feb. 11 to March 3 (21 days) = 63</li> <li>Ticket sales/event details: 4 daily from March 4 to 31</li> </ul>	February	Quantity: 210 Unit cost: \$19 Total cost: \$4,000	Megan	Dawn Danny	Y	Y

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(28 days) = 112						
<del>Advertisements – social media</del>	February	Quantity: Unit cost: \$ Total cost: \$1,500				
Leduc County advertisement (7.5” W x 3.25” H)	February	N/A	Megan	N/A	Y	Y
<b>PHOTOGRAPHY</b>						
Professional photography services	Book as far in advance as funding will allow	Quantity: Unit cost: N/A Total cost: \$10,500 (Curling Canada to provide additional \$1,500)				

## Key messages

- Four national championships in one event
- First time Canadian Collegiate Athletic Association (CCAA) men’s and women’s nationals will be held in cooperation with Curling Canada
- Mixed doubles is a new discipline gaining momentum worldwide
- Leduc Curling Club is celebrating its 100th anniversary in 2018



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## Evaluation

- Monitor media coverage
- Monitor social media Ad Manager analytics
- Monitor social media engagement
- Monitor website analytics

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# **Volunteer Application Form**

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# **CURL 4 CANADA**

## **2018 CHAMPIONSHIPS**

- 2018 USPORTS/CURLING CANADA UNIVERSITY CHAMPIONSHIPS
- 2018 CCAA/CURLING CANADA CHAMPIONSHIPS (COLLEGE)
- 2018 CANADIAN WHEELCHAIR CURLING CHAMPIONSHIP
- 2018 CANADIAN MIXED DOUBLES CHAMPIONSHIP

# **VOLUNTEER APPLICATION**



# CURL 4 CANADA

2018 U SPORTS/Curling Canada Curling Championships  
2018 Canadian Collegiate Athletic Association (CCAA)/Curling Canada Championships  
2018 Canadian Wheelchair Curling Championship  
2018 Canadian Mixed Doubles Championship

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Thank you for your interest in volunteering for this unique event taking place at the Leduc Recreation Centre from March 24<sup>th</sup> to April 1<sup>st</sup>, 2018.

Curl 4 Canada event is composed of four competitions:

- 2018 USports/Curling Canada University Championships
- 2018 CCAA/Curling Canada Championships (College)
- 2018 Canadian Wheelchair Curling Championship
- 2018 Canadian Mixed Doubles Championship

There will be numerous volunteer opportunities available.

Please indicate on the attached form if you have a preference regarding specific competitions, dates and whether there is an area with which you have any previous experience.

Once registered, I will be in contact with you to follow up.

Thank you in advance for your interest. I look forward to working with you!

Lynne Jones  
Volunteer Coordinator



# CURL 4 CANADA

2018 U SPORTS/Curling Canada Curling Championships  
2018 Canadian Collegiate Athletic Association (CCAA)/Curling Canada Championships  
2018 Canadian Wheelchair Curling Championship  
2018 Canadian Mixed Doubles Championship

2018 USPORTS (University) - March 24 - 28, 2018  
2018 CCAA (College) - March 24 - 28, 2018  
2018 Canadian Wheelchair - March 26 - April 1, 2018  
2018 Canadian Mixed Doubles - March 29 - April 1, 2018

## VOLUNTEER INFORMATION

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Emergency contact: \_\_\_\_\_ Emergency contact phone: \_\_\_\_\_

Age (if under 18): \_\_\_\_\_

## POSITIONS

*Please indicate two positions of interest:*

Security \_\_\_\_\_ Transportation \_\_\_\_\_ 50/50 \_\_\_\_\_

Officials \_\_\_\_\_ Ticket Sales \_\_\_\_\_ Banquets/Hospitality \_\_\_\_\_

Decorations/Ceremonies \_\_\_\_\_ Merchandise Sales \_\_\_\_\_

Bartenders (ProServe certification required) \_\_\_\_\_

Wheelchair event assistance (both at the venue and the host hotel) \_\_\_\_\_

Ice making assistance \_\_\_\_\_

## AVAILABILITY

*Please indicate your availability (specific event dates are listed above) and preference of morning, afternoon or evening shifts.*

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# CURL 4 CANADA

2018 U SPORTS/Curling Canada Curling Championships  
2018 Canadian Collegiate Athletic Association (CCAA)/Curling Canada Championships  
2018 Canadian Wheelchair Curling Championship  
2018 Canadian Mixed Doubles Championship

2018 USPORTS (University) - March 24 - 28, 2018

2018 CCAA (College) - March 24 - 28, 2018

2018 Canadian Wheelchair - March 26 - April 1, 2018

2018 Canadian Mixed Doubles - March 29 - April 1, 2018

## VOLUNTEER FEE

A \$25 volunteer fee is required, which gives you a Curl 4 Canada volunteer jacket (to be worn during shifts), admission to all the events and volunteer lounge access. The volunteer fee also includes a complimentary ticket to our 2018 year-end curling banquet on April 7, 2018, where we will have the opportunity to thank all of our hard working volunteers and celebrate our accomplishments!

**Payment:**

- Cash/Cheque (*payable to the Leduc Curling Club*)
- Visa/Mastercard (*payment at the Leduc Curling Club office*)
- Debit (*payment at the Leduc Curling Club office*)

## Jacket size (please circle one):

Men's:	SM	MED	LG	XL	XXL	3XL	4XL	5XL
Women's:	XS	SM	MED	LG	XL	XXL		

## SUBMITTING YOUR APPLICATION

Please submit your completed application by mail or email to:

**Lynne Jones** (780-913-7762)

**RR 1, Leduc, Alberta**

**T9E 2X1**

**[l.jones4.lj@gmail.com](mailto:l.jones4.lj@gmail.com)**

*Completed volunteer forms may also be dropped off at the Leduc Curling Club office in the Leduc Recreation Centre.*



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## Score Sheet

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CURLING STATISTICS SCORESHEET

EVENT \_\_\_\_\_ DRAW \_\_\_\_\_ SHEET \_\_\_\_\_ END \_\_\_\_\_

STATISTICIAN \_\_\_\_\_

RED \_\_\_\_\_ HAMMER ☐ YELLOW \_\_\_\_\_ HAMMER ☐

TEAM \_\_\_\_\_ TEAM \_\_\_\_\_

PLAYER	ROCK	TURN	TYPE	PTS	PLAYER	ROCK	TURN	TYPE	PTS
1	1				1	1			
	2				2	2			
2	3				2	3			
	4				4	4			
3	5				3	5			
	6				6	6			
4	7				4	7			
	8				8	8			

END SCORE RED \_\_\_\_\_ YELLOW \_\_\_\_\_

GAME CLOCK \_\_\_\_\_ (End of Game Only) GAME CLOCK \_\_\_\_\_ (End of Game Only)

TURN	
I	Inturn
O	Outturn

SHOT TYPE			
DRAWS		HITS	
E	Draw/Raise	A	Takeout
F	Front Stone	B	Hit and Roll
G	Gurad	C	Clear Front
H	Freeze	D	Raise Takeout
J	Tap Back		

End of Game ☐

POINTS	
0-4	Normal
V	Hogline Violation

Data Entry ☐

- NOTES
1. Code **throw through** as X X O
2. **Incomplete End:**  
Code rocks not thrown as X X O  
End Score is X for each team unless one team needs the points to win, in which case all points are counted
3. **Change player numbers** if team's initial lineup has changed, a spare is being used or players throw out of turn

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## Timing Guidelines

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# Timing Guidelines for Timer Clock Operators

## “Thinking Time”

1. Thinking Time for each team to complete a 10 end game is now thirty-eight (38) minutes and each team will receive two (2) ninety (90) second time-outs (the time-outs can not be carried over to any extra ends)
2. If an extra end is required each team will have four (4) minutes and thirty (30) seconds and one (1) ninety (90) second time-out.
3. Neither clock is running until each of these three conditions are met:
  - o The first stone has come to rest or crossed the backline;
  - o The players at the delivering end have moved to the side of the sheet and behind the position of the player preparing to deliver;
  - o The delivering team has relinquished control of the house.
4. The clock for the delivering team will continue to run until their delivered stone reaches the nearer tee-line.
5. **NOTE: NO CLOCKS ARE RUNNING WHEN A STONE OR STONES ARE IN MOTION**
6. At this time the opposing team becomes the delivering team and their clock is started.
7. At the conclusion of an end, both clocks are stopped. Once a decision on the score has been reached, including any measurement, the team delivering first will have 30 seconds to deliver their first stone. **The Time Clock Operators do not have to time this. It is an Umpire's duty.**
8. The next end and subsequent ends are timed the same way.
9. There will be a mandatory break of five (5) minutes at the completion of the 5<sup>th</sup> end.
10. If an extra end is required, a maximum three (3) minute break may be taken. If additional time is required it will be at the discretion of the Game Umpire.
11. The clock will be stopped for time-outs, injuries and any other circumstance as directed by the Game Umpire.
12. A time-out must be called from the ice and only by the team in control of their clock. Once you see the ‘T’ signal or the signal from the Game Umpire, stop your clock and advise the Timing Supervisor. Once the time-out has been called, the ninety (90) second time-out will start which will be timed by the Game Umpire. At the completion of the time-out and/or when advised by the Game Umpire, the clock will be started and run until their stone reaches the nearer tee-line.

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# Security Briefing

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## 2018 Curl 4 Canada Security Brief

### Goal of Security

- To help ensure the safety of all event participants, volunteers, and spectators.
- To help provide a safe and enjoyable environment.

### General Responsibilities

- To help direct ticket holders to correct locations by ensuring only properly ticketed guests go into the ticketed areas.
- To help ensure compliance with the liquor license by providing a presence in licensed areas.
- To help limit access to restricted areas.
- To call for first aid/ambulance/police if required.

### General Duties

- WE ARE NOT LAW ENFORCEMENT OFFICERS. WE ARE NOT TO PHYSICALLY INTERVENE WITH ANY DIFFICULT SPECTATORS, ATHLETES, OR OTHER INDIVIDUALS. IF IT IS NECESSARY FOR PHYSICAL INTERVENTION, THE POLICE WILL BE NOTIFIED. First step is to call the Head of Security immediately (number on the back of your volunteer credentials.)
- Essential contact numbers are on the back of your credentials.
- Please bring your cellphone so that you can contact others as needed.
- Please wear dark slacks/jeans and comfortable shoes.
- Wear the security vest throughout your shift.
- Check in at Kosmos Kitchen 15 minutes before your shift to sign in and pick up your vest and credentials.
- The volunteer room (Kosmos Kitchen) will have snacks and also has a tap. Please bring a water bottle to keep the event green.
- Please remain at your post during your shift. When you are teamed up, arrange breaks among yourselves. When you are not teamed up, the float will be wandering to give you breaks.
- If you are the float, wander between all areas to give breaks as needed.
- If you can't make your assigned shift, please notify me immediately
- Dressing rooms are restricted to athletes and coaches with credentials, people accompanying them, and volunteers with the correct credentials.



- The “War Room” access is limited to press and volunteers with Gold Stars on their credentials, and Board members (red Curl 4 Canada Jackets).
- Dawn Gavin (Chair), Bill Casey (Vice-chair), and Mike Abraniuk (Head of Security) are authorized to reassign your duties.
- When you are off shift and want to view a draw, report to the volunteer room to pick up credentials.
- Volunteers with credentials are permitted into the viewing areas to watch the draws, but seating is limited. Seating is for ticketed guests first.

## Specific Duties

### Dressing Rooms

- Dressing rooms are restricted to athletes and coaches with credentials, people accompanying them, and volunteers with the correct credentials.
- Monitor the entrance way to the dressing rooms and only allow the properly credentialed people in.
- Direct public to the correct area if asked.
- Volunteers with Green stickers on their credentials are allowed in this area.

### Curling Club

- Allow only ticketed guests into the curling club area.
- Monitor the entrance way and exit to keep it clear.
- Remind viewers to turn cellphones to silent when needed.

### Arena

- Allow only ticketed guests into the arena area.
- Monitor the entrance way and exit to keep it clear.
- Keep a running count as to the number of people in the area. (People counters will be provided, use one for people coming in, one for people going out).
- Remind viewers to turn cellphones to silent when needed.
- Remind people that alcohol is not allowed outside the doors of the arena upstairs.
- Help monitor the crowd to spot any people that may require assistance.

### Float

- Patrol between the Dressing Rooms, Curling Club, & Arena to allow for breaks.
- Patrol through the licensed areas.
- Help ensure only properly credentialed personnel are allowed into the Media/War Room. This is the south side of Blue's upstairs close to the Arena entrance. Credentials with the Gold Sticker and board members (red Curl 4 Canada jackets) are allowed in.
- Be flexible in your duties and be ready to take over one of the other posts as required.

## University/College Banquet

- Allow only ticketed guests into the banquet area.
- Monitor the entrance way and exit to keep them clear.
- Remind people that alcohol is not allowed outside the area.
- Help monitor the crowd to spot any people that may require assistance.

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## Opening Ceremonies

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## Opening Ceremonies- Usport/CCAA – 11:45 Saturday March 24, 2018

### Location – Robinson Arena

Junior curlers to arrive at 11:00 am, dignitaries and College Athletes at 11:15, Usport Curlers will line up after first draw. **Action items highlighted in red.** MC-(Insert Name)– MC notes – in black

Make sure rock and broom for ceremonial first stone are in place

Make sure scotch is poured and on tray near MC for salute to pipers

<b>11:45</b>	<b>Piping band begins and Leduc Fire Services Guard of Honour march in with flags followed by dignitaries; Dignitaries take their place to the right of the tables set up at the back of the arena next to the podium. Pipers take place to the right of the arena. Honour guard centered in the middle of tables. Piper Stops playing. MC introduces event.</b>
	<b>MC-</b> Ladies and gentlemen, Welcome to the Curl 4 Canada, 2018 USport/CCAA Canadian Championships. I'm _____ and I will be your MC this morning. And now it is my pleasure to welcome the dignitaries, special guests and curlers for this morning's opening ceremonies. Piper – Please march on the athletes.
	<b>Piper begin to play on cue from Leduc Fire Services Guard of Honor. Athletes piped in with Jr. Curling Club members/Team name in front – Curlers go the far sheet of ice – 8 teams per sheet. Curlers take their positions</b>
	<b>MC-</b> Let us all give a big hand to our pipe band this evening, Clan McNaughton Pipes and Drums from Edmonton, AB. And now in fine Scottish Tradition, it is time to pay the piper.
	<b>"Pay the piper" MC and pipers exchange a shot of scotch.</b>
	<b>MC-</b> Now Ladies & Gentlemen, please rise and join <b>(insert name)</b> for the singing of "O'Canada".
	<b>Singer steps forward from her team for singing of O'Canada, Canadian Flag bearer steps forward.</b>
	<b>MC-</b> Now it is my pleasure to introduce you to the curling teams, dignitaries and special guests participating in the 2018 USport/CCAA Canadian Championships. The flag carriers for today's celebration are the Leduc Fire Services Guard of Honour and the Team Marshalls are from the Leduc Junior Curling Club. Please join me in welcoming our Usport/CCAA teams.
1	<b>Representing the Augustana College Vikings Men's Team from Camrose, Alberta</b>  <b>Skip:</b> <b>Third:</b> <b>Second:</b> <b>Lead:</b> <b>Alternate:</b> <b>Coach:</b>

2	<b>Continue introducing all of the teams</b>
	<p><b>MC-</b> May I introduce you to the Honourable _____, Minister of Municipal Affairs and Leduc-Beaumont MLA, to welcome everyone to Alberta.</p> <p>And representing the City of Leduc- Deputy Mayor _____ would you please step forward to bring greetings on behalf of the City of Leduc</p> <p>Now please welcome Mayor _____ to say a few words on behalf of Leduc County</p> <p>Representing Curling Canada, Governor _____</p> <p>Now from the NACA(Northern Alberta Curling Association)</p> <p>President _____</p> <p>From CCAA _____</p> <p>From ACF(Alberta Curling Federation) - _____</p> <p>And from USport_____</p> <p>And finally from our Host Committee- _____, Chair.</p> <p>There are some special guests with us this morning that I would like to acknowledge. Please step forward as you are introduced.</p>
	<p><b>MC-</b> It is now time to deliver the ceremonial first stone for the Competition. We would like to ask, Deputy Mayor _____ to step into the hack.</p> <p>Holding the broom and sweeping today will be Former City of Leduc Mayor _____ and _____, Coach at the Leduc Junior Curling Club</p>
	<b>Official Stone delivery is complete</b>
	<p><b>MC-</b> Ladies and Gentlemen, Thank you for attending this morning's opening ceremonies. In a couple of moments, the dignitaries, guests, and flag bearers will march out of the arena. Teams are asked to remain lined up as group photos will follow immediately after ceremonies. Piper - please march out the athletes</p>
	<b>Pipers start to play, flags and dignitaries are marched out; Leduc Junior Curlers march out' teams will clap them out and then line up for group photos.</b>

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## Closing Ceremonies

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## Medal & Trophy Ceremonies – University/College

- Game Time : 12:00 p.m
- Medal Presentations – Robinson's Arena
- Announcer
- Presentation table location: Away end between sheets G & F on carpet – Needs a tablecloth/skirting
- Photographer
- Logistics;
  - Once all 8 games are complete, all medal teams exit both arenas to common hallway (4<sup>th</sup> place teams excused)
  - Dignitaries assemble near entrance to ice area of Arena
  - Behind them, the order of teams as follows;
    - University men – BRONZE
    - University men – SILVER
    - University men – GOLD
    - College Women – BRONZE
    - College Women - SILVER
    - College Women - GOLD
    - University Women- BRONZE
    - University Women- SILVER
    - University Women - GOLD
    - College Men - BRONZE
    - College Men- SILVER
    - College Men -GOLD
- Music starts (we need music that is recognizable and upbeat)
- Announcer introduces 1<sup>st</sup> team
- Team is presented medals at the away end carpet of Sheet F
- Once they have received medals, they march down walkway between Sheet E & F to the home and turn and face crowd
- Then each team in order marches out to medals
- The gold medal team gets the trophy as well
- \*\*\*\* Banner presentation will take place after the ceremonies)
- University Medals presented by:
  - Bronze – Host committee
  - Silver – Curling Canada
  - Gold – U Sports
- College Medals presented by
  - Bronze – Host committee
  - Silver Curling Canada
  - Gold – Usport

Once teams are done, we do speeches in this order - College, University, Curling Canada and Host committee last.



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## **Accessibility Checklist – Hotels**

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## Accessibility Checklist

Exterior	
	Designated drop off area at the front of the facility
	Confirm the number of accessible parking spaces and their proximity to the entrance
	Cut curbs for access to the hotel, street, parking, sidewalks
	Ensure clear path from sidewalks to entrances
	Entrances equipped with automatic doors / accessible push buttons
	Locate guide dog relief areas – marked by large print wayfinding signage
Lobby & Check-Inn	
	Registration desk accessible with lowered service counter
	Confirm accessible services available – luggage assistance, check-in process assistance
	Set-up and traffic flow provides suitable space for wheelchairs
	Wi-Fi Information provided to guests in large print
	Confirm location to access water for guide dog
	Confirm any areas that a guide dog is excluded by law / hotel policy
	Doorways are 38" or wider; ramp/elevator access
	Accessible washroom available (automatic door, grab bars, lowered sink, dispensers, hand dryers)
	Elevator entrance can accommodate wheelchairs and motorized scooters
	Confirm approximate number of wheelchairs that fit in the elevators
	Elevators have raised buttons and raised numerals; mounted at an accessible level
Guestrooms	
	Confirm level of accessibility
	Entrance doorway is 38" or wider
	Confirm large turning radius area
	Equipped with low counter space/tables
	Equipped with lowered controls (lights, temperature, door viewing hole)



	Closet / Door hanger bar height, lower storage space available
	Lighting levels are adjustable to manage glare
	Washroom type (roll-in shower or tub, shower lip)
	Grab bars in shower / tub
	Confirm shower chair / bench
	Confirm raised toilet seat
<b>Meeting Room Set-up</b>	
	Accessible washroom within close proximity to meeting room
	Room entrance equipped with automatic door or it is in a quiet area where the door can be propped/left open
	Entrance doors are 38" or wider
	Obstacle free; all cords are taped down
	Aisles between chairs are 38" or wider and tables are 36" or higher
	Table refreshments accompanied by bendable straws, lighter weight drinking glasses, lighter water pitchers
	Ramp is available for stage / podium
	Option for lowered podium and microphone
	Microphone options: adjustable height, hand-held
	Adjustable lighting levels
<b>Food &amp; Beverage</b>	
	Refreshment and meal station areas are large enough to accommodate wheelchairs / scooters
	Support available at refreshment / food tables
	Placed on lower tables or at lower levels
<b>Recreation Facilities</b>	
	Confirm facility entrance is accessible
	If off-site, confirm accessible transport is available
	Confirm if the pool has an accessible lift
<b>Emergency Evacuation Plan</b>	
	Confirm emergency evacuation plan and operations with hotel
	Emergency evacuation procedures include accommodations for persons with a disability
	Review building and floor fire / evacuation meeting zones – determine procedures for wheelchair users

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## **CCAA Survey Results**

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## Q1 Sport

Answered: 13   Skipped: 0

#	RESPONSES	DATE
1	Curling	4/12/2018 8:01 PM
2	Curling	4/12/2018 8:59 AM
3	Curling	4/10/2018 4:28 PM
4	Curling	4/9/2018 10:18 PM
5	Curling	4/9/2018 4:09 PM
6	Curling	4/9/2018 9:44 AM
7	Curling	4/6/2018 3:19 PM
8	Curling	4/5/2018 11:10 PM
9	Curling	4/5/2018 3:34 PM
10	Curling	4/5/2018 3:22 PM
11	Curling	4/5/2018 12:51 PM
12	Curling	4/5/2018 10:15 AM
13	CCAA Curling nationals	4/5/2018 10:13 AM

## Q2 Institution:

Answered: 13   Skipped: 0

#	RESPONSES	DATE
1	Douglas College	4/12/2018 8:01 PM
2	U of A Augustana	4/12/2018 8:59 AM
3	Douglas College	4/10/2018 4:28 PM
4	Fleming College	4/9/2018 10:18 PM
5	Concordia University of Edmonton	4/9/2018 4:09 PM
6	Niagara College	4/9/2018 9:44 AM
7	Concordia University of Edmonton	4/6/2018 3:19 PM
8	MacEwan University	4/5/2018 11:10 PM
9	Fanshawe College	4/5/2018 3:34 PM
10	Red Deer College	4/5/2018 3:22 PM
11	Camosun College	4/5/2018 12:51 PM
12	Holland College	4/5/2018 10:15 AM
13	Fleming College (Peterborough ON)	4/5/2018 10:13 AM

## Q3 Name:

Answered: 13   Skipped: 0

#	RESPONSES	DATE
1	Will Sutton	4/12/2018 8:01 PM
2	Roger Galenza	4/12/2018 8:59 AM
3	Nicholas Umbach	4/10/2018 4:28 PM
4	Tara Welbourn	4/9/2018 10:18 PM
5	Dylan Theroux	4/9/2018 4:09 PM
6	Jordan Thin	4/9/2018 9:44 AM
7	Adrienne Winfield	4/6/2018 3:19 PM
8	Tom Kitagawa	4/5/2018 11:10 PM
9	Barry Westman	4/5/2018 3:34 PM
10	Brad Hamilton	4/5/2018 3:22 PM
11	Melissa K Soligo	4/5/2018 12:51 PM
12	Shelly Bradley	4/5/2018 10:15 AM
13	Dave Farnell	4/5/2018 10:13 AM



## Q4 Title:

Answered: 13   Skipped: 0

#	RESPONSES	DATE
1	Coach	4/12/2018 8:01 PM
2	Head Coach	4/12/2018 8:59 AM
3	Lead	4/10/2018 4:28 PM
4	Assistant Coach	4/9/2018 10:18 PM
5	Head Coach	4/9/2018 4:09 PM
6	Head Coach	4/9/2018 9:44 AM
7	Assistant coach	4/6/2018 3:19 PM
8	Head Coach	4/5/2018 11:10 PM
9	Head Coach	4/5/2018 3:34 PM
10	Head Coach	4/5/2018 3:22 PM
11	Head Coach - Chargers Curling BC Provincial Coach	4/5/2018 12:51 PM
12	Senior Admissions Officer, Curling Coach	4/5/2018 10:15 AM
13	Head Coach - Varsity Curling	4/5/2018 10:13 AM

**Q5 Please comment on the items/areas as indicated in order that hosts (current and future) may benefit from your critical evaluation.** PRE-EVENT INFORMATION  
Information package from host:

Answered: 13    Skipped: 0

#	RESPONSES	DATE
1	Information provided and communication regarding transportation at event was very good. We did not know about transportation from the beginning.	4/12/2018 8:01 PM
2	Good	4/12/2018 8:59 AM
3	Was provided with adequate information and gifts from the host, but wasn't given a book with the teams etc for the event	4/10/2018 4:28 PM
4	Initial package appeared to be complete and informative. However, many things changed by the time we arrived for the event and the information relating to these changes was not updated and sent out.	4/9/2018 10:18 PM
5	Good.	4/9/2018 4:09 PM
6	Well done.	4/9/2018 9:44 AM
7	Very good! Covered all aspects in the initial email.	4/6/2018 3:19 PM
8	It was good	4/5/2018 11:10 PM
9	Very detailed and thorough.	4/5/2018 3:34 PM
10	Information about Leduc and the Rec Centre was great.	4/5/2018 3:22 PM
11	good	4/5/2018 12:51 PM
12	Information was adequate.	4/5/2018 10:15 AM
13	Overall, pretty good	4/5/2018 10:13 AM

## Q6 ON-SITE EVENTMedia &amp; social media coverage:

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Great photos and awesome experience to get most teams on the CBC stream sheet. Getting the experience of being mic'd	4/12/2018 8:01 PM
2	Great	4/12/2018 8:59 AM
3	Media did a really good job in the live games we had	4/10/2018 4:28 PM
4	Having one more sheet being live streamed besides the CBS feed would have been nice for our fans who could not make the trip to Alberta.	4/9/2018 10:18 PM
5	Great	4/9/2018 4:09 PM
6	Looked like it was very well done. Unsure if any streamed games are archived.	4/9/2018 9:44 AM
7	Great! For future it would be nice to have two sheets live-streamed. The video was great and easy to access.	4/6/2018 3:19 PM
8	It was good	4/5/2018 11:10 PM
9	Not all schools played on the live streaming sheet while others were featured twice.	4/5/2018 3:34 PM
10	Lives scores was great. Live streaming was excellent quality and good announcers. It was disappointing that they couldn't live stream the morning games. Teams saw that they were on that sheet and then were disappointed the games weren't shown.	4/5/2018 3:22 PM
11	good	4/5/2018 12:51 PM
12	Lots of coverage, although we did not get live streamed.	4/5/2018 10:15 AM
13	Again, pretty good	4/5/2018 10:13 AM

## Q7 Hospitality:

Answered: 12   Skipped: 1

#	RESPONSES	DATE
1	Hotel was great. Having a full breakfast with so many options made this meal very easy to plan.	4/12/2018 8:01 PM
2	Awesome	4/12/2018 8:59 AM
3	Very good facility with everyone being very friendly and welcoming	4/10/2018 4:28 PM
4	The Volunteers and Event Staff were awesome folks to interact with. They showed a great interest in how things were going and were very good at managing anything that was thrown at them.	4/9/2018 10:18 PM
5	Great	4/9/2018 4:09 PM
6	Every one was a pleasure to be around	4/9/2018 9:44 AM
7	Good.	4/6/2018 3:19 PM
8	Didn't see much	4/5/2018 11:10 PM
9	Hospitality from the volunteers was great. Friendly and helpful. There was a suggestion for a curlers' hospitality room at the hotel.	4/5/2018 3:22 PM
10	good	4/5/2018 12:51 PM
11	top notch hospitality.	4/5/2018 10:15 AM
12	Decent	4/5/2018 10:13 AM

## Q8 Banquet/Awards Presentation:

Answered: 12   Skipped: 1

#	RESPONSES	DATE
1	Nice evening. Great to have the CCAA and Usport teams together. being seated with another team was suggested.	4/12/2018 8:01 PM
2	It was ok.	4/12/2018 8:59 AM
3	Very well coordinated presentations with all the teams needed to be given medals	4/10/2018 4:28 PM
4	This was very well done. The lighting during the awards seemed a little dark, but manageable.	4/9/2018 10:18 PM
5	Great	4/9/2018 4:09 PM
6	Went very well.	4/9/2018 9:44 AM
7	Very good	4/5/2018 11:10 PM
8	Excellent. It was nice having University and College teams in the same room.	4/5/2018 3:34 PM
9	Food was excellent. The speaker was not good. Ideally the speaker should have some sort of message not just tell stories. Medals on the ice and all stars at the banquet worked well. It was a bit awkward that Usport gave first and second allstars and CCAA only gives first.	4/5/2018 3:22 PM
10	not good paper plates and plastic cutlery silver medalists were as far away from the stage as possible	4/5/2018 12:51 PM
11	Well organized, although meal was fair.	4/5/2018 10:15 AM
12	Banquet was excellent. Awards presentation reasonably well handled.	4/5/2018 10:13 AM

## Q9 Accommodation and Transportation:

Answered: 13    Skipped: 0

#	RESPONSES	DATE
1	If more teams used transportation it may not have been as easy for us to use but we found it great. Families were also able to get rides from host committee transportation	4/12/2018 8:01 PM
2	Hotel and staff where great specially the lady for breakfast.??????	4/12/2018 8:59 AM
3	Really amazing job with the transport staff getting us to our games on time. Hotel was amazing as well.	4/10/2018 4:28 PM
4	The Best Western that we stayed at (on 50th Street) was great. Yvonne the Breakfast Hostess was great at pumping everyone up and making sure that we were all doing well. The rest of the Staff was great also at working with us and maintaining the hotel in a clean and professional state.	4/9/2018 10:18 PM
5	Hotel had us in 2 rooms that had water issues. Smelt bad and wet. Little bit of an inconvenience but they did their best to accommodate us.	4/9/2018 4:09 PM
6	Every one was very happy	4/9/2018 9:44 AM
7	Hotel was close to arena	4/6/2018 3:19 PM
8	N/A	4/5/2018 11:10 PM
9	Accommodations were great, Nice to be close to the venue. Transportation; we were approached by the transportation chair upon arrival (this was appreciated). We did not use the transportation as we had rented vans.	4/5/2018 3:34 PM
10	The hotel was very unorganized. Our rooms weren't ready when we showed up at 4:00. They made us change rooms after 2 nights. They were not accommodating about late check out our luggage storage on the last day. The woman at the breakfast room was fabulous!!!!!!	4/5/2018 3:22 PM
11	good accommodation did not know about transportation so we rented a car which cost a lot	4/5/2018 12:51 PM
12	We were told when we arrived that there were no rooms for us and we would have to go to the motel across the street. We had been booked for months. After 45 minutes of arguing, we got our rooms. We had just arrived after traveling all day, and had to be on the ice within 2 hours of arriving. It was very stressful for my athletes. I received 3 messages prior to my arrival to ensure my accommodations would be ready, yet arrived and they were not available. Interestingly enough, after 45 minutes there were rooms for us. Did not know there was transportation, but would have probably rented a car regardless.	4/5/2018 10:15 AM
13	Host hotel for colleges was very good. We rented our own vehicles at the airport for team transportation during the event.	4/5/2018 10:13 AM

## Q10 Community Involvement:

Answered: 12   Skipped: 1

#	RESPONSES	DATE
1	Great to have so many volunteers. The drivers were fantastic ambassadors for the town of Leduc	4/12/2018 8:01 PM
2	Signage around Leduc was great and all the restaurants knew that curling event was on.	4/12/2018 8:59 AM
3	Community volunteers helped a lot and their participation helped the event go smoothly for my team and I	4/10/2018 4:28 PM
4	It was great to see members of the Community coming to the games to watch the Athletes compete. They were very interested in chatting about how teams were doing and getting information on where we had come from.	4/9/2018 10:18 PM
5	Amazing	4/9/2018 4:09 PM
6	From the numbers of the volunteer base, it sounded impressive. Certainly the use of the Rec Centre was fantastic. Just an incredible facility!	4/9/2018 9:44 AM
7	Excellent!	4/5/2018 11:10 PM
8	Amazing number of friendly helpful volunteers. Can not imagine the hours of work that went into planning four championships in the same venue.	4/5/2018 3:34 PM
9	Outstanding!!!!!!!!!!!!!!	4/5/2018 3:22 PM
10	good	4/5/2018 12:51 PM
11	lots of volunteers around.	4/5/2018 10:15 AM
12	As always, local volunteers were awesome. Also nice to see several local business promoting the event and welcoming out-of-town teams and spectators.	4/5/2018 10:13 AM



## Q11 Opening and Closing Ceremonies:

Answered: 13   Skipped: 0

#	RESPONSES	DATE
1	Very professional master of ceremonies. Don't know if it's necessary to announce every athlete and coaches name	4/12/2018 8:01 PM
2	Awesome	4/12/2018 8:59 AM
3	Both well done,especially with the large amount of teams to be presented	4/10/2018 4:28 PM
4	The Opening and Closing Ceremonies were well done. However, it did appear that the College representative did not get as much presentation time as the University representative.	4/9/2018 10:18 PM
5	Great	4/9/2018 4:09 PM
6	Well done.	4/9/2018 9:44 AM
7	Very well done!	4/6/2018 3:19 PM
8	Very nice.	4/5/2018 11:10 PM
9	Well done. Not too long and not to short. Nice touch introducing all athletes.	4/5/2018 3:34 PM
10	Good	4/5/2018 3:22 PM
11	opening a little long but lots of teams	4/5/2018 12:51 PM
12	Well managed for such a big group of athletes.	4/5/2018 10:15 AM
13	Opening ceremonies were fun ... nice to see CCAA and Usports teams together on the ice. Also good to see both college and university medalists line up on ice together for the Closing ceremonies right after medal games.	4/5/2018 10:13 AM

## Q12 Drug education on-line session and drug testing procedure:

Answered: 10   Skipped: 3

#	RESPONSES	DATE
1	N/a	4/12/2018 8:01 PM
2	Did not need it.	4/12/2018 8:59 AM
3	On line session very informative and eventhough I have learnt all the information already, it was good to refresh my memory of it	4/10/2018 4:28 PM
4	The Drug education on-line sessions are a great tool and reference for both Coaches and Atheletes	4/9/2018 10:18 PM
5	Great	4/9/2018 4:09 PM
6	Good	4/5/2018 11:10 PM
7	Did not experience the drug testing procedure.	4/5/2018 3:34 PM
8	on line we did nothing on site	4/5/2018 12:51 PM
9	As a coach I did not do this, although one of my athletes struggled with the link.	4/5/2018 10:15 AM
10	Our college (I think most other colleges as well) require completion of the CCES on-line tutorial before nationals. I didn't hear whether any actual drug testing took place.	4/5/2018 10:13 AM

## Q13 Tournament Organization:

Answered: 12   Skipped: 1

#	RESPONSES	DATE
1	Could mix up games with the usports event so that colleges can cheer on the other gender from their school.	4/12/2018 8:01 PM
2	They did a excellent job . ??????	4/12/2018 8:59 AM
3	Very well organized tournament, especially with the multiple events going on	4/10/2018 4:28 PM
4	The Tournament Organization was well done. There was a bit of confusion going from Arena to Arena with regards to how Umpires were running the pre-game practices and throws to the buttons.	4/9/2018 10:18 PM
5	Draw times were an issue for teams with 2 teams.	4/9/2018 4:09 PM
6	Pros: One time for me, as a coach to worry about both teams. Comfortable time to be ready to play. Cons: Never got to see my Ladies team play. Playing 9pm/9am games twice.	4/9/2018 9:44 AM
7	It would have been better if for example the teams that played the 9 am draw played the same draw for the entire event. Playing the 9 pm draw then having to be back for 8 am the next morning was not conducive to top calibre play. I would suggest one year the ladies play all of the 9 am/5 pm draws and then the men play the 9 am/5 pm draws the next.	4/5/2018 11:10 PM
8	There was an amazing display of coordination and detail that went into the organization of these events. Everything appeared to run very smoothly. I am sure there were hiccups along the way but we didn't see them.	4/5/2018 3:34 PM
9	The 9 pm game followed by a 9 am game the next day was brutal. They don't even make the pros do that at the Brier and Scotties. It would be nice to mix men and women and CCAA and Usport in the same rink.	4/5/2018 3:22 PM
10	good - need a better draw if possible	4/5/2018 12:51 PM
11	Well run.	4/5/2018 10:15 AM
12	Hats off to Curling Canada!	4/5/2018 10:13 AM

# Q14 TOURNAMENT TECHNICAL Coaches Meeting

Answered: 11    Skipped: 2

#	RESPONSES	DATE
1	Would be good if it was as a time that did not conflict with medal round game prep	4/12/2018 8:01 PM
2	No real meeting before the event but had a brief meeting after announcing next year's meeting event.	4/12/2018 8:59 AM
3	I did not attend this	4/9/2018 10:18 PM
4	Very informative	4/9/2018 4:09 PM
5	Thoughtful and good. A nice forum to discuss items and to get insight into future changes.	4/9/2018 9:44 AM
6	N/A we received a package in lieu of the meeting.	4/5/2018 11:10 PM
7	Coaches document in lieu of meeting was nice.	4/5/2018 3:34 PM
8	There wasn't one. The package that was sent out before seem to cover everything. I preferred it to the coaches meeting.	4/5/2018 3:22 PM
9	n/a	4/5/2018 12:51 PM
10	Location for meeting was too noisy, hard to hear. Nice to have the opportunity for feedback.	4/5/2018 10:15 AM
11	No meeting before-hand. Document sent to participating schools (in lieu of a coaches' meeting) was good, though I would've liked clearer specs on how timeouts during the game would be handled. Turned out to be different in the two arenas, so I was never confident how much time I had, once I reached the team on the sideboards.	4/5/2018 10:13 AM

## Q15 Game Site(s):

Answered: 13   Skipped: 0

#	RESPONSES	DATE
1	Arena ice conditions created a really meaningful experience and exposed several athletes to world class areana ice conditions who are not normally able to experience. If this event could continue to happen in two arenas it would pay dividends in the future getting athletes meaningful national experience in an arena from age 18-25	4/12/2018 8:01 PM
2	The ice was great.	4/12/2018 8:59 AM
3	Facility was amazing to play in with amazing ice to curl on as well	4/10/2018 4:28 PM
4	The game sites were awesome. It was great being able to see games in both Arenas easily. It was also great to be able to see the Wheelchair and Doubles Teams competing.	4/9/2018 10:18 PM
5	Good	4/9/2018 4:09 PM
6	Thought the ice was better than I could expect... Didn't really find any break down in speeds and conditions never changed too much.	4/9/2018 9:44 AM
7	Great! For future it would be nice to have CCAA/Usport play at the same time (guys draw then girls draw alternating)	4/6/2018 3:19 PM
8	Excellent	4/5/2018 11:10 PM
9	Perfect. Amazing ice conditions. Great viewing with the opportunity to jump from arena to arena to keep track of all games.	4/5/2018 3:34 PM
10	Great facility. The two arenas worked great.	4/5/2018 3:22 PM
11	great	4/5/2018 12:51 PM
12	Excellent venue	4/5/2018 10:15 AM
13	Awesome venue!	4/5/2018 10:13 AM

## Q16 Stats and statisticians

Answered: 12   Skipped: 1

#	RESPONSES	DATE
1	Great to have this. Reports are good. Always could be more consistent but we understand these are volunteers	4/12/2018 8:01 PM
2	Great to have. First time that we had that much information.	4/12/2018 8:59 AM
3	Stats seemed well done but I didn't follow all my stats	4/10/2018 4:28 PM
4	The stats and statisticians were great to have. It puts an unbiased person in place that makes the final All Star Team Players feel even more proud when they are announced.	4/9/2018 10:18 PM
5	Inconsistent.	4/9/2018 4:09 PM
6	I found about an average of 15%+ above what I felt my Men's team played. I don't think I score that hard.	4/9/2018 9:44 AM
7	I think it would be beneficial for statisticians to be able to sit behind the sheet they are stating. The angle from where they were takings stats may not hve been the most accurate.	4/6/2018 3:19 PM
8	Great to have statisticians to ensure an objective All star selection process.	4/5/2018 3:34 PM
9	I think there should be a team voting component to the all stars as well as the stats. Some of the stats people weren't that knowledgeable about the game.	4/5/2018 3:22 PM
10	okay	4/5/2018 12:51 PM
11	Well done and quickly received.	4/5/2018 10:15 AM
12	Probably "quickly trained" volunteers ... overall they did a great job.	4/5/2018 10:13 AM

