

**CITY OF LEDUC
COUNCIL MEETING AGENDA**



**Monday, April 29, 2019, 7:00 P.M.
Council Chambers, Leduc Civic Centre
1 Alexandra Park, Leduc, Alberta**

- 1. CALL TO ORDER**
- 2. ADOPTION OF AGENDA**
- 3. ITEMS FOR DISCUSSION AND RELATED BUSINESS**
 - 3.1 Select Items for Debates**
 - 3.2 Vote on Items not Selected for Debate**
- 4. ADOPTION OF PREVIOUS MINUTES**
 - 4.1 Approval of Minutes of the Council Meeting held Monday, April 8, 2019**
- 5. RECOGNITION ITEMS**
- 6. PUBLIC COMMENTARY**
- 7. PUBLIC HEARING**
- 8. PRESENTATIONS**
 - 8.1 Celebration of National Poetry Month**

(Introduction of C. Klooster by Councillor B. Beckett)
- 9. BUSINESS**
 - 9.1 RCMP Annual Update**

(Insp. D. Kendall)
 - 9.2 2018 City of Leduc Annual Report**

(M. Hay)
 - 9.3 Citizen Satisfaction Survey - Results**

(N. Booth)

9.4 Support for the Resource Communities of Canada Coalition ("RCCC")

(M. Hay)

9.5 Condominium Tax Enquiries

(J. Cannon / M. Pieters / I. Sasyniuk)

10. BYLAWS

10.1 Bylaw No. 1015-2018 - Energy Efficiency Project Debenture Bylaw (1st Reading)

(J. Cannon / G. Damo)

10.2 Bylaw No. 1017-2019 - 2019 Property Tax Rate Bylaw (2nd & 3rd Readings)

(J. Cannon / G. Damo)

10.3 Bylaw No. 1022-2019 – Youth Council Bylaw (2nd & 3rd Readings)

(D. Brock)

10.4 Bylaw No. 1023-2019 – Land Use Bylaw Text Amendment (1st Reading)

(K. Woitt) ***Note: This item will be distributed under separate cover.

11. PUBLIC COMMENTARY

12. IN-CAMERA ITEMS

13. RISE AND REPORT FROM IN-CAMERA ITEMS

14. INFORMATION REPORTS

14.1 Mayor's Report

15. ADJOURNMENT

**MINUTES OF THE CITY OF LEDUC
COUNCIL MEETING**

Monday, April 8, 2019

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

1. CALL TO ORDER

Mayor B. Young called the meeting to order at 7:05 pm.

2. ADOPTION OF AGENDA

MOVED by Councillor L. Tillack

That the agenda be adopted with the following additions:

12. IN-CAMERA ITEMS

12.2 St. Michael Catholic Parish and the Airport Vicinity Protection Area ("AVPA")

FOIP s. 16, 24 & 25

14. UPDATES FROM BOARDS & COMMITTEES

14.1 Council Member Updates from Boards & Committees

14.1.1 Extended Producer Responsibility ("EPR")

Motion Carried Unanimously

3. ITEMS FOR DISCUSSION AND RELATED BUSINESS

3.1 Select Items for Debates

The following items were selected for debate:

9. BUSINESS

9.1 Leduc Community Drug Action Committee ("LCDAC")

9.2 Financial Statement Presentation / Auditor's Report

9.4 Introduction of City Solicitor

9.7 eSCRIBE Update

10. BYLAWS

10.2 Bylaw No. 1018-2019 - Redistricting Part of SW 1/4 Section 31-49-24-W4 (Telford Lake ER/MR) (2nd & 3rd Readings)

3.2 Vote on Items not Selected for Debate

Votes recorded under item headings.

4. ADOPTION OF PREVIOUS MINUTES

4.1 Approval of Minutes of the Council Meeting held March 25, 2019

MOVED by Councillor L. Tillack

That the minutes of the Regular Council Meeting held March 25, 2019, be approved as presented.

Motion Carried Unanimously

5. RECOGNITION ITEMS

There were no recognition items for the agenda.

6. PUBLIC COMMENTARY

There was no Public Commentary.

7. PUBLIC HEARING

7.1 Bylaw No. 1019-2019 - Amendment to Bylaw No. 580-2004 Animal Licencing and Control Bylaw (Non-Statutory)

Mayor B. Young declared the Non-Statutory Public Hearing for Bylaw No. 1019-2019 open at 7:10 pm.

Written Submissions:

There was one written submission.