## Q17 Equipment (balls, shuttlecocks, timing system, etc):

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Good	4/12/2018 8:01 PM
2	Time clocks where goood.	4/12/2018 8:59 AM
3	The rocks and timers used were amazing to curl with	4/10/2018 4:28 PM
4	The time clocks were well placed and easy to read.	4/9/2018 10:18 PM
5	Amazing	4/9/2018 4:09 PM
6	I think only the staging area for the coaches. Could be a bit tight but I also do not what else you could change.	4/9/2018 9:44 AM
7	Good	4/6/2018 3:19 PM
8	Excellent	4/5/2018 11:10 PM
9	All excellent.	4/5/2018 3:34 PM
10	Arena ice and pro rocks!!!!!!!!!!!!!! There was some issues with the clothing requirements of Curl Canada-everything must match. Most curling programs don't have unlimited resources so it is difficult to plan to have enough clothing in case you make it to Nationals.	4/5/2018 3:22 PM
11	good	4/5/2018 12:51 PM
12	Game timers were a little inexperienced, but managed well.	4/5/2018 10:15 AM
13	Great rocks, and great ice conditions. Would've preferred same clocks in each arena, plus some consistent way to know how much time was left in a time-out situation.	4/5/2018 10:13 AM



## Q18 Awards (Game MVP, Tournament All Stars, etc):

Answered: 12    Skipped: 1

#	RESPONSES	DATE
1	A Box to transport awards would be helpful	4/12/2018 8:01 PM
2	Good	4/12/2018 8:59 AM
3	Awards banquet was well presented and fun	4/10/2018 4:28 PM
4	The Awards were done well. I like the format of how each award was selected and presented.	4/9/2018 10:18 PM
5	Great	4/9/2018 4:09 PM
6	Fine with them.	4/9/2018 9:44 AM
7	Excellent	4/5/2018 11:10 PM
8	Would prefer a first and second team all star selection of Colleges.	4/5/2018 3:34 PM
9	If Usport and CCAA are going to be the same, it would look better if they gave the same number of awards.	4/5/2018 3:22 PM
10	good	4/5/2018 12:51 PM
11	Good	4/5/2018 10:15 AM
12	No "game MVP" awarded. Might like to consider recognition of second team All-star team (as is done in Usports for example). My sense is that it's good to recognize performances in a consistent way if we're going to proceed towards more integration of university and college curling competition at the national level.	4/5/2018 10:13 AM

## Q19 POST TOURNAMENTTournament Results:

Answered: 11   Skipped: 2

#	RESPONSES	DATE
1	Good	4/12/2018 8:01 PM
2	Great.	4/12/2018 8:59 AM
3	Tournament we won gold	4/10/2018 4:28 PM
4	A great experience and well run event overall.	4/9/2018 10:18 PM
5	Good	4/9/2018 4:09 PM
6	Well... we didn't win so, good for the other teams... lol	4/9/2018 9:44 AM
7	Very good	4/5/2018 11:10 PM
8	Lots of detailed information on the CCA website throughout the event.	4/5/2018 3:34 PM
9	The Curl Canada results and reports were outstanding.	4/5/2018 3:22 PM
10	1-6	4/5/2018 10:15 AM
11	Medalists for CCAA and for Usports earned their results. Great to see gold medal games all in the same arena.	4/5/2018 10:13 AM

## Q20 General comments:

Answered: 9   Skipped: 4

#	RESPONSES	DATE
1	Is was very special that Curling Canada stepped in to help promote curling at the college . I hope they will continue to do this.	4/12/2018 8:59 AM
2	Thank you to everyone who helped coordinate and run this event.	4/9/2018 10:18 PM
3	Umpires were a little inconsistent on ruling. For instance one team was called on not wearing the same jerseys and just 2 sheets over there was another team that had the same thing but not enforced on.	4/9/2018 4:09 PM
4	A wonderful experience for us all! I just can't say enough about the Rec Centre. Every one was absolutely fabulous! Just makes you itchy to get back at it again. There needs to be physio on-site. Officials were inconsistent. An example of this: I was spoken to regarding ill-timed strategy talk that was not at all strategy talk and yet, 20 feet away another team is having a running dialogue about ice conditions and rocks throughout their game.	4/9/2018 9:44 AM
5	Over all I thought it went very well for the first time the event was conducted.	4/5/2018 11:10 PM
6	Compliments to the Dawn and her committee and amazing volunteers. We were treated to a first class event from start to finish.	4/5/2018 3:34 PM
7	The clothing that was available to the CCAA athletes was a big hit and the Usport athletes were jealous. If this event stays in the same format, I think it will help grow the sport at the post secondary level.	4/5/2018 3:22 PM
8	Nice to see elite curlers around. Some of the college kids might have liked an opportunity to mingle a bit with them.	4/5/2018 10:15 AM
9	Cudos to Danny Lamoureux and Curling Canada. This was a very ambitious first! Oh we can get better I suppose ... still this was the absolute best college nationals so far!	4/5/2018 10:13 AM



# Economic Impact Assessment

## Leduc 2018 Curl 4 Canada

Prepared by: Thomas McGuire, CSTA EI Consultant  
Date: June 27, 2018

*Photo credits: [http://www.ccaa.ca/sports/curl/2017-18/releases/Curl\\_4\\_Canada\\_2018](http://www.ccaa.ca/sports/curl/2017-18/releases/Curl_4_Canada_2018)*

# WHAT IS EI?

Economic Impact Assessment (EIA) studies measure the positive change in economic activity resulting from hosting an event in a specific city/town. There are three factors:

1. the spending of out-of-town visitors while they attend the event;
2. the expenditures of the event organizers in producing the event;
3. capital construction costs that are directly attributed to hosting the event.

An EI study calculates the amount of new money being spent in the host community as a direct result of hosting the event, and then the impact these new monies have on the regional, provincial and national economy as a whole.



# CSTA'S TOOL

The Canadian Sport Tourism Alliance (CSTA) has developed a tool called **steam pro<sup>2.0</sup>** that collects, measures and analyzes data across the three primary channels.

Our economic impact services empower event organizers and host cities to accurately assess economic impact resulting from hosting a specific event in a specific location.



# MODEL OUTPUTS

The elements (outputs of the model) used to measure the economic impacts are:

- Gross Domestic Product (GDP)
- Employment
- Taxes
- Industry Output
- Imports

CSTA's **steam pro<sup>2.0</sup>** measures the direct, indirect & induced effects for each of these elements.





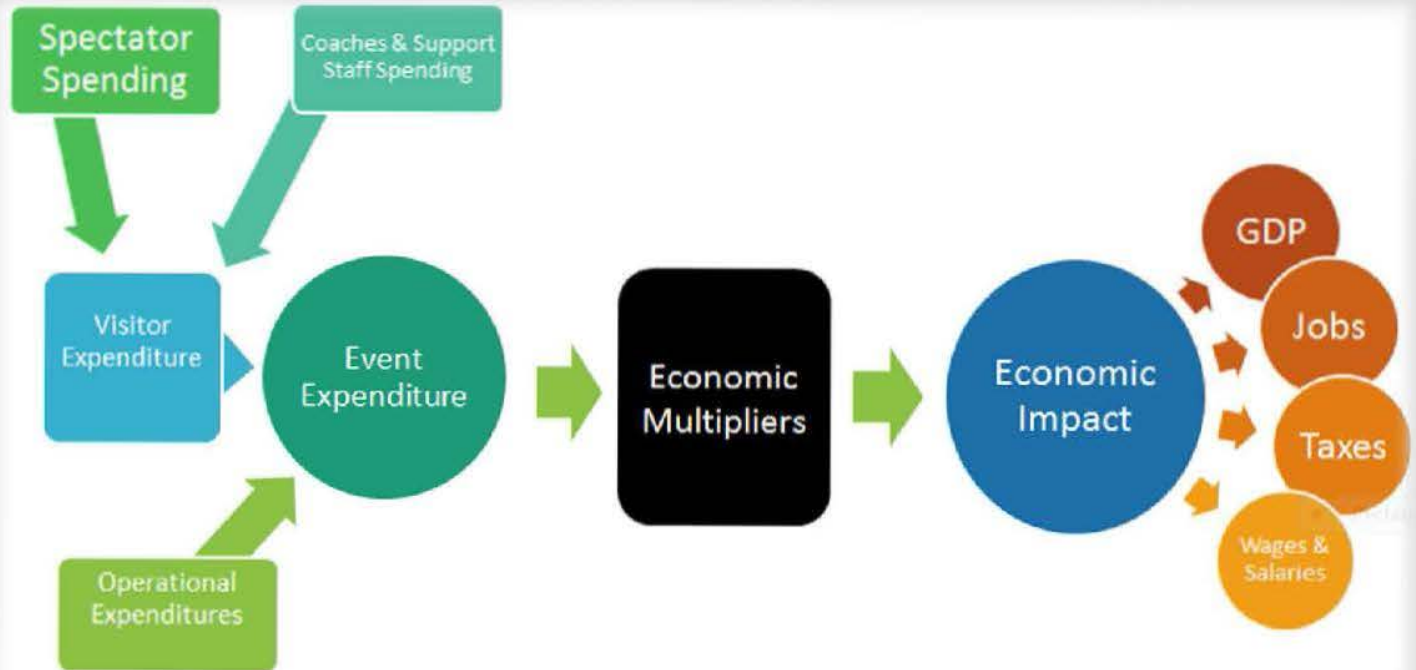
# RELIABILITY OF THE MODEL

In order to produce economic contribution assessments that are **robust** and **reliable**, the CSTA has partnered with the [Canadian Tourism Research Institute \(CTRI\)](#) at [The Conference Board of Canada](#). The CTRI serves the travel and tourism industry in providing sound economic forecasts and models with timely and insightful interpretation of data specifically relevant to travel.

The findings in this report make use of the most current and most detailed input-output tables and multipliers available from Statistics Canada and leverages the credibility and robustness of sector specific tax data available from Statistics Canada's Government Revenues Attributable to Tourism (GRAT) report.



# HOW IT WORKS





Leduc, Alberta played host to the unprecedented staging of four 2018 Canadian curling championships – an event billed as Curl 4 Canada. The 2018 Canadian Curling Championships included:

- U SPORTS-Curling Canada University Championships, March 24-28
- Canadian Collegiate Athletic Association (CCAA)-Curling Canada Championships, March 24-28
- Canadian Wheelchair Championship, March 26-April 1
- Canadian Mixed Doubles Championship, March 28-April 1

The combined events ran from March 24<sup>th</sup> to April 1, 2018.

The U SPORTS-CC, CCAA-CC and Canadian Mixed Doubles Championships were played in the Recreation Centre's twin arenas — Ken's Furniture Arena and Robinson Arena — while the Canadian Wheelchair Championship was hosted in the eight-sheet BMO Centre, as part of the 100th anniversary celebrations for the curling club.

Curl 4 Canada attracted spectators and participants from across Canada.

# THE METHODOLOGY

The visitor statistics cited in this report were derived from an on-site intercept survey that was developed by CSTA's economic impact consultant for this assignment and administered by volunteers engaged by event organizers during the event. The CSTA provided training on data collection and virtual support to surveyors/event organizers during the event as needed.

The CSTA intercept survey was customized for the event. Surveyors selected potential survey participants through a randomized process. A total of **401** valid responses were collected through the survey.

The survey included questions for the participants, spectators and others attending the **Leduc 2018 Curl 4 Canada** related to spending, motivation and the number of days they were in the area attending the event. Additional questions provided event organizers with experience-related information.

This survey data, together with event budgets, capital costs, organizer-provided spectator estimates and participant registration estimates were entered in the **steam pro<sup>2.0</sup>** economic impact model.

## Where are you from? n=401

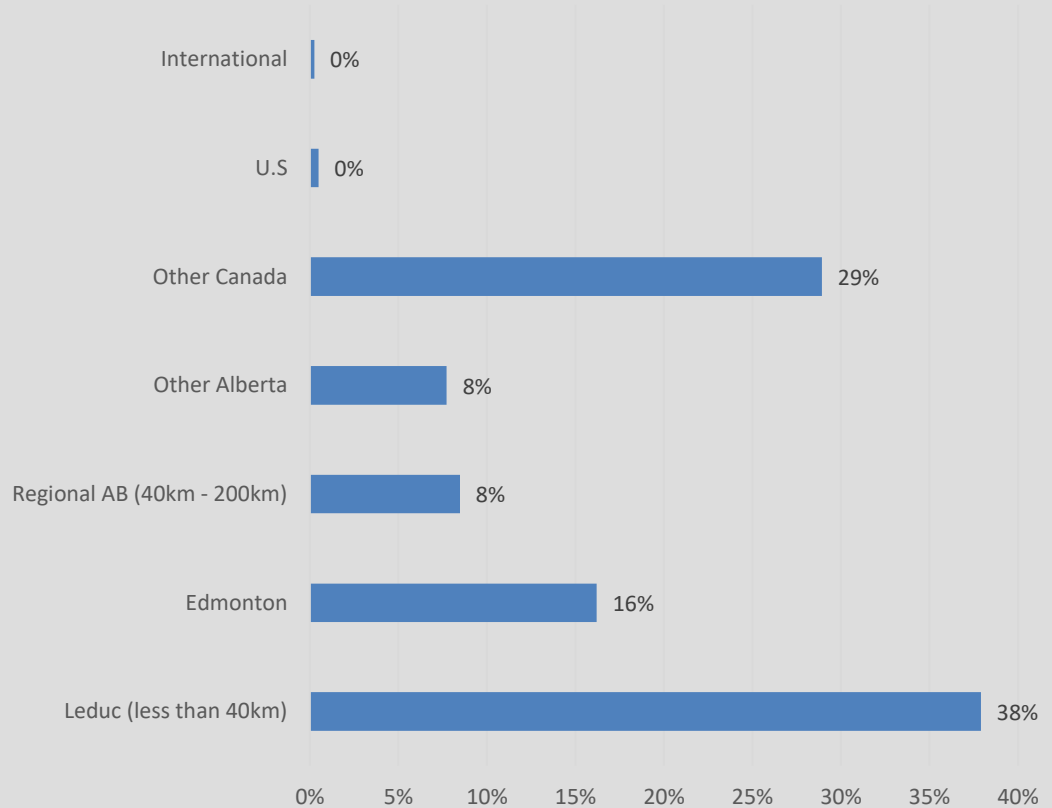
### Visitor Origin

Just under two-thirds (63%) of the **Leduc 2018 Curl 4 Canada** attendees were from the local area which included:

- 38%, Leduc (less than 40km)
- 16%, Edmonton
- 8%, Regional AB (40km - 200km)

Attendees from other areas of Canada were the next largest group (29%) while attendees from other areas of Alberta represented 8%. U.S. visitors accounted for 0.5% and international visitors accounted for 0.2% of all attendees.

42% of all attendees stayed overnight as a result of **Leduc 2018 Curl 4 Canada**.

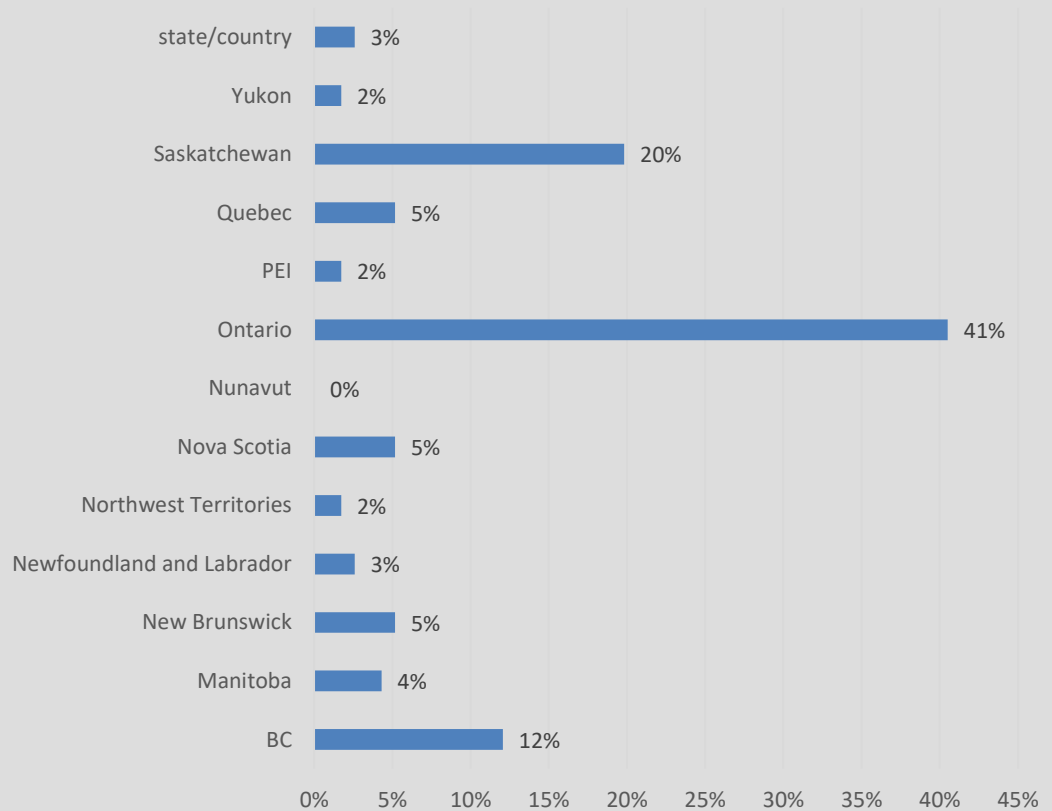


## Visitor Origin, Outside of Alberta

Among those who attended from outside Alberta, the largest share were from Ontario (41%), followed by Saskatchewan (20%) and British Columbia (12%). Other attendees came from:

- 5% New Brunswick
- 5% Nova Scotia
- 5% Quebec
- 4% Manitoba
- 3% Newfoundland and Labrador
- 2% Northwest Territories
- 0% Nunavut
- 2% PEI
- 2% Yukon
- 3% state/country

What province? n=116



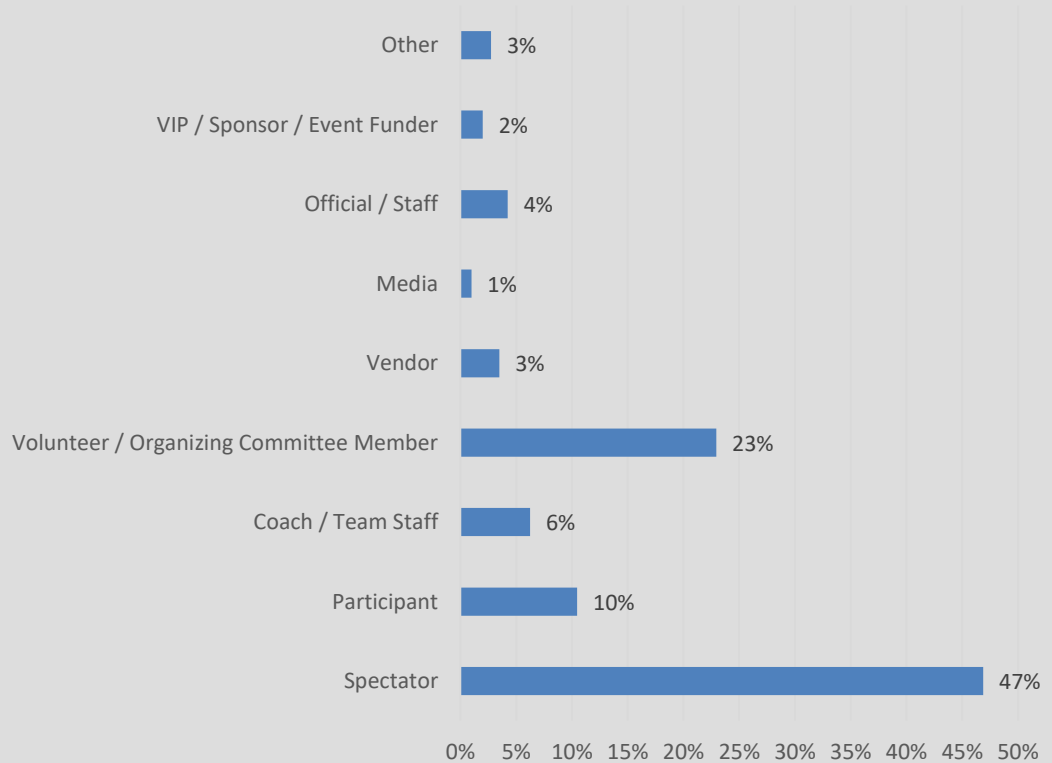
## Role at the Event

Just under half (47%) of attendees identified their role at event as a spectator.

The next largest group was volunteer / organizing committee member (23%), followed by participants (10%). Other groups included:

- 6% Coach / Team Staff
- 3% Vendor
- 1% Media
- 4% Official / Staff
- 2% VIP / Sponsor / Event Funder
- 3% Other

What is your role at this event? Are you a:  
n=401





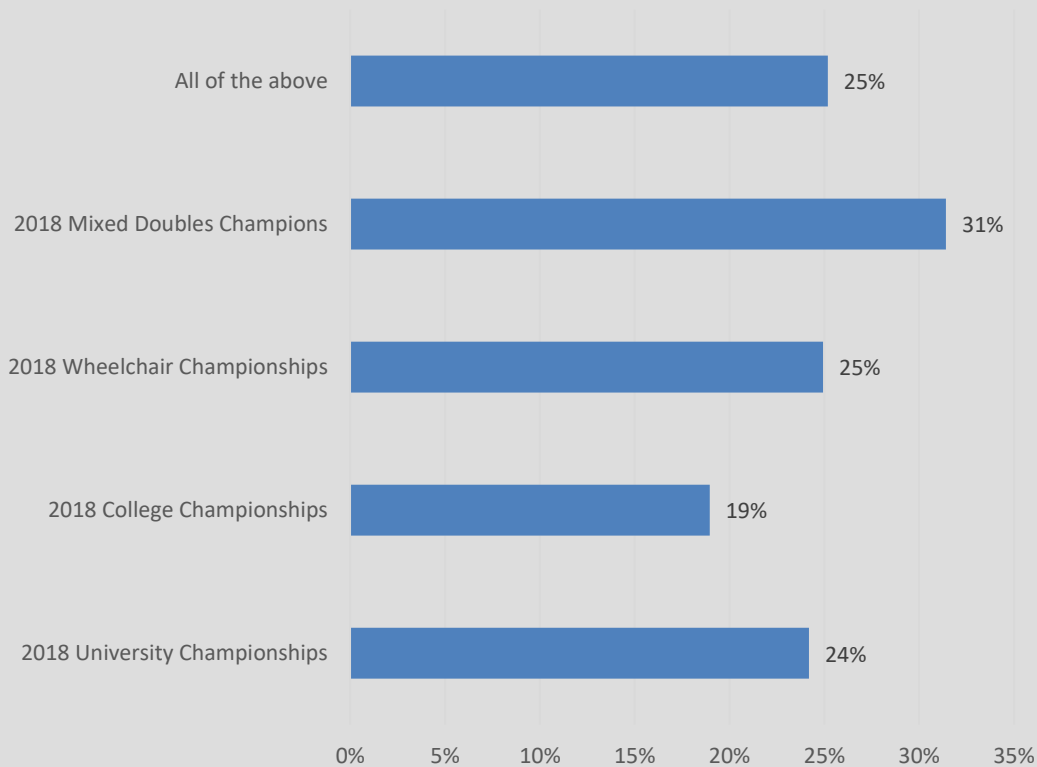
## Event Attendance

In terms of event attendance (or planned attendance):

- 31% attended the 2018 Mixed Doubles Champions
- 25% attended the 2018 Wheelchair Championships
- 24% attended the 2018 University Championships
- 19% attended the 2018 College Championships

One-quarter of respondents (25%) reported attending all four events.

Which of the Curl 4 Canada events will you be attending? n=401

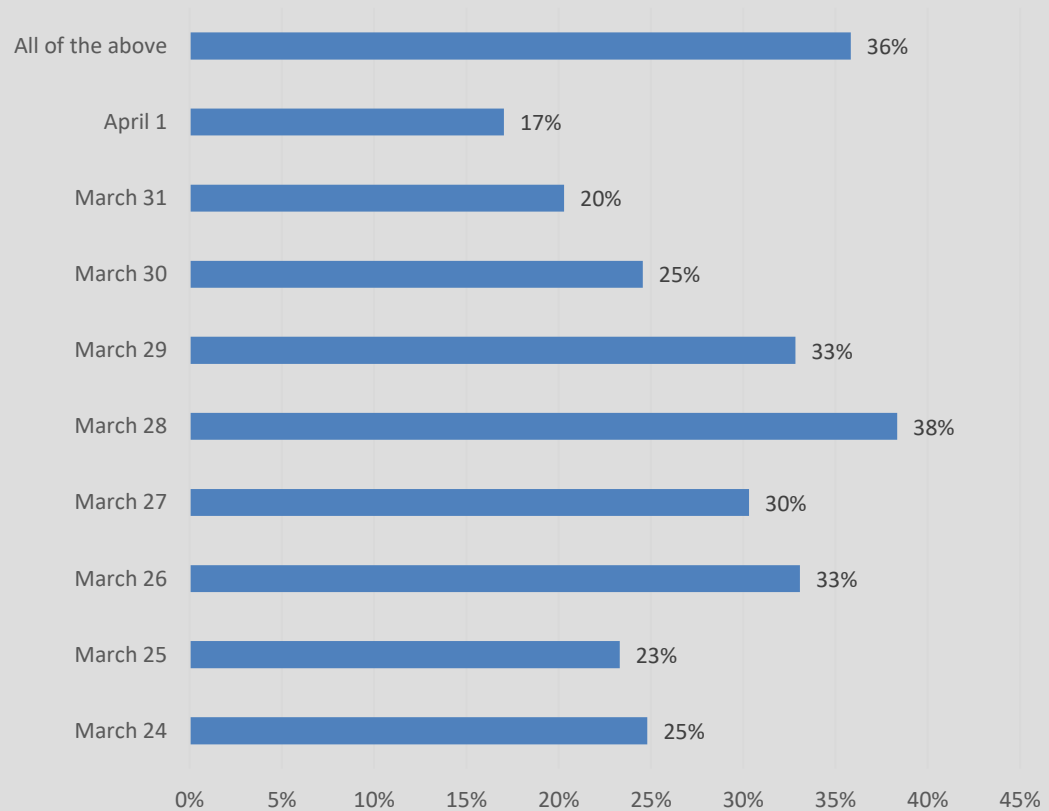


## Which days will you be attending? n=339

### Planned Daily Attendance

Daily attendance varied throughout the week, with the highest planned attendance on March 28 which attracted 38% of all respondents.

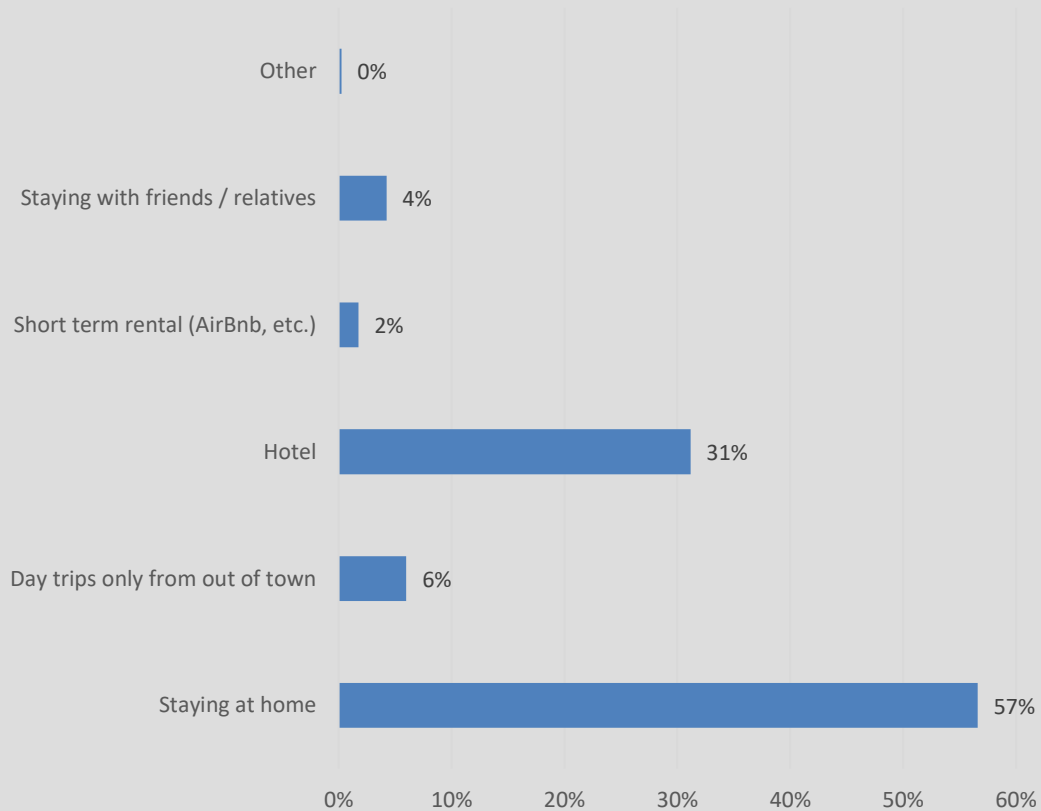
36% indicated they would be attending all days, from March 24<sup>th</sup> to April 1<sup>st</sup>.



## Type of Accommodations

More than half (57%) of survey participants indicated they were staying at home (local visitors), while the next largest group stayed in hotels (31%).

What kind of accommodation are you using? n=401

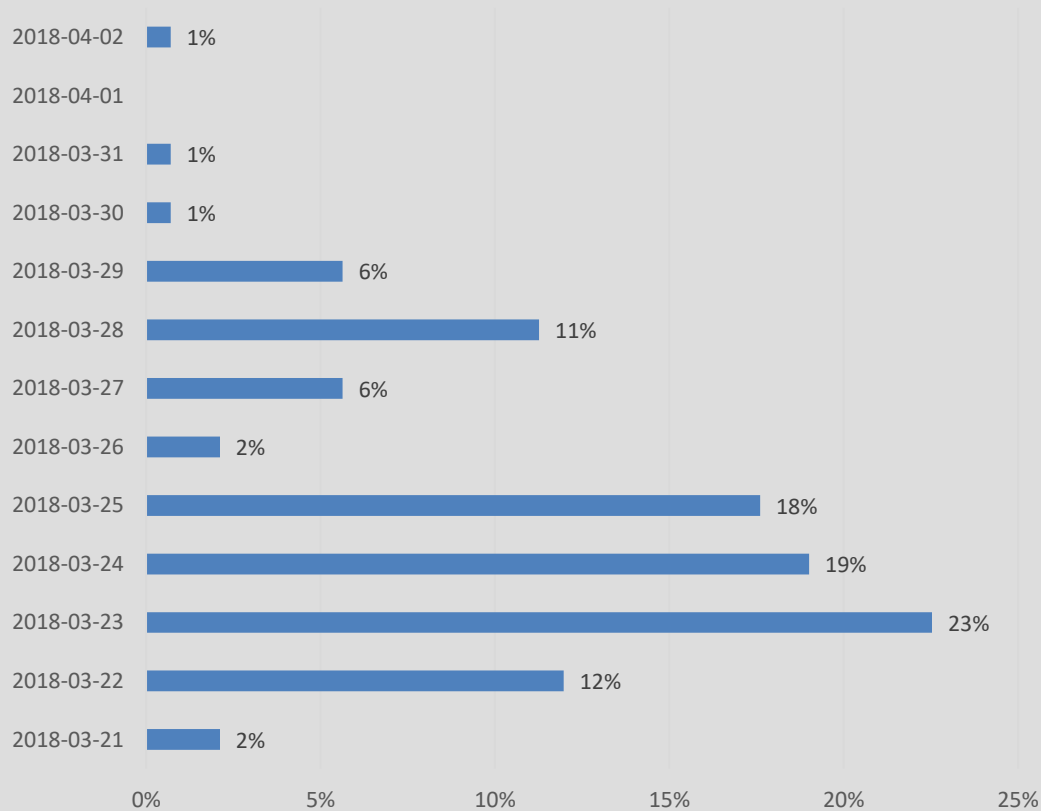


## Group Attending Today

Seven in ten attendees (71%) arrived between March 22<sup>nd</sup> and March 25<sup>th</sup>.

March 27<sup>th</sup> to 29<sup>th</sup> saw another bump in arrivals, with 23% of attendees arriving during those three days.

### What date did you arrive for Curl 4 Canada? n=142

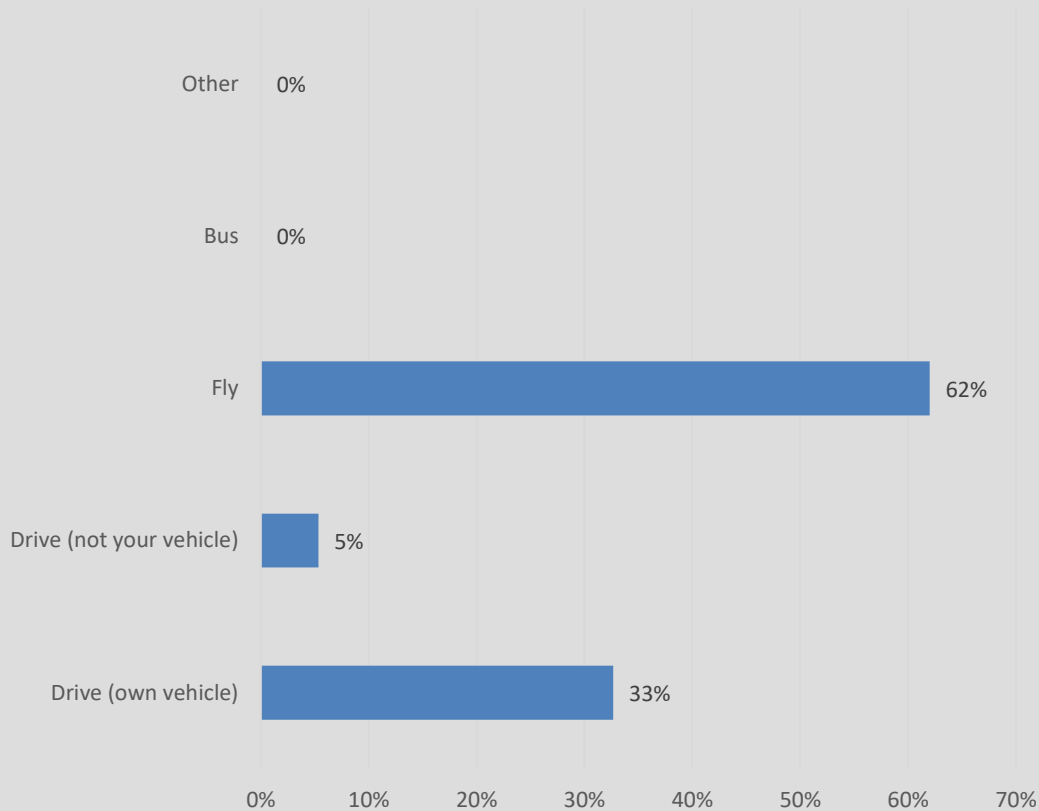


# Travel to Leduc

The largest share of visitors to Leduc indicated they traveled by plane (62%) followed by 33% who drove their own vehicles and 5% drove a rental vehicle.

Among local visitors, the average one-way commute to the venue was 98 km.

How did you travel to Leduc? n=150



## Group Attributes

The average party size was 2 among local attendees and 2.8 people among visiting attendees.

In terms of participants, local attendees were less likely to accompany a participant (0.4 participants per local group) than overnight visitors (1.2 participants per group).

Among overnight visitors, the average stay was 6.4 nights, with an average of 1.7 rooms per party.



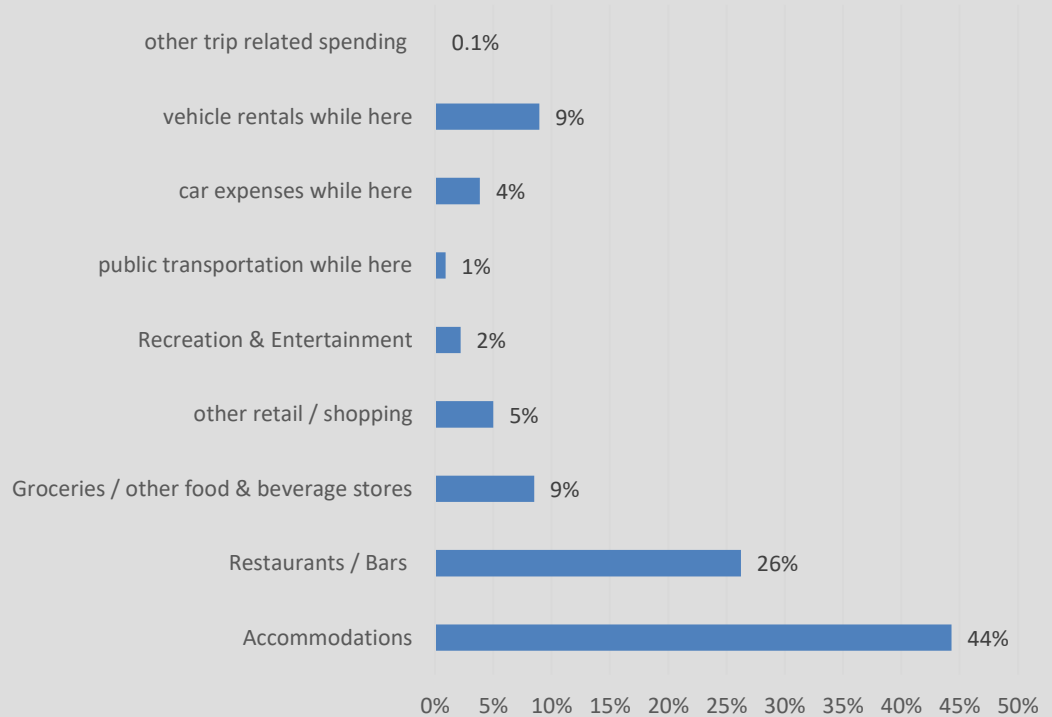
How much have you / will you spend on:  
n=139

## Spending by Attendees

Among overnight attendees, accommodations (44%) and food purchases in bars and restaurants (26%) attracted the highest level of visitor spending.

Average per party total spending for overnight visitors was \$1,776.

**Local Spending:** Daily spending by locals (not shown) was estimated at \$34 per person, with an estimated total event spending of \$105. Note: because these estimates are local spending, they are not included in the impact modeling.





## Operational Spending

Event hosting expenditures amounted to almost \$229,000 on a variety of goods and services.

Recasting the budget to align with **steam pro<sup>2.0</sup>** categories, the largest item was rent (\$69,000), followed by food and beverage and related hospitality and hosting costs (\$48,000).

Category	Amount
Advertising Services	\$9,000
Communication	\$28,000
Food and Beverages	\$48,000
Merchandise and Retail	\$3,000
Other Services	\$56,000
Professional Services	\$1,000
Rent	\$69,000
Transportation and Storage	\$16,000
<b>TOTAL DIRECT EXPENSES</b>	<b>\$229,000</b>

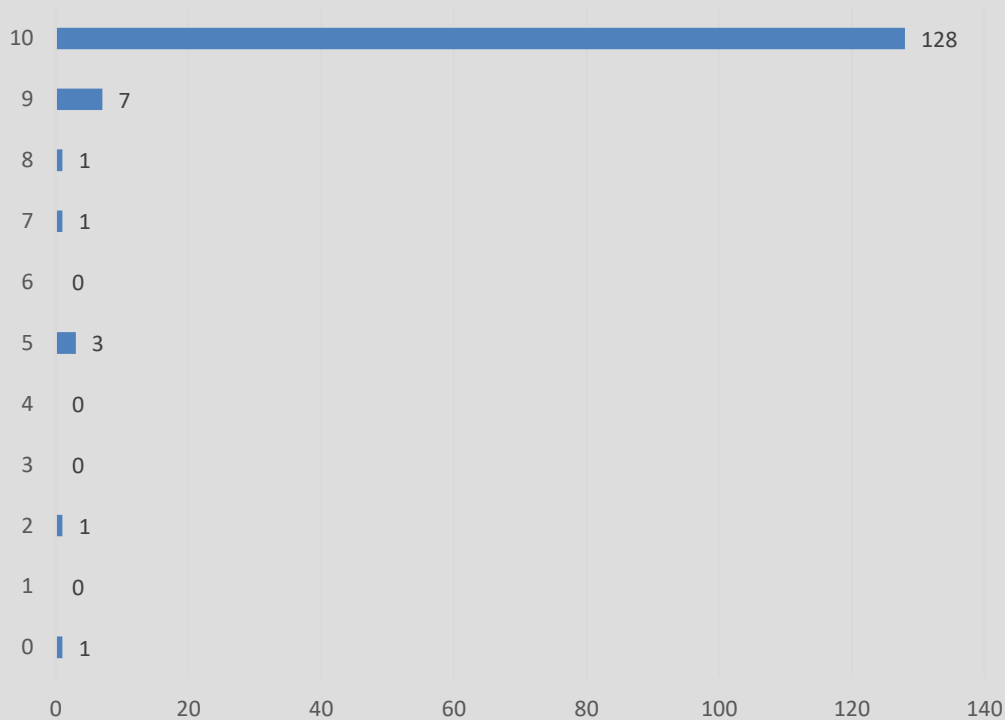
## Trip Motivation

The Leduc 2018 Curl 4 Canada was the single reason for nine in ten (90%) of the non-local attendees to travel to Leduc.

This was calculated based on a scale of 0 to 10, where 10 indicated the event was 'the only reason for traveling to Leduc, and 0 indicated that the event was not at all a factor. These weightings are used to adjust the total spending on the basis of what share of spending the visitor attributes to the event.

On average, the Leduc 2018 Curl 4 Canada event was 90% of the reason visitors stayed in Leduc. Therefore, 90% of the direct visitor spending is attributed to the event.

On a scale of 1 to 10, how important was this event in your decision to travel to Leduc? (1 = not important, 10 = only reason you came) n=142



# THE ECONOMIC IMPACT RESULTS

The combined spending of out-of-town athletes, family members, spectators and other visitors to the **Leduc 2018 Curl 4 Canada**, in combination with the expenditures made by event organizers, **totaled \$1.1 million in direct spending**. This, in turn supported **\$2 million** in total spending (total Industry Output) in the Leduc region, and just over **\$2.9 million** Canada-wide.

These expenditures supported **\$722,000** in wages and salaries in Alberta through the equivalent of **12** full-year jobs. Of these, **10** jobs, and the majority of the household income (**\$582,000**) stayed in the Leduc area. Canada-wide, the event supported **13** full-year jobs.

The total net economic activity (total spending or total output) generated by the **Leduc 2018 Curl 4 Canada** was:

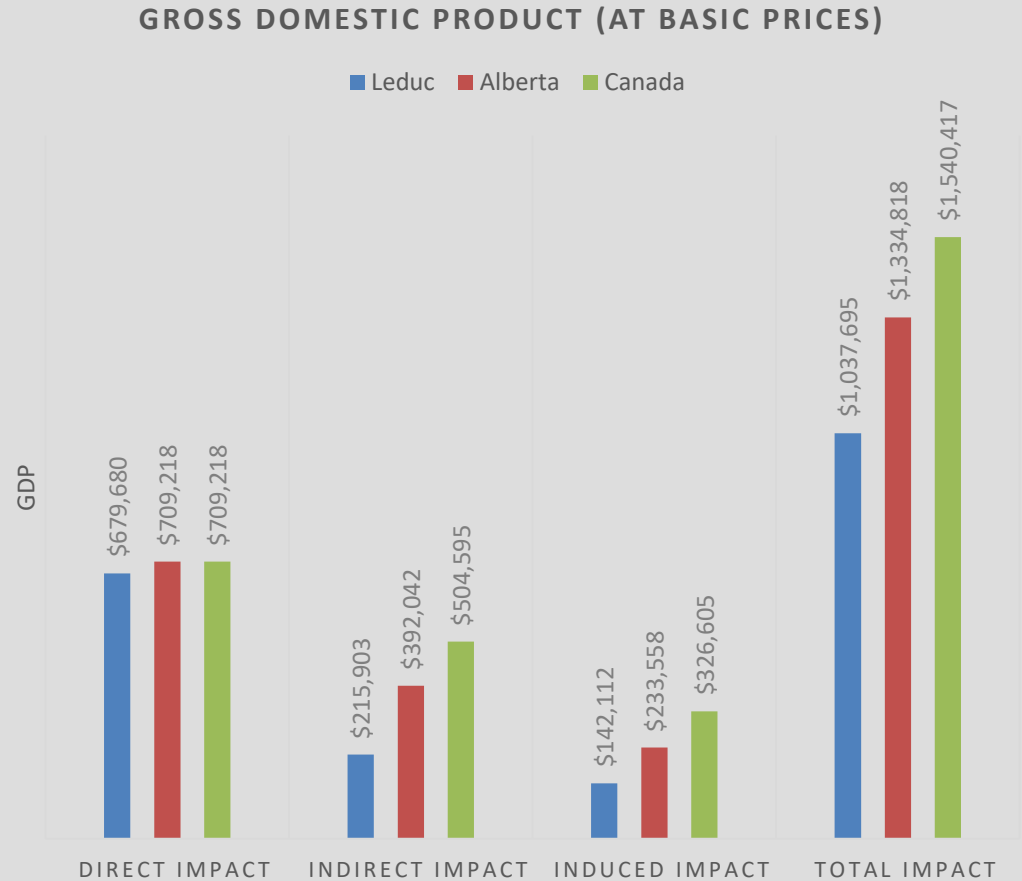
- \$2.9 million for Canada as a whole
- \$2.4 million for the province of Alberta; including
- \$2 million for Leduc.

The event supported tax revenues totaling just under **\$393,000** across Canada. The event supported federal government tax revenues of **\$216,000**, contributed **\$120,000** in taxes for the Province of Alberta, and **\$26,000** in local taxes.

# GDP

The Leduc 2018 Curl 4 Canada contributed \$1.5 million in GDP to the Canadian economy through direct and spin-off impacts.

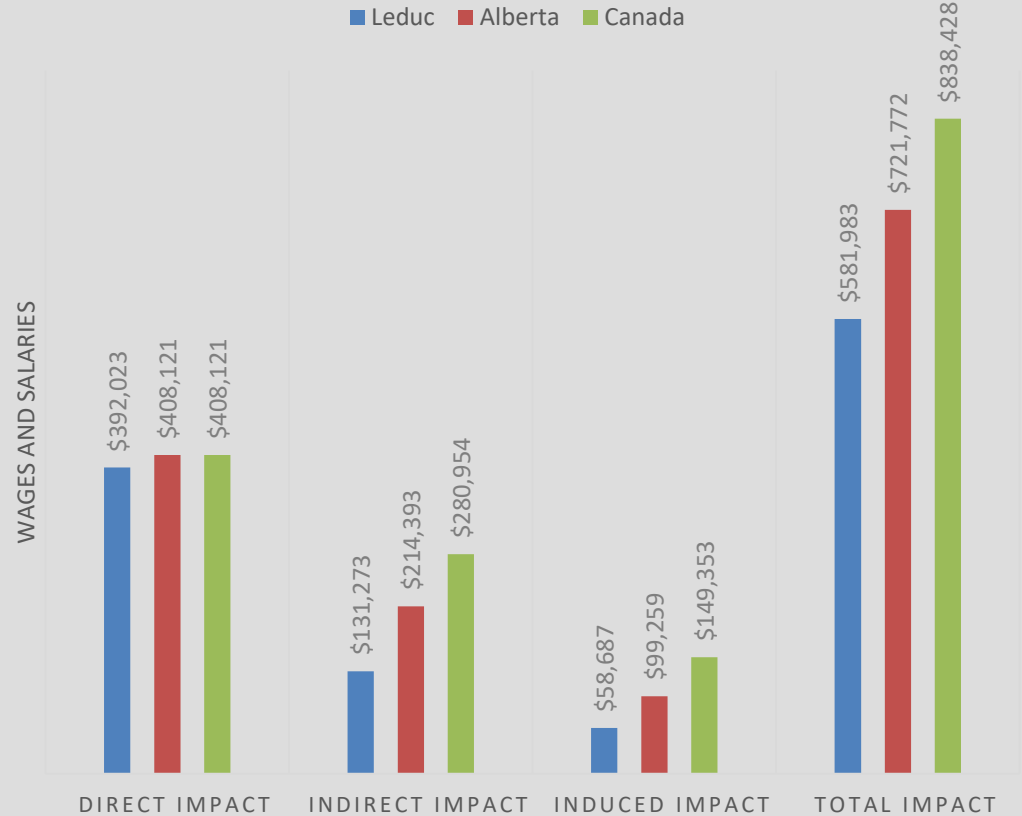
Of this, \$1 million (67%) accrued in the Leduc area, while 87% of the total GDP impact remained within Alberta.



## Household Income

The Leduc 2018 Curl 4 Canada supported **\$838,000** in Canada-wide wages and salaries (household income) through direct and spin-off impacts, with **\$582,000** earned by workers within the Leduc area and **\$140,000** in additional wages and salaries earned by workers in other parts of Alberta.

### WAGES AND SALARIES



## EMPLOYMENT (FULL-YEAR JOBS)

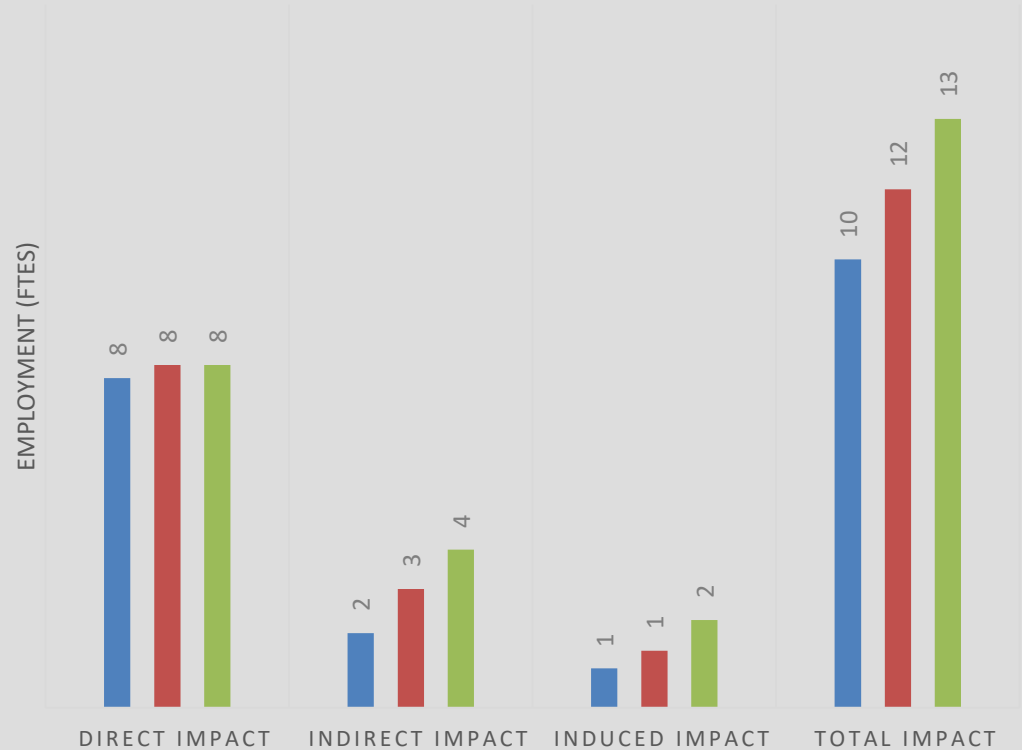
■ Leduc ■ Alberta ■ Canada

### Employment

The Leduc 2018 Curl 4 Canada supported 13 full-time equivalent positions (FTEs\*) across Canada, through direct and spin-off impacts.

Ten (10) of these FTEs were supported in Leduc, while the event supported 2 more FTE position in the rest of Alberta.

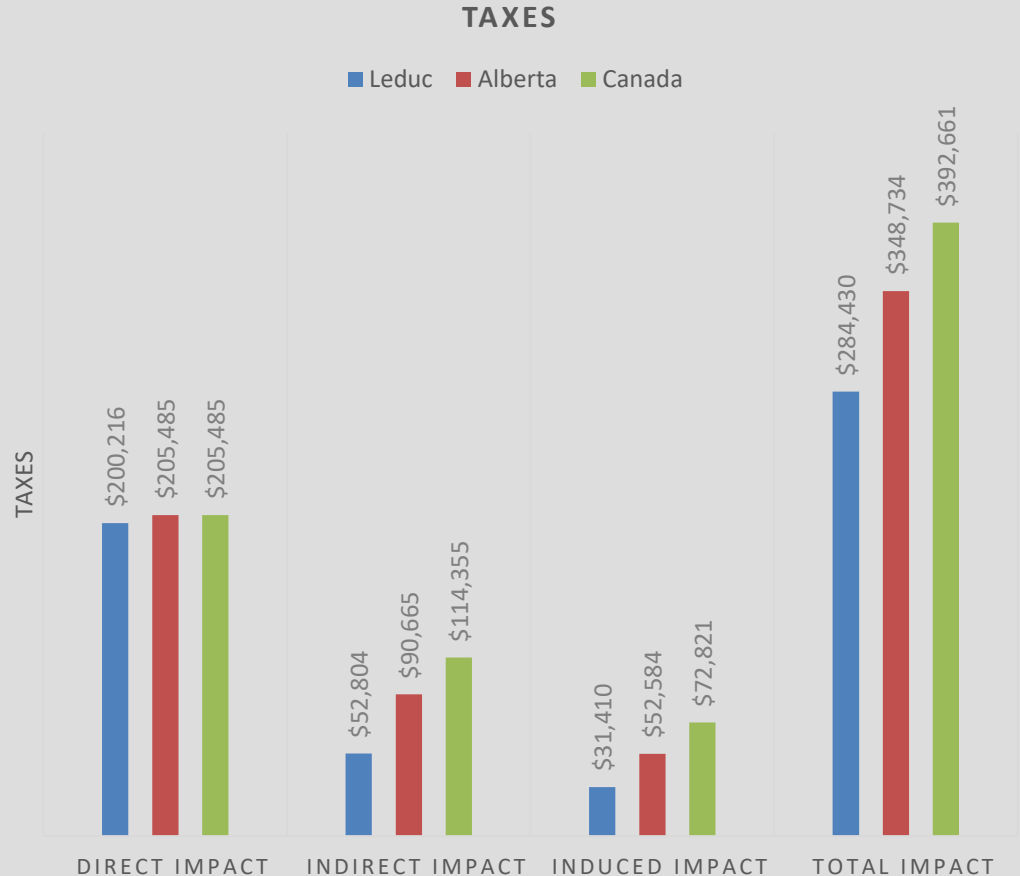
*\*A FTE, or full-time equivalent position equates to a 2,000 hour (year-long) position.*



## Taxes

The Leduc 2018 Curl 4 Canada contributed **\$393,000** in federal, provincial and local taxes through direct and spin-off effects throughout Canada.

Event supported taxation in Leduc amounted to just over \$284,000, while taxes contributed throughout the rest of Alberta amounted to roughly \$64,000.





# SUMMARY | BY THE NUMBERS

Direct Spending	Total Employment	Total Wages & Salaries
\$1,553,000	13	\$838,000
Total Spending (Sales)	Total GDP	Total Taxes
\$2,912,000	\$1,540,000	\$393,000

*Financial information is presented rounded to \$1,000*

## ADDITIONAL QUESTIONS

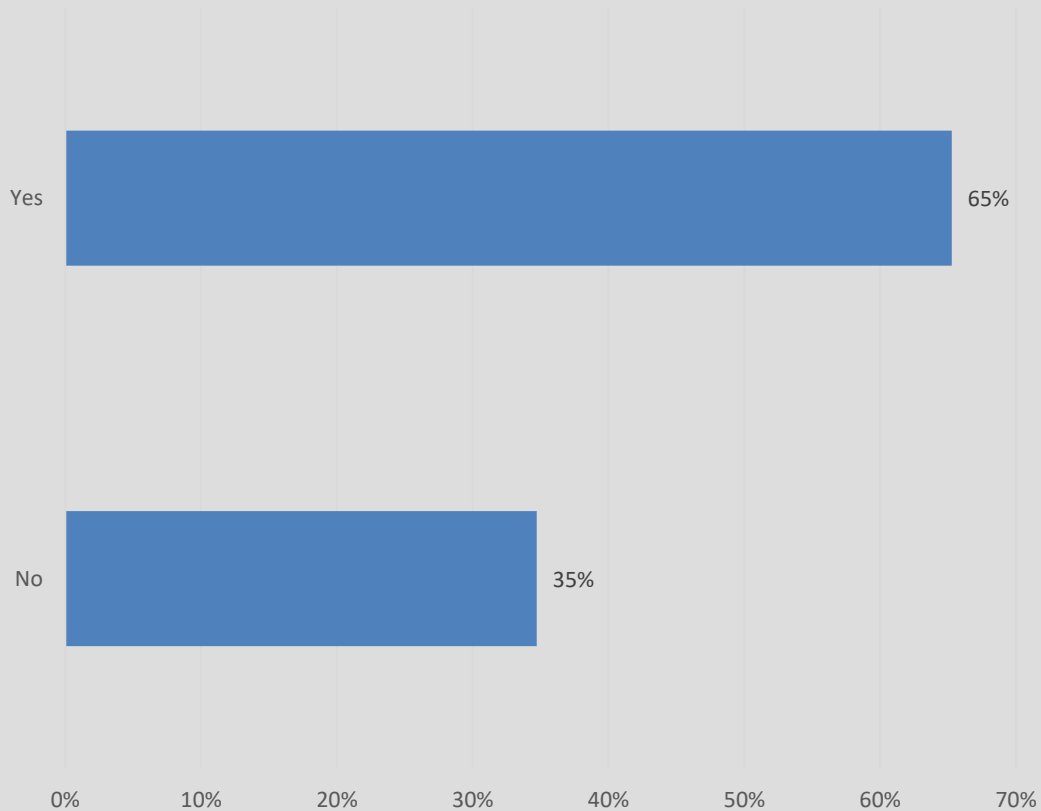
The following slides summarize questions that were included in the survey, but were unrelated to the economic analysis.



Is this your first trip to Leduc?

## First Time Visitors to Leduc

Among non-residents, 65% indicated their attendance at the Leduc 2018 Curl 4 Canada was their first visit to Leduc.

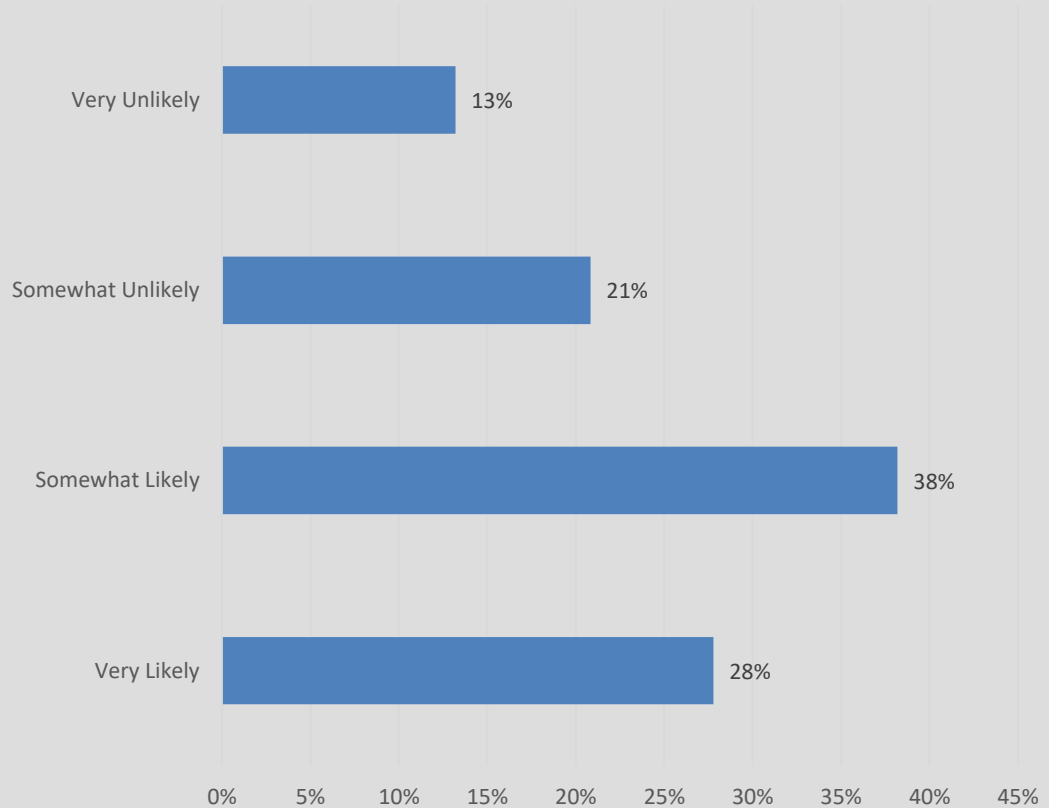




How likely is it that you will return to Leduc? n=144

## Returning to Leduc

Among non-residents, 66% indicated they were either somewhat likely (38%) or very likely (28%) to return to visit Leduc, post Leduc 2018 Curl 4 Canada.

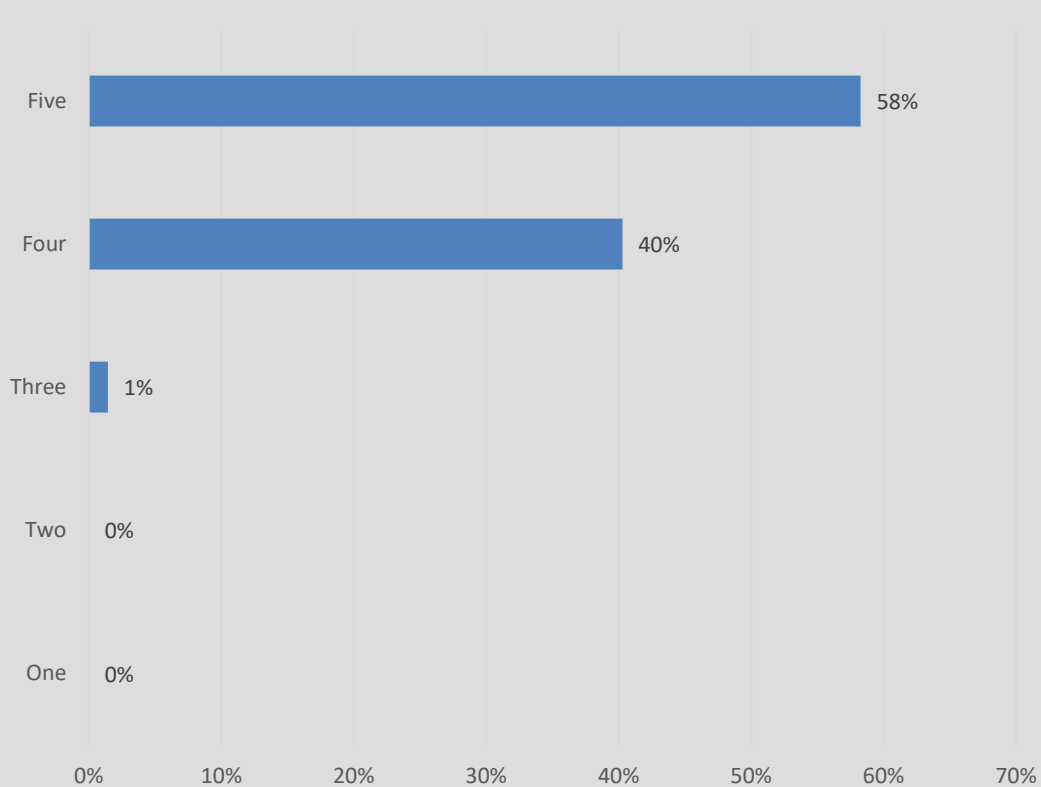


## Rate the Experience

On a scale of 1 to five, 58% gave full marks to their experience at the Leduc 2018 Curl 4 Canada, while 40% gave their experience a 4 out of 5.



How would you rate your experience in Leduc so far?  
n=139



Great  
Amazing  
Outstanding  
Exciting  
Promising  
Memorable  
Comfortable  
Hospitality  
Positive  
Nice  
GoodExperience  
New  
Incredible  
Inviting  
Homey  
Pleasant  
GoodCity  
Fine  
Wonderful  
Pleasant  
Entertaining  
Love  
HappyVolunteers  
Fantastic  
Enjoyable  
Awesome  
Silver  
Ok  
Lrc  
Fabulous  
Medal  
Surprising  
Possitive  
Hopeful  
Sunny  
Good  
Easy  
Hospitable  
Happy  
Impressed  
Curling  
WellOrganizedEvent  
Enrichning  
PeopleAreFriendly  
Family  
Excellent  
Brilliant  
Welcoming  
HadAGreatTime  
Friendly  
Fun

# QUESTIONS?

If you have any questions concerning the findings in this report, please contact:

Thomas McGuire, CSTA EI Consultant  
902.482.1221 | [mcguire@groupatn.ca](mailto:mcguire@groupatn.ca)

If you would like to conduct an EI study using **steam** **pro<sup>2.0</sup>** on a future event, please contact [research@canadiansporttourism.com](mailto:research@canadiansporttourism.com)





# COUNCIL REQUEST FOR DECISION



**MEETING DATE:** July 9, 2018

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

**PREPARED BY:** Michelle Hay, Director of Intergovernmental Affairs and Corporate Planning, Brandy Kelly, Government Relations Advisor, Nikki Booth, Manager of Communications and Marketing

**REPORT TITLE:** City of Leduc Public Engagement Policy

## REPORT SUMMARY

Recent revisions to the *Municipal Government Act (MGA)* require municipalities to adopt a public engagement policy no later than July 23, 2018. In addition, Leduc City Council identified a specific strategy to enhance citizen engagement in shaping and building our community in the 2019-2022 City of Leduc Strategic Plan as a way to help create a place where people want to live, work and play. This report conveys the proposed policy for the City of Leduc.

## RECOMMENDATION

That Council approves the City of Leduc Public Engagement Policy as presented.

## BACKGROUND

### KEY ISSUE(S) / CONTEXT:

Although having a public engagement policy is now a legislated requirement, it is important to acknowledge that Council was well aware of the need to involve the public in the decisions that affect them. This policy seeks to bring clarity on when to engage and gives guidance to administration as they determine how to engage.

The policy contemplates our legislated requirements and current practices while providing the ability and flexibility to enhance this service level as needed or desired. It embeds the relevant Council's values as articulated in the 2019-2022 City of Leduc Strategic Plan—citizen-focused, transparency and accountability, diversity and inclusiveness—into the policy strengthening our commitment to them.

Other values, such as credibility and clarity, have also been embedded in the policy. For effective public engagement, we must be committed to considering what we hear. As such, we need to be clear about why we are seeking input, and we must ensure we engage early enough to allow stakeholders to participate and so the input can be analyzed and genuinely considered in administration's recommendation to Council, as well as in Council's deliberations. The policy also embeds a commitment to evaluation and continuous improvement of our processes.

Sections V and VI of the policy lays out the required and discretionary responsibility of both Council and Administration, as well as the opportunities when engagement will occur. The recommended policy makes all legislated and current practice mandatory while leaving everything else as optional. As this is the first iteration of this policy, it does not preclude amendments to the policy. It strives to strike the balance between meeting legislated requirement, capturing current practice and moving the organization forward with its overall approach as we continue to grow.



It is through a framework that the City can develop and apply a consistent approach to things like, but not limited to, the following:

- Identifying the nature of the matter for which public engagement may be required
- Identifying demographics of potential stakeholders
- Determining the potential impacts on the stakeholders
- Evaluating and determining the level of public engagement required
- Developing a project- or issue-specific engagement strategy
- Providing opportunities for input and updates throughout the project
- Analyzing and summarizing public input findings (i.e. what we heard) and reporting back to council, with recommendations for decision and/or next steps
- Providing a summary of feedback/engagement to the public with related decisions, recommendations, next steps
- Evaluating the engagement strategy used and provide recommendations for future (if applicable)

These are examples of the International Association for Public Participation's (IAP2) standards that are widely recognized as best practice. Administration is suggesting we would follow those same standards.

The *Engage Leduc* platform is a recent enhancement to our current public engagement approach. However, this policy will necessitate elements of further change. The City's use of public engagement spans a spectrum of needs and is typically, but not always, project based. This policy would require administration to develop, and Council to approve, a public engagement framework that would help build our internal capacity to apply the practice and expertise around engagement in a more consistent and strategic way. The policy itself is contingent on the development of a framework. To enable the City to create a made-in-and-for-Leduc framework, the experts that planned and conducted the engagement for the strategic plan provided an engagement implementation plan for that initiative that includes foundational elements to draw from (see attached). It can be used as a starting point for Leduc's framework and recommends the IAP2 spectrum as its foundation. There are also sample frameworks from other municipalities like Beaumont, Fort Saskatchewan, Strathcona County and the City of Edmonton that can be leveraged in our efforts.

This draft policy was circulated to the extended leadership team to help build understanding and to seek input. It was also circulated for comment to the following for their experience with and knowledge of public engagement:

- |                  |                    |
|------------------|--------------------|
| • Tabitha White  | • Sandra Davis     |
| • Cory Labrecque | • Kevin Wenzel     |
| • Nikki Booth    | • Cameron Chisholm |
| • Rachel Yeung   |                    |

Please note that the City of Leduc has chosen to use the term public engagement as opposed to public participation for clarity and consistency with current practice but that the content of the policy meets the legislated requirement of a public participation policy. The policy makes the linkage in the definitions between the two terms.

## LEGISLATION AND/OR POLICY:

The Municipal Government Act (MGA) supports public awareness through council meeting attendance and public notice requirements, and sets out specific requirements for public engagement in specific circumstances. This section requires municipalities to promote public awareness and enable the public to provide input in the local government decision-making process. Section 216 of the *Municipal Government Act* reads:



- (1) Every council of a municipality must establish a public engagement policy for the municipality.
- (2) A council may amend its public engagement policy from time to time.
- (3) The Minister may make regulations
  - (a) respecting the contents of public engagement policies;
  - (b) respecting the considerations to be taken into account by a council in establishing its public engagement policy;
  - (c) setting a date by which every municipality must have its first public engagement policy in place;
  - (d) respecting requirements for a council to review its public engagement policy periodically and consider whether any amendments should be made;
  - (e) respecting requirements to make publicly available a public engagement policy and any amendments made to it.
- (4) Nothing in a public engagement policy established under this section affects any right or obligation that a municipal authority or any person has under any other provision of this Act.
- (5) No resolution or bylaw of a council may be challenged on the ground that it was made without complying with a public engagement policy established by a resolution of the council.

Every municipality must have a public engagement policy in place by July 23, 2018. Under the *Public Participation Policy Regulation*, AR 193/2017, the policy must identify:

- a) the types or categories of approaches the municipality will use to engage municipal stakeholders, and
- b) the types or categories of circumstances in which the municipality will engage municipal stakeholders.

The council of the municipality may amend the public engagement policy from time to time but must review it at least once every four years. The policy must be available for public inspection.

The Municipal Government Act, R.S.A. 2000, Chapter M-26, as amended, requires city council to hold a public hearing with respect to a proposed bylaw to adopt or amend:

- An inter-municipal development plan
- A municipal development plan
- An area structure plan
- An area redevelopment plan
- A land use bylaw

#### **PAST COUNCIL CONSIDERATION:**

There has been no previous Council consideration.

#### **CITY OF LEDUC PLANS:**

Council's recently adopted City of Leduc 2019-2022 Strategic Plan articulates values of citizen focus with transparency and accountability. It further identifies "A City Where People Want to Live, Work and Play" with a specific strategy to enhance citizen engagement in shaping and building our community.



## IMPLICATIONS OF RECOMMENDATION

### ORGANIZATIONAL:

Administration continues to work on operations plans that implement the City of Leduc 2019-2022 Strategic Plan including what specific initiatives or resources may be required. It is anticipated that a business case will be coming forward for the 2019 budget to add a public engagement service level to the organization. In the interim, administration continues to leverage the Engage Leduc brand and will increase use of the [engage.leduc.ca](http://engage.leduc.ca) platform.

### FINANCIAL:

While there are no direct financial implications from approving this policy, its direction combined with Council's strategy in the strategic plan as noted above, will likely result in the need for additional resourcing. The scale and scope of those resources have not yet been determined but are expected to be captured through the budget process.

### POLICY:

Adopting the recommended policy will entrench Council's commitment for future engagement the City undertakes. It is able to be amended as needed provided the legislated requirements continue to be met.

### LEGAL:

By adopting this public engagement policy, the City will be compliant with its legislated obligations under the MGA. An evaluation of the policy is required at least once every four years.

### IMPLEMENTATION / COMMUNICATIONS:

Administration is already working to determine how it can implement Council's direction, as outlined in the strategic plan, regarding public engagement. It is further positioning itself to address the implications noted above when the policy is finalized. The areas of the organization that currently do the bulk of consultation—Planning and Development, FCSS, Community Development, etc.—have been consulted in the development of this policy. It is anticipated that their continued contributions, including two colleagues with IAP2 certification, will lend support as Communications and Marketing Services leads the framework development. Further internal engagement and communication will be necessary to successfully manage the changes that will come about as a result of the framework.

Alberta's MGA regulation requires that the policy is accessible and available to the public. As such, the City will ensure this public document is available on both [www.leduc.ca](http://www.leduc.ca) and [engage.leduc.ca](http://engage.leduc.ca).

To meet the review requirements, administration will calendar and bring forward a review of the policy before July 2022.

### ALTERNATIVES:

1. Council has the option to elevate discretionary considerations to mandatory requirements.
2. Council can demote mandatory requirements to discretionary considerations provided the legislated requirements for the policy are still met.
3. Council could be more prescriptive regarding under what circumstances (Public Engagement Opportunities) will be conducted. The recommended policy mandates legislative requirements, grant stipulations and our current practices of strategic and budget/financial planning.

## ATTACHMENTS:

1. City of Leduc Public Engagement Policy
2. City of Leduc 2019-2022 Strategic Plan - Public Engagement Implementation Plan

Others Who Have Reviewed this Report

P. Benedetto, City Manager / B. Loewen, City Solicitor / J. Cannon, Director, Finance





# City of Leduc Policy

**Policy Title:**  
Public Engagement Policy

**Policy No:** 11.00:29

**Supersedes:** n/a  
**Revision #:** n/a

<b>Authority (Council or City Manager):</b>	
<b>Section:</b>	<b>Approval Date:</b>
<b>Responsible Department:</b>	<b>Effective Date:</b>
<b>Relevant Legislation:</b> Section 216.1 of Government of Alberta's Municipal Government Act	
<b>Relevant Council Resolution(s) and Date(s):</b>	
<b>Relevant Bylaw and Date(s):</b>	
<b>Authority's Signature:</b> <b>This policy requires a number, revision/supersede information and an effective date before it can be brought for approval/signature.</b>	

## **I. POLICY STATEMENT:**

The City of Leduc values Public Engagement and recognizes that stakeholder input plays a critical role in good governance and in providing the best possible information to support decision making by both Council and Administration. Council is committed to ensuring the appropriate level of Public Engagement is employed and adequate resources are allocated.

## **II. PURPOSE:**

The policy guides when and provides direction to Administration to determine how to engage Stakeholders on issues and decisions affecting the community.

Further, this policy provides direction to Administration to ensure that the City of Leduc establishes and employs a consistent, coordinated and outcomes-driven approach to Public Engagement.

This policy is in addition to and does not modify or replace the statutory public hearing requirements in the Municipal Government Act.

This policy applies to both staff and external consultants.

## **III. GUIDING PRINCIPLES:**

Council recognizes that good governance includes engaging Stakeholders in Public Engagement through the following guiding principles:

**Citizen focused:** The City respects that people have wisdom and ought to be engaged in the decisions that affect their lives.

**Transparency and accountability:** The City communicates clearly and openly about Public Engagement opportunities, its processes and provides factual and evidence-based information. It shares the outcomes of Public Engagement, including how the information was used in the decision-making process and makes decisions in the best interest of the community as a whole.

**Credible:** Public Engagement will be initiated reasonably early to allow Stakeholders to provide input that may influence, inform or impact decisions of Council.

To honour Stakeholder input and to allow timely review and evaluation of said input, engagement will be done reasonably early and as necessary throughout the process.

**Diversity and inclusiveness:** Stakeholders are provided with a reasonable opportunity to contribute, striving for representative input enabling an inclusive and balanced perspective. Council and Administration strive to have a fulsome picture of Stakeholder input and endeavour to reach and include both representative and underrepresented groups in relevant Public Engagement opportunities.

Public Engagement employs a range of methods to engage various audiences to encourage and maximize participation to improve the quality of feedback and ensure participants feel heard and know their input is valued.

**Responsive and ongoing:** Public Engagement provides an ongoing focus on relationship building, active listening and two-way dialogue to increase understanding. This will ensure Stakeholders, Administration and Council are better equipped and more responsive to future Public Engagement opportunities.

**Clear and focused:** Council, Administration and Stakeholders understand their respective roles in a public engagement process, including the level of involvement and how input will be used to inform decisions. Engagement will be conducted with an identified purpose and desired outcomes.

**Value added and unsolicited:** Public Engagement for matters beyond those where public input is required by law is good practice and improves decision making. Further, Stakeholders are encouraged to approach the City with ideas, comments or concerns, as opposed to waiting for an invitation to provide input.

**Evaluation and Continual Improvement:** Public Engagement is a dynamic process that needs continual evaluation and adjustment to improve and address the changing needs of the community. Further embracing new and better engagement processes, tactics (as deemed appropriate and relevant) will produce better outcomes.

#### **IV. DEFINITIONS:**

- 1) "**Administration**" means the staff of City of Leduc.
- 2) "**Council**" means the elected officials of the City of Leduc.
- 3) "**City Manager**" means the chief administrative officer of the City of Leduc or their delegate.
- 4) "**Stakeholders**" means an individual or group who has a specific interest or is impacted by a topic or issue. Stakeholders may include residents, non-residents, groups, organizations, individuals, representatives and/or City staff, depending on the issue. May also be referred to as "**Public**".



- 5) **"Municipality"** or **"City"** means the City of Leduc.
- 6) **"Public Engagement"** means a process and opportunity for interaction between municipal government and residents (and other stakeholders) in order to stay informed and/or contribute to high quality decision-making. May also be referenced as **"Public Participation"**.
- 7) **"Public Engagement Framework"**, means a system or approach, which identifies a spectrum of public engagement to use when determining the level of engagement required to inform the development of specific public engagement plans. The framework may include, but not be limited to: different types of public engagement, the purpose and degree of impact or influence of the types of engagement, responsibilities of those involved in the engagement, timing, possible tactics, etc.
- 8) **"Public Engagement Plan"** means a plan, which identifies the purpose and degree of participation required and further outlines how the engagement will be carried out (identifies audiences, objectives, the actions/tactics, responsibilities, resourcing/ budget, etc.) to obtain public input in a particular circumstance. The plan will also provide an evaluation of its effectiveness and recommendations for future plans.

## **V. RESPONSIBILITIES:**

### **1) Council Responsibilities**

#### **(a) Council shall:**

- i. approve the Public Engagement Policy and subsequent Public Engagement Framework to establish consistent practices, processes and timelines for statutory and non-statutory requirements for public engagement;
- ii. consider public input obtained through Public Engagement activities, while balancing public interest and other considerations, as part of the decision-making process;
- iii. ensure appropriate resourcing to allow for the ongoing implementation of consistent, comprehensive and representative Public Engagement programs and services.