Presentations:

Administration

C. Chisholm, Manager, RCMP Administration and Enforcement Services, made a PowerPoint presentation (Attached).

Other Presentations

K. Oliver, Chair, Leduc Environmental Advisory Board, spoke in favour of bees and hens in residential areas and answered Council's questions.

Mayor B. Young declared the Public Hearing for Bylaw No. 1019-2019 closed at 7:16 pm.

7.2 Bylaw No. 1018-2019 – Redistricting Part of SW ¼ Section 31-49-24-W4 (Telford Lake ER/MR)

Mayor B. Young declared the Public Hearing for Bylaw No. 1018-2019 open at 7:17 pm.

Written Submissions:

There were no written submissions.

Presentations:

Administration

K. Woitt, Director, Planning & Development, made a PowerPoint presentation (Attached).

Written Submissions:

There were no written submissions.

Other Presentations

There were no other presentations.

Mayor B. Young declared the Public Hearing for Bylaw No. 1018-2019 closed at 7:18 pm.

8. PRESENTATIONS

There were no presentations for the agenda.

9. BUSINESS

9.1 Leduc Community Drug Action Committee ("LCDAC")

P. Drader, Chair, LCDAC, made a PowerPoint presentation (Attached) and answered Council's questions.

Council thanked P. Drader for the Committee's work on behalf of the City and its residents.

9.2 Financial Statement Presentation / Auditor's Report

S. Walker and C. Cholak, MNP, LLP, made a PowerPoint presentation (Attached) and answered Council's questions.

9.3 2018 Audited Financial Statements

MOVED by Councillor L. Tillack

Pursuant to s.281 of the Municipal Government Act, Council hereby receives the 2018 Auditor's report, inclusive of the year-end financial statements.

Motion Carried Unanimously

9.4 Introduction of City Solicitor

P. Benedetto, City Manager, introduced G. Klenke, the new City Solicitor. G. Klenke brings a great deal of experience having been with the City of St. Albert for 17 years.

Council welcomed G. Klenke.

9.5 Municipal Grants - Karma Concerts

MOVED by Councillor L. Tillack

That Council award a grant to Karma Concert Foundation for an amount not to exceed \$4,500, which is to be funded from Council Community Grants to help offset expenses related to hosting the Karma Concert Annual Cabaret Fundraiser at the Leduc Recreation Centre on April 26, 2019.

Motion Carried Unanimously

9.6 Park Renaming – McCardy / McHardy Park

MOVED by Councillor L. Tillack

That Council approve the recommendation to rename the municipal reserve green space from McCardy Park to McHardy Park.

Motion Carried Unanimously

9.7 eSCRIBE Update

C. Kuzio, Legislative Officer, and S. Davis, City Clerk, made a PowerPoint presentation (Attached) and answered Council's questions.

Council directed Administration to proceed with using Option 1 as the format for the new report templates.

10. BYLAWS

10.1 Bylaw No. 1017-2019 - 2019 Property Tax Rate Bylaw (1st Reading)

Administration recommends that Bylaw No. 1017-2019 receive first reading.

MOVED by Councillor L. Tillack

That Council give Bylaw No. 1017-2019 first reading.

Motion Carried Unanimously

10.2 Bylaw No. 1018-2019 – Redistricting Part of SW ¼ Section 31-49-24-W4 (Telford Lake ER/MR) (2nd & 3rd Readings)

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

Administration recommends that Bylaw No. 1018-2019 receive second and third readings.

MOVED by Councillor L. Hansen

That Council give Bylaw No. 1018-2019 second reading.

Motion Carried Unanimously

MOVED by Councillor T. Lazowski

That Council give Bylaw No. 1018-2019 third reading.

Motion Carried Unanimously

11. PUBLIC COMMENTARY

There was no public commentary.

12. IN-CAMERA ITEMS

12.1 Council Appointment of Public Member to the Leduc Environmental Advisory Board

FOIP s. 24 & 29

12.2 St. Michael Catholic Parish and the Airport Vicinity Protection Area ("AVPA")

FOIP s. 16, 24 & 25

13. RISE AND REPORT FROM IN-CAMERA ITEMS

13.1 Council Appointment of Public Member to the Leduc Environmental Advisory Board

FOIP s. 24 & 29

MOVED by Councillor L. Tillack

That Council appoints B. Onysyk as the Public Member to the Leduc Environmental Advisory Board to fulfill a term until December 31, 2019.