#### **(b) Council may:**

- i. promote Public Engagement activities and provide, where appropriate, Council member representation;
- ii. request information from the City Manager on the scope, timing, appropriate methods and resources required for Public Engagement, prior to directing Administration to undertake a Public Engagement activity on a specific issue or item;
- iii. review Public Engagement Plans developed by the City Manager in accordance with this Policy or as directed by Council;
- iv. identify issues or initiatives that may require public engagement;

- v. identify issues or initiatives where public engagement shall occur, when not already identified by the policy.

## **2) Administration Responsibilities**

### **(a) The City Manager shall:**

- i. develop, recommend to Council and implement practices, processes and timelines for statutory and non-statutory requirements for Public Engagement activities (including a Public Engagement Framework) that shall be used in the development of Public Engagement Plans;
- ii. Ensure Administration adheres to this policy and the Public Engagement Framework when conducting public engagement;
- iii. advise Council of Public Engagement opportunities relating to upcoming projects, plans or initiatives;
- iv. evaluate, report back to Council and Stakeholders, and account for how Public Engagement was used to form administrative recommendations to Council;
- v. make recommendations to Council on the appropriate resources required for Public Engagement, when Council directs public input on a specific issue or item.

### **(b) The City Manager may:**

- i. assess this Policy and make recommendations to Council about the Public Engagement Framework and resourcing.
- ii. evaluate the effectiveness of the Public Engagement Framework and the Public Engagement Tactics used in a particular circumstance;
- iii. communicate to Council and Stakeholders, where appropriate, the effectiveness of a Public Engagement plan(s) used;
- iv. bring Public Engagement Plans to Council for approval

## **VI. PUBLIC ENGAGEMENT OPPORTUNITIES**

The City is committed to having an intentional approach to build an understanding of when and why public engagement shall occur, and as such:

- 1) The City **shall** offer public engagement opportunities when:
  - (a) required by legislation (i.e. provincial and federal statutory requirements);
  - (b) required to meet the expectations of grant funding agreements;
  - (c) identifying Council priorities (i.e. strategic, budget and financial planning)
- 2) The City may offer Public Engagement opportunities when:
  - (a) establishing new programs, services or service levels;

- (b) reviewing existing programs, services, and associated service levels;
- (c) otherwise deemed necessary by Council or Administration;
- (d) when requested by the Stakeholders.

## **VII. POLICY EXPECTATIONS**

### **1) Legislative and Policy Implications**

- (a) All Public Engagement will be undertaken in accordance with the *Municipal Government Act*, the *Freedom of Information and Protection of Privacy Act* and any other applicable legislation.
- (b) This policy shall meet the requirements of the *Municipal Government Act's* mandatory *Public Participation Policy*.
- (c) All Public Engagement will be undertaken in accordance with all existing municipal policies.
- (d) This Policy shall be available for public inspection and may be posted to the Municipality's website.
- (e) This Policy will be reviewed at least once every four years.



# City of Leduc 2019 – 2022 Strategic Plan

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## *Public Engagement Implementation Plan*

Intergovernmental Affairs and Corporate Planning  
Civic Centre | 1 Alexandra Park  
Leduc, AB | T9E 4C4

B&A Planning Group

*June 13, 2018*

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## Introduction

The City of Leduc (the City) recently enhanced and expanded its public engagement efforts by way of its 2019 – 2022 Strategic Plan and Community Visioning initiative. This initiative included the implementation of an interactive website ([www.engage.leduc.ca](http://www.engage.leduc.ca)), improved social media presence, and an overall improved and consistent approach to community engagement which encompassed various public events and online outreach. The City intends to continue this enhanced approach to public engagement by building off of the successes from this initiative and by adopting a consistent methodology towards public participation going forward.

This document is designed to help guide City Council and administration as they plan and execute engagement activities for the 2019-2022 Strategic Plan, and provides direction and recommendations on when, and how, to implement future engagement activities.

## Engagement Defined

Public engagement plays an increasingly significant role in any democratic process. It helps ensure community members feel connected to their community and involved in the decisions that affect them. Involving the community in a public process also ensures elected officials remain in line with the expectations of its constituents.

The International Association of Public Participation (IAP2) is an organization that seeks to promote and improve the practice of public participation among entities that affect citizen interest. IAP2 defines public engagement as **any process that involves the public in problem solving or decision making and uses public input to make decisions.**

IAP2 has developed a *Public Participation Spectrum* (Figure 1) which is widely used by public engagement professionals as a tool to determine an appropriate strategy for an engagement program.



**RECOMMENDATION:** When determining the level of engagement for a given project, reflect on the 'Promise to the Public' row of Figure 1. This will not only help your team identify the appropriate level of participation, it will better ensure authenticity is weaved into the process by clearly outlining objectives from the outset.



Figure 1: IAP2's Public Participation Spectrum

INCREASED LEVEL OF PARTICIPATION					
GOAL	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
	Provide balanced and objective information to an audience to help them understand problems, alternatives, opportunities and/or solutions.	Obtain public feedback on analysis, alternatives and/or decisions.	Work directly with the public to ensure that concerns and aspirations are consistently understood and considered.	Partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	Place final decision-making in the hands of the public.
	"We will keep you informed."	"We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision."	"We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision."	"We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible."	"We will implement what you decide."
	<ul style="list-style-type: none"><li>• Fact sheets</li><li>• Websites</li><li>• Open houses</li></ul>	<ul style="list-style-type: none"><li>• Public comment</li><li>• Focus groups</li><li>• Surveys</li><li>• Public meetings</li></ul>	<ul style="list-style-type: none"><li>• Workshops</li><li>• Deliberative polling</li></ul>	<ul style="list-style-type: none"><li>• Citizen advisory committees</li><li>• Consensus-building</li><li>• Participatory decision-making</li></ul>	<ul style="list-style-type: none"><li>• Citizen juries</li><li>• Ballots</li><li>• Delegated decision</li></ul>



## When to Use Public Engagement

While public engagement is an important aspect of a decision making process, it is not suitable for every situation. At times, when implemented incorrectly, public engagement can make participants feel frustrated, like they aren't being heard or that the process was pointless. Proper planning at the beginning of a project is a critical step to help ensure engagement is appropriate and that the process is genuine and authentic. A thoughtful engagement strategy will make sure participants have the opportunity to learn about the given project, understand how to get involved, and appreciate how to participate fairly.



**RECOMMENDATION:** When considering if the public should be involved in a decision-making process, review the following questions to identify appropriate next steps. Your responses will also help build the framework for your engagement plan.

1. Are there decisions that will be open for input from stakeholders? If yes, what are they?
  - o Note that if you find that there are no decisions open for input in any way, public engagement is not appropriate.
2. Is the question associated with the decision(s) clearly defined so that stakeholders can participate effectively?
3. What is the planned outcome of the project/decision(s)?
  - o For example, are you forming a new policy, an amendment to an existing policy, transportation action etc.
4. Is there a willingness to learn from and respond to the public?
5. What decisions have already been made?
6. Have any promises been made about public involvement?
7. Is there potential for stakeholders to be impacted by the outcomes of the project?
  - o If the answer is yes, engagement is required for your project.
8. Is there specific Council direction for engagement with stakeholders for this project?
  - o If the answer is yes, engagement is required for your project.
9. Is there legislation or regulation that requires engagement for this project?
  - o If the answer is yes, engagement is required for your project.
10. Do you have resources to adequately implement a public participation process?

## Matching Tools to Varying Levels of Public Engagement

As outlined in Figure 1, there are multiple tools that can be employed during a public engagement process depending on the circumstances and desired outcomes of the project. Generally, the more in-depth an engagement strategy is, the more likely it is that a series of tools will be used and often simultaneously. If participation is limited, fewer tools are often needed and opportunities to get involved are usually reduced.



**RECOMMENDATION:** When considering what tool(s) to use for public engagement, review and consider the following lists to determine if participation is expected to be limited, or in-depth:

### 1) Limited public engagement

Limited engagement should be used when:	Potential tools:
<ul style="list-style-type: none"> <li>- No decision is required</li> <li>- It is a low priority decision</li> <li>- It is a routine decision</li> <li>- Information sharing is the most effective method</li> <li>- Limited engagement is required by legislation</li> <li>- Public interest in the decision is very low</li> <li>- There is general public consensus on the decision and no further dialogue is needed</li> <li>- Decisions are largely weighted on technical or professional expertise</li> </ul>	<ul style="list-style-type: none"> <li>- Information session(s)</li> <li>- Email blast(s)</li> <li>- Website</li> <li>- Fact sheet(s)</li> <li>- Social media campaign</li> </ul>

### 2) In-depth public engagement

In-depth engagement should be used when:	Potential tools:
<ul style="list-style-type: none"> <li>- Public input will influence the decision(s)</li> <li>- Public buy-in is key to the success of the decision(s)</li> <li>- Public expertise may be needed to fill in gaps in information and ensure informed decision-making</li> <li>- In-depth engagement is required by legislation</li> <li>- There is significant interest in the decision</li> <li>- There is potential for conflict among the community</li> <li>- There is a lack of consensus among the public and governing body</li> <li>- The issue(s) would benefit from a range of perspectives, expertise and principals</li> </ul>	<ul style="list-style-type: none"> <li>- Open house(s)</li> <li>- Comment forms</li> <li>- Focus groups</li> <li>- Online and in-person surveys</li> <li>- Workshops</li> <li>- Design charrettes</li> <li>- Advisory committee(s)</li> <li>- Coffee chat(s)</li> <li>- Community event(s)</li> <li>- Citizen juries</li> <li>- World Café</li> </ul>



**RECOMMENDATION:** Consider the following points in advance of implementing engagement tool(s) to ensure the most optimal ones have been selected:

- What is the level of interaction between participants – do they have similar views, or is there likely to be some disagreement or conflict? What is the best way to manage this?
- How many people are expected to participate?
- Do you have enough time to properly plan and implement the tool correctly, as well as evaluate and report back what you heard?
- If the public is generally uninformed on the topic at-hand, does the selected tool give adequate time to explain the scenario and contain appropriate technology?



## Putting Your Engagement Tools to Work

Once you have selected the tool(s) you would like to use, the next step is execution. There are many factors to consider to ensure that both your event and the tool is implemented successfully, such as where to hold your event and determining if you have enough space to accommodate the flow of participants and their access to tool(s).

Outlined below are images of typical creative engagement tools to illustrate effective implementation:

<p><b>Open House – Consult</b></p>  <p><i>Image Credit: City of Lethbridge</i></p> <p>Includes: branded display boards, fact sheets, refreshments/snacks, engagement question method for feedback.</p>	<p><b>Coffee Chat – Consult</b></p>  <p><i>Image credit: Flickr</i></p> <p>Includes: local coffee shop or designated space, method for feedback, supporting info (if needed).</p>	<p><b>Charrette – Collaborate</b></p>  <p><i>Image Credit: City of New Westminster</i></p> <p>Includes: opening presentation, maps and technical information, refreshments/snacks, method for feedback, writing materials.</p>
<p><b>Community Event – Inform/Consult</b></p>  <p><i>Image Credit: Thompson Rivers University</i></p> <p>Includes: participation in external community event, tent, swag, potential eye-catching games, fact sheets, method for feedback.</p>	<p><b>World Café – Consult</b></p>  <p><i>Image Credit: worldcafe.com</i></p> <p>Includes: a number of table settings, subject matter experts at each table/topic, writing materials, method for feedback refreshments/snacks.</p>	<p><b>Workshop – Involve</b></p>  <p><i>Image Credit: City of Edmonton</i></p> <p>Includes: table settings, writing materials, opening presentation, facilitator, refreshments/snacks.</p>
<p><b>Information Session - Inform</b></p>  <p><i>Image Credit: Calgary Herald</i></p> <p>Includes: branded display boards, fact sheets, refreshments/snacks.</p>	<p><b>Pop-up Event – Inform/Consult</b></p>  <p><i>Image Credit: Edmonton Journal</i></p> <p>Includes: Project/City branding, pop-up banners, method for feedback.</p>	<p><b>Advisory Committee – Collaborate</b></p>  <p><i>Image Credit: The Beacon</i></p> <p>Includes: Functional space and seating, refreshments/snacks, supporting info materials, agenda, method for input.</p>

## Building a Public Engagement Plan

When planning any engagement strategy, it is helpful to keep in mind that engagement is often more art than it is science. The ultimate objective of any engagement strategy is to give participants fair and equal opportunity to get involved in a decision, record and measure input, and to listen and respond to attendees. There are multiple ways to achieve these objectives and many tools can be used along the way.

A comprehensive and inclusive public engagement plan is based on the following elements:

- Clearly identified engagement objectives;
- An audience map;
- A strategy and schedule;
- An aligned communications strategy, and;
- A commitment to evaluate input and report back to the community.



**RECOMMENDATION:** Reflect on the questions outlined below prior to developing an engagement strategy:

- **Clearly identified engagement objectives**
  - What do you want to achieve through engagement?
  - Are you seeking real solutions, or are you trying to generate or promote awareness, cooperation?
  - Do you have the appropriate resources to achieve your goals (time, budget and staff)?
- **Audience Mapping**
  - Who are the stakeholders for this project? Locally? Provincially?
  - Is there an internal audience that also needs to be engaged?
- **Engagement Strategy and Schedule**
  - How will you involve stakeholder input?
  - What level of participation is appropriate for your project?
  - What tools will be implemented to gather feedback?
- **Communications Strategy**
  - How will you inform your stakeholders of the project?
  - How will you invite the public to get involved?
  - Do internal stakeholders need to be informed? How will you do this?
- **Evaluation and Reporting Back**
  - What techniques will you use to evaluate feedback?
  - How will feedback be included in your decision?
  - How will you report back engagement findings?



## 2019-2022 Strategic Plan Implementation

The City recently completed its four-year Strategic Plan which included a commitment from Council to keep the public informed of the progress made on plan objectives. Council committed to providing such updates in quarterly and annual reports, however, administration has also expressed a desire to provide other exciting and accessible ways to keep the community informed.



**RECOMMENDATION:** Continue to build off the lessons learned and proven successes from the community visioning and engagement that took place during the development of the Plan. Such successes include:

- Brand recognition through the 'Let's Talk Leduc' logos and imagery
- Continued used of hashtag #LetsTalkLeduc to generate recognition and interest
- Use of the engagement website ([www.engage.leduc.ca](http://www.engage.leduc.ca))
- Continued production of videos, where appropriate

Outlined in the tables below is a recommended approach to communication and engagement throughout the implementation of the Strategic Plan. Prior to moving forward with any of the recommendations below, remember the following steps:

- **Step 1:** Assess the level of feedback required for each year of the plan;
- **Step 2:** Build a detailed engagement strategy which includes corresponding communications and tactics and a project schedule;
- **Step 3:** Garner internal approval and implement your engagement strategy, and;
- **Step 4:** Evaluate feedback and report back when appropriate.



**RECOMMENDATION:** Outlined below is the proposed public engagement and communication approach throughout the implementation of the Plan.

### Proposed Public Engagement and Communications Approach

Year One	
Level of Participation:	Inform
Promise to the public:	Keep the public informed of the status of Plan implementation
Objective of Engagement:	Highlight the three most important initiatives that you are launching in the first year, and provide a general overview of overall objectives for year one as well as the following three.
Possible Tools:	Social media updates and informal quizzes/contests to generate excitement in the community
	Website updates and corresponding email blasts to provide information updates
	Pop-up event to hand out information and possible swag, and address questions, ideas and issues

Year Two	
<b>Level of Participation:</b>	Consult
<b>Promise to the public:</b>	Keep you informed on the status of the Plan, listen to and acknowledge concerns and aspirations, and provide feedback on how public input will be used
<b>Objective of Engagement:</b>	Gather input on: how well the community feels project updates have been communicated publically, and how successful implementation has been so far. Provide an overview of progress that has been made on Strategic Plan implementation and plans moving forward.
<b>Possible Tools:</b>	Website updates and corresponding email blasts to provide information updates and invite stakeholders to participate in the engagement process
	Online survey to generate feedback on the first year (or so) of implementation
	Open house to generate feedback on the first year of implementation, and development and distribution of a What We Heard report

Year Three	
<b>Level of Participation:</b>	Consult
<b>Promise to the public:</b>	Keep you informed on the status of the Plan, listen to and acknowledge concerns and aspirations, and provide feedback on how public input will be used
<b>Objective of Engagement:</b>	Gather input on: how well the community feels project updates have been communicated publically, and how successful implementation has been so far. Provide an overview of progress that has been made on Strategic Plan implementation and plans moving forward.
<b>Possible Tools:</b>	Website updates and corresponding email blasts to provide information updates and continue to generate interest in the project
	Social media updates and informal quizzes/contests to generate excitement in the community and to encourage continued interest in the project
	Community BBQ or other fun community event to connect with the community, generate excitement and respond to questions and concerns

Year Four	
<b>Level of Participation:</b>	Consult
<b>Promise to the public:</b>	<p>Keep you informed on the status of the Plan, listen to and acknowledge concerns and aspirations, and provide feedback on how public input will be used.</p> <p>In addition, introduce next steps regarding the development of the next four-year Plan including ways the public can get involved (this may require advanced internal planning and the proactive development of a communications and engagement plan for the following 2023-2026 Plan).</p>



<b>Objective of Engagement:</b>	<p>Report successes from implementation of the Strategic Plan and adjustments that were made along the way, if any. Highlight the completion of the four-year plan and introduce next steps for the following 2023-2026 Strategic Plan.</p> <p>Use creative, eye-catching ideas to generate attention and excitement in the community regarding the success of the implementation and next steps for the following version. Consider introducing 'big red chair' at this stage and use it as a symbol for future engagement.</p>
<b>Possible Tools:</b>	<p>Website updates and corresponding email blasts to provide information updates and continue to generate interest in the project</p>
	<p>Social media updates to generate excitement in the community and to encourage continued interest in the project</p>
	<p>Open house/celebration event to share what was completed during the implementation of the plan, generate feedback, and development and distribution of a What We Heard report</p>

**MEETING DATE:** July 9, 2018

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

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

**REPORT TITLE:** Special Council Meeting on July 25, 2018

## REPORT SUMMARY

Due to the ebb and flow of business, the number of reports coming forward from Administration for the month of July, 2018, is heavier than anticipated. It is important that the items Administration will be bringing forward for consideration be dealt with in a timely manner during the summer months.

## RECOMMENDATION

That Council hold a Special Council Meeting on July 25, 2018, in Council Chambers, City of Leduc Civic Centre, commencing at 7:30 pm.

## BACKGROUND

### KEY ISSUE(S) / CONTEXT:

A number of issues have come forward that require Council consideration over the summer break. As a result, a special meeting must be called.

### LEGISLATION AND/OR POLICY:

The *Municipal Government Act* s.194, 195 and 196.

### PAST COUNCIL CONSIDERATION:

At the October 30, 2017, Council Meeting, the Council, Committee-of-the-Whole and Strategic Planning Committee Meeting Schedule for November 2017– October 2018 was approved.

## IMPLICATIONS OF RECOMMENDATION

### IMPLEMENTATION / COMMUNICATIONS:

Written notice of a Special Meeting of Council must be given to the public, and all members of council, at least 24 hours in advance of the meeting. A Notice of Special Meeting will be posted on the City of Leduc website and on the Public Notice Board in the Civic Centre Atrium.

### ALTERNATIVES:

Council recommend an alternative date and/or time for the meeting.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / B. Loewen



# COUNCIL REQUEST FOR DECISION



**MEETING DATE:** July 9, 2018

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

**PREPARED BY:** Mike Pieters, General Manager, Infrastructure & Planning

**REPORT TITLE:** Edmonton Metropolitan Region Board Integrated Transportation & Transit Systems Working Group Resolution

## REPORT SUMMARY

The City of Edmonton and City of St. Albert have requested a response to their letter of June 4, 2018 inviting regional partners to sign onto a Memorandum of Understanding (MOU) to join the Regional Transit Services Transition Team.

## RECOMMENDATION

That Council accepts the invitation from the City of St. Albert and City of Edmonton to sign on to the Memorandum of Understanding (MOU) and join the Regional Transit Services Transition Team.

## BACKGROUND

### KEY ISSUE(S) / CONTEXT:

As per the attached letter the Cities of Edmonton and St. Albert have extended an invitation to the City of Leduc and other Regional Partners to sign on to the Memorandum of Understanding (MOU) and join the Regional Transit Services Transition Team. On June 29, Councillor Glen Finstad and Director of Engineering, Shawn Olson attended a presentation at the EMRB Integrated Transportation & Transit Systems Working Group. The two cities have received funding of \$3.735 million to establish a transition team to scope the services to be provided, determine funding models, and select a delivery model. No funding is being requested to participate on the Transition Team. The MOU is non-binding and does not commit the City of Leduc to participate in the RTSC. Participation on the Transition Team does allow the City of Leduc to better understand, influence the outcomes and make an informed decision.

### LEGISLATION AND/OR POLICY:

### PAST COUNCIL CONSIDERATION:

This issue was discussed at the Committee of the Whole meeting on June 25, 2018, with direction to bring the matter forward to Council following the June 29 EMRB discussion.

### CITY OF LEDUC PLANS:

This proposal aligns with the City of Leduc's Corporate Strategic Goal as "A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER" and the strategy to "Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities."

## IMPLICATIONS OF RECOMMENDATION

### GENERAL:

Participation on the Transition Team will allow City and administration to be part of the discussions regarding the possibility of a Regional Transit Services Commission. This allows Council the opportunity to understand the implications and opportunities related to such a body prior to contemplating a decision to join.

### ORGANIZATIONAL:

Participation in the discussion by a Council member and an administrative representative.

### ALTERNATIVES:

Council may choose to have administration seek more information prior to their decision to join.

### ATTACHMENTS:

Letter dated June 4, 2018 from the City of Edmonton/City of St. Albert.

Memorandum of Understanding – City of Edmonton/City of St. Albert.

Others Who Have Reviewed this Report

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





June 4, 2018

Dear:

Mayor Stuart Houston, City of Spruce Grove  
Mayor John Stewart, Beaumont  
Mayor William Choy, Town of Stony Plain  
Mayor Rod Shaigec, Parkland County  
Mayor Bob Young, City of Leduc  
Mayor Ray Ralph, Town of Devon  
Mayor Alanna Hnatiw Sturgeon County  
Mayor Barry Turner, Town of Morinville  
Mayor Rod Frank, Strathcona County  
Mayor Cathy Heron, City of St. Albert  
Mayor Gale Katchur, City of Fort Saskatchewan  
Mayor Tanni Doblanko, Leduc County

As you may be aware, our two cities — the City of St Albert and the City of Edmonton — have recently signed a Memorandum of Understanding (MOU) to support the creation of a Regional Transit Services Commission (RTSC). Now, as we enter phase two of the three-phase implementation plan — the establishment and transition stage — we would like to formally invite you, our regional partners, to sign onto the MOU and join the Regional Transit Services Transition Team.

We have designed the attached MOU on establishing a transit commission between our municipalities to be able to accommodate all regional partners with a governance structure that is fair and equitable to every participating municipality. Our key goal is one we think is supportable by all municipalities in the Edmonton Metropolitan Region: the creation of a unified transit service in the Edmonton Metropolitan Region that delivers efficient and affordable transit options to all of our citizens and improving the movement of people, goods, and services across our growing region. Our hope is that other regional partners will share the vision of a truly regional system, and sign onto the MOU.

As mentioned above, we have identified a three-phase plan for implementation and we are currently in phase two: entity establishment and transition. This phase is really about building the foundation of the RTSC.

As such, it is an ideal time for partners to come to the table and help define what the Commission becomes in terms of scope and delivery of regional services, funding and financial management, and administration and logistics. Phase three is when final route planning, staffing and service operations begin.

We would also like to share some news with you that will help support the creation of a Regional Transit Services Commission. Earlier this year, our two cities formally applied to the Government of Alberta for funding through the Alberta Community Partnership Strategic Initiative component. It is with excitement and optimism that we share with you that the Province has committed \$3.735 million. This will enable us to advance phase two work through the establishment of a transition team to scope the services to be provided, determine funding models, and select a service delivery model. Thanks to this, there is no funding required from your municipality to be a part of the Transition Team.

Also attached is an overview of the three-phase implementation plan. At the inaugural Integrated Transportation and Transit Systems Working Group meeting, hosted by the Edmonton Metropolitan Region Board on June 29, we will provide additional information and be available to answer any questions that you, your Councils or your Administrations may have regarding this important initiative.

Sincerely,

"Original Signed"

"Original Signed"

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Don Iveson  
Mayor  
City of Edmonton

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Cathy Heron  
Mayor  
City of St. Albert

Attachments:

Regional Transit Services Commission Memorandum of Understanding  
Regional Transit Services Commission Three Phase Implementation Plan



MEMORANDUM OF UNDERSTANDING

REGIONAL TRANSIT SERVICES COMMISSION

THIS MEMORANDUM OF UNDERSTANDING entered into this 4<sup>TH</sup> day of DECEMBER, 2017

BETWEEN:

THE CITY OF EDMONTON  
("Edmonton")

- and -

THE CITY OF ST. ALBERT  
("St. Albert")

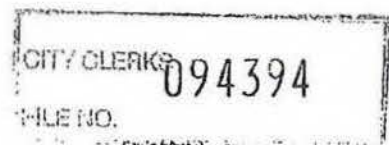
WHEREAS:

- A. The Edmonton City Council resolved on 11 October 2016 that Edmonton should proceed towards the creation of an entity that will provide transit services throughout the Metro Edmonton Region;
- B. The St. Albert City Council resolved on 26 September 2016 that St. Albert should proceed towards the creation of an entity that will provide transit services throughout the Metro Edmonton Region;
- C. The Parties have created a Joint Task Force to explore and identify the governing principles and mandate of a regional transit service entity;
- D. The Joint Task Force has determined that a regional services commission, under Part 15.1 of the *Municipal Government Act*, RSA 2000, c. M-26 (the "Act"), is the preferred model for the regional transit service entity; and
- E. The Parties now wish to outline the regulatory, technical, financial, and operational framework of a Regional Transit Services Commission ("RTSC") to serve the Metro Edmonton Region;

NOW THEREFORE the Parties enter into this non-binding Memorandum of Understanding (the "MOU") to describe both their respective intentions and their mutual intentions:

1. TERM

- 1.1 The Term of this MOU shall commence at the date first above written and shall continue until such time as the RTSC, having been established via provincial regulation, has duly adopted its bylaws, or for a period of five (5) years. In the event that the RTSC has not duly adopted its bylaws within five (5) years from the date first above written, the Parties may agree to renew the Term of this MOU for five (5) additional one (1) year periods, provided that the total Term of this MOU including any renewals shall not exceed ten (10) years.



1.2 Notwithstanding Clause 1.1 herein, if this MOU is not approved by both the City Council of the City of Edmonton and by the City Council of St. Albert, then the MOU shall terminate immediately.

1.3 A Party may terminate its participation in the creation of the RTSC by way of a duly passed resolution of its respective municipal council.

## 2. PARTIES ARE MUNICIPAL AUTHORITIES

2.1 The Parties understand and agree that the Municipal Council of each respective Party must approve this MOU before such Party may proceed on the terms set forth in this MOU.

2.2 Nothing in this MOU restricts the Parties, their respective municipal councils, officers, servants, or agents in the full exercise of any and all powers and duties vested in them as municipal governments, councils, and as the officers, servants, and agents of municipal governments.

2.3 The RTSC will assume responsibility for service operation only after the Municipal Council of each Party has approved the proposed draft Bylaws of the RTSC and the Transit Services Transition Plan.

## 3. ADDING PARTIES

3.1 The Parties acknowledge that any other municipality within the Metro Edmonton Region may agree to become a party to this MOU, subject to the approval of the Transit Services Transition Team.

## 4. REGIONAL TRANSIT SERVICES COMMISSION VISION

4.1 The Parties intend that the RTSC will be established in accordance with the following vision:

- (a) The RTSC will be a regional services commission as defined under Part 15.1 of the Act;
- (b) The RTSC will help to ensure the provision of a fast, convenient, simple, reliable, efficient, and affordable transit service, that is seamlessly integrated with other modes of transportation;
- (c) The RTSC will provide an appreciably faster commute time when compared against other modes of transportation;
- (d) The RTSC will create a better customer experience by combining strengths and implementing new technologies;

- (e) The RTSC will initially provide inter-city bus transit service;
  - (f) In the future, the RTSC may expand to provide additional transit services including, but not limited to:
    - (i) local intra-city service;
    - (ii) specialized transit service, including DATS and Handibus service; and
    - (iii) light rail transit;
  - (g) The RTSC will support long-term regional development and growth plans and will act as a partner in transportation and land use planning in the Metro Edmonton Region;
  - (h) The RTSC will serve as a transit backbone that will help to connect communities and support a stronger, greener, and more prosperous Metro Edmonton Region;
  - (i) The RTSC will provide more convenient service across municipal boundaries, which in turn will allow the public to access employment opportunities that better match their needs;
  - (j) The RTSC will help to alleviate traffic congestion, decrease greenhouse gas emissions, and improve air quality;
  - (k) The RTSC will allow the Parties to realize procurement savings for transit related products and services; and
  - (l) The RTSC will be a full participant in regional transit initiatives designed to enhance the integration of administrative functions and improve customer service interfaces.
- 4.2 The RTSC will operate in accordance with Regional Service Standards to be mutually agreed upon by the Parties. Notwithstanding the foregoing, either Party may, at its own cost, elect to acquire services from the RTSC that exceed the Regional Service Standards.
5. REVENUE PRINCIPLES
- 5.1 The RTSC will define its funding model by way of a bylaw.
- 5.2 A reasonable portion of the RTSC's funding will come directly from transit users through fare recoveries in a manner consistent with the current transit funding models in use by the Parties.
- 5.3 The RTSC will endeavor to secure non-fare funding sources that are stable, predictable, and sufficient to support the RTSC's current and projected operational needs.



- 5.4 Non-fare funding sources for the RTSC's current and projected capital needs should be clearly defined and should recognize the importance of maintaining and improving the RTSC's service.
- 5.5 A portion of the RTSC's funding requirements will be requisitioned from member municipalities representing the shared investment and shared benefit of the RTSC.

## 6. GOVERNANCE STRUCTURE

- 6.1 Notwithstanding that the RTSC has yet to have been created as a commission, the Parties agree that the RTSC's corporate governance shall reflect the structure as outlined in Article 6 of this MOU.
- 6.2 The RTSC will be governed by a board of directors, and each member municipality shall directly appoint up to 2 directors to the board. Only elected representatives from the respective municipality may be appointed to the board.
- 6.3 The board of directors will make decisions via a double majority, consisting of:
  - (a) A two thirds majority of all the board members; and
  - (b) A two thirds majority of all of the available Weighted Vote Factors.
- 6.4 The Weighted Vote Factor (Wf) of each member municipality will be calculated as follows:

$$Ff + Rf = Wf$$

where Ff (Financial Contribution Factor) equals the percentage of that member's financial contribution to the total financial contribution of all members, multiplied by 0.5, and rounded to the nearest whole number; and

where Rf (Ridership Contribution Factor) equals the percentage of that member's ridership contribution to the total ridership contribution of all members, multiplied by 0.5, and rounded to the nearest whole number.

- 6.5 The Ff and Rf factors of each municipality will be recalculated at the first annual board meeting in each year, based upon the data available from the most recent fiscal year of the RTSC. In the RTSC's first fiscal year, the Ff and Rf factors will be calculated using the projected financial and ridership data for that first fiscal year.
- 6.6 Where a municipality appoints two directors, that municipality's Wf will be divided equally among both such directors.

## 7. TRANSIT SERVICES TRANSITION

- 7.1 Each Party will appoint two (2) elected representatives and may appoint up to two (2) administrative representatives to a Transition Team, which will act as an interim board of directors of the RTSC until the coming into force of a Provincial regulation creating the RTSC.
- 7.2 The Transition Team will:
- (a) appoint a chairperson from among the administrative representatives;
  - (b) serve as the interim board of directors until such time as the RTSC is created by way of provincial regulation;
  - (c) create the proposed draft Bylaws of the RTSC to be recommended to the Province;
  - (d) recommend to the Province those persons who should serve as the appointees to the first board of directors;
  - (e) engage with other regional municipal partners to encourage participation in the RTSC; and
  - (f) prepare a three (3) year start-up plan which will outline the RTSC's operational plan and budget.
- 7.3 The Transition Team will create a Transit Services Transition Plan.
8. MUTUAL EFFORTS
- 8.1 Each Party will present the proposed draft Bylaws and the Transit Service Transition Plan to its Municipal Council for approval.
- 8.3 The Parties will engage the Government of Alberta to ensure that the ultimate legal structure of the RTSC meets with the requirements for incorporation.
- 8.4 The Parties will petition the Government of Alberta to provide financial support for the establishment of the RTSC.
- 8.5 Each party will provide an estimate to the Transition Team of all costs incurred with respect to any services which are not intended to be borne by the RTSC.
- 8.6 Each party intends that its respective transportation planning and operations departments, units, and branches will make reasonable accommodations to support the RTSC. Notwithstanding the foregoing, the RTSC will be responsible for any capital expenditures reasonably required to improve the access, speed, and reliability of RTSC services.
- 8.7 The Parties will make reasonable efforts to cooperate in planning for the development of transit station sites for the RTSC's use.

- 8.8 The Parties will make reasonable efforts to expedite planning and approval processes that encourage or create community revitalization opportunities at or near RTSC transit sites.
9. NON-BINDING MOU
- 9.1 This MOU is not to be construed as constituting a legally binding agreement between Edmonton and St. Albert and is merely to serve as a description of the Parties' intentions with respect to advancing towards the ultimate creation and operation of the RTSC.
10. GENERAL
- 10.1 No partnership is created by this MOU. Nothing contained in this MOU shall or shall be deemed to constitute the Parties as partners, as an agent of the other, or as entering into any other relationship whereby either could be held liable for any act or omission of the other. Neither Party shall have any authority to act for the other or to incur any obligation on behalf of the other.
- 10.2 The Parties will, with reasonable diligence, hold all meetings, perform all acts, execute and deliver all documents and instruments, and do all such things and provide all such reasonable assurances as may be reasonably necessary or desirable to give effect to the provisions of this MOU.
- 10.3 The Parties acknowledge that they are each separate public bodies having certain obligations respecting the collection and distribution of personal information pursuant to the *Freedom of Information and Protection of Privacy Act*, RSA 2000, c F-25 and that each party must adhere to the provisions of such legislation.
- 10.4 This MOU and any amendment or supplement may be executed in any number of counterparts and delivered by facsimile or electronically by pdf with the same effect as if all members hereto had signed the same document. All counterparts shall be construed together and shall constitute one and the same original document.
- 10.5 All sums listed in this MOU are in Canadian dollars.

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Each of the City Council of Edmonton and the City Council of St. Albert, having duly approved the terms of the within Memorandum of Understanding, have executed this Memorandum of Understanding effective as at the date first above written.

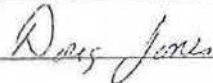
Approved:

  
MATTHEW V. BENNETT

As to form

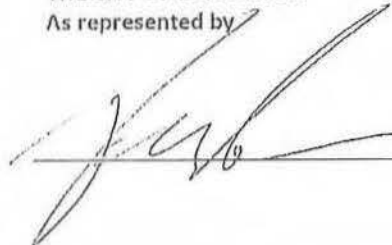
Barrister & Solicitor

As to content


  
Doug Jones

THE CITY OF EDMONTON

As represented by

  
\_\_\_\_\_

Approved:


  
\_\_\_\_\_

As to form

As to content

THE CITY OF ST. ALBERT

As represented by

  
\_\_\_\_\_

### Three Phase Implementation Plan

The development of a regional commuter service should be implemented in a measured and phased approach where each phase adds definition and clarity to the service concept and implementation requirements.

In general, three phases are contemplated:

1. Governance Design
2. Establishment and Transition
3. Service Operation

Phases 2 and 3 to be further confirmed and defined once governing principles have been agreed to by the elected Councils of St. Albert and Edmonton. It is recommended this phasing plan be implemented with the endorsement of the participating councils, and with the benefit of consultation with the provincial government.

#### Phase 1 – Governance Design – Joint City Manager's Regional Commuter Service Task Force

Before considering operational matters, the Administrations of St. Albert and Edmonton recommend that the informal discussions exploring issues of regionalization of commuter services now need to evolve into a more formal process as the two cities need to agree to a governing model for an entity that both cities will be contributing assets to. A report produced by Stewart Group recommended a group composed of elected and non-elected officials augmented with members from the private sector create an appropriate governance model for the regional entity acceptable to both City Councils.

**Formation of a Joint City Manager's Task Force comprised of elected officials, Administration and private citizens.**

- 2 elected (mayor or councillor) members from each of St. Albert and Edmonton
- City Managers or their designates as members
- A project chairperson acceptable to and appointed by both City Managers
- Consideration to include a provincial appointee/representative
- Administrative support from both municipalities

City Managers to determine the need for ad hoc or standing private sector representatives with specific skills and perspectives

#### **Mandate:**

- Establish governing principles for the regional entity
- Determine if a Regional Services Commission as defined in Alberta Statute is an appropriate and preferable legal structure for the commuter service
- Define commission:
  - Mandate and scope;
  - Determine entity composition, terms, voting procedures for transition;
  - Recommend appointment process for elected representatives to governing board;
  - Recommend profiles (qualification criteria) and process for appointment of non-elected board members of the regional entity;

- Recommend entity compensation framework; and,
  - Identify staff and resource requirement for the entity.
- Identify transition costs and determine scope of interim/transition funding to request from province
- Recommend the composition of a Transition Team to carry out Phase 2
- Assess the resourcing requirements of the Transition Team
- Engage in communication and consultation with other regional partners

**Deliverable:**

The Task Force will create an MOU to confirm governance design for the regional commuter entity to be established. Once approved by Edmonton and St. Albert Councils, other municipalities in the region will be invited to approve the MOU and participate in the regional entity as part of Phase 2 of this Implementation Plan.

**Phase 2 – Entity Establishment and Transition (1-2 years)**

Stewart Group further recommends a non-operational entity be established to carry out the tasks as defined by the Task Force in Phase 1 (subject to the endorsement of the MOU's recommendations by the sponsoring councils). Phase 2 will finalize direction on four key areas for the regional entity.

**Mandate:**

- Scope and delivery of regional commuter service
  - Confirm the scope of services at launch, and transition path/timing for expansion of services;
  - Development of service guidelines, a first year plan, and development of a strategic plan; and,
  - Select a preferred service delivery model.
- Funding and financial management
  - Establish specific funding model – including funding tools as available through provincial regulations and fare structure/levels;
  - Identify timing and phasing of revenue sources, providing financial capacity to meet long-term financial requirements of expansion and capital investment;
  - Determine approach for cost and revenue sharing to align with funding model; and,
  - Develop an asset transfer plan, including approach for the transfer of associated debt.
- Administration and logistics management
  - Determine the appropriate entity type to match funding and service delivery model;
  - Establish administrative and managerial functions;
  - Appoint interim (staff) executive committee/team responsible for management/implementation;
  - Coordination of supporting services ("back-office"); and,
  - Undertake negotiations with impacted Unions.
- Integration of entity with planning and municipal functions
  - Assess requirements, dependencies or relationships to regional integration of other services/infrastructure (e.g. economic development, land use planning, roads); and,
  - Define processes to engage in and support requirements for municipal planning functions.

**Deliverable:**

As a final approval to create the entity, all required documents will be developed providing direction on the key area as outlined in the MOU. The documents will also outline a weighted voting structure, which will take into account the municipalities within the area of services, the geographic extent/scope of funding (regional versus local), the amount of service within subareas funding model, and the constituency base of taxation. The documents will then be submitted for approval, by the respective municipal councils and the provincial government to incorporate the regional entity.

**Phase 3 – Service Operations (1 year)**

Based on precedent from other regions, it is expected that a new commuter service entity can be in operation approximately 1 year following approval of the formal agreement. The specific launch date must be driven by an assessment of readiness as measured by customer service expectations and not arbitrary deadlines.