Motion Carried Unanimously

13.2 St. Michael Catholic Parish and the Airport Vicinity Protection Area ("AVPA")

FOIP s.16, 24 & 25

MOVED by Councillor L. Tillack

That, subject to a report on St. Michael Catholic Parish brought to Committee on September 24, 2018 on a potential expansion, Council direct Administration to investigate the grandfathering of St. Michael's under the AVPA.

Motion Carried Unanimously

14. UPDATES FROM BOARDS & COMMITTEES

14.1 Council Member Updates from Boards & Committees

14.1.1 Extended Producer Responsibility ("EPR")

Councillor G. Finstad made a presentation and answered Council's questions.

MOVED by Councillor G. Finstad

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

- the benefits, challenges and risks of an EPR program in Alberta for these groups and their constituents;
 - the current recycling systems and supply chains across the province, and potential impacts of an EPR program in Alberta; and
- that Administration report back through Council no later than October 2019.

Motion Carried Unanimously

14.2 Council Member Updates from Commissions, Authorities, Other

There were no updates.

15. INFORMATION REPORTS

15.1 Mayor's Report

There was no discussion.

15.2 Building Inspector's Report

There was no discussion.

15.3 Newly Issued Business Licences

There was no discussion.

16. ADJOURNMENT

The Council meeting adjourned at 8:50 pm.

B. YOUNG, Mayor

S. DAVIS, City Clerk

Animal Licencing and Control Bylaw

Non-Statutory Public Hearing - April 8, 2019



Animal Licencing and Control Bylaw

- First reading of Bylaw 1019-2019 (Animal Licencing and Control Bylaw) completed on February 25, 2019
- Administration directed to hold non-statutory public hearing on bylaw
- Notice to public advertised in Leduc Rep on March 22 and March 29.
- Non-statutory public hearing followed requirements for statutory hearings under MGA

Animal Licencing and Control Bylaw

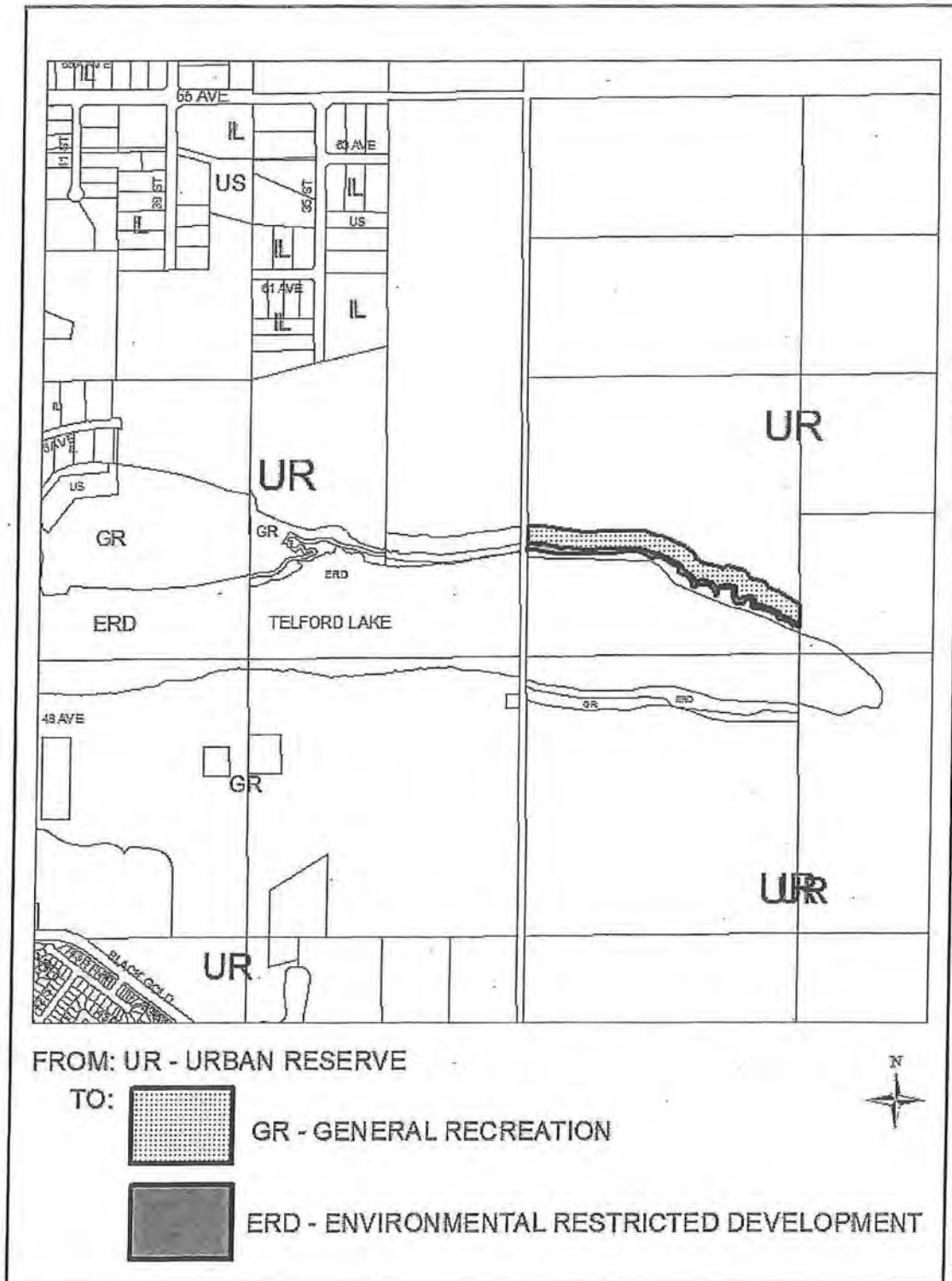
Summary of Amendments to Animal Licencing and Control

1. Addition of 'venomous' to definition
2. Provision to cover Cat attack
3. Provision to allow pilot project for urban hens and bees
4. Added clarity on the use of a business licence to have more than limit at residence.
5. Measured approach to fines for animal attacks

Animal Licencing and Control Bylaw Survey Results

End of Presentation

SCHEDULE "A"



Leduc Community Drug Action Committee

April 8, 2019
Council



Who are we?

NEW VISION:

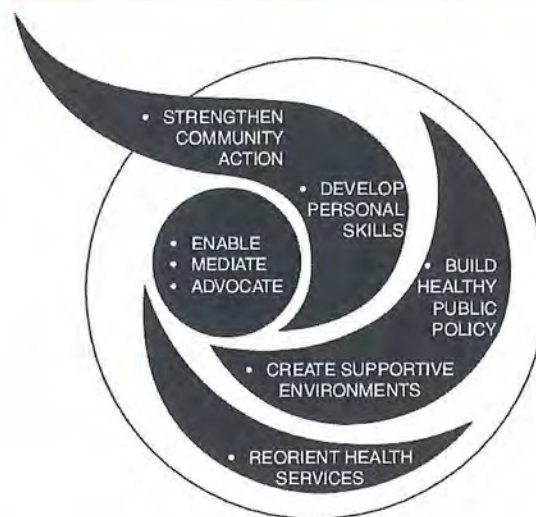
To inspire and support a drug aware and resilient community



Committee Representatives

- Members with lived experience
- Leduc Community Corrections
- RCMP- Community Policing
- RCMP- Drug Unit
- Gateway Family Church
- AHS Addictions Prevention
- Black Gold Regional School Reps
- Star Catholic Rep
- Parents
- 1 Youth representatives
- 2 young adult representative
- City council representative
- Leduc County FCSS
- FCSS Board Member
- Community Peace Officer
- Concerned citizens

What guides the work?



Positive Ticketing

- LCDAC members prepared a pancake breakfast in May for RCMP, CPOs, Fire Services and Parks Crews. The event is the annual kick off to the campaign.
- In 2018, 775 tickets were handed out in our community



Community Events

- Community Registration Days (Spring and Fall)
- Leduc Regional Family Fun Fair (During Rodeo Week)
- RCMP open house
- Overdose Awareness Day
- Doctor's Against Tragedies Nights
- Partnered with Cst. Agotnes and local schools to deliver the coloured anti-drinking and driving liquor bags to stores during the Christmas season.

2018 AHS Grant

- Supported the **LCHS AFTER** grad party- \$1000
- **"Meet the Parents"** Nights- \$3000
 - Hosted 3 dinners at the Denham Inn for parents struggling with raising their teens and wanting connection and support.
- **Training for LCDAC members-** \$1000
 - Paid for Howard Lawrence to speak to LCDAC members and community members on how neighbouring can decrease social issues such as substance use.