**MEETING DATE:** July 9, 2018

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

**PREPARED BY:** April Renneberg, Current Planner II

**REPORT TITLE:** Bylaw 967-2017 (Redistricting Black Stone Stage 3)

## REPORT SUMMARY

Bylaw 967-2017 will amend Bylaw 809-2013, Section 27.0 – Land Use Map, by redistricting part of the E and W ½ of the NW ¼ Section 22-49-25-W4 from UR – Urban Reserve to RNL – Residential Narrow Lot. The redistricting will allow for continued residential development in the Black Stone neighbourhood.

## RECOMMENDATION

That Council give Bylaw 967-2017 third reading.

## BACKGROUND

### KEY ISSUE(S) / CONTEXT:

The RNL land use district is intended to accommodate residential dwellings on narrower lots, providing an opportunity for more efficient use of land and a more compact urban form. Black Stone Stage 3 proposes to redistrict an area of undeveloped land within the NW ¼ Section 22-49-25-W4 to facilitate 13 lots for single detached, zero lot line homes with rear detached garages.

Zero lot line parcels are those where the single detached dwelling is located directly on the side property boundary on one side of the lot. These types of buildings have specific development requirements. The City of Leduc requires a 1.5 m easement registered on the adjacent property to allow for encroachment of eaves, drainage and general access for maintenance purposes. This easement is registered along with the subdivision of the lands. In order to encourage fire safety, the Alberta Building Code requires that side of the building to have fire-rated drywall as well as restriction on wall penetrations such as windows; doors; dryer, furnace, water heater and fireplace vents; and fresh air intakes. Under Land Use Bylaw 809-2013 the minimum lot width for a single detached dwelling with a zero metre side yard with access to a lane is 7.6 m wide.

The City's Subdivision Authority has given conditional approval to the subdivision application. The redistricting of these lots by City Council to the RNL land use district under Land Use Bylaw 809-2013 is a condition of subdivision, as is the successful negotiation by administration of a development agreement between the City and the developer of the lands. Until these and all other conditions of the subdivision are met, the subdivision will not be endorsed by administration nor registered at Land Titles.

### LEGISLATION AND/OR POLICY:

1. Municipal Government Act, RSA 2000, Chapter M-26, as amended
  - S. 640(2)(a) requires a municipality be divided into land use districts.
  - S. 606 and S. 692 govern the requirements for advertising a bylaw. More specifically, S. 692(4) outlines those additional advertising requirements for a bylaw changing the land use district designation of a parcel of land.

2. Land Use Bylaw 809-2013, as amended

## PAST COUNCIL CONSIDERATION:

Bylaw 967-2017 was given first reading by Council on March 12, 2018 and second reading by Council on March 26, 2018.

## CITY OF LEDUC PLANS:

Bylaw 967-2017 is consistent with the City's Municipal Development Plan, as amended and the Blackstone Area Structure Plan. The redistricting is also in keeping with the City's 2009 Neighbourhood Design Guidelines which encourage a mix of housing types, sizes and affordability, along with proximity to open park space and neighbourhood walkability.

## IMPLICATIONS OF RECOMMENDATION

### ORGANIZATIONAL:

There are no organizational implications.

### POLICY:

There are no policy implications.

### IMPLEMENTATION / COMMUNICATIONS:

The public hearing was held at the regular meeting of Council on March 26, 2018. The hearing was advertised in March 9 and 16, 2018 issues of 'The Representative' and notices were mailed to property owners within 61.0 m of the subject area.

### ALTERNATIVES:

1. That Council amend Bylaw 967-2017.
2. That Council defeat Bylaw 967-2017.

### ATTACHMENTS:

1. Bylaw 967-2017
2. Key Plan
3. Redistricting Plan
4. Subdivision Plan

Others Who Have Reviewed this Report

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



## Bylaw No. 967-2017

Page 1

### AMENDMENT #71 - TO BYLAW NO. 809-2013, THE LAND USE BYLAW

The *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended (the "Act") grants a municipality the authority to pass a Land Use Bylaw;

**AND:** in accordance with the Act, the City of Leduc passed Land Use Bylaw No. 809-2013 to regulate and control the use and development of land and buildings in the City of Leduc, and the Council has deemed it expedient and necessary to amend Bylaw No. 809-2013;

**AND:** notice of intention to pass this bylaw has been given and a public hearing has been held in accordance with the Act;

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

#### PART I: APPLICATION

1. **THAT:** Bylaw No. 809-2013, the Land Use Bylaw, is amended by this Bylaw.
2. **THAT:** the Land Use Map, attached to and being part of the Land Use Bylaw of the City of Leduc, be amended by reclassifying:

Part of the E & W ½ of NW ¼ Section 22-49-25-W4  
(consisting of 1.98 ha more or less)

From: UR – Urban Reserve  
To: RNL – Residential Narrow Lot

as shown in Schedule A, attached hereto and forming part of this bylaw.

#### PART II: ENACTMENT

This Bylaw shall come into force and effect when it receives Third Reading and is duly signed.

READ A FIRST TIME IN COUNCIL THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

READ A SECOND TIME IN COUNCIL THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

**APPROVED**  
**As to Form**

B. L.

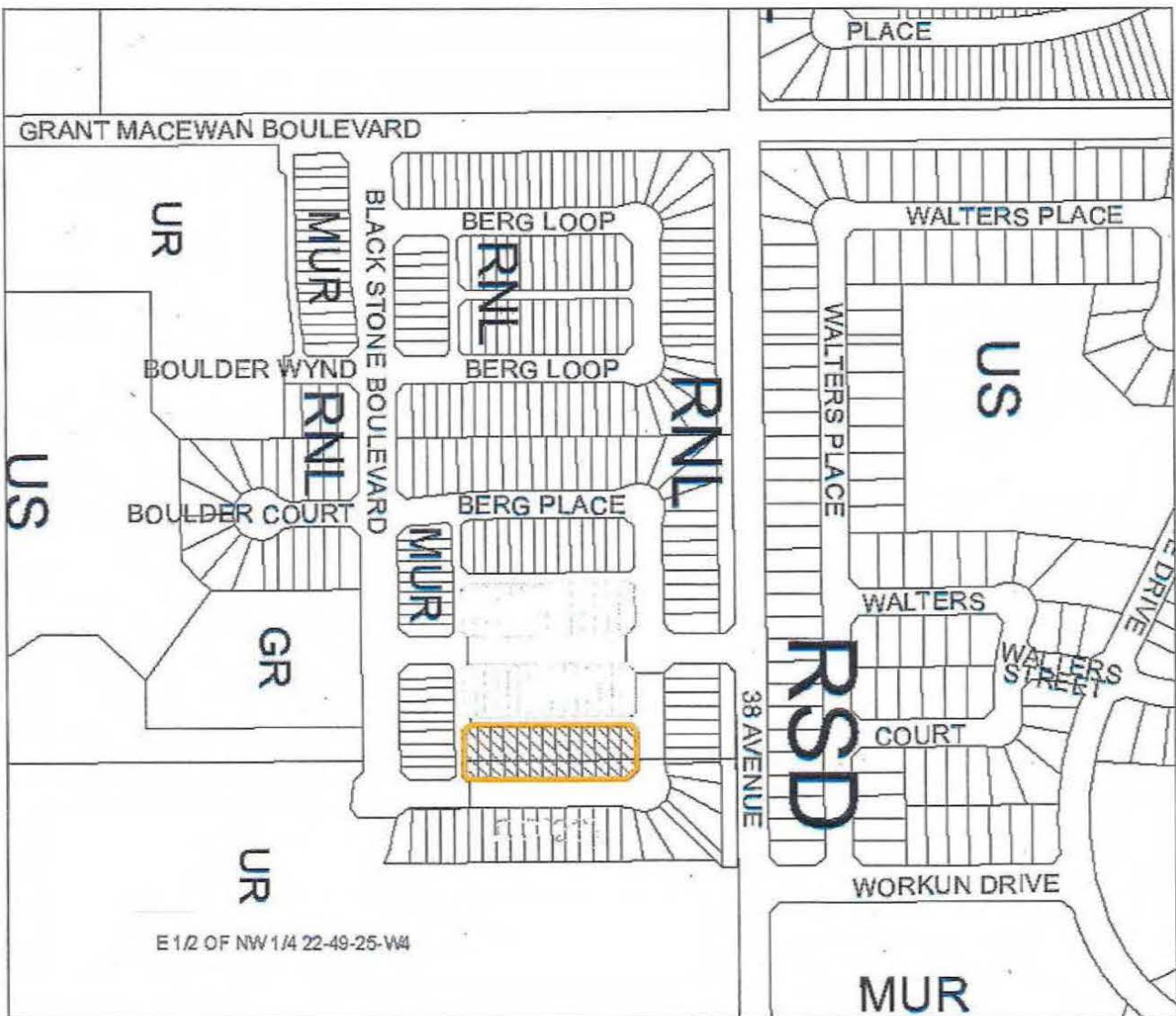
**City Solicitor**

Robert Young  
MAYOR

Sandra Davis  
CITY CLERK

\_\_\_\_\_  
Date Signed

SCHEDULE A



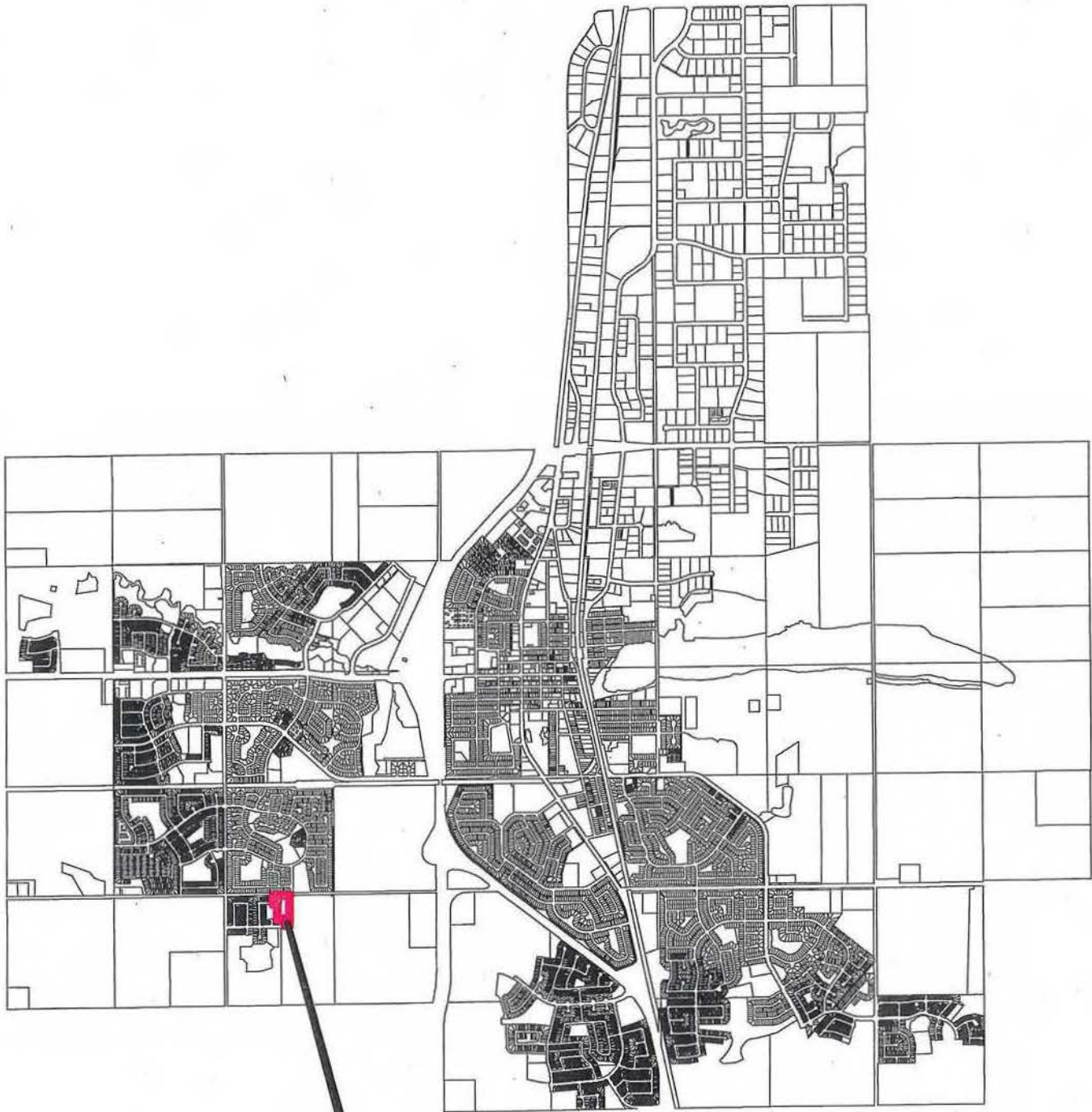
FROM: UR - URBAN RESERVE  
TO: RNL - RESIDENTIAL NARROW LOT



E 1/2 OF NW 1/4 22-49-25-W4

# KEY PLAN

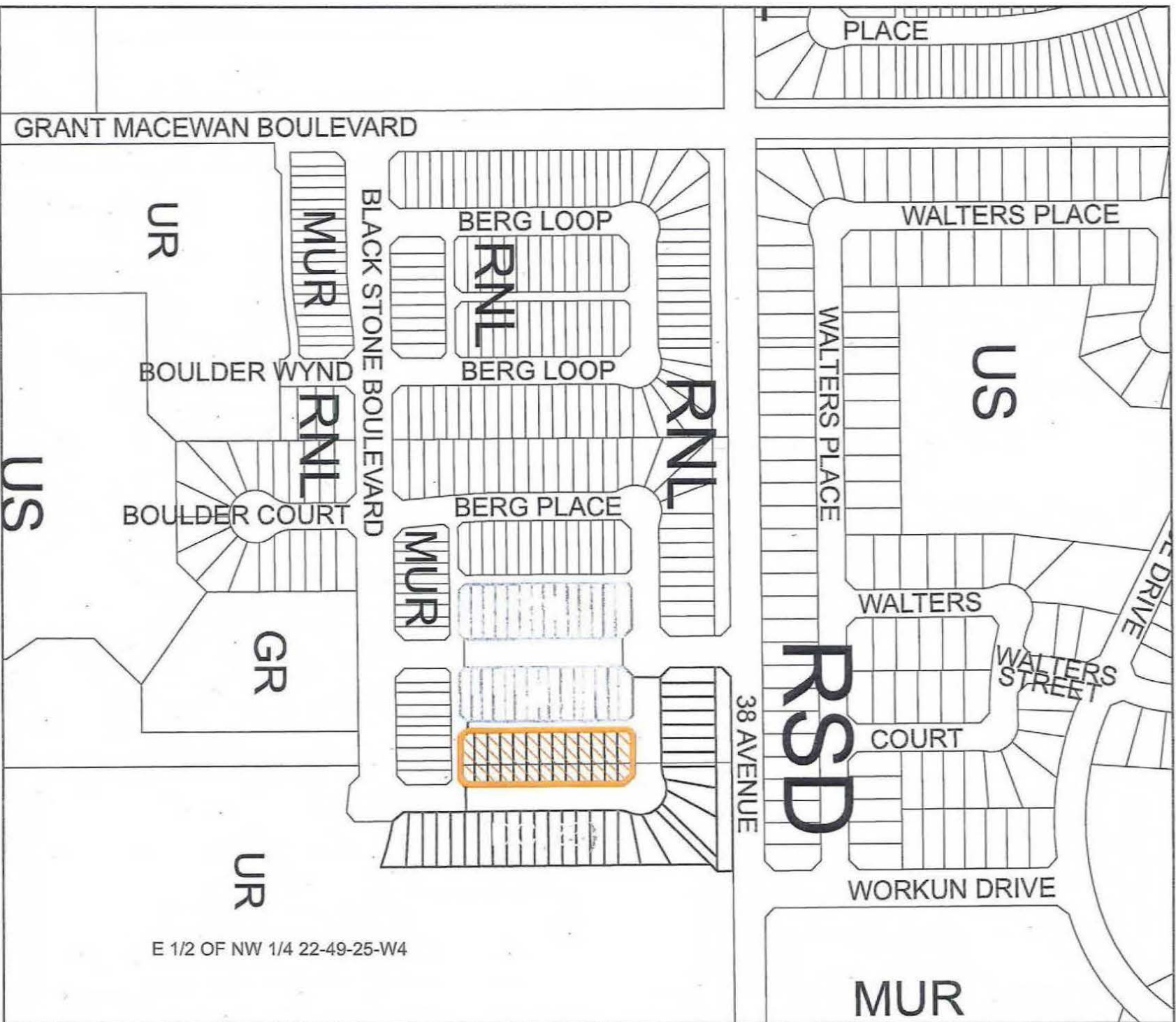
ATTACHMENT 2



SUBJECT AREA



# ATTACHMENT 3

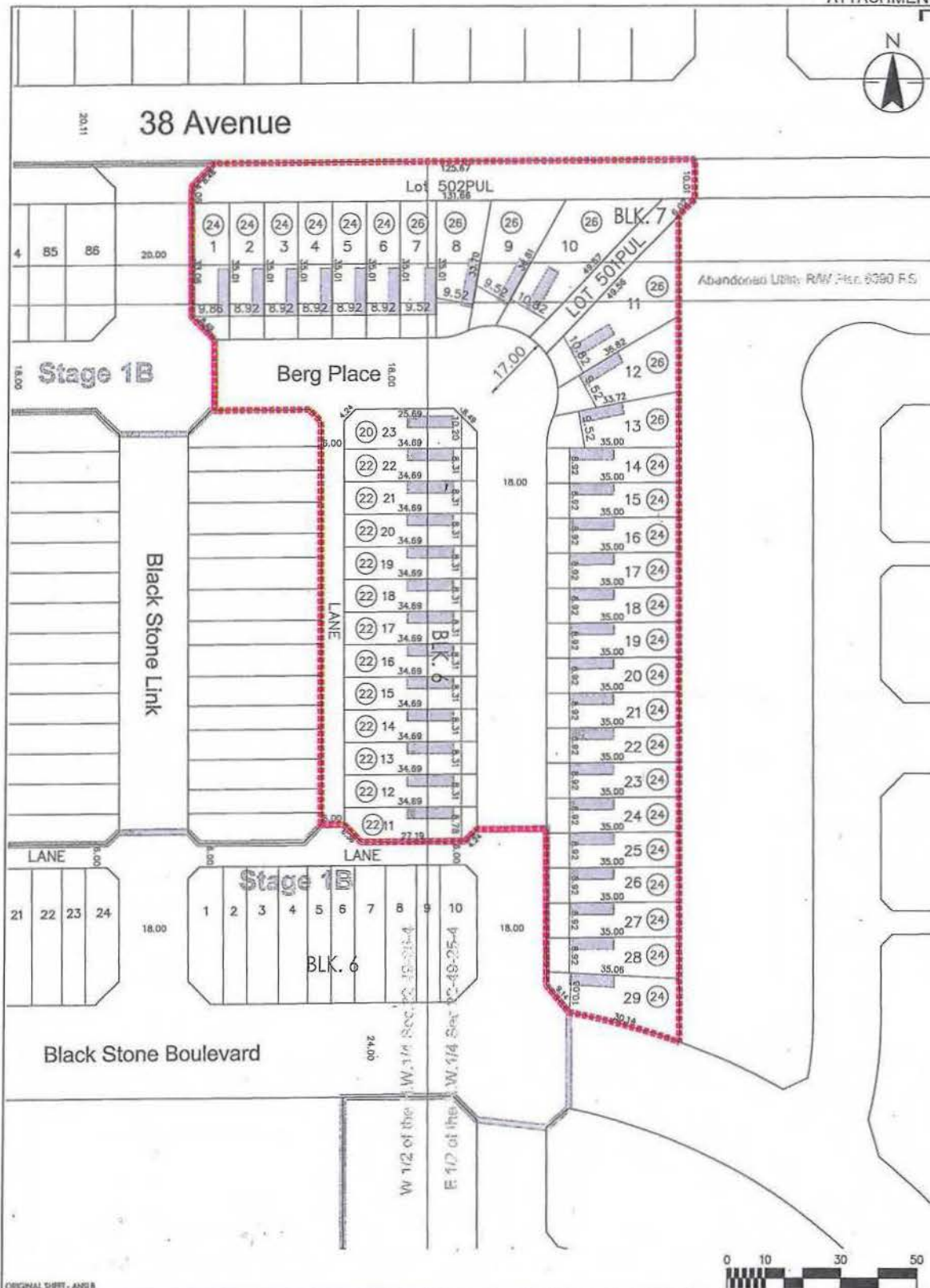


E 1/2 OF NW 1/4 22-49-25-W4



FROM: UR - URBAN RESERVE  
TO: RNL - RESIDENTIAL NARROW LOT





10160-112 Street  
Edmonton, AB T5K 2L6  
Tel. 780.917.7000  
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#### Notes

All distances are expressed in metres and decimals thereof.

Area to be subdivided outlined thus ---- and contains approximately 1.98 hectares, including 42 residential lots.

Revision

By YEAM/OD

#### Client/Project

Blackmud Enterprises

Portion of  
E 1/2 of the N.W. 1/4 Sec. 22-49-25-W4M  
& W 1/2 of the N.W. 1/4 Sec. 22-49-25-W4M  
Leduc, AB

#### Title

TENTATIVE PLAN OF SUBDIVISION  
BLACKSTONE STAGE 3

#### Project No.

1161 106045 MR  
November 16, 2017

#### Scale

1:1000



# COUNCIL REQUEST FOR DECISION

**MEETING DATE:** July 9, 2018

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

**PREPARED BY:** April Renneberg, Current Planner II

**REPORT TITLE:** Bylaw 968-2017 - Redistricting Black Stone Stage 3 (Direct Control)

## REPORT SUMMARY

Bylaw 968-2017 will amend Bylaw 809-2013, Section 27.0 – Land Use Map, by redistricting part of the E and W ½ of the NW ¼ Section 22-49-25-W4 from UR – Urban Reserve to DC(23) – Direct Control Distinctive Design. The redistricting will allow for continued residential development in the Black Stone neighbourhood.

## RECOMMENDATION

That Council give Bylaw 968-2017 third reading.

## BACKGROUND

### KEY ISSUE(S) / CONTEXT:

Zero lot line parcels are those where the single detached dwelling is located directly on the side property boundary on one side of the lot. These types of buildings have specific development requirements. The City of Leduc requires a 1.5 m easement registered on the adjacent property to allow for encroachment of eaves, drainage and general access for maintenance purposes. This easement is registered along with the subdivision of the lands. In order to encourage fire safety, the Alberta Building Code requires that side of the building to have fire-rated drywall as well as restriction on wall penetrations such as windows; doors; dryer, furnace, water heater and fireplace vents; and fresh air intakes. Under Land Use Bylaw 809-2013 the minimum lot width for a single detached dwelling with a zero metre side yard and without access to a lane is 9.2 m wide.

In 2017, the developer of the NW ¼ Section 22-49-25-W4 indicated their desire to try and implement a smaller lot zero lot line housing product within the Black Stone neighbourhood. As these lands are minimally developed at present, administration believes this is a good opportunity to establish this type of narrow lot product without unduly affecting existing neighbours. At the same time, the added diversity in housing options and increased density on the lands would help achieve the objectives of the City's Municipal Development Plan, the Neighbourhood Design Guidelines, as well as the residential densities required by the Edmonton Metropolitan Region Growth Plan.

The general purpose of a Direct Control District is to provide for desirable Development on particular sites taking into consideration the amenities of the neighbourhood, the existing use of land and the future Development opportunities. Development proposals may have unique characteristics, innovative ideas and sites with unusual constraints, thus requiring distinctive design and specific regulations. If Bylaw 968-2017 is approved by Council, it will allow lots narrower in width for zero lot line dwelling lots only within these lands, and the effect of the narrower lot width on the neighbourhood can be monitored. In time, if administration determines that there is no adverse effect, recommendation may be made to amend the Land Use Bylaw to allow a narrower lot width for zero lot line parcels throughout the residential districts in the City.



The intent of the proposed DC land use district is to establish a district in which residential lots will be narrower than the City's current standard. Bylaw 968-2017 restricts the decreased lot width to only those specific lots in the subdivision area and identified within this redistricting bylaw. Twenty-nine (29) single detached lots with a zero metre side yard and without lane access are proposed to have a minimum 7.3 m (24') building pocket. This will result in a lot that has a minimum width of 8.8 m. All other aspects of development for the lots zoned under this direct control district will be required to follow the regulations of the RNL – Residential Narrow Lot district as well as all other relevant sections of the bylaw. Variance to the minimum lot width will not be permitted.

The redistricting of the remainder of the lands within Stage 3 is being brought forward to Council under a separate bylaw.

The City's Subdivision Authority has given conditional approval to the subdivision application. The redistricting of these lots by City Council to the DC(23) land use district under Land Use Bylaw 809-2013 is a condition of subdivision, as is the successful negotiation by administration of a development agreement between the City and the developer of the lands. Until these and all other conditions of the subdivision are met, the subdivision will not be endorsed by administration nor registered at Land Titles.

#### LEGISLATION AND/OR POLICY:

1. Municipal Government Act, RSA 2000, Chapter M-26 as amended
  - Section 641 grants a municipality the power to exercise particular control over the use and development of land or buildings by designating an area as a direct control district under its land use bylaw.
1. Land Use Bylaw 809-2013, as amended

#### PAST COUNCIL CONSIDERATION:

Bylaw 968-2017 was given first reading by Council on March 12, 2018 and second reading by Council on March 26, 2018.

#### CITY OF LEDUC PLANS:

Bylaw 968-2017 is consistent with the City's Municipal Development Plan, as amended and the Blackstone Area Structure Plan. The redistricting is also in keeping with the City's 2009 Neighbourhood Design Guidelines which encourage a mix of housing types, sizes and affordability, along with proximity to open park space and neighbourhood walkability.

## IMPLICATIONS OF RECOMMENDATION

#### ORGANIZATIONAL:

There are no organizational implications.

#### POLICY:

There are no policy implications.

#### IMPLEMENTATION / COMMUNICATIONS:

The public hearing was held at the regular meeting of Council on March 26, 2018. The hearing was advertised in March 9 and 16, 2018 issues of 'The Representative' and notices were mailed to property owners within 61.0 m of the subject area.

#### ALTERNATIVES:

1. That Council amend Bylaw 968-2017.
2. That Council defeat Bylaw 968-2017.

## ATTACHMENTS:

1. Bylaw 968-2017
2. Key Plan
3. Redistricting Plan
4. Subdivision Plan

Others Who Have Reviewed this Report

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



**AMENDMENT #72 - TO BYLAW NO. 809-2013, THE LAND USE BYLAW**

The *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended (the "Act") grants a municipality the authority to pass a Land Use Bylaw;

**AND:** in accordance with the Act, the City of Leduc passed Land Use Bylaw No. 809-2013 to regulate and control the use and development of land and buildings in the City of Leduc, and the Council has deemed it expedient and necessary to amend Bylaw No. 809-2013;

**AND:** notice of intention to pass this bylaw has been given and a public hearing has been held in accordance with the Act;

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

**PART I: APPLICATION**

1. **THAT:** Bylaw No. 809-2013, the Land Use Bylaw, is amended by this Bylaw.
2. **THAT:** the Land Use Map, attached to and being part of the Land Use Bylaw of the City of Leduc, be amended by reclassifying:

Part of the E & W ½ of NW ¼ Section 22-49-25-W4  
(consisting of 1.98 ha more or less)

From: UR- Urban Reserve

To: DC(23) – Direct Control – Distinctive Design

as shown in Schedule "A", attached hereto and forming part of this bylaw.

3. **THAT:** Table 41 of the Land Use Bylaw be amended by adding the following:

968-2017		Black Stone Part E & W ½ of NW ¼ 22-49-25-W4	Narrow Lot Zero Lot Line	DC(23)
----------	--	--	--------------------------	--------

4. **THAT:** Appendix 1 of the Land Use Bylaw be amended by adding the following DC(23) Development Regulations:

**DC(23) Development Regulations****1.0 General Purpose of District**

To establish a site specific development control district to provide for 29 lots to accommodate zero lot line single detached dwellings without access to a lane having an 8.8 m minimum lot width.

**2.0 Area of Application**

The DC District shall apply to Lots 1-29, Block 7 within the third stage of subdivision of the E & W ½ of NW ¼ Section 22-49-25-W4, as shown on Schedule "A" attached to and forming part of the regulations of this Bylaw.

**3.0 Development Criteria**

- i) The minimum Site Width shall be 8.8 m (9.7 m on a Corner Lot)

**APPROVED**  
**As to Form**  
B. L.

City Solicitor

- ii) The minimum Site Area shall be 299 m<sup>2</sup> (330 m<sup>2</sup> on a Corner Lot)

**4.0 General Regulations**

- a) Development in this District shall be evaluated with respect to compliance with the RNL – Residential Narrow Lot land use district and all other provisions of Land Use Bylaw 809-2013 where not specifically overridden by this Direct Control zoning.
- b) No variance to the minimum requirements of this Bylaw will be permitted.

**PART II: ENACTMENT**

This Bylaw shall come into force and effect when it receives Third Reading and is duly signed.

READ A FIRST TIME IN COUNCIL THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

READ A SECOND TIME IN COUNCIL THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

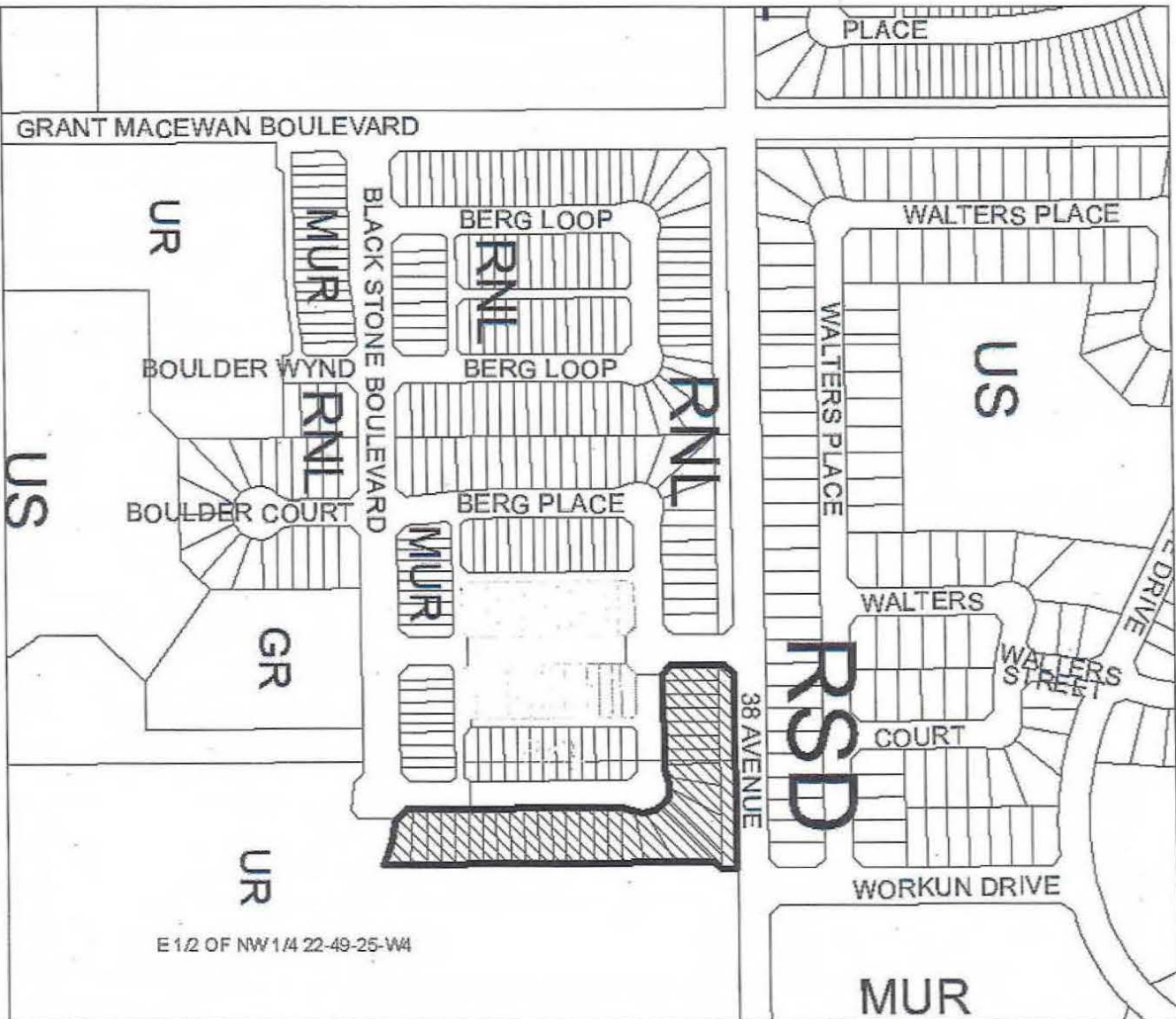
READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

\_\_\_\_\_  
**Robert Young**  
**MAYOR**

\_\_\_\_\_  
Date Signed

\_\_\_\_\_  
\* **Sandra Davis**  
**CITY CLERK**

SCHEDULE "A"



E 1/2 OF NW 1/4 22-49-25-W4

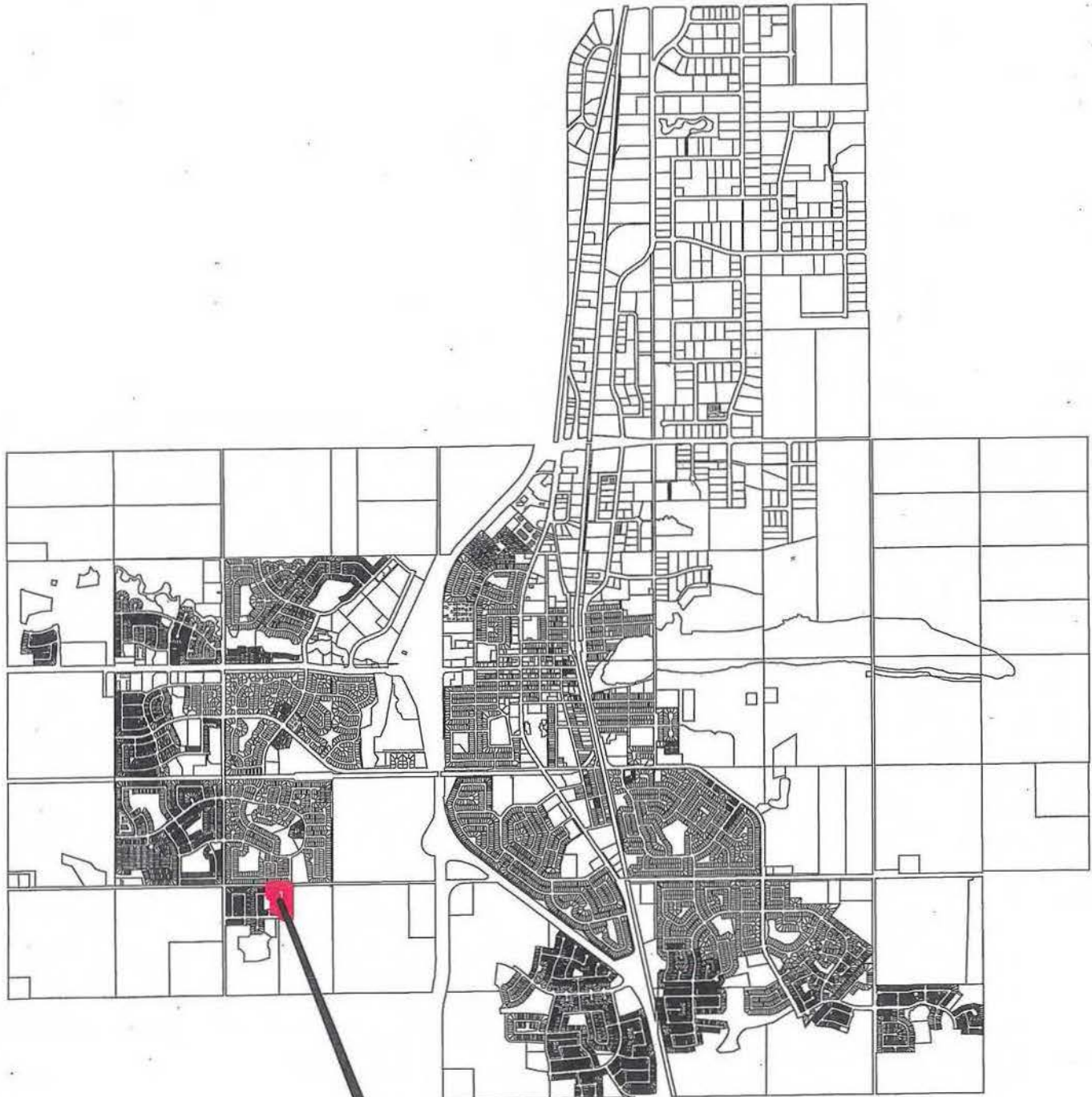


FROM: UR - URBAN RESERVE  
TO: DC(23) - DIRECT CONTROL





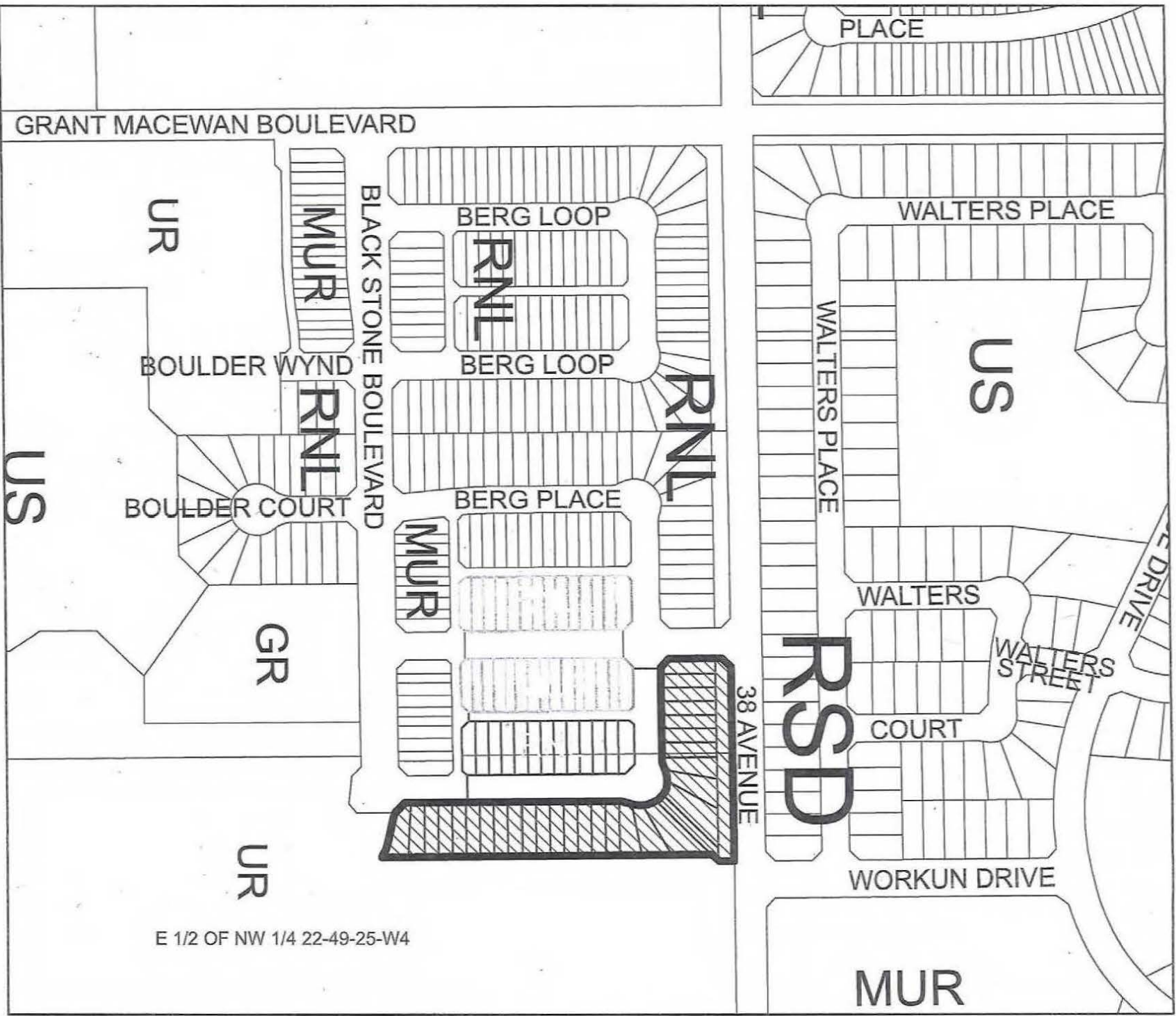
# KEY PLAN



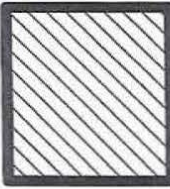
SUBJECT AREA



# ATTACHMENT 3

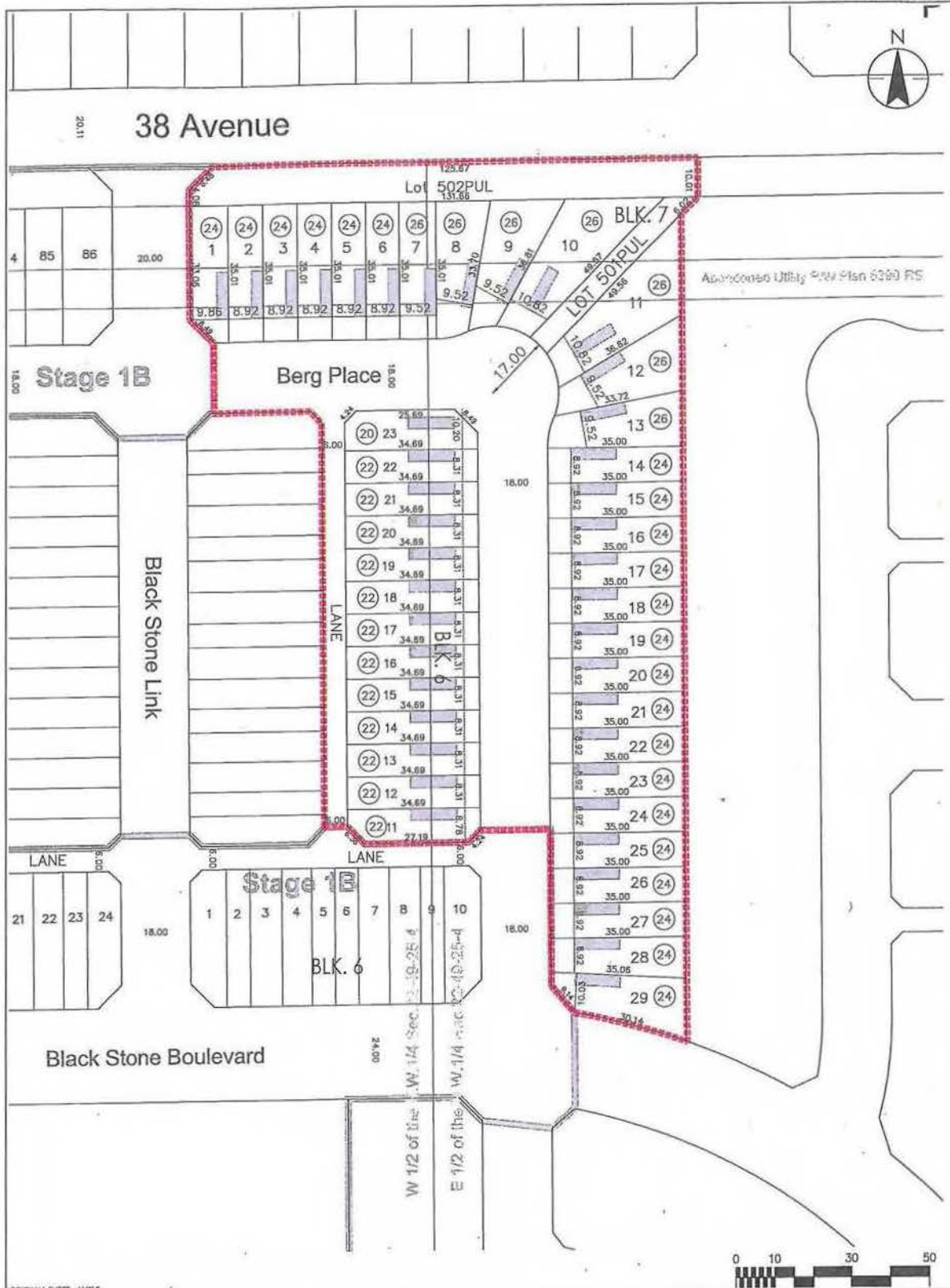


E 1/2 OF NW 1/4 22-49-25-W4



FROM: UR - URBAN RESERVE  
TO: DC(23) - DIRECT CONTROL





ORIGINAL SHEET - A2018



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Edmonton, AB T5K 2L6  
Tel. 780.917.7000  
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## Notes

All distances are expressed in metres and decimals thereof.