Lobbying

- Funding request sent to Canopy Growth for another youth addictions counsellor
- Mental Health Sub-Committee- Members are working to increase the supports for mental health in the region

**IF NOT ME
THEN WHO?
AND
IF NOT NOW
THEN WHEN?**

New 2019 Plans

- **2019 AHS Grant**
 - \$1000 to AFTER grad
 - \$2000 for the Revival of Neighbouring Summit (May 1)
 - \$2000 for 4 Meet the Parents nights
- **Ben is Back Movie Screening**
 - April 13th at Leduc Theatres
- **Cannabis Transition Program**
 - \$7000 for Cannabis Education/Educational Materials
 - LCDAC to meet in May to discuss how to spend these funds

Questions?

- Any questions on the work the LCDAC has done or is planning?



City of Leduc

Audited Financial Statements

Scott Walker, CPA, CA, CAFM

Presented by: Chris Cholak, CPA, CA

Date: April 8, 2019

Administrative Items



- Ask questions any time
- If we can not answer directly, we will add to a list and address later or after the presentation

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Independent Audit Opinion



To the Mayor and Council of the City of Leduc:

Opinion

We have audited the consolidated financial statements of the City of Leduc (the "City"), which comprise the consolidated statement of financial position at December 31, 2018, the consolidated statements of operations, changes in net debt, cash flows, and schedules I through V for the year then ended, and a summary of significant accounting policies and other explanatory notes.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the City of Leduc as at December 31, 2018, the results of its operations, changes in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

April 8, 2019
Leduc, Alberta

MNP LLP
Chartered Professional Accountants

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Statement of Operations



	Budget 2018 (Note 17)	2018	2017
Revenue			
Net municipal property taxes (Schedule II)	45,808,289	45,848,453	43,218,446
Utility services	23,383,849	23,004,374	21,346,879
Sales, user charges and costs recovered	8,782,000	8,845,233	9,112,227
Government transfers (Schedule III)	8,772,736	8,825,592	8,572,860
Contributions and levies	3,849,438	3,339,068	3,890,086
Property revenue	2,100,157	2,112,152	2,119,814
Interest and penalties	1,672,560	1,385,196	1,605,100
Enforcement services	1,170,800	843,691	1,335,790
	95,539,829	94,203,757	91,201,202

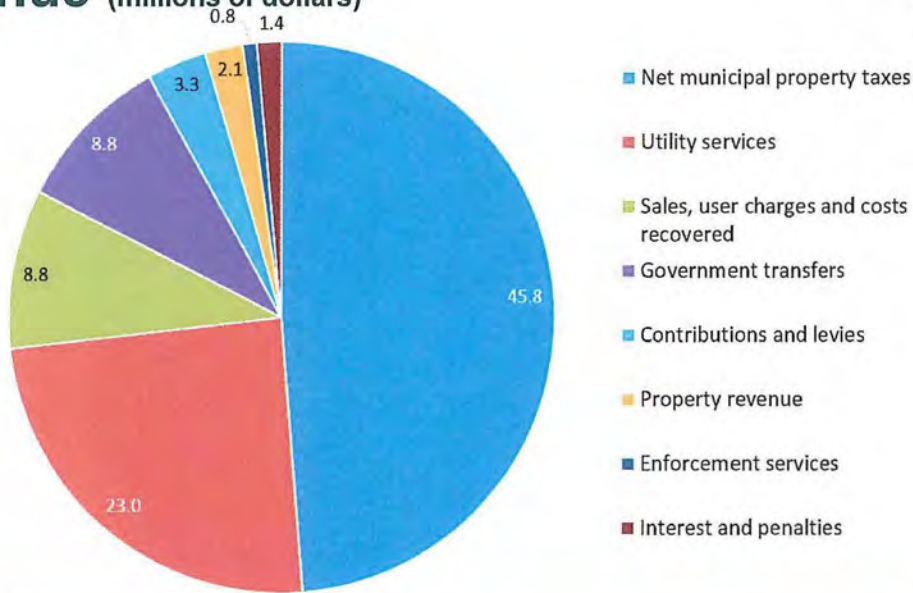
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Revenue (millions of dollars)

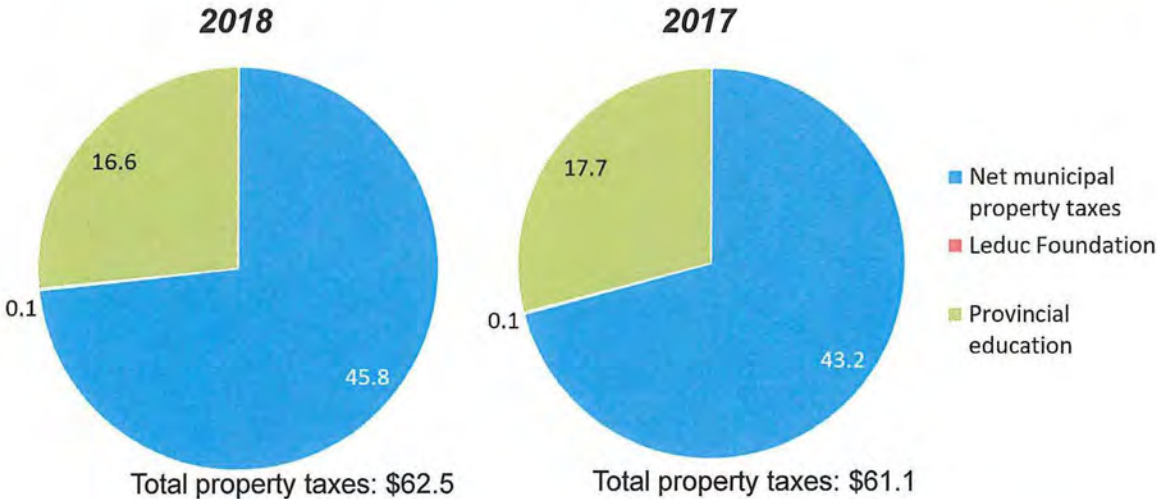
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Property Taxes (millions of dollars)

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Statement of Operations

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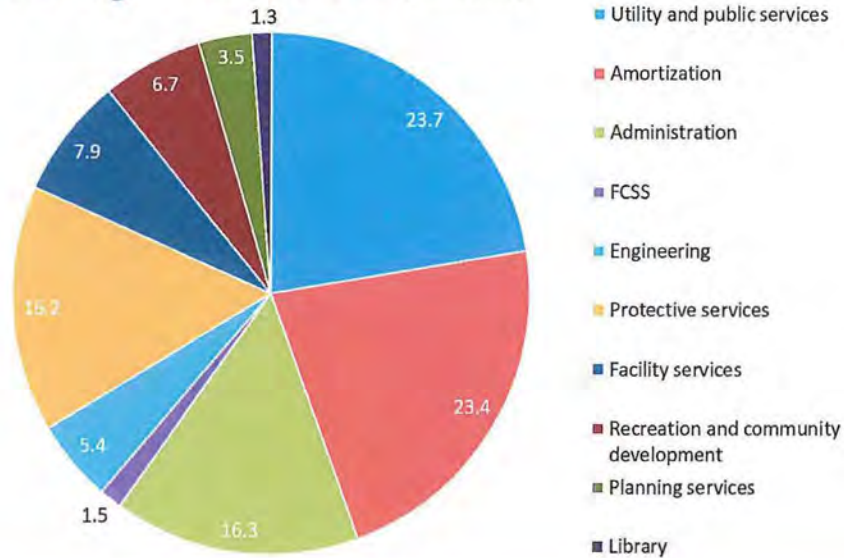
	Budget 2018 (Note 17)	2018	2017
Expenses			
Utility and public services	23,651,684	23,723,795	21,026,402
Amortization (Note 17)	-	23,350,614	22,318,384
Administration	18,254,269	16,310,306	16,225,101
Protective services	16,716,629	16,231,628	15,804,968
Facility services	8,153,780	7,914,652	7,093,177
Recreation and community development	7,231,962	6,651,435	5,768,084
Engineering	5,450,240	5,354,866	7,517,495
Planning services	3,858,570	3,486,303	3,314,558
Family and community support services	1,673,121	1,469,271	1,355,172
Library	1,331,391	1,341,493	1,224,407
Loss on disposal of tangible capital assets	-	50,295	309,828
	86,321,647	105,884,658	101,957,576

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Expenses by Function (millions)