Area to be subdivided outlined thus ■■■■■ and contains approximately 1.98 hectares, including 42 residential lots.

Revision

By

TEAM/DO

## Client/Project

Blackmud Enterprises

Portion of  
E 1/2 of the N.W. 1/4 Sec. 22-49-25-W4M  
& W 1/2 of the N.W. 1/4 Sec. 22-49-25-W4M  
Leduc, AB

## Title

TENTATIVE PLAN OF SUBDIVISION  
BLACKSTONE STAGE 3

Project No.

1161 106045 MR  
November 14, 2017

Scale

1:1000



**MEETING DATE:** July 9, 2018

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

**PREPARED BY:** April Renneberg, Current Planner II

**REPORT TITLE:** Bylaw 980-2018 (Redistricting Black Stone Stage 1C)

## REPORT SUMMARY

Bylaw 980-2018 will amend Bylaw 809-2013, Section 27.0 – Land Use Map, by redistricting part of the W ½ of the NW ¼ Section 22-49-25-W4 from UR – Urban Reserve to RNL – Residential Narrow Lot. The redistricting will allow for continued residential development in the Black Stone neighbourhood.

## RECOMMENDATION

1. That Council give Bylaw 980-2018 second reading.
2. That Council give Bylaw 980-2018 third reading.

## BACKGROUND

### KEY ISSUE(S) / CONTEXT:

The RNL land use district is intended to accommodate residential dwellings on narrower lots, providing an opportunity for more efficient use of land and a more compact urban form.

Zero lot line parcels are those where the single detached dwelling is located directly on the side property boundary on one side of the lot. These types of buildings have specific development requirements. The City of Leduc requires a 1.5 m easement registered on the adjacent property to allow for encroachment of eaves, drainage and general access for maintenance purposes. This easement is registered along with the subdivision of the lands. In order to encourage fire safety, the Alberta Building Code requires that side of the building to have fire-rated drywall as well as restriction on wall penetrations such as windows; doors; dryer, furnace, water heater and fireplace vents; and fresh air intakes. Under Land Use Bylaw 809-2013 the minimum lot width for a single detached dwelling with a zero metre side yard and without access to a lane is 9.2 m wide.

Black Stone Stage 1C proposes to redistrict an area of undeveloped land within the NW ¼ Section 22-49-25-W4 to facilitate the subdivision of 21 lots for standard single detached dwellings, with and without lane access, as well as 6 lots for single detached zero lot line homes with front attached garages. One public utility lot is also created. The City's Subdivision Authority has given conditional approval to the subdivision application. The redistricting of these lots by City Council to the RNL land use district under Land Use Bylaw 809-2013 is a condition of subdivision, as is the successful negotiation by administration of a development agreement between the City and the developer of the lands. Until these and all other conditions of the subdivision are met, the subdivision will not be endorsed by administration nor registered at Land Titles.

## LEGISLATION AND/OR POLICY:

1. Municipal Government Act, RSA 2000, Chapter M-26, as amended
  - S. 640(2)(a) requires a municipality be divided into land use districts.
  - S. 606 and S. 692 govern the requirements for advertising a bylaw. More specifically, S. 692(4) outlines those additional advertising requirements for a bylaw changing the land use district designation of a parcel of land.
2. Land Use Bylaw 809-2013, as amended

## PAST COUNCIL CONSIDERATION:

Bylaw 980-2018 was given first reading by Council at its regular meeting held June 11, 2018.

## CITY OF LEDUC PLANS:

Bylaw 980-2018 is consistent with the City's Municipal Development Plan, as amended, and the Blackstone Area Structure Plan. The redistricting is also in keeping with the City's 2009 Neighbourhood Design Guidelines which encourage a mix of housing types, sizes and affordability, along with proximity to open park space and neighbourhood walkability.

## IMPLICATIONS OF RECOMMENDATION

### ORGANIZATIONAL:

There are no organizational implications.

### POLICY:

There are no policy implications.

### IMPLEMENTATION / COMMUNICATIONS:

The public hearing was held earlier at this meeting of Council. The hearing was advertised in June 22 and 29, 2018 issues of 'The Representative' and notices were mailed to property owners within 61.0 m of the subject area. At the time of submission of this report, no comments from the public were received.

### ALTERNATIVES:

1. That Council amend Bylaw 980-2018.
2. That Council defeat Bylaw 980-2018.

### ATTACHMENTS:

1. Bylaw 980-2018
2. Key Plan
3. Redistricting Plan
4. Subdivision Plan

Others Who Have Reviewed this Report

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



## Bylaw No. 980-2018

Page 1

### AMENDMENT #76 - TO BYLAW NO. 809-2013, THE LAND USE BYLAW

The *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended (the "Act") grants a municipality the authority to pass a Land Use Bylaw;

**AND:** in accordance with the Act, the City of Leduc passed Land Use Bylaw No. 809-2013 to regulate and control the use and development of land and buildings in the City of Leduc, and the Council has deemed it expedient and necessary to amend Bylaw No. 809-2013;

**AND:** notice of intention to pass this bylaw has been given and a public hearing has been held in accordance with the Act;

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

#### PART I: APPLICATION

1. **THAT:** Bylaw No. 809-2013, the Land Use Bylaw, is amended by this Bylaw.
2. **THAT:** the Land Use Map, attached to and being part of the Land Use Bylaw of the City of Leduc, be amended by reclassifying:

Part of the W ½ of NW ¼ Section 22-49-25-W4  
(consisting of 1.64 ha more or less)

From: UR – Urban Reserve  
To: RNL – Residential Narrow Lot

as shown in Schedule A, attached hereto and forming part of this bylaw.

#### PART II: ENACTMENT

This Bylaw shall come into force and effect when it receives Third Reading and is duly signed.

READ A FIRST TIME IN COUNCIL THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

READ A SECOND TIME IN COUNCIL THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, AD 2018.

**APPROVED**  
**As to Form**  
B. L.

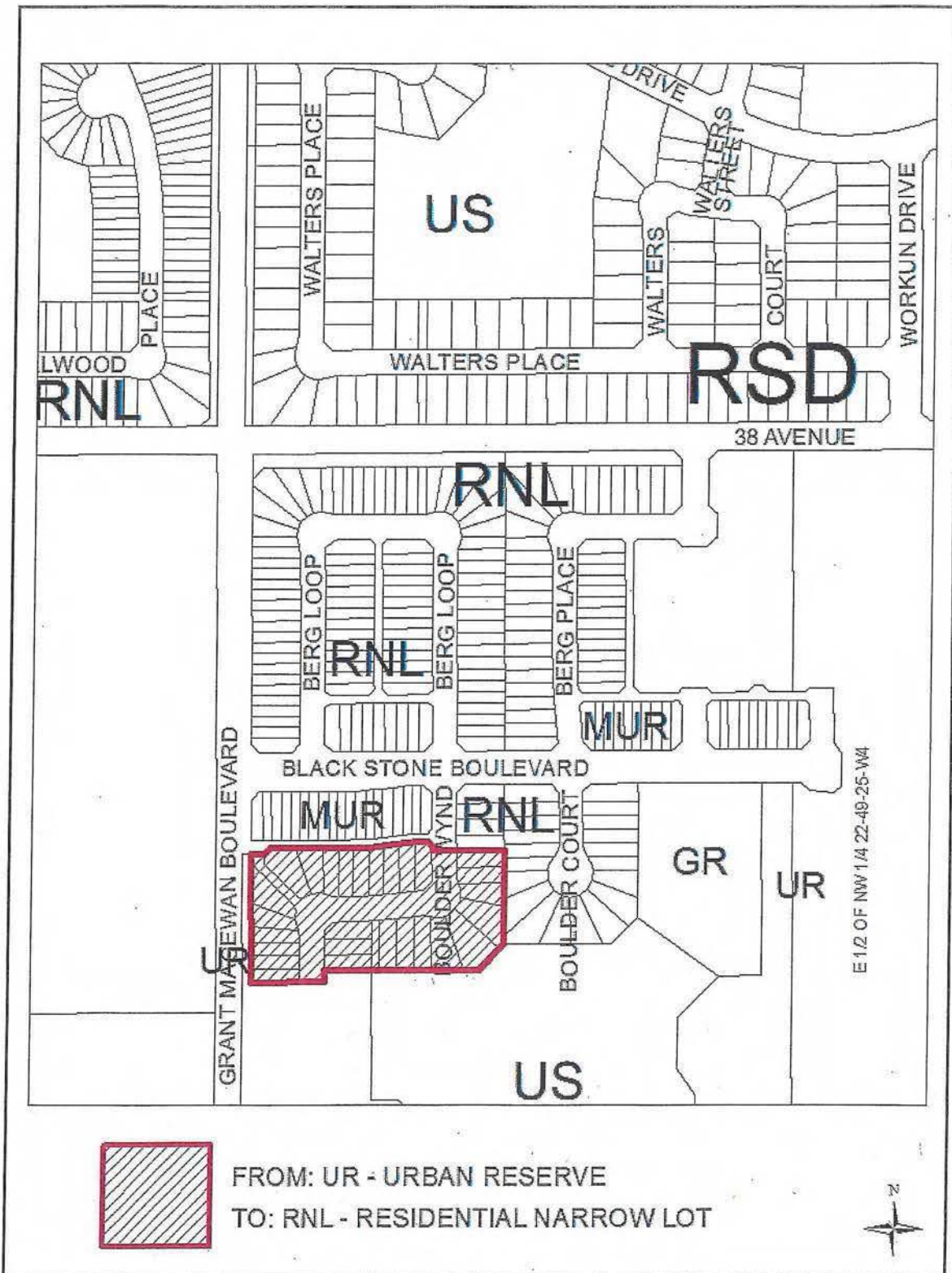
\_\_\_\_\_  
**City Solicitor**

\_\_\_\_\_  
Date Signed

\_\_\_\_\_  
**Robert Young**  
**MAYOR**

\_\_\_\_\_  
**Sandra Davis**  
**CITY CLERK**

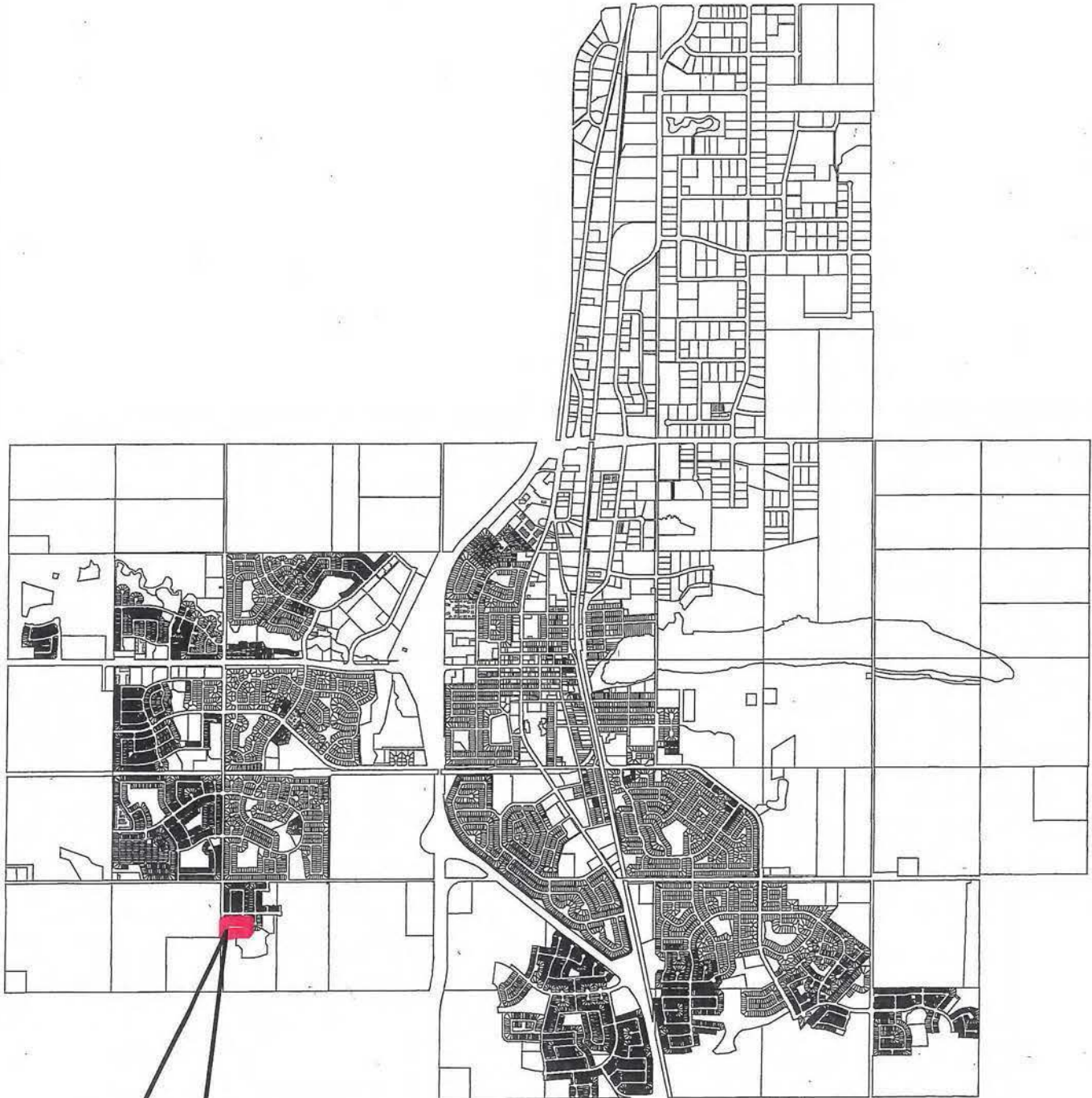
SCHEDULE A



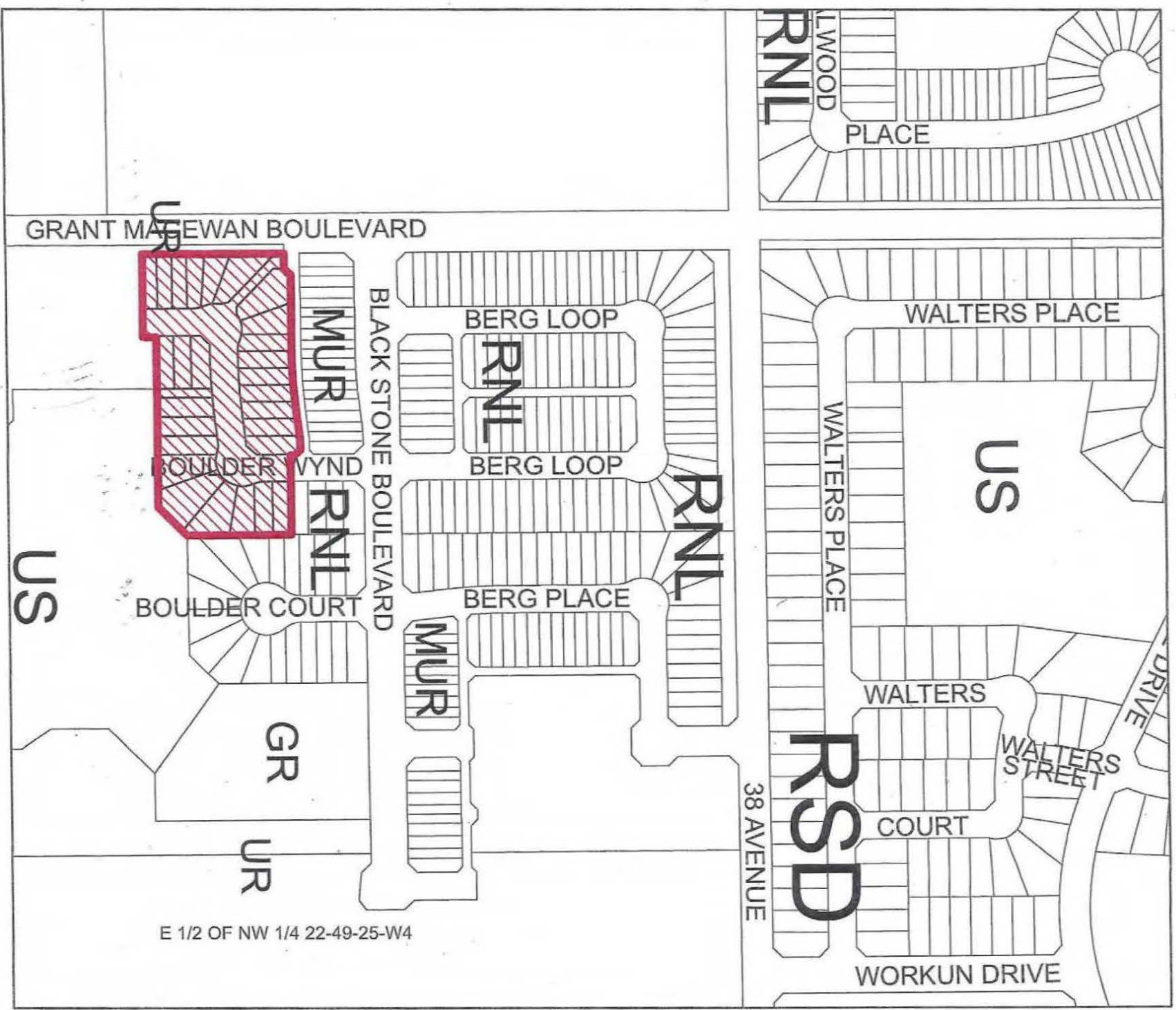


# KEY PLAN

ATTACHMENT 2



SUBJECT AREA



E 1/2 OF NW 1/4 22-49-25-W4

FROM: UR - URBAN RESERVE  
TO: RNL - RESIDENTIAL NARROW LOT







10160-112 Street  
Edmonton, AB T5K 2L6  
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Notes

All distances are expressed in metres and decimals thereof.

Area to be subdivided outlined thus   and contains approximately 1.64 hectares, including 27 residential lots.

Revision

By

YY.MM.DD

Client/Project

Blackmud Enterprises

Portion of  
W 1/2 of the N.W.1/4 SEC.22-49-25-W4M

Leduc, AB

Title

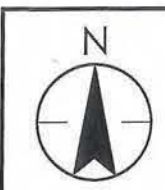
TENTATIVE PLAN OF SUBDIVISION  
Black Stone - Stage 1C

Project No.

Scale

1161 106045 MR  
February 5, 2018

1:1250



Grant Macewan Boulevard  
(Range Road 253 - Government Road Allowance)

N.E.1/4 SEC.21-49-25-4

LOT 1 BLC

PLAN 162 0838

BLK. 2

BLK. 4  
MUR

Stage 1C

BLK. 4

W 1/2 of the  
N.W.1/4 SEC.22-49-25-4

Black Stone Boulevard

Boulder Wynd

Boulder Court

US

Plan 1620838

SWMF

200 PUL

Blk. 5



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# COUNCIL REQUEST FOR DECISION

**DATE:** June 4, 2018

**MEETING DATE:** July 9, 2018

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

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

**REPORT TITLE:** Bylaw No. 982-2018 – Repealing Bylaw No. 1

**REPORT NUMBER:** 2018-CR-078

## REPORT SUMMARY

The *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended, grants a municipality the authority to, by Bylaw, provide for the repeal of a bylaw or a provision of a bylaw that is inoperative, obsolete, expired, spent or otherwise ineffective. There are a number of active Bylaws that meet this description and, as a result, Administration is recommending the Bylaws in question be repealed.

## RECOMMENDATION

1. That Council give Bylaw No. 982-2018 First Reading;
2. That Council give Bylaw No. 982-2018 Second Reading;
3. That Bylaw No. 982-2018 be considered for Third Reading;
4. That Council give Bylaw No. 982-2018 Third Reading.

## BACKGROUND

### KEY ISSUE(S) / CONTEXT:

In Q1 of 2017 Corporate Records carried out a full review, and reorganization, of Bylaws and their amendments resulting in Administration being able to easily retrieve both Bylaws plus associated amendments. This brought to light the number of active Bylaws that require Administrative review to determine if they should remain active.

The Office of the City Clerk, working with other areas of Administration, has been working to determine which Bylaws should be repealed. Bylaw No. 982-2018, the Repealing Bylaw, will repeal a number of the Bylaws in question. As more are identified, they too will come forward to be repealed. The repealed bylaws will remain as part of the City's history, however, they will no longer be part of the City's active database.

This report will repeal the following Bylaws which are either inoperative, obsolete, expired, spent or otherwise ineffective:

Bylaw No. 19 – This Bylaw, dated May 27, 1907, declares that a person cannot vote if they owe taxes to the municipality. In a letter dated February 9, 1928, Municipal Affairs advised that an individual cannot be disqualified from voting by reason of nonpayment of taxes; however, the Bylaw was never repealed;

Bylaw No. 68 – This Bylaw, dated June 7, 1911, regulates the use of Alexandra Park;

Bylaw No. 460 – This Bylaw, dated September 19, 1949, regulates the times shops within the Town of Leduc must close;

Bylaw No. 462 – This Bylaw, dated October 26, 1949, regulates the sale of milk;

Bylaw No. 476 – This Bylaw, dated June 19, 1950, prohibits the use of Town water for watering of gardens and lawns;

Bylaw No. 491 – This Bylaw, dated May 21, 1951, sets out penalties for breach of any of the Bylaws of the Town of Leduc and has never been repealed;

Bylaw No. 494 – This Bylaw, dated December 17, 1951, provides for the hospitalization of ratepayers and resident non-ratepayers;

Bylaw No. 633 – This Bylaw, dated September 16, 1959, regulates the time children shall not be in public places at night;

Bylaw No. 635 – This Bylaw, dated December 16, 1959, establishes the Town of Leduc Civil Defence Organization;

Bylaw No. 701 – This Bylaw, dated October 30, 1961, allows for the formation of the Town of Leduc Library and Board of Management;

Bylaw No. 712 – This Bylaw, dated March 21, 1962, approves an agreement with the Province of Alberta to provide low rental housing units for the elderly;

Bylaw No. 750 – This Bylaw, dated March 19, 1964, sets out the payments due to Councillors for attending meetings and to the Mayor for supervision and time spent on Town business;

Bylaw No. 755 – This Bylaw, dated May 20, 1964, sets out a schedule for payment of Transient Trader Tax by Transient Traders;

Bylaw No. 833 – This Bylaw, dated July 19, 1967, amends Bylaw No. 432 which provides for the closing of shops and places of business;

Bylaw No. 862 – This Bylaw ("Sunday Commercial Sports" Bylaw), dated November 20, 1968, allows certain public games, contests or sport at which a fee may be charged;

Bylaw No. 884 – This Bylaw, dated May 21, 1969, allows for the inspection of meat, game and poultry by the Town of Leduc;

Bylaw No. 893 – This Bylaw, dated June 25, 1969, establishes controls relative to power driven vehicles in parks, play grounds and other green areas;

Bylaw No. 896 – This Bylaw, dated September 17, 1969, established under the *Highway Traffic Act*. This piece of legislation has been repealed by the *Traffic Safety Act*, RSA 2000;

Bylaw No. 915 – This Bylaw, dated February 18, 1970, amends Bylaw No. 862 (above);

Bylaw No. 207-91 – This Bylaw, dated February 11, 1991, allows the City of Leduc to enter into a PAC Agreement with the Leduc School District No. 297 relative to the Performing Arts Centre Agreement; and

Bylaw No. 280-92 – This Bylaw, dated December 14, 1992, allows the City of Leduc to provide a discount to individuals who prepare their property taxes. Although the discount is no longer available, this Bylaw has not been repealed.



## LEGISLATION AND/OR POLICY:

The *Municipal Government Act*, R.S.A. 2000, Chapter M-26, section 63(2)(a), as amended.

## IMPLICATIONS OF RECOMMENDATION

### FINANCIAL:

Some of the active bylaws, if not repealed, could have negative financial implications for the City.

### LEGAL:

Some of the active bylaws are in contravention current legislation. It is necessary that the bylaws in question be repealed.

### ALTERNATIVES:

1. That Council direct Administration to amend the list of bylaws, and have Bylaw No. 982-2018 return for Council consideration at a later date.

### ATTACHED REPORTS / DOCUMENTS:

1. Bylaw No. 982-2018 – Repealing Bylaw No. 1
2. Copies of Bylaws to be repealed

Others Who Have Reviewed this Report

I. Sasyniuk, Acting City Manager / B. Loewen, City Solicitor / I. Sasyniuk, General Manager, Corporate Services / D. Melvie, General Manager, Community & Protective Services / M. Pieters, General Manager, Infrastructure & Planning / J. Cannon, Director, Finance



**Bylaw No. 982-2018  
REPEALING BYLAW NO. 1**

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**A BYLAW OF THE CITY OF LEDUC IN THE PROVINCE OF ALBERTA, TO REPEAL BYLAWS**

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The *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended, grants a municipality the authority to, by Bylaw, provide for the repeal of a bylaw or a provision of a bylaw that is inoperative, obsolete, expired, spent or otherwise ineffective.

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

**PART I: BYLAW TITLE**

1. That bylaw shall be known as the "Repealing Bylaw".

**PART II: DEFINITIONS**

2. Council: the Council of the City of Leduc.

**PART III: APPLICATION**

3. That, by this Bylaw, Council repeals the following Bylaws that are considered to be either inoperative, obsolete, expired, spent or otherwise ineffective.

**PART V: REPEAL**

4. The Bylaws set out in Schedule "A" to this bylaw, plus all amendments, are hereby repealed.

**PART VI: ENACTMENT**

This Bylaw shall come into force and effect when it receives Third Reading and is duly signed.

READ A FIRST TIME IN COUNCIL THIS \_\_\_\_ DAY OF \_\_\_\_, 2018.

READ A SECOND TIME IN COUNCIL THIS \_\_\_\_ DAY OF \_\_\_\_, 2018.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS \_\_\_\_ DAY OF \_\_\_\_, 2018.

**APPROVED  
As to Form**

B. L.

*City Solicitor*

\_\_\_\_\_  
**Bob Young  
MAYOR**

\_\_\_\_\_  
**Sandra Davis  
CITY CLERK**

\_\_\_\_\_  
Date Signed

**Bylaw No. 982-2018**  
**REPEALING BYLAW NO. 1**

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**Schedule A**

1. Bylaw No. 19 – a Bylaw to declare that certain persons shall not be allowed to vote (1907);
2. Bylaw No. 68 – a Bylaw to regulate the use of Alexandra Park (1911);
3. Bylaw No. 460 – a Bylaw respecting Early Closing of Shops in Leduc (1949);
4. Bylaw No. 462 – a Bylaw to Regulate the Sale of Milk for Beverage Purposes in any public space within the Town of Leduc (1949);
5. Bylaw No. 476 – a Bylaw to Prohibit the Use of Town Water Supply for Gardens and Lawns (1950);
6. Bylaw No. 491 – a Bylaw providing for penalties for breach of any of the Bylaws of the Town of Leduc (1951);
7. Bylaw No. 494 – a Bylaw to provide for the hospitalization of ratepayers (as defined the Hospitals Act) and resident non-ratepayers of the Town of Leduc (1954);
8. Bylaw No. 635 – a Bylaw for the establishment of a Civil Defense Organization (1959);
9. Bylaw No. 633 – a Bylaw to regulate time at which children shall not be in a public place at night (1959);
10. Bylaw No. 701 – a Bylaw for the formation of the Leduc Library and Board of Management (1961);
11. Bylaw No. 712 – a Bylaw to approve an Agreement pertaining to the Homes for the Aged (1962);
12. Bylaw No. 750 – a Bylaw to provide for the payment of the Mayor and Councillors at Council meetings and of the Mayor for supervision and time spent on Town business (1964);
13. Bylaw No. 755 – a Bylaw regarding Transient Traders (1964);
14. Bylaw No. 833 – a Bylaw to amend and consolidate Bylaw No. 432 (1967);
15. Bylaw No. 862 – a Bylaw to allow certain public games, contests or sports at which a fee may be charged (1968);

**Bylaw No. 982-2018**  
**REPEALING BYLAW NO. 1**

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16. Bylaw No. 884 – a Bylaw to provide for the inspection of meat, game and poultry (1969);
17. Bylaw No. 893 – a Bylaw to provide that no power driven vehicle be permitted in playgrounds and on certain green areas within the Town of Leduc (1969);
18. Bylaw No. 896 – a Bylaw as authorized under the Highway Traffic Act (1969);
19. Bylaw No. 915 – a Bylaw to amend Bylaw No. 862 (1970);
20. Bylaw No. 207-91 – a Bylaw to authorize the City of Leduc to enter into PAC Agreement with the Board of Trustees of the Leduc School District No 297 (1991); and
21. Bylaw No. 280-92 – a Bylaw to provide for a discount to be allowed for prepayment of taxes.

BY-LAW NO. 19

*Allen Vire*  
*See Town Act 1927*  
*Sh*

A by-law to declare that certain persons shall not be allowed to vote.

Be it enacted by the Municipal Council of the Town of Ladue,-

1. That no person shall be entitled to vote at any election of this Municipality who has not on or before the day of ~~Nomination for each~~ election paid all taxes due by him to this Municipality either for the current year ( if then due) and all arrears of taxes.

2. The Secretary-Treasurer shall the day previous to any Polling day deliver to each Deputy Returning Officer a certified list of all voters then in arrears upon the revised x roll of this Municipality, who have not paid all taxes in xxxx arrears due by them to this Municipality.

3. It shall not be lawful for any Deputy Returning Officer to receive the vote or votes of any person or persons so certified to as being in arrears for taxes,

*except on the production of a Tax Receipt showing that such person or persons have paid all taxes in arrears.*

DONE AND PASSED in Council this 27 day of May 19 07.

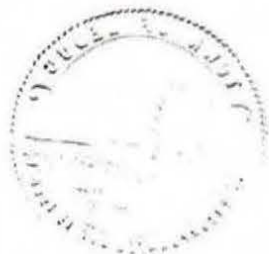
*W. G. Gies*  
 MAYOR.

*C. H. Shinn*  
 SECRETARY-TREASURER.





1st Runway near 20107  
2nd Runway do. 20107  
3rd Runway near 20107  
Coffman







IS

EDMONTON, February 9, 1928.

Sir:-

In reply to your telephone message of today as to the requirement in the old Town Act requiring that any person desiring to vote for town councillors must have all taxes paid up to the 31st day of December preceding the election, I may say that at the last Session of the Legislature this requirement was deleted, and while the form in the schedule of the new Town Act would seem to indicate that this requirement will hold good you must govern yourself by the sections of the Act and not the forms in the schedule. There is no question but that a person who otherwise qualifies is not disqualified by reason of nonpayment of taxes.

RE

Your obedient servant,

A handwritten signature in cursive script, appearing to read "R. C. English".

ACTING DEPUTY MINISTER.

A.N. Loggin, Esq.,  
Sec. Treas. Town of Leduc,  
LEDUC, Alberta.

TO ENSURE PROMPT  
ATTENTION QUOTE  
ABOVE FILE NUMBER  
ON YOUR REPLY.

## BY-LAW NO. 68.

A by-law to regulate the use of Alexandra Park.

Whereas pursuant to By-law NO. 63 a vote of the Ratepayers of the Town of Leduc was taken on the twelfth day of December, 1910, upon the question whether Alexandra Park should be free for all, or whether all parties and organizations using the Park, and charging an admission fee thereto, should be required to pay to the Town a fee for the use of said Park:

And whereas such vote resulted in the decision of the Ratepayers that a charge should be made in all cases.

Therefore be it enacted by the Municipal Council of the Town of Leduc as follows:

1. All parties and organizations desiring to use the Park, and to charge for admission thereto, shall arrange with the Town Clerk for the days and hours for which they wish to engage the same.

2. The Town Council (or in case of emergency the Chairman of the Property Committee) shall whenever necessary appoint a Special Officer to take charge of the Park Gate, upon occasion of the principal events taking place in the Park.

3. The duties of such Special Officer shall be:-

A. To take charge of and be present at the Park Gate continuously between the hours assigned to him by the Chairman of the Property Committee, or in case of his absence by the Town Clerk.

B. To allow entrance to the Park of those only who lodge with him proper tickets of admission, or passes issued by him to those who have already lodged their admission tickets with him.

C. At the close of the day's event to obtain settlement of the amount due the Town: or if settlement be not then effected, to forthwith deliver to the Town Clerk all tickets and passes lodged with such Special Officer during ~~that day~~ the day in which he was in charge.

D. To see that the Drive Gate alone is used during the hours when he is on duty.

4. On minor occasions, instead of a Special Officer being appointed it shall be the duty of the Town Constable to see that only one gate is used: to collect from all parties entering: to pay over 75



% of the total receipts to the organization using the Park on such occasion, and 25 % to the Town.

5. In case of doubt the Chairman of the Property Committee shall decide whether the occasion calls for the appointment of a Special Officer, or for the attendance of the Town Constable.

6. The portion of the gate receipts payable to the Town shall be twenty five per cent in all cases, and the same shall be based on the price or value of each admission ticket presented at the gate.

*C.A.S.* 7. Any party or organization using the Park, and charging or attempting to charge an admission fee thereto, without notifying the Town Clerk or Constable <sup>or by letter to the Town Clerk or Constable</sup> ~~at~~ hours before the event begins of their intention to do so, shall be liable to a fine of not less than five or more than fifty dollars, which may be recovered with costs in the Court of any Justice of the Peace residing in the Town of Leduc, and may be enforced ~~with~~ by imprisonment on the lock-up of said Town, or by distress and sale of the offenders goods. Any person attending at or near the Park Gate either of his own motion, or under orders from any party or organization, and collecting or attempting to collect any fee from people entering or desiring to enter the Park shall be personally liable to the penalties imposed hereby, unless he ~~possess~~ have at the time in his possession, written authority signed by the Chairman of the Property Committee.

Done and passed in Council at the Town of Leduc, this *7th* day of June, A.D. 1911.

*C. B. Rudy*  
MAYOR

*A. H. Munro*  
Secretary-Treasurer.





Received  
Dec 17 1904  
J. J. Jones  
Chas. B. Jones  
J. J. Jones



BY-LAW No. 460 OF THE TOWN OF LEDUC

A By-law respecting the Early Closing of Shops in Leduc.

A petition having been received by the Council of the Town of Leduc signed by over two thirds of the shop keepers affected, requesting that By-law No. 432 be amended with regard to the closing of shops on Saturdays, the intent thereof having been duly advertised and no objections to such intent having been received by the said Council up to the date specified for receiving such objections; therefore,

BE IT ENACTED that all by-laws pertaining to the Early Closing of Shops in the Town of Leduc be and are hereby repealed and the following by-law passed in the stead thereof:

Under the authority and subject to the provisions of The Early Closing Act, the Council of the Town of Leduc, duly assembled, enacts as follows:

All Shops throughout the whole area of the Town of Leduc in the Province of Alberta shall be closed for serving customers at and after the hour of six o'clock in the afternoon of every day in each week except on Wednesday of each week on which day such shops shall be closed at and after the hour of twelve o'clock noon.

*Deleted*  
*AR*  
~~In the event of a statutory or proclaimed holiday being observed, the aforementioned half-holiday shall be cancelled on the particular Wednesday in the same week as such statutory or proclaimed holiday occurs.~~

"Shop" shall mean any building or portion of a building, booth, stall, or place where goods are exposed for sale by retail or public auction, lumber yards, butcher shops, baker shops, and "barber" shops, which shall include ladies' hair dressing, manicuring or beauty parlors.

The provisions of this by-law shall be subject to the exemptions set forth in The Early Closing Act.

Any person violating any of the above provisions shall be subject on summary conviction to the fines and penalties provided in Section 11 of The Early Closing Act.

DONE AND PASSED in open Council assembled this... *19th*..... day of... *September*..... A.D. 1949.

*F. Johns*  
.....  
Mayor.

*A.R. J. J. J.*  
.....  
Secretary-Treasurer.

By-law read a first, second and third time and finally passed this *19th* day of *September*, 1949.

*A.R. J. J. J.*  
Sec.-Treas.

*Amended. 683*  
*re Beauty Parlors*



BY-LAW No. 476 OF THE TOWN OF LEDUC

A By-law to Prohibit the Use of Town Water Supply for Gardens and Lawns.

WHEREAS owing to the limited supply of water for the Town Water System and as a Fire Protection measure; the Council of the Town of Leduc in session duly assembled,

ENACTS AS FOLLOWS:

(1) That the use of water from the Town water system for the sprinkling of gardens and lawns be and is hereby prohibited.

(2) Any person who shall be guilty of an infraction or breach of this by-law shall upon summary conviction thereof forfeit and pay a penalty of five (\$5.00) dollars (exclusive of costs) for a first offence, and in case of non-payment of the fine and costs imposed may be punished by imprisonment for any period not exceeding thirty (30) days unless such fine and costs are sooner paid, and that for a second offence the supply of water shall be discontinued at the discretion of the Town Council.

DONE AND PASSED in open Council assembled this 19th day of June, A.D. 1950.

.....*F. Johns*.....  
Mayor.

.....*A.P. Quinn*.....  
Secretary-Treasurer.

By-law read a first, second and third time and finally passed this 19th day of June, 1950.

*A.P. Quinn*  
Sec.-Treas.

BY-LAW No. 462 OF THE TOWN OF LEDUC

A By-law to Regulate the Sale of Milk for Beverage Purposes in any public place within the Town of Leduc.

The Mayor and Council of the Town of Leduc in the Province of Alberta in session duly assembled, ENACT AS FOLLOWS:

(1) That no person shall sell, offer for sale, or serve any fluid milk as such on the premises of any shop, store, restaurant or any other place of business in the Town of Leduc, except in the original container, sealer, capped as such milk was received by the said person from a Licensed Vendor, but the seal or cap of any such container may be removed in the presence of the consumer; provided the supplier may remove fluid milk from such container for culinary use, or for serving on cereal, or in tea, coffee or similar beverages.

(2) It is presumed that such fluid milk will be served in half pint containers.

(3) That any person committing a breach of any provision of this by-law shall be liable ~~to~~ on summary conviction to a penalty not exceeding one hundred dollars exclusive of costs and in case of non-payment of the fine and costs may be imprisoned with or without hard labor in the nearest gaol for a period not exceeding sixty days unless the fine and costs including costs of committal are sooner paid.

DONE AND PASSED in open Council assembled this <sup>26th</sup> ~~nineteenth~~ day of ~~September~~, A.D. 1949. *APR*

*October*

.....  
Mayor.

.....  
*APR*  
Secretary-Treasurer.

~~By-law read first, second and third time this day of September, 1949.~~

Sec.-Treas.

By-law read a first time Sept. 19, 1949, read a second and third time and finally passed Oct. 26, 1949.

*APR*  
Sec.-Treas.

BY-LAW No. 476 OF THE TOWN OF LEDUC

A By-law to Prohibit the Use of Town Water Supply for Gardens and Lawns.

WHEREAS owing to the limited supply of water for the Town Water System and as a Fire Protection measure; the Council of the Town of Leduc in session duly assembled,

ENACTS AS FOLLOWS:

(1) That the use of water from the Town water system for the sprinkling of gardens and lawns be and is hereby prohibited.

(2) Any person who shall be guilty of an infraction or breach of this by-law shall upon summary conviction thereof forfeit and pay a penalty of five (\$5.00) dollars (exclusive of costs) for a first offence, and in case of non-payment of the fine and costs imposed may be punished by imprisonment for any period not exceeding thirty (30) days unless such fine and costs are sooner paid, and that for a second offence the supply of water shall be discontinued at the discretion of the Town Council.

DONE AND PASSED in open Council assembled this 19th day of June, A.D. 1950.

.....*F. Johns*.....  
Mayor.

.....*A.P. Quinn*.....  
Secretary-Treasurer.

By-law read a first, second and third time and finally passed this 19th day of June, 1950.

*A.P. Quinn*  
Sec.-Treas.

A By-law providing for penalties for breach of any of the By-laws of the Town of Leduc.

Under and by virtue of the authority vested in the Council by Section 273 of the Town and Village Act, Chapter 150 of the Revised Statutes of Alberta, 1942, the Council of the Town of Leduc enacts as follows:-

1. This shall be known as the General Penalties By-law of the Town of Leduc.
2. Any person who commits a breach of any of the By-laws of the Town of Leduc shall be liable on summary conviction thereof, before a Police Magistrate or a Justice of the Peace, to a fine not exceeding ONE HUNDRED DOLLARS (\$100.00) and costs, and in default thereof to imprisonment with or without hard labor in the nearest common gaol for any period not exceeding SIXTY DAYS (60) unless such fine and costs, including the costs of committal, are sooner paid.

FIXED PENALTY

3. (1) The Council may provide in any By-law that any person committing a breach thereof shall be served a notice in a form to be prescribed in the By-law, and that any person so served with such a notice may within FORTY-EIGHT (48) hours pay to the Secretary-Treasurer, Town of Leduc, a fixed sum or sums in lieu of being proceeded against by prosecution for such breach.  
Provided that nothing in this section shall prevent a prosecution in the ordinary way for a breach of any by-law if it appears to the Police Officer issuing such a notice that the breach or violation is of such a nature as to have occasioned or to be likely to occasion any serious injury to any person or to the property of any person.
- (2) The said notice or notices referred to in Subsection (1) hereof shall be sufficiently served if
  - (a) Handed to the person concerned.
  - (b) Mailed to the ADDRESS of the registered owner of any vehicle in respect of which any offence has been committed.
  - (c) Attached to any vehicle in respect of which any offence has been committed.
- (3) If any person served with a notice fails to pay the amount mentioned within the time limited then the provisions in this section shall no longer apply and the offender shall be liable to prosecution in the ordinary way for the offense alleged to have been committed.
- (4) Where any person has paid a fine and is prosecuted pursuant to the proviso in Subsection (1) of this section, such person shall be entitled to a refund upon making written application to the Secretary-Treasurer of the Town of Leduc.

Read a first time this 21st day of May 19 51

Read a second time this 21st day of May 19 51

Received third reading this 21st day of May 1951

"F. Johns"  
Mayor

"A. R. Ennis"  
Secretary-Treasurer



BY-LAW NO. 491

A By-law providing for penalties for breach of any of the By-laws of the Town of Leduc.

Under and by virtue of the authority vested in the Council by Section 273 of the Town and Village Act, Chapter 150 of the Revised Statutes of Alberta, 1942, the Council of the Town of Leduc enacts as follows:-

1. This shall be known as the General Penalties By-law of the Town of Leduc.
2. Any person who commits a breach of any of the by-laws of the Town of Leduc shall be liable on summary conviction thereof, before a Police Magistrate or a Justice of the Peace, to a fine not exceeding ONE HUNDRED DOLLARS (\$100.00) and costs, and in default thereof to imprisonment with or without hard labor in the nearest common gaol for any period not exceeding SIXTY DAYS (60) unless such fine and costs, including the costs of committal, are sooner paid.

FIXED PENALTY

3. (1) The Council May provide in any by-law that any person committing a breach thereof shall be served a notice in a form to be prescribed in the by-law, and that any person so served with such a notice may within FORTY-EIGHT (48) hours pay to the Secretary-Treasurer, Town of Leduc, a fixed sum or sums in lieu of being proceeded against by prosecution for such breach.

Provided that nothing in this section shall prevent a prosecution in the ordinary way for a breach of any



by-law if it appears to the Police Officer issuing such a notice that the breach or violation is of such a nature as to have occasioned or to be likely to occasion any serious injury to any person or to the property of any person.

- (2) The said notice or notices referred to in Subsection (1) hereof shall be sufficiently served if
- (a) Handed to the person concerned.
  - (b) Mailed to the ADDRESS of the registered owner of any vehicle in respect of which any offence has been committed.
  - (c) Attached to any vehicle in respect of which any offence has been committed.
- (3) If any person served with a notice fails to pay the amount mentioned within the time limited then the provisions in this section shall no longer apply and the offender shall be liable to prosecution in the ordinary way for the offense alleged to have been committed.
- (4) Where any person has paid a fine and is prosecuted pursuant to the proviso in Subsection (1) of this section, such person shall be entitled to a refund upon making written application to the Secretary-Treasurer of the Town of Leduc.

Read a first time this 21st day of May 1951.  
Read a second time this 21st day of May 1951.  
Received third reading this 21st day of May 1951.

F. Johns  
Mayor

A. R. Burns  
Secretary-Treasurer

BY-LAW No. 494 OF THE TOWN OF LEDUC

A By-law of the Town of Leduc to provide for the hospitalization of ratepayers (as defined in the Hospitals Act) and resident non-ratepayers of the Town of Leduc.

WHEREAS, the Town of Leduc has deemed it advisable that arrangements be made with certain hospitals to provide hospital services to ratepayers (as defined in The Hospitals Act) and resident non-ratepayers; and

WHEREAS, the Town is not at present included in a Municipal Hospital District; and

WHEREAS, Section 231a of The Town and Village Act, being Chapter 150 of the Revised Statutes of Alberta, 1942, authorizes a Town to enter into agreements with approved hospitals for the care and treatment of ratepayers (as defined in The Hospitals Act) and resident non-ratepayers of a Town and further provides that the expenses incurred under the agreement or agreements shall be met by the levy and collection of a mill rate tax upon real property liable to assessment and taxation and by the collection of the amounts payable by those persons who have entered into a voluntary contract with the Council to entitle them to the benefits of the hospital agreement;

NOW THEREFORE, the Council of the Town of Leduc, duly assembled, enacts as follows:

1. That the Mayor and Secretary-Treasurer be and they are hereby empowered to enter into an agreement or agreements with the following approved hospitals:

- (a) Royal Alexandra Hospital, Edmonton, Alberta.
- (b) Edmonton General Hospital, Edmonton, Alberta.
- (c) Misericordia Hospital, Edmonton, Alberta.
- (d) University of Alberta Hospital, Edmonton, Alberta.

to provide for the hospitalization of ratepayers (as defined in The Hospitals Act) and resident non-ratepayers of the Town, at a cost to said persons of <sup>two</sup>one dollar per day for standard ward hospitalization, including routine services such as meals, nursing care, drugs, medication and dressings ordinarily provided without extra charge *and special services as defined in Appendix A to the*

2. That the Town is hereby empowered to provide for the admission and care and treatment of any of the persons mentioned in clause 1 as an emergency admission or medically referred admission in an approved hospital, other than the approved hospitals with which the Town has entered an agreement.

3. That residents of the Town other than ratepayers (as defined by The Hospitals Act) are entitled to the benefits of the hospitalization agreement who have entered into a contract with the Council upon payment of:

- (a) <sup>10.00</sup>~~\$8.00~~ for a single resident, and
- (b) <sup>14.00 for a family</sup>~~\$8.00~~ for a resident and his dependent family.

either during the months of January or July of each year with benefits becoming available immediately upon purchase of the contract. *enforceable by law*

4. The expenses incurred by the Town under the provisions of this by-law shall be raised by the levy and collection of a mill rate tax upon all real property liable to assessment and taxation in the Town and by the collection of the amounts payable by those persons who have entered into a voluntary contract with the Council pursuant to clause 3.

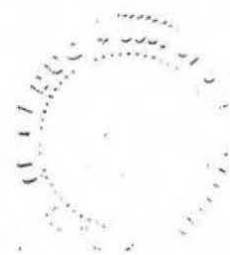
Read a first time this *19th*...day of *November*, 1951.

Read a second time this *17th*.day of *December*., 1951.

Read a third time and finally passed this...*17th*...day of  
...*December*., 1951.

.....*F. Johns*.....  
Mayor.

.....*A. S. Smith*.....  
Secretary-Treasurer.



T O W N   O F   L E D U C

By-Law No. 633.

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A By-Law to regulate time at which children shall not be in a public place at night.

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THE MUNICIPAL COUNCIL OF THE TOWN OF LEDUC HEREBY ENACTS AS FOLLOWS: -

1. Unless accompanied by a proper guardian, no girl under the age of seventeen (17) or no boy under the age of sixteen (16) shall be in any street or lane, or in any public place in the Town of Leduc after 8 o'clock P.M. unless they be at or returning directly home from another private home or from an organized or a recognized place of entertainment.

2. In all cases of dispute as to the age of a child, which shall arise out of the enforcement of this By-Law, the burden of proof shall be upon the parent or guardian.

3. The Parent or Guardian of any child not complying with the terms of this By-Law shall be liable on summary conviction to a fine not exceeding \$25.00 and costs.

4. For the purpose of this By-Law, "Guardian" shall mean parent or legal guardian or other adult person appointed by the parent or legal guardian.

5. By-Law 175 is hereby repealed.

READ a first, second and third time and finally passed in Council on the 16th day of September, 1959.

  
MAYOR

  
SECRETARY-TREASURER



## By-Law 635

By-Law of the Town of Leduc for the establishment of a Civil Defence Organization.

WHEREAS the Civil Defence and Disaster Act, by section 7, provides that: -

- "7 (1) A municipality may establish a local organization to deal with matters relating to civil defence and disaster and
- "7 (5) The Council of a municipality that sets up a civil defence organization may
- (a) by by-law approved by the Minister, borrow, levy, appropriate and expend, without the consent of the burgesses, such sums as are required for civil defence purposes or in connection with a disaster within or without the boundaries of the municipality"

AND WHEREAS it is desirable in the public interest that an organization to deal with matters relating to civil defence and disaster be established for the Town of Leduc.

AND WHEREAS it is deemed expedient and advisable in the interests of a more efficient and economical civil defence effort, that the council be authorized to co-operate with the councils of other municipalities in the establishment of a Civil Defence Unit.

THEREFORE the Council of the Town of Leduc enacts as follows:

1. There is hereby established a branch of the municipal government to be known as the Town of Leduc Civil Defence Organization.
2. (1) There is hereby established a Civil Defence Control Committee which shall consist of not less than three members, who shall be appointed by resolution.  
(2) At least one of the Control Committee shall be a member of the Council.
3. The Council, on the recommendation of the Civil Defence Control Committee may, by resolution, appoint a Director of Civil Defence who shall be in charge of the Civil Defence Organization and who shall be responsible to the Council for the implementation of any programme or plan established by the Council for dealing with Civil Defence or disaster.
4. The Council may, from time to time, borrow, levy, appropriate and expend monies required to meet the ordinary operating expenses of the said organization.
5. The Council may co-operate with the Councils of other municipalities for the purpose of jointly establishing and operating a Civil Defence Unit.
6. The Council may appropriate and expend such sums as may be agreed upon to provide for the organization and operation of the Civil Defence Unit.



TOWN OF LEDUC

By-Law 635

Page - 2 -

7. By-Law No. 513 is hereby repealed.

This By-Law comes into force on the day it is finally passed.

Read a first and second time this 21st day of October, 1959.

APPROVED: This 27 day of November, A.D., 1959.

R. H. Hammett  
Minister in charge of  
Civil Defence

J. J. Jones  
MAYOR  
W. A. Bell  
SECRETARY-TREASURER

Read a third time and finally passed in Council this 16  
of December, A.D., 1959.

W. A. Bell  
Secretary-Treasurer

A By-Law of the Town of Leduc providing  
for the formation of a Town of Leduc Library  
and Board of Management.

WHEREAS By-Law No. 694 providing for the establishing of a  
Municipal Library was voted on favourably by the ratepayers of the  
Town of Leduc;


AND WHEREAS Part III of The Libraries Act, being Chapter 27,  
of the Statutes of Alberta, 1956, with amendments up to and including  
1960, provides for the formation of a Municipal Library, Board of  
Management and such Regulations as deemed necessary by the Town  
Council;

NOW THEREFORE, the Council of the Town of Leduc in session  
duly assembled, ENACTS AS FOLLOWS: -

1. There shall be established a Town of Leduc Library.
2. Said Library shall be a body Corporate.
3. Said Corporation shall be operated by a Board of Management,  
to be known as The Library Board.
4. Said Library Board shall operate and have such powers as are  
authorized under Part III of The Libraries Act.

READ a first, second and third time and finally passed in  
Council this 30th day of October, 1961.

  
MAYOR

  
SECRETARY-TREASURER

TOWN OF LEDUC

2003/03130

By-Law # 712.

Being a By-Law of the Town of Leduc  
to approve an Agreement pertaining to  
the Homes for the Aged.

WHEREAS The Homes for the Aged Act, being Chapter 29 of The Statutes of Alberta, 1959, as amended, provides a means whereby low rental housing units and homes for the elderly persons of the Province of Alberta may be made available in or to the municipalities thereof:

AND WHEREAS The Homes for the Aged Act provides for the Town of Leduc to enter into an agreement with other municipalities and the Minister of Public Welfare of Alberta for the operation and management of Homes for the Aged;

AND WHEREAS the Department of Public Welfare of the said Province has submitted a draft copy of a proposed agreement to be entered into between the Municipal District of Leduc # 75, the Towns of Leduc, Devon and Calmar and the Villages of Thorsby, Warburg, Breton and New Sarepta and HER MAJESTY THE QUEEN in the right of Alberta represented by the Minister of Public Welfare;

AND WHEREAS it is expedient that the Town of Leduc enter into such an agreement, called the "Master Agreement";

NOW, THEREFORE, THE COUNCIL OF THE TOWN OF LEDUC ENACTS AS  
FOLLOWS:

1. The Mayor and Secretary-Treasurer are hereby authorized to execute on behalf of the Town of Leduc a Master Agreement with Her Majesty the Queen in the right of Alberta therein represented by the Minister of Public Welfare, and the Municipal District of Leduc, the Towns of Devon and Calmar and the Villages of Thorsby, Warburg, Breton and New Sarepta for the purpose of providing low rental housing units or homes or both for elderly residents of the said municipalities in the form and substance of the agreement attached to this By-Law as Schedule "A" and made part hereof.

READ a first and second time this 21st day of March, A.D.,  
1962.

READ a third time in Council and finally passed this 21st  
day of March, A.D., 1962.

TOWN OF LEDUC

MAYOR

SECRETARY-TREASURER

## T O W N   O F   L E D U C

## BY-LAW 750

A By-Law of the Town of Leduc to provide for the payment of the Mayor & Councillors at Council meetings and of the Mayor for supervision and time spent on Town business.

WHEREAS the ratepayers of the Town of Leduc at their annual meeting in 1964 passed a resolution requesting the Council to pass a by-law providing for the payment to the Mayor and the Councillors for time spent at Council meetings and to the Mayor for time spent on Town business, in accordance with authority provided in the Town and Village Act.

AND WHEREAS THE Council consider it now proper to act on such a request.

AND WHEREAS Section 60 of the Town and Village Act, being chapter 338 of the Revised Statutes of Alberta 1955, with amendments up to and including 1963,- provides the authority for a council to pass the necessary by-law.

NOW THEREFORE, the Council of the Town of Leduc, in session duly assembled, ENACTS AS FOLLOWS:

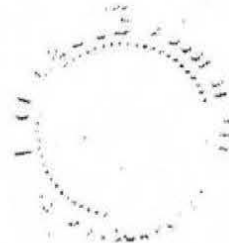
1. Payment shall be made to the Mayor and each member of the Council at the rate of \$10.00 per meeting for every regularly constituted meeting of the Town Council, as provided for in Section 60, Clause 1 (a) of the Town and Village Act:
2. Payment shall be made to the Mayor at the rate of \$15.00 per day for each day spent by him in the laying out and the inspection of works undertaken by the town or other time spent on town business, as may be directed or approved by council.
3. Payment for the Mayor and Councillors for council meetings attended shall not be for more than 24 meetings in each year.
4. Payment to the Mayor shall not be for more than thirty days in one year.

READ a first and second time and passed in Council this 19th day of March 1964.

READ a third time and passed in Council this 19th day of March 1964.

  
MAYOR

  
SECRETARY-TREASURER.





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A By-Law of the Town of Leduc  
regarding Transient Traders.

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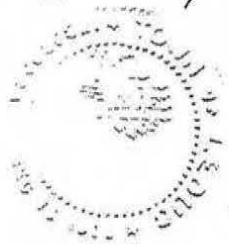
Under the authority and subject to the provisions of Section 366 of The Town and Village Act, 1955, with amendments thereto, the Council of The Town of Leduc, duly assembled, ENACTS AS FOLLOWS:

1. Every Transient Trader as defined by Section 2 (w) of The Town and Village Act, R.S.A., 1955 with amendments up to and including 1963, shall pay to the Secretary-Treasurer of The Town of Leduc a tax before commencing business within the boundaries of the said Town of Leduc:
2. The Schedule of the Transient Traders Tax shall be as follows:
  - (a) \$2.00 per day, or part thereof,
  - (b) \$10.00 per week, being six consecutive days.
  - (c) \$25.00 per month, being 25 consecutive days.
  - (d) \$60.00 per year, being the calendar year, January to December.
3. All taxes payable under this by-law shall be payable in advance to the Town of Leduc and no transient trader shall continue to carry on business at any time at which the tax payable in respect of his business has not been paid in advance.
4. Any transient trader who at any time carries on business without having paid the tax payable, for so doing business under the provisions of Section 2 or Section 3 of this By-Law, shall be guilty of an offence therefor and subject to a penalty of not more than (\$50.00) fifty dollars and costs, and in default of payment, to imprisonment for a term of not more than thirty days.
5. This by-law shall not apply to any person who either as principal or agent offers for sale direct to the consumer:
  - (a) Agricultural products raised, grown or produced by him.
  - (b) Fish of his own catching.

By-Law No 322 and By-Law 620 are hereby repealed.

READ a first time in Council this 20<sup>th</sup> day of May 1964.

READ a second and third time and passed unanimously this 20<sup>th</sup> day of May 1964.



F. John  
MAYOR

W. Bell  
SECRETARY-TREASURER.



## TOWN OF LEDUC

## BY-LAW NO. 833

A By-Law to amend and consolidate By-Law #432 as amended providing for the closing of shops and places of business

WHEREAS by the Early Closing Act, the Council of the Town of Leduc is authorized to pass and has passed a By-Law fixing the hours at and after which shops in the Town of Leduc are to be closed for serving customers;

AND WHEREAS since the passing of By-Law #432 on the 15th. of March, 1948, there have been numerous amendments;

AND WHEREAS the Council deem it best to pass a new By-Law and repeal the original and all the amending By-Laws;

AND WHEREAS by the Town and Village Act, Council may by By-Law, require that during the whole or part of a holiday as defined in the Interpretation Act or of a day proclaimed as a Civic Holiday in the Town or Village, all shops, businesses and industries or any specified classes thereof are to be closed and remain closed;

AND WHEREAS it is deemed necessary and desirable to amend and consolidate the said By-Law No. 432.

AND WHEREAS the Council have received a Petition from a majority of occupiers, owners, managers or proprietors of lumber yards and Building Supply firms; Blacksmith and Welding Shops; Service Stations and Garages, Implements Sales and Repairs Shops; Bulk Oil and Fuel Dealers, Grain Elevators, Tire Shops; Fabric Shops; Dry Cleaning Plants; Electrical Service & Repairs Shops; - requesting that they be EXCLUDED from the operation of the EARLY CLOSING By-Law.

NOW THEREFORE THE COUNCIL OF THE TOWN OF LEDUC DULY ASSEMBLED ENACTS AS FOLLOWS:

1. In this By-Law unless the context otherwise required:
  - (a) "closed" means not open for the service of customers or the receiving of orders from customers;
  - (b) "holiday" means
    - (i) every Sunday, New Year's Day, Good Friday, Easter Monday and Victoria Day,
    - (ii) the birthday of the day fixed by Proclamation for the celebration of the birthday of the reigning sovereign,
    - (iii) Dominion Day, Labour Day, Remembrance day, and Christmas Day,
    - (iv) the twenty-sixth day of December, or when such falls on a Sunday or a Monday, then the twenty-seventh day of December,
    - (v) any day appointed by Proclamation of the Governor General in Council for a public holiday or for a day of fast or thanksgiving or as a day of public mourning,
    - (vi) with reference to any particular part of the Province such day in each year as may, by Proclamation of the Lieutenant Governor in Council, be appointed as a public holiday for that part of the Province for the planting of forest or other trees, or
    - (vii) such day in each year as may be proclaimed by the Mayor as a civic holiday in the Town.
  - (c) "Repair shops" mean any premises or place used for the mechanical repair of motor vehicles, tractors, oilfield, or other mechanical equipment including blacksmith shops, welding shops, machinery repair shops and shoe repair shops;
  - (d) "Service Station" shall include garages, warehouses or any premises or place operated for the purpose of selling gasoline consumption in, or use on motor vehicles;

- (e) "Shop" means any premises or places where retail trade is carried on and includes the premises or place in which a barber or other artisan carries on his trade.
2. The provisions of the By-Law shall not apply to:  
Post Office Business, sales of medicines and surgical appliances, The sale of intoxicating liquors as prescribed by law including the sale of beer in licensed premises in an hotel; the sale of refreshments for consumption on the premises; the sale of tobacco and other smokers' requisites; the sale of Newspapers; the business carried on in a railway book stall or at a railway refreshment room; repair shops for the purpose of making but not for the sale of gasoline lubricants, tires or automotive or mechanical parts, except such as are included in a necessary repair.
3. Subject to Section 4 or this By-Law and except as otherwise especially provided in this or any other By-Law of the Town;
- (a) On each Monday of every week in each month all shops will be closed until 7:00 Tuesday morning next.
- (b) On Tuesday, Wednesday, Friday and Saturday of each week in each month all shops shall close at 6:00 P.M., and shall remain closed until 7:00 A.M. of the day following.
- (c) On Thursday of each week in each month all shops shall close at 9:00 P.M. until 6:00 A.M. Friday morning.
4. Every shop shall close not later than 10:00 P.M. each of the three shopping days immediately preceeding December 25th. in each year.
5. Any person being the owner, proprietor or manager or person in charge of any shop in the Town of Leduc who fails to close and keep closed such shop during the hours when such shop is required by the provisions of this By-Law to be closed shall be guilty of an offence against this By-Law and may be dealt with under the provisions of the General Penalty By-Law of the Town.
6. By-Law No. 432 and amending By-laws Numbered 664, 683, 705, 723, 766, 781 are hereby amended insofar as may be necessary to give effect to this by-Law and are consolidated herewith.
7. This By-Law to become effective on Monday July 24, 1967.

READ a first time this 5th. day of July, 1967.

MAYOR

SECRETARY-TREASURER

READ a second and third time in Council duly assembled this  
18th day of July A.D., 1967 and finally passed.

MAYOR

SECRETARY-TREASURER



## TOWN OF LEDUC

## BY-LAW 862

A By-Law of the Town of Leduc in the Province of Alberta to allow certain public games, contests or sports at which a fee may be charged

WHEREAS, the Alberta Lord's Day Act, being Chapter 51 of the Statutes of Alberta 1966 was assented to on April 15th, 1966 and allows the Council of a Municipality to permit certain Sunday Sports between half past one and six o'clock on a Sunday afternoon provided such by-law does not authorize the holding or the providing of, engaging in, or attending at horse races or horse race meetings, dog races, boxing contests or exhibitions or wrestling or other like contests or exhibitions on Sunday.

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE TOWN OF LEDUC IN COUNCIL DULY ASSEMBLED HEREBY ENACTS AS FOLLOWS:-

1. This By-Law may be cited as the "Sunday Commercial Sports" By-Law.

2. Section 3 of the Alberta Lord's Day Act, being Chapter 51 of the Statutes of Alberta, 1966, is hereby declared to be in force in the Town of Leduc.

3. This By-Law applies to public games, contests, or sports of which the following are examples:-

Archery, Badminton, Baseball, Bowling, Car Ranching, Car Shows, Curling, Fastball, Football, Golf, Gymkhanas, Handball, Highland Games, Hockey, Horse Shows, Motorcycle Racing, Rifle and Pistol Shooting, Rodeos, Rugger, Skating, Soccer, Softball, Swimming and Diving, Tennis, Track and Field, Trapshooting, Volleyball, Water Polo.

4. The provisions of the foregoing paragraph 3 shall not be construed so as to authorize the holding of or the providing of, engaging in or attending at, horse races, horse race meetings, dog races, boxing contests or exhibitions of wrestling or other like contests or exhibitions on Sundays.

5. This By-Law shall come into force and effect on the date of the final passing thereof.

READ a first time this 6th day of September, 1968.

READ a second and third time this 20 day of November, 196

  
MAYOR

  
SECRETARY-TREASURER

  
MAYOR

  
SECRETARY-TREASURER



A BY-law of the Town of Leduc to provide for the Inspection of Meat,  
Game and Poultry

THE COUNCIL OF THE TOWN OF LEDUC ENACTS AS FOLLOWS:


1. In this By-law unless the context shall otherwise require -
  - a. "Animal" shall mean any cattle, sheep, swine, goat or wild game.
  - b. "Carcass" shall mean the carcass or any portion of the carcass of any animal as hereinbefore defined but shall not include any canned, tinned or cured meats.
  - c. "Establishment" shall mean and include any abattoir or other place in or at which any animal is slaughtered, and also any building, place or premises where any carcass is stored or kept whether in cold storage or otherwise and whether for sale or for any other purpose.
  - d. "Veterinary Surgeon" shall mean any Veterinary Surgeon duly qualified and registered under the provisions of the Veterinary Act to make the inspections required by this By-law.
  - e. "Approved" shall mean that the carcass or parts thereof have been inspected and so marked as per provisions of the Health of Animals Branch of the Department of Agriculture of the Government of Canada or by a Veterinary Surgeon.
  - f. "Condemned Carcass" shall mean and include any carcass which has been inspected by a qualified meat inspector or Veterinary Surgeon and found to be unfit for food for human beings.
  - g. "Viscera" shall mean the heart, lungs, kidneys and liver of any animal.
  - h. "Local Board of Health" shall mean the Board of the Leduc-Strathcona Health Unit.
  - i. "Vendor" shall mean any person or business who offers for sale or donates any meat products intended for human consumption and sells or donates any article, ingredient material or substance used or intended for use in any meat product used or intended for human consumption.
2. No person shall bring into the Town of Leduc or unload therein, or deliver into any establishment in the Town of Leduc the carcass of any animal slaughtered outside the limits of the Town of Leduc and intended for sale within the Town unless:
  - a. The carcass has, before it is brought into the Town, been inspected and stamped, using vegetable dye, with the inspection legend of the Health of Animals Branch of the Department of Agriculture of the Government of Canada
  - or
  - b. The carcass with the Viscera attached thereto by their natural fastenings has been inspected by a Veterinary Surgeon to be healthy and fit for food for human beings and the said carcass has been marked or stamped as "Approved" before being offered for sale to the public.
3. It shall be the duty and responsibility of the Vendor to ensure that all meats offered for sale by him has been inspected under the Provisions of Section 2 (a) or 2 (b). The Vendor shall accept the sole responsibility for payment of any inspection fees or services incurred under Section 2 (b) of this By-law.
4. The person upon whom there is imposed by Section 3 of this By-law, a duty or responsibility to have a carcass inspected by a Veterinary Surgeon shall forthwith after such duty or responsibility arises, apply to a Veterinary Surgeon for inspection by the said Veterinary Surgeon and shall present such carcass with the viscera attached thereto to the Veterinary Surgeon for inspection.




5. Every carcass which has been inspected by a Veterinary Surgeon shall be marked or stamped by the Veterinary Surgeon and he shall enter in a book kept by him for the purpose the number and description of the carcass or carcasses marked or stamped, and the date of such inspection or marking. Each Veterinary Surgeon who inspects meat under this By-law shall report in triplicate form, all carcasses inspected by him and shall deliver one copy to the Local Board of Health and one to the person in possession or control of the inspected carcass.
6. No person shall sell, offer for sale, store, expose or keep for sale any carcass which has not been inspected and marked as fit for food for human beings in accordance with the provisions of this By-law and no person shall sell, offer for sale, expose or keep for sale, use as food for human beings, or keep in his possession or under his control any carcass which has been inspected and found unfit for use as food for human being by a Veterinary Surgeon.
7. Immediately after condemning a carcass, the Veterinary Surgeon shall inform the Medical Officer of Health or Health Inspector of the Local Board of Health by telephone. Any carcass, which upon inspection by a Veterinary Surgeon is found to be unfit for food for human beings shall immediately be destroyed by the person who presented it for inspection, failing which it may be seized and destroyed by an Executive Officer or Agent of the Local Board of Health of the Town of Leduc.
8. Any carcass may be inspected prior to slaughter or at any time be re-inspected following slaughter by a Veterinary Surgeon or at the request of the Local Board of Health ascertaining of such carcass has deteriorated or in any way become unfit for food for human beings and may, upon any or subsequent reinspection, be stamped or marked with all the effects resultant thereon as in the case of a first or any subsequent inspection. Any fees incurred by a Veterinary Surgeon for such inspections shall be the responsibility of the Vendor.
9. The carcasses of poultry shall, at the option of the Local Board of Health, be subject to inspection by a Veterinary Surgeon for the purpose of ascertaining whether they are fit for food for human beings, and may upon any such inspection be stamped or marked with all the effects resultant thereon as in the case of inspection of animal carcasses. Any fees incurred by a Veterinary Surgeon for such inspections shall be the responsibility of the Vendor.
10. Where the word "person" is used anywhere throughout this By-law it shall be deemed to include a body corporate, and the masculine gender shall include the feminine or a body corporate where the context or the circumstances so require.
11. Any person guilty of any breach, infraction or violation of any of the provisions of this By-law shall upon conviction therefore before a Justice of the Peace be liable to a penalty not exceeding One Hundred Dollars (\$100.00) exclusive of costs.

READ A FIRST TIME IN COUNCIL THIS 21st day of May, 1969.

READ A SECOND AND THIRD TIME IN COUNCIL THIS 21st day of May, 1969.

  
Mayor

  
Secretary-Treasurer



## TOWN OF LEDUC

## BY-LAW 893

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A By-Law of the Town of Leduc to provide that no power driven vehicles be permitted in playgrounds and on certain green areas within the Town of Leduc

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WHEREAS it is deemed necessary by the Town of Leduc to establish controls respecting power driven vehicles in Town of Leduc parks, playgrounds, and other green areas;

AND WHEREAS Section 207 of the Municipal Government Act permits Municipalities to enact such controls as they see fit;

NOW THEREFORE BE IT RESOLVED THE COUNCIL OF THE TOWN OF LEDUC IN SESSION ENACTS AS FOLLOWS:-

1. No power driven vehicle is permitted to operate on grassed or green areas in Alexandra Park or any other Park or boulevard in the Town of Leduc EXCEPT in areas designated as parking areas either temporary or permanent.

The Town Constable and each Constable of the Town is hereby charged with the duty of enforcing the provisions of this By-Law.

ONUS OF PROOF

Where in the operation of a motor vehicle, an offense against the provisions of this By-Law has occurred, then the owner of said vehicle shall be guilty of such offense and shall be liable to the penalty including costs, provided or imposed for such offenses unless the Justice of the Peace or Police Magistrate trying the case is satisfied by positive evidence that such owner was not responsible for such offense.

In assessing the fine if any, provisions of the General Penalty By-Law of the Town of Leduc shall apply.

READ A FIRST, SECOND AND THIRD TIME in Council this 25th day of June, 1969.

  
MAYOR

  
SECRETARY-TREASURER

## TOWN OF LEDUC

BY-LAW 896

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A By-Law of the Town of Leduc as authorized under  
the Highway Traffic Act

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WHEREAS Section 222, Clause (a) of The Highway Traffic Act, 1967, with amendments provides for a Municipal Council to make By-Laws delegating to Municipal Commissioners, Municipal Clerk or Secretary-Treasurer, the power to prescribe where traffic control devices are to be located, including traffic control devices restricting the speed of vehicles, providing that traffic control devices located by such persons pursuant to a delegation made under this clause shall be deemed to have been made by by-law of the Municipality and providing for a record of all such locations to be kept and which shall be open to public inspection during normal business hours.

AND WHEREAS Section 222 of the Highway Traffic Act, 1967, with amendments, Clause (b) provides for an authorized person, enforcing the parking laws to place an erasable chalk mark on the tread face of the tire of a parked or stopped vehicle without that person or the Municipality incurring any liability for doing so.

AND WHEREAS Section 222 of the Highway Traffic Act, 1967, with amendments up to and including 1969, provides that a Municipal Council may define what constitutes an objectionable noise, prohibit the operation of a motor vehicle which in any manner makes an objectional noise.

NOW THEREFORE, the Council of the Town of Leduc in session, duly assembled, ENACTS AS FOLLOWS:-

1. The Secretary-Treasurer, having to do with the speed of motor vehicles, is hereby appointed to prescribe where traffic control devices are to be located within the boundaries of the Town of Leduc. He shall act only on written instructions of the Chairman of the Town Police Committee. He shall keep a record of the type and location of all traffic control devices, namely STOP - YIELD.
2. The Town Council upon recommendation of the Police Committee may by resolution appoint a person to enforce the Parking By-Laws of the Town of Leduc using methods as provided in Clause (b).

3. An objectionable noise shall be any noise in the operation of any motor vehicle which is not provided for in its operation by the manufacturers.
4. Any person violating the provisions of this By-Law shall be liable on summary conviction and a penalty as provided for in the Town's By-Law No. 757, which is a By-Law that permits the presiding Magistrate to deal with the violation of any Town of Leduc By-Law as he considers right to do so.

READ A FIRST TIME this 17<sup>th</sup> day of September, 1969

  
MAYOR

  
SECRETARY-TREASURER

AND FINALLY PASSED  
READ A SECOND AND THIRD TIME/THIS 17<sup>th</sup> day of September, 1969.

  
MAYOR

  
SECRETARY-TREASURER

## TOWN OF LEDUC

BY-LAW NO. 915

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A By-Law to amend By-Law #862 "The  
Sunday Sports By-Law"

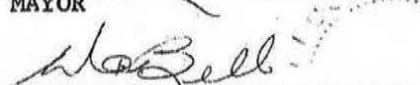
WHEREAS By-Law #862 provides for the charge of a fee for certain public games, contests, sports after 1:30 P.M. on a Sunday.

AND WHEREAS The Alberta Lord's Day Act, and amendments up to and including 1969 provide for inclusion of an Exhibition of Moving Pictures.


NOW THEREFORE the Council of the Town of Leduc in session duly assembled enacts as follows:

1. That Section three (3) of the Town of Leduc By-Law #862 be amended by adding after the words "Volleyball, and Water Polo", the following: "Exhibition of Moving Pictures"

READ A FIRST TIME THIS 18th day of February, 1970.

  
MAYOR  
SECRETARY-TREASURER

READ A SECOND AND THIRD TIME this 18th day of February, 1970.

  
MAYOR  
SECRETARY-TREASURER

BY-LAW NO. 207-91

2003/02087

OF THE

CITY OF LEDUC

A BY-LAW TO AUTHORIZE THE CITY OF LEDUC IN THE PROVINCE OF ALBERTA, TO ENTER INTO PAC AGREEMENT WITH THE BOARD OF TRUSTEES OF THE LEDUC SCHOOL DISTRICT NO. 297.

WHEREAS under the provisions of Section 113 of the Municipal Government Act, being Chapter M-26 of the Revised Statutes of Alberta, 1980 (as amended), the Council may pass a By-law authorizing the making of an Agreement with the Board of Trustees of a school district for the performance of any matter or thing considered by all of the parties to the Agreement to be a benefit to the respective Municipality and School District;

WHEREAS the Leduc School District No. 297 and the City of Leduc have agreed entering into a Performing Arts Centre Agreement.