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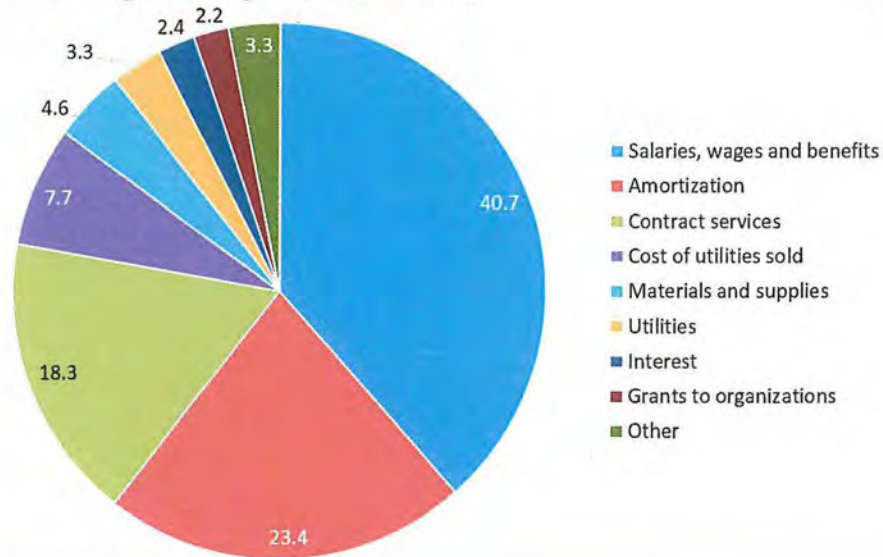
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Expenses by Object (millions)

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Consolidated Statement of Financial Position

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	2018	2017
Financial assets		
Cash	8,740,154	9,047,133
Investments (Note 2)	64,157,357	52,816,394
Property taxes receivable (Note 3)	1,819,684	1,591,640
Trade and other accounts receivable	6,560,850	6,069,167
	81,278,045	69,524,334

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Selected Notes to the Financial Statements



Property taxes receivable

	2018	2017
Current taxes	1,401,073 (77.0%)	1,335,343 (83.9%)
Non-current taxes	418,611 (23.0%)	256,297 (16.1%)
	<u>1,819,684 (100%)</u>	<u>1,591,640 (100%)</u>

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Consolidated Statement of Financial Position *(continued)*



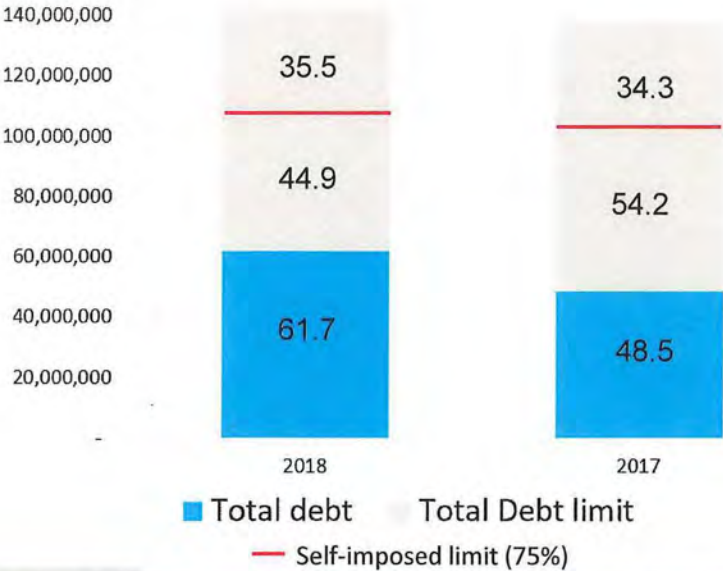
	2018	2017
Liabilities		
Accounts payable and accrued liabilities	13,981,771	13,056,888
Deposits and deferred revenue <i>(Note 5)</i>	9,129,051	11,479,311
Long-term debt <i>(Note 6)</i>	61,685,928	48,643,130
	<u>84,796,750</u>	<u>73,179,329</u>
Net debt	<u>(3,518,705)</u>	<u>(3,654,995)</u>

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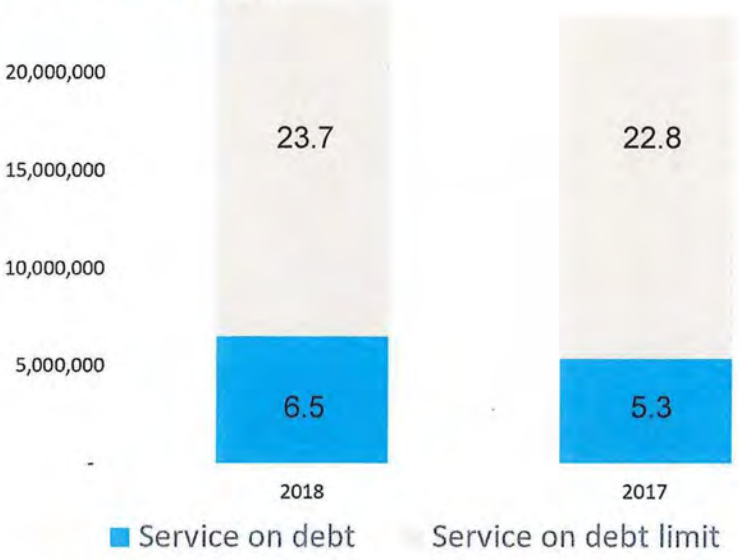
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Debt Limits