NOW THEREFORE, the Municipal Council of the City of Leduc, in the Province of Alberta, in Council Duly Assembled, DOES HEREBY ENACT AS FOLLOWS:

1. That the Mayor and City Clerk of the City of Leduc be and is hereby empowered to execute an agreement similar to the form attached and marked Exhibit "A", between the said Leduc School District No. 297 and the City of Leduc relating to Performing Arts Centre.
2. This By-law shall come into force and effect upon the date of the passing of the third and final reading.

READ A FIRST TIME IN COUNCIL THIS 11TH DAY OF FEBRUARY, A.D., 1991.

READ A SECOND TIME IN COUNCIL THIS 11TH DAY OF FEBRUARY, A.D., 1991.

READ A THIRD TIME WITH THE UNANIMOUS CONSENT OF THE COUNCIL MEMBERS PRESENT AND FINALLY PASSED THIS 11TH DAY OF FEBRUARY, A.D., 1991.

  
MAYOR

  
CITY CLERK



# City of Leduc



OFFICE OF  
ALDERMAN

Pearl Livingston

LEDUC CIVIC CENTRE  
1 ALEXANDRA PARK  
LEDUC, ALBERTA  
T9E 4C4  
PHONE (403) 986-2201  
FAX: (403) 986-8885



February 8, 1991

Mr. Earl Wedel,  
City Manager,  
City of Leduc,  
#1 Alexandra Park,  
Leduc, Alberta  
T9E 4C4

Dear Mr. Wedel:

After extensive review and negotiations between the Performing Arts Centre Committees of the City and the Board of Education a consensus has been reached.

It is recommended that council approve the attached agreement.

Sincerely,

Pearl Livingston,  
Alderman

PL/cmj

11

PERFORMING ARTS CENTRE  
PLANNING MEETING SUMMARY  
JANUARY 23, 1991

PARTICIPANTS: Pat Leach, Helen Huber, Orville Borys, Neil Gannon, Maurice Fitzpatrick, Pearl Livingston, Earl Wedel, Tofiel Wegner, Shawna Roberts-Legere

FACILITATOR: Gary Debney, Community Development Consultants Inc.

REASON FOR THE MEETING: TO PREPARE A MUTUALLY BENEFICIAL OPERATING AGREEMENT BETWEEN THE LEDUC SCHOOL DISTRICT BOARD OF EDUCATION AND THE CITY OF LEDUC FOR THE PERFORMING ARTS CENTRE.

GENERAL OBJECTIVE FOR THE THEATRE: TO PROMOTE THE DEVELOPMENT OF THE PERFORMING ARTS IN LEDUC AND AREA.

BASIS FOR THE MEETING:

- LEDUC SCHOOL DISTRICT DRAFT AGREEMENT (12.21.90)
- CITY OF LEDUC DRAFT AGREEMENT (08.10.90)

PRESENTATIONS:

Board of Education: The primary concern for the Board of Education is to ensure the continued access to the facility at no additional cost.

Specific concerns related to the agreement include a continuation of school use during the day, evenings and weekends and operating costs above what they are now paying that could rise based on increased use for items such as janitorial and utilities. In addition a concern over the proposed committee structure was expressed.

City of Leduc: The City feels that it is necessary to expand the use of the theatre from its present level. This could only be achieved through expanding the operating format for the facility. The primary consideration in the change of format is the hiring of a theatre manager who would be responsible for coordinating the administration of the agreement.

11 3

The City is prepared to undertake the majority of the burden created by this change of format. The success of the new format would be dependent on the level of trust between the two parties.

Specific concerns from the City perspective include the structure of the committee, sharing of operating costs, school use, an office location and the duration of the agreement.

**AGREEMENTS IN PRINCIPLE:** From the information collected in the presentations segment of this meeting, three areas were discussed in great detail (primary) and two received only minor consideration (secondary). The primary concerns include school use, operating costs and the committee structure. Secondary concerns include the office and the duration of the agreement.

The agreements in principle achieved include:

- |          |            |  |
|----------|------------|--|
| PRIMARY: | COMMITTEE  | 1. The committee will be made up of two non-voting members (one City staff member and the High School principal), one representative from City Council, one Board of Education Trustee and three representatives of the community at large.<br>The three members from the community at large will be chosen following the existing City committee selection procedures except that provision will be made for Board of Education participation in the process (Appendix D in agreement). |
|          | OPERATING  | 2. The current level of subsidy to the theatre by the School Board will be maintained. The level of subsidy will be calculated based on the current costs for operating the theatre less any revenue generated.<br>The City will be responsible for all other costs associated with the operation.<br>Historical costs and usage numbers (copies attached) will be used as the basis for the calculation.  |
|          | SCHOOL USE | 3. Items number 22, 23 and 24 from the LSD agreement (12.21.90) formed the basis of discussion for this point. The result of the   |

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discussion allowed for these items to be carried forward as written with minor modifications to the new agreement.

As was mentioned previously, usage history will be utilized to establish the Board of Education requirements. In addition, up to ten percent increased use above the base level (established in the agreement) will be allowed within the terms of the agreement without additional cost to the Board of Education. All incremental usage over that level will be paid for by the Board of Education utilizing the current rates and fee schedule.

SECONDARY: OFFICE

1. An office location will be identified by the Board of Education and accepted by the City for use by the theatre manager. One suggestion was that the community storage room could be considered.

AGREEMENT

2. Item 33 from the Board of Education agreement of 12.21.90 will be altered to start the agreement on July 1, 1991 and run for five years. The initial review will occur after two complete years of operation.

The cancellation clause will be for a minimum of one year based on school years and will be given one year in advance.

11

LEDUC PERFORMING ARTS CENTRE OPERATING LEASE

MEMORANDUM OF AGREEMENT entered into

this day of , A.D. 19\_\_

BETWEEN:

THE CITY OF LEDUC, a body corporate incorporated under the laws of the Province of Alberta, (hereinafter referred to as the "City").

OF THE FIRST PART

AND

THE LEDUC SCHOOL DISTRICT NO. 297, a body corporate incorporated under the laws of the Province of Alberta, (hereinafter referred to as the "Board of Education").

OF THE SECOND PART

WHEREAS the City and the Board of Education have jointly arranged for and paid for the construction of a theatre facility (hereinafter referred to as the "Performing Arts Centre") on lands within Leduc which are legally described as Lot 1 Block 1 Plan 4518MC.

WHEREAS the Board of Education owns the Performing Arts Centre and the City and the Board of Education are desirous of providing the populace of Leduc with the opportunity to witness and participate in a wide range of cultural activities; and

WHEREAS the City and the Board of Education have the common objective of providing a performing arts theatre to foster the development of the performing arts in the area; and

WHEREAS the City and the Board of Education wish to provide for the maintenance and operation of the Performing Arts Centre, the City shall appoint a committee to be known as the "Performing Arts Committee" (hereinafter referred to as the "Committee") with the responsibility to advise the City on the maintenance and operation of the Performing Arts Centre, and

WHEREAS the City and the Board of Education now wish to replace the Performing Arts Policy (1985) to provide for the maintenance and operation of the Performing Arts Centre, by the City, all on the terms and subject to the conditions hereinafter set forth;

11 D



NOW THEREFORE THIS AGREEMENT WITNESSETH that the parties hereto covenant and agree as follows:

1. The City shall lease the Performing Arts Centre from the Board of Education at a rate of \$1.00 per annum and be responsible for the operation and maintenance of the Performing Arts Centre. Areas included in this agreement are outlined in Appendix A.
2. The Board of Education, at the time this lease takes effect, will leave the facility in a state of good repair and supply a list of Performing Arts Centre equipment contained within to the City. The City, at the expiration of this lease will leave the facility in a state of good repair, normal wear and tear excepted, and supply a list of Performing Arts Centre equipment contained within to the Board of Education.
3. The City will provide a Performing Arts Centre Manager to supervise and coordinate the operations and functions of the Performing Arts Centre.
4. The Committee shall be comprised of the following:
  - the principal (or designate) of Leduc Composite High School (non-voting)
  - a staff member appointed by the City (non-voting);
  - a representative of the City of Leduc Council;
  - a representative of the Board of Education;
  - three members of the community-at-large appointed by Mayor of the City through the use of existing Board Selection Policy excepting that two (2) representatives appointed by the Board of Education would participate on the selection committee for Performing Arts Centre. Appendix D.
5. The terms of office of the members of the community at large shall as far as practical, be three (3) calendar years except that upon initial appointment:
  - One (1) member shall be appointed for a term ending Dec. 31, 1992.
  - One (1) member shall be appointed for a term ending Dec. 31, 1993.
  - One (1) member shall be appointed for a term ending Dec. 31, 1994.
6. The Committee shall advise the City on the maintenance and operation of the Performing Arts Centre.
7. The City will prepare the Performing Arts Centre annual operations/capital budget. Upon approval of the budget by City Council, the Performing Arts Centre Manager shall be responsible for the operation of the Performing Arts Centre within the approved budget.
8. The Committee shall advise on the development of policies regulating the operation of the Performing Arts Centre. The Committee shall submit these policies to the City for its approval under the terms established by City Bylaws.
9. The Committee shall meet on a regular basis (minimum of two times per year).

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#### UTILITIES

10. The Board of Education will supply all utilities and services including natural gas, electricity, sewer, waste disposal, and domestic hot and cold water required by the Performing Arts Centre.
11. The Board of Education shall invoice the City annually for utilities consumed by the Performing Arts Centre, above the base level identified in Appendix B.

#### JANITORIAL AND MAINTENANCE SERVICES

12. The City maintenance personnel or as required, qualified contractors, shall provide repairs and upkeep of the Performing Arts Centre and incur all costs associated with provision of same.
13. The City maintenance personnel, or as required, certified technicians, shall provide the necessary servicing and maintenance of technical equipment associated with the Performing Arts Centre and incur all costs associated with provision of same.
14. The City shall inform the Leduc Composite High School and obtain approval from the Board of Education prior to any new installations or construction contemplated that would affect the appearance of the Leduc Composite High School or its function.
15. The Board of Education will provide all janitorial staff, materials, and equipment necessary to clean and supply the Performing Arts Centre.
16. A fee for janitorial and maintenance services and supplies provided to the Performing Arts Centre above the base level (Appendix B) shall be charged and billed on an annual basis to the City.
17. The cleaning of the Performing Arts Centre will be carried out on a regular basis or as arranged through the head custodian.
18. The Board of Education shall be responsible for the maintenance of all heating, ventilation and air condition services.

#### TECHNICAL STAFF AND EQUIPMENT

19. For Leduc Composite High School usage of the Performing Arts Centre, the Leduc Composite High School has the right to maintain a roster of technically qualified students and staff to operate any and all equipment designated for use by all users in the Performing Arts Centre. Members of the School Technician Roster shall be those certified as competent by the Performing Arts Centre Manager.
20. The Performing Arts Centre may make equipment available through the approval of the Performing Arts Centre Manager to be borrowed by the Leduc Composite High School and used within the Leduc Composite High School. The Leduc Composite High School may make equipment available through the approval of the principal to be borrowed by the Performing Arts Centre, and used within the Performing Arts Centre.

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#### BOOKING POLICIES AND PROCEDURES

21. All booking of the facility will be the responsibility of the Performing Arts Centre Manager.
22. The Performing Arts Centre will be made available for bookings seven days a week and throughout the entire year.
23. Leduc Composite High School shall have the right of pre-booking the Performing Arts Centre by July 1st for the period ending June 30th of the following year based on usage precedents established in Appendix C.
24. Use of the Performing Arts Centre by the Leduc Composite High School during regular school hours (8:30 a.m. to 4:30 p.m.) shall be provided free of charge. The Performing Arts Centre Manager has the right, which will not be unreasonably withheld, for booking use during this time.
25. Use of the Performing Arts Centre by the Leduc School District outside regular school hours shall be provided free of charge based on the usage outline provided in Appendix C. The outline will include the opportunity of an additional ten percent free usage. Usage above this level will be paid for by the School District utilizing the current City fee schedule.
26. The Performing Arts Centre will be open to groups, organizations or individuals on a first come, first served basis. Priority shall be given to local groups, organizations or individuals over any outside groups, organization or individual as defined by the Leduc Parks and Recreation "Fees and Charges Schedule". Fees and charges for the Performing Arts Centre will be established consistent with the formula used for other City facilities.
27. In the event of a conflict between the Performing Arts Centre Manager and the user, an appeal can be made to the Committee.

#### COMMON AREA ACCESS AND MAINTENANCE

28. The Board of Education will allow unrestricted access by the Performing Arts Centre Manager to the Performing Arts Centre and other areas including the south entrance, vestibule, foyer, lobby, corridor, washrooms, and a room for the office of the Performing Arts Centre Manager. Areas with the exception of the room for the office of the Performing Arts Centre Manager are outlined in Appendix A.
29. Access to these areas will also be available for the Performing Arts Centre activities.
30. The Board of Education shall continue to provide, at the present standards, all regular outdoor cleaning and snow removal of the areas adjacent to the Leduc Composite High School and the Performing Arts Centre. Any additional snow removal for the Performing Arts Centre activities will be provided by the City.
31. Performing Arts Centre patrons shall be entitled to use of the Leduc Composite High School parking lot while attending Performing Arts Centre activities.

11 3

LIABILITY

32. The Board of Education will maintain its building insurance coverage for the Performing Arts Centre. The City will extend its contents insurance coverage to include all property and equipment associated with the Performing Arts Centre.
33. The City and the Board of Education will carry liability insurance coverage. It is further understood that both parties will assume responsibility for liability insurance coverage when using the other's facilities.

TERM OF AGREEMENT

34. This agreement shall remain in effect for a five year period from July 1, 1991, until June 30, 1996 and this agreement will be reviewed by the City and the Board of Education on or about June 30, 1993.

RIGHT TO TERMINATE

35. Any party to this agreement shall have the right to withdraw from this agreement by giving written notice by July 1st of any given year, to take effect June 30th of the following year.

IN WITNESS WHEREOF, the City of Leduc and Leduc School District Board of Education hereunto affixed their respective corporate seals duly attested by the hands of their proper signing officers duly authorized in that behalf as of the day and year first above written.

THE CITY OF LEDUC

per: \_\_\_\_\_

per: \_\_\_\_\_

LEDUC SCHOOL DISTRICT BOARD OF EDUCATION

per: \_\_\_\_\_

per: \_\_\_\_\_

11-5

APPENDIX A

Areas to be operated and maintained by the City of Leduc include:

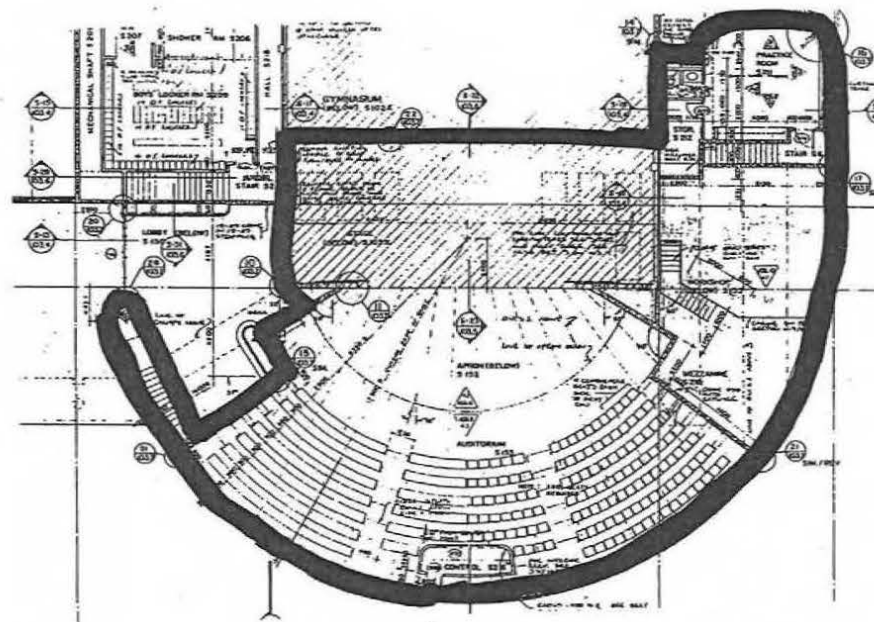
Stage  
Auditorium  
Practice Rooms  
Sound Booth  
Coat Room  
Sloped Storage  
Ticket Booth  
Workshop  
Community Storage S-122  
Mutually acceptable location for Theatre Manager's Office.

Additional areas of unrestricted access

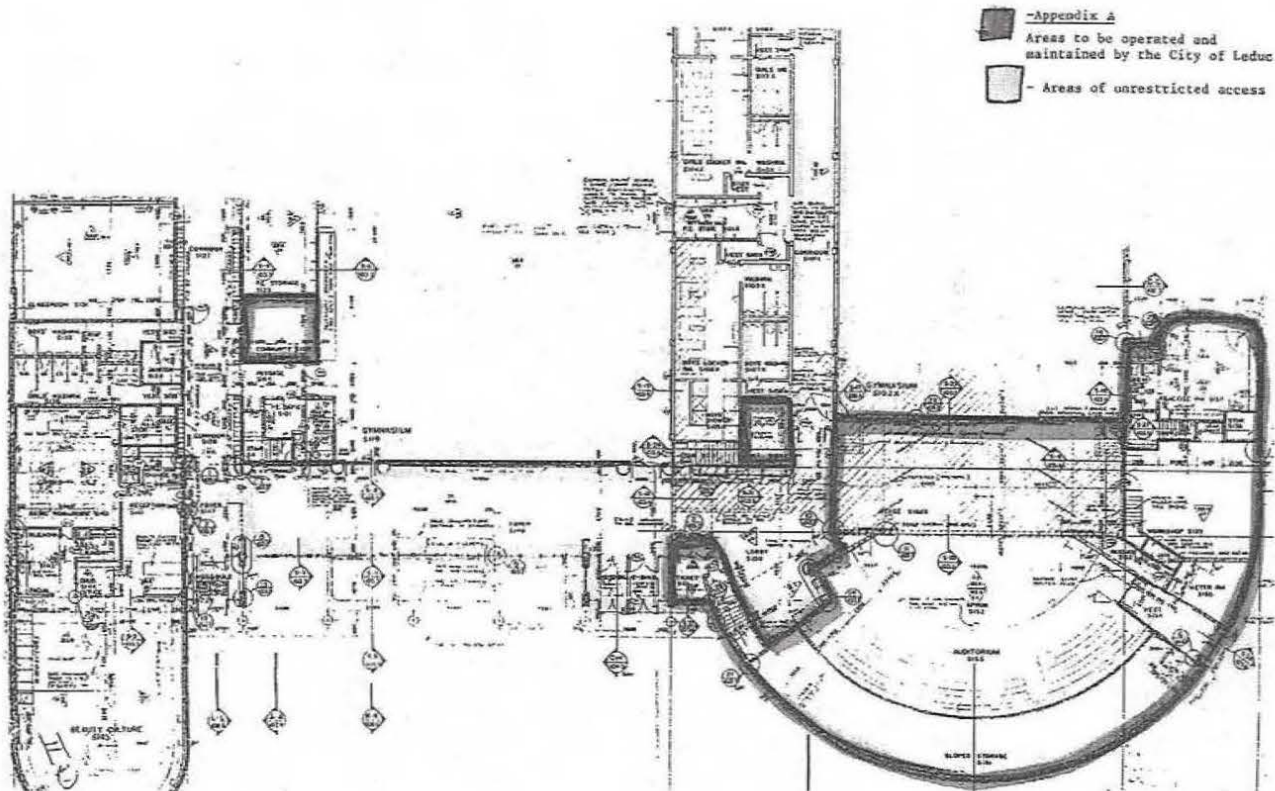
Foyer - S148  
Lobby - S150  
Corridor - S101X  
Girls WR - S115X  
Boys WR - S107X

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- Appendix A  
Area to be operated and maintained  
by the City of Leduc



## APPENDIX "B"

Incremental Costs that the City shall be invoiced annually for = Annual Level of Service minus Reference Level of Service.

Reference Level of Service = 1989 / 90 Operation Cost of P.A.C. Minus Revenue Constant (remains constant)  
 = \$25,147.44 - \$4,832.33  
 = \$20,315.00

Annual Level of Service = Annual Operation Cost of P.A.C. Minus (Revenue Constant increased by the % change in annual operating cost)

Annual Operation Cost of P.A.C. - The amount to be determined based on the proportion of area of the P.A.C. as related to the annual Operation Cost for the entire L.C.H.S. as seen below.

### 1989/90 Operation Cost of P.A.C.

1989/90 Cost of Operation for L.C.H.S. (as provided by Board of Education, January, 1991.)

Custodians	\$142,134.81
Benefits	\$ 22,831.68
Maintenance	\$ 24,249.24
Benefits	\$ 3,719.94
Waste Removal	\$ 1,432.00
Water & Sewer	\$ 20,713.00
Heating	\$ 38,404.49
Electrical	\$113,083.93
Insurance	\$ 13,143.32
	<u>\$379,712.41</u>

Total School Area                      132,563      sq. ft.

P.A.C. (new)	7,387.33 sq. ft.
(Stage)	1,392.00 sq. ft.
	<u>8,779.33 sq. ft.</u>

Annual Operation Cost of P.A.C. \$25,147.44  
 -----

Revenue Constant - (information provided by the Board of Education - Jan./91)

	<u>PAC Rental Revenue</u>
September/87 - June/88	\$4,664.00
September/88 - June/89	\$5,308.00
September/89 - June/90	\$4,525.00

Revenue Constant (Arithmetic Mean) \$4,832.33

II ①

APPENDIX "C"

Leduc School District Usage of the P.A.C. (outside of school hours).

<u>YEAR</u>	<u>HOURS</u>
1987 - 88	238
1988 - 89	255
1989 - 90	485
Sept./90 - Dec./90	24

Board of Education requirements for future use of the P.A.C. based on examination of monthly and yearly figures would appear to be well serviced by a figure of

300 hours + 10%.

Usage of the P.A.C. above this level will be paid for by the Board of Education following the City of Leduc rates and fee schedule.

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APPENDIX "D"

CITY OF LEDUC

BOARD SELECTION POLICY

1. There will be no automatic succession appointments.
2. No appointee shall serve more than two consecutive terms, and after two consecutive terms will not be eligible for reappointment until after observing an absence of one full year.
3. A 'term' of appointment shall not exceed three years for any Board.
4. Board should represent a cross section of all community interests whose mandate is service to the total community.
5. Board members selection will be made from those applicants responding on a timely basis to the advertised need.
6. The Board selection committee will be comprised of the Mayor, one other Alderman appointed by Council, and the Alderman assigned to the respective Board.
7. This policy will be effective upon adoption by resolution of Council.

Clause 2: Add 'unless provisions are made by Provincial Statutes' after 'terms' in line one.  
(amendment requested by Library Board)  
amendment approved by Council Dec. 8/86

December 3, 1984

II D



## CITY OF LEDUC

## BYLAW NO. 280-92

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A BYLAW OF THE CITY OF LEDUC TO PROVIDE FOR A  
DISCOUNT TO BE ALLOWED FOR PREPAYMENT OF TAXES

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WHEREAS the Council of the City of Leduc consider it advisable to make provision for the allowance of a discount upon prepayment of taxes;

AND WHEREAS Section 119 of the Municipal Taxation Act RSA 1980 Chap. M-31 makes provision for a Council to provide for the allowance of a discount on the payment of taxes.

NOW THEREFORE, the Council of the City of Leduc in session duly assembled, enacts as follows:

1. In this bylaw, taxes include all property taxes and does not include Local Improvement taxes.
2. Taxpayers of the City of Leduc desiring to prepay taxes in any year shall:
  - a) Supply to the City Treasurer a description sufficient to identify the property against which prepayment of taxes is to be applied.
  - b) Pay to the City of Leduc an amount not exceeding the previous years taxes on the property.
  - c) In situations where the assessment has changed the calculation will be based upon the previous years mill rate applied against the new assessed value for the tax year for which the payment is desired to be made.
3. The discount for prepayment of taxes will be calculated on the credit balance on account as of January 31 of any given year.
4. There will not be a discount for prepayment of taxes if the taxpayer is registered in the Tax Installment Payment Plan.
5. The discount rate will be calculated annually by the City Treasurer so as to yield, from February 1 to June 30, two and one-half percent less than the prime municipal borrowing rate as at January 1 of the same year.
6. Prepayment of taxes is not permitted other than for the current year.
7. Bylaw 871 is hereby repealed.
8. This Bylaw shall come into force and effect upon the date of the final passing thereof.

CITY OF LEDUC

BYLAW NO. 280-92

- PAGE 2 -


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READ A FIRST TIME THIS 14TH DAY OF DECEMBER, A.D. 1992

READ A SECOND TIME THIS 14TH DAY OF DECEMBER, A.D. 1992

READ A THIRD TIME THIS 14TH DAY OF DECEMBER, A.D. 1992

  
MAYOR

  
CITY CLERK

# **PUBLIC COMMENTARY**

XI.

## **IN-CAMERA ITEMS**

There are no In-Camera Items

XII.

# **RISE & REPORT FROM IN-CAMERA ITEMS**



XIII.

## **UPDATES FROM BOARDS & COMMITTEES**



**Mayor's Report  
June 18 – July 1, 2018**

**June 18:**

- RCMP Officer in Charge interview
- Kristina Dembinski, Sagewood Communications Solutions Ltd. and Kieran Quirke, LNEDA Board Chair
- Committee-of-the-Whole agenda review
- Committee-of-the-Whole

**June 19:**

- Ed Moussa
- Lafarge Concrete Pipe plant tour
- Leduc Region Leadership Forum

**June 20:**

- CBC Radio Edmonton interview
- Doug Wetter
- Intermunicipal Collaboration Frameworks (ICFs) and Intermunicipal Development Plans (IDPs) workshop
- Ribbon Cutting | Switch Engineering

**June 21**

- Leduc Regional Chamber of Commerce Golf Tournament
- Saxony, Germany delegate re: Economic Development

**June 22**

- Mayor Doblanko, Leduc County

**June 23**

- The Mark Hayduk Memorial Street Hockey Banquet

**June 25**

- #influencers: Emerging Leaders of Leduc committee
- Kantrax
- Airport Accord briefing
- Committee-of-the-Whole and Council agenda review
- Committee-of-the-Whole
- Council

June 26

- Leduc Rep interview
- Leduc West Antique Society
- Javier's Friendly Luncheon
- Ribbon Cutting | Grand Re-Opening Leduc Liquor Village
- Leduc Regional Fire Services
- Joint Committee-of-the-Whole Meeting with Leduc County

June 27

- EMRB Advocacy
- Mini truck photo shoot
- Airport Accord Oversight Committee

June 28

- Special Council meeting
- Staff appreciation BBQ
- Briefing with City Manager
- Leduc Regional Housing Foundation Board meeting

June 29

- Briefing with City Manager
- Leduc Golf Club Board discussion

July 1

- Canada Day mini flag planting
- Pancake breakfast
- Canada Day parade
- Legion flag raising
- Canada Day concert – welcoming remarks

**Approved by Mayor Bob Young**  
"Original Signed"

**JUNE 2018 - Newly Issued Business Licences**

License #	Business Name	Address	Activity	Contact	Category	TaxRoll
LCB201800496	Titan Environmental Containment Ltd.	6803 42 ST, Leduc, AB	Installation of Geosynthetics	2042263654	General	017524
LCB201800708	NYRC	5306 50 ST, Leduc, AB	Independent Medical Evaluations	7783721410	General	010328
LCB201800734	Pearson Manufacturing Ltd	6905 39 ST, Unit:105, Leduc, AB	Repair and manufacturing products	7809867393	General	018585
LCB201800752	INFINITY PRO GLASS	200 KEYSTONE CRES, Leduc, AB	Auto glass replacement	7806805648	Home Based	014113
LCC201800762	GP Welding & Erecting Ltd.	5903 45 ST, Leduc, AB	Structural steel erection company (admin)	7807052850	General	009462
LCC201800774	TKM HVAC & Metal Industry		Sheet metal and HVAC construction	7809891143	Non-Resident	
LCB201800776	Ford Motor Company of Canada Limited	3300 70 AVE, Leduc, AB	Parts Distribution Warehouse	7804549621	General	019894
LCB201800784	EcoEnergy Waste Diversion Ltd.	3912 77 AVE, Unit:107, Leduc, AB	Sells electric organic waste reactors	7809772964	General	015346
LCB201800794	STUDIO M BEAUTY BAR	4806 47 AVE, Leduc, AB	SALON/SPA	7808637970	General	009770
LCC201800797	SKOCDOPOLE CONSTRUCTION LTD		GAS UTILITIES	4037465744	Non-Resident	
LCB201800803	Huck's Oilfield Supply Inc.	6105 46 ST, Leduc, AB	PARTS SUPPLY	7809051304	General	009686
LCC201800815	Allstyle Finishing & Interiors		General contractor	7804848885	Non-Resident	
LCC201800822	RJX Contracting		Fence and Deck Builder	3062916477	Non-Resident	
LCB201800825	REVENUE STREAM DIGITAL MARKETING	498 ROBERTS CRES, Leduc, AB	DIGITAL MARKETING	7802710949	Home Based	018114
LCB201800831	TruSmiles	5210 50 AVE, Unit:1, Leduc, AB	DENTAL OFFICE	7807397000	General	10291
LCC201800833	KIMBELE MANNING LTD		PAVING/ ROAD MILLING	5875859510	Non-Resident	
LCC201800834	EXECUTIVE DRYWALL		RESIDENTIAL DRYWALL	7804442647	Non-Resident	
LCB201800840	MAIDPRO	24 LEDUC TOWNE CENTRE	HOUSE CLEANING	7806699230	General	006577
LCB201800847	Lions Summer Sport Camp	95 ALTON DR, Leduc, AB	Summer Day Camp	7809640743	General	005722
LCC201800850	WHY CONTRACTING LTD		GENERAL CONTRACTOR	7808078376	Non-Resident	
LCB201800851	SUPER VALUE LIQUOR (Leduc)	5204 50 ST, Unit:2, Leduc, AB	RETAIL LIQUOR STORE	7802980204	General	010324
LCB201800855	Camp Vinyl	7611 SPARROW DR, Unit:201	PRINT SHOP	7808516519	General	014894
LCC201800856	PRAIRIE CONCRETE SERVICES LTD		CONCRETE CONTRACTOR	7802381172	Non-Resident	
LCB201800858	Maggie's Pizzeria	5707 50 ST, Unit:2, Leduc, AB	PIZZA DELIVERY/ TAKE-OUT	2044301821	General	010338
LCC201800862	COPPER ELECTRIC & CONTROLS		ELECTRICAL SERVICE	7802210755	Non-Resident	
LCC201800864	KAL MASONRY LTD		Brick, stone & block application	7808875361	Non-Resident	
LCC201800871	BEC ELECTRIC INC		ELECTRICAL CONTRACTING	7805695232	Non-Resident	
LCC201800873	A-1 HEATING (St. Albert) LTD		HVAC CONTRACTOR	7804580912	Non-Resident	
LCB201800874	PROACTIVE RESOLUTIONS INC		CONSULTING	6044821750	Non-Resident	
LCB201800878	DELIGHTFUL CREATIONS	65 MCKENZIE CRT, Leduc, AB	Gift baskets/ Handmade goods/ Arbonne	5873368118	Home Based	018727
LCB201800879	S. LOUANGXAY PROFESSIONAL CORPORATION	65 MCKENZIE CRT, Leduc, AB	ACCOUNTING FIRM	5873368118	Home Based	018727
LCB201800881	TeeBreeze Entertainment Ltd		Entertainment- McKinley Park, June 23rd	4032163070	Mobile	
LCB201800887	ROXSTAR STAGING LTD	126 KIRPATRICK LINK, Leduc, AB	HOME STAGING	7802334532	Home Based	017027
LCC201800890	Alliance Plumbing		Plumbing and HVAC	4039847815	Non-Resident	
LCB201800892	MINX ARTISTRY	5014 48A ST, Leduc, AB	BEAUTY/NAILS	7806678043	General	010149

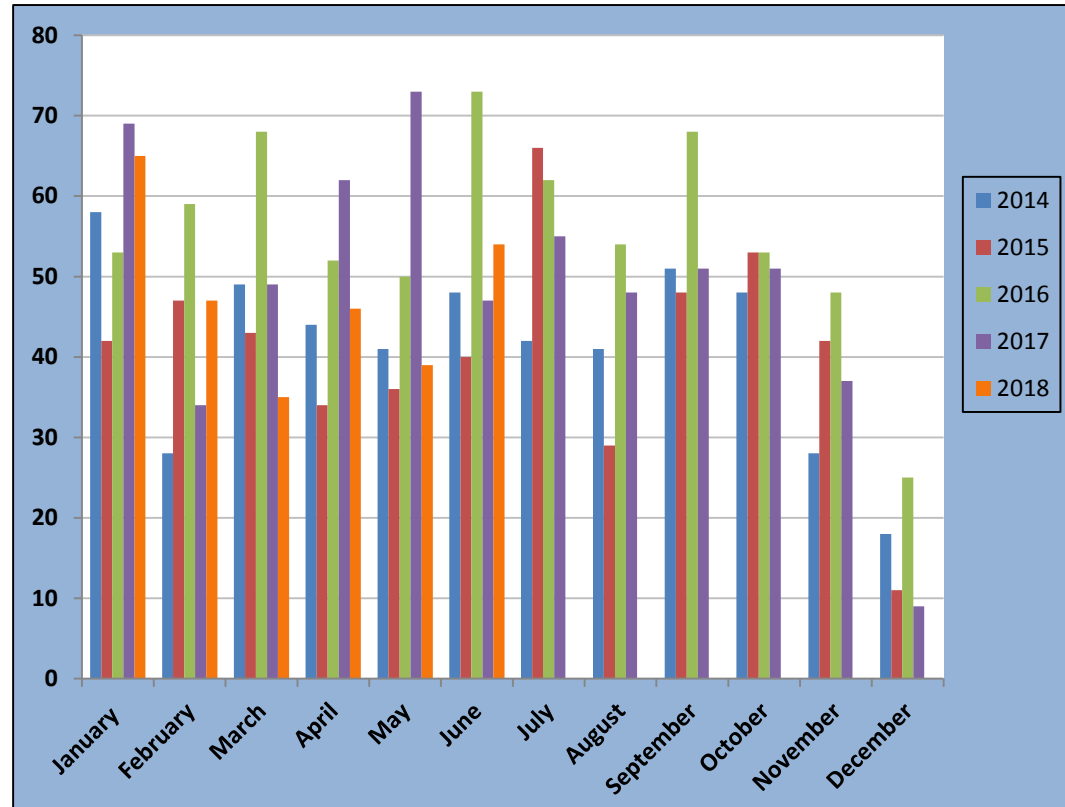
JUNE 2018 - Newly Issued Business Licences

LCB201800896	Millennium Oilflow Systems & Technology Inc.	6602 45 ST, Leduc, AB	Manufacturing	7804681058	General	009490
LCC201800906	MICAH BEND ELECTRIC	29 SUTHERLAND ST, Leduc, AB	ELECTRICAL CONTRACTOR	7805148540	Home Based	017544
LCB201800907	Leduc DBA - Fourth Friday Downtown Party		Event June 22, July 27, Aug. 24, Sept 28th	5873362292	Mobile	
LCC201800908	VIRK CARPENTRY & CONTRUCTION LTD		CARPENTER	7809138054	Non-Resident	
LCB201800909	ALBERTA CERTIFIED LANDSCAPERS LTD		LAWN MAINTENANCE, LANDSCAPING	7804462110	Non-Resident	
LCB201800910	Stephanie Dubyk	4807 50 AVE, Leduc, AB	Busking (sidewalk)	7809097469	Mobile	
LCB201800911	PAR-T-PERFECT	300 ROLSTON WYND, Leduc, AB	Event June 23, 2018, Robinson	7804782723	Mobile	019020
LCB201800916	HANDYMAN...UNLIMITED! INC.	780 BERG LOOP, Leduc, AB	MAINTENANCE, REPAIR & CONTRACTING	7809142363	Home Based	019532
LCC201800917	BELAIR INDUSTRIES CORP.		ELECTRICAL, BUILDING CONSTRUCTION	7802920668	Non-Resident	
LCB201800918	JERK KITCHEN	300 ROLSTON WYND, Leduc, AB	FOOD TRAILER - EVENT JUNE 23, 2018 (Robinson)	7802242692	Mobile	019020
LCB201800920	STEAM 'N' WEEDS		Organic Weed Control	5874378326	Non-Resident	
LCC201800921	Silver Bullet Cable Installations Corp		FIBER OPTICS/ CABLE INSTALLATIONS	7806163538	Non-Resident	
LCC201800922	KINGSWAY PLUMBING & HEATING LTD		PLUMBING/ HEATING/ ETC	7804084512	Non-Resident	
LCB201800928	HARMONIOUS STATE	35 CORINTHIA DR, Leduc, AB	DOG TRAINING & DOG HANDLING SERVICES	5878778671	Home Based	006348
LCC201800931	GEMINI HVAC SOLUTIONS LTD		HEATING & AIR CONDITIONING	7802887279	Non-Resident	
LCC201800950	Akshar Electrical		Electrical Installation	7802717201	Non-Resident	
LCB201800954	SPEEDY COLLISION LEDUC	3908 82 AVE, Unit:207, Leduc, AB	Auto Body/Collision/Glass/Film	7807164100	General	017089
LCC201800955	ADAPT GENERAL CONTRACTING		CONSTRUCTION	5879839709	Non-Resident	
LCC201800958	Gary Duggins Painting & Decorating Ltd		Painting & wallpaper install	7809372756	Non-Resident	



## Newly Issued Business Licences Comparison by Year

	2014	2015	2016	2017	2018
January	58	42	53	69	65
February	28	47	59	34	47
March	49	43	68	49	35
April	44	34	52	62	46
May	41	36	50	73	39
June	48	40	73	47	54
July	42	66	62	55	
August	41	29	54	48	
September	51	48	68	51	
October	48	53	53	51	
November	28	42	48	37	
December	18	11	25	9	
<b>Total</b>	<b>496</b>	<b>491</b>	<b>665</b>	<b>585</b>	<b>286</b>



## Current Licence Types

	General	Resident (Occ)	Non-Res.	Mobile	Non-Profit	Total
January	755	221	427	6	15	<b>1424</b>
February	862	279	491	11	26	<b>1669</b>
March	894	303	549	12	27	<b>1785</b>
April	927	352	596	16	27	<b>1918</b>
May	938	367	651	20	27	<b>2003</b>
June	954	377	693	25	27	<b>2076</b>
July						<b>0</b>
August						<b>0</b>
September						<b>0</b>
October						<b>0</b>
November						<b>0</b>
December						<b>0</b>

### 2014 Year End for Comparison

<b>Total</b>	897	351	803	14	11	2076
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### 2015 Year End for Comparison

<b>Total</b>	936	371	840	41	15	2203
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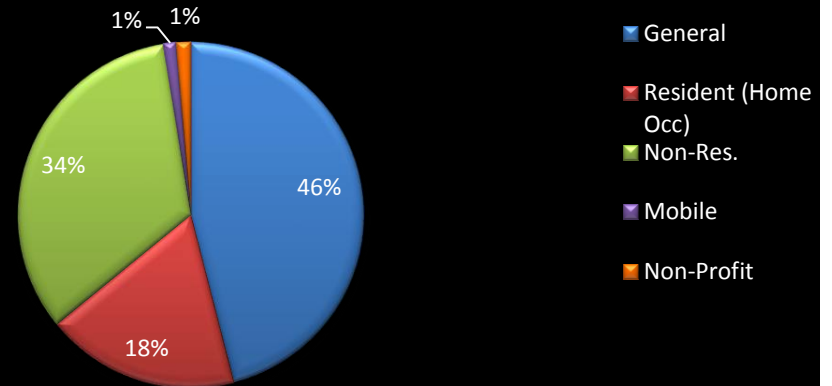
### 2016 Year End for Comparison

<b>Total</b>	971	403	809	44	23	2250
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### 2017 Year End for Comparison

<b>Total</b>	972	405	895	23	30	2325
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## Licence Types as of June 30, 2018



XV.

# ADJOURNMENT