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Debt Service Limits



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Consolidated Statement of Financial Position *(continued)*

	2018	2017
Net debt	(3,518,705)	(3,654,995)
Non-financial assets		
Tangible capital assets <i>(Note 8)</i>	815,424,999	797,272,707
Inventory for consumption	485,534	558,223
Prepaid expenses	208,697	223,786
	816,119,230	798,054,716
Accumulated surplus <i>(Schedule I)</i>	812,600,525	794,399,721

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Tangible Capital Assets *(millions)*

	Cost	Accumulated Amortization	NBV
Land	124.4	-	124.4
Land improvements	31.9	9.7	22.2
Buildings	132.5	35.2	97.3
Machinery and equipment	28.4	14.8	13.6
Vehicles	11.4	5.8	5.
Engineered structures	814.4	266.5	547.9
Construction in progress	4.4	-	4.4
	1,147.4	332.0	815.4

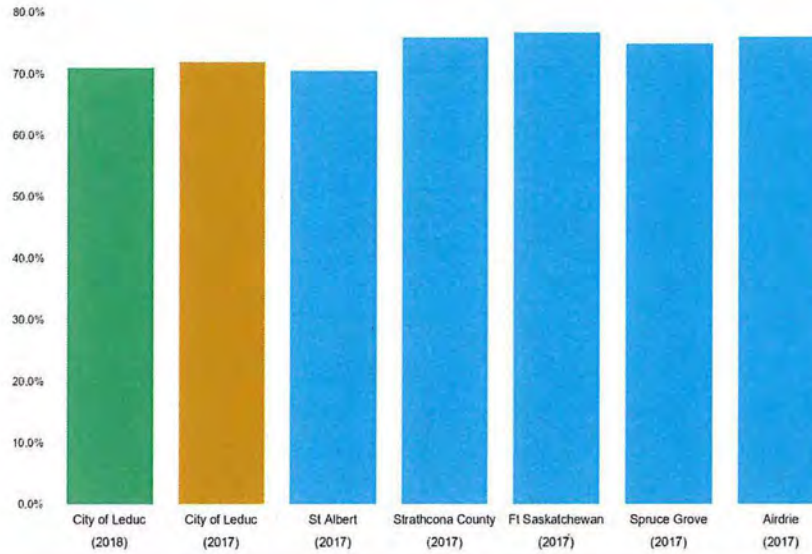
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Net Book Value as a % of Cost of TCA's

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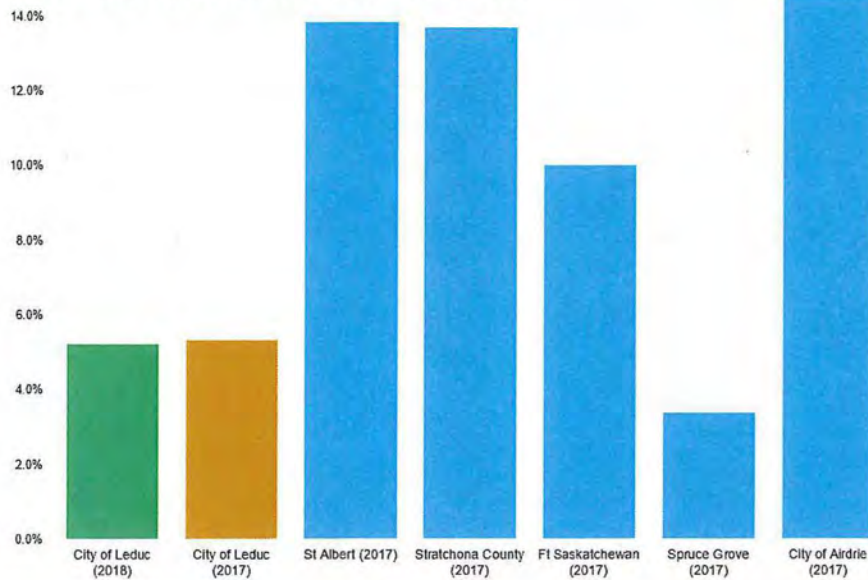
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Total Reserves as a % of TCA's

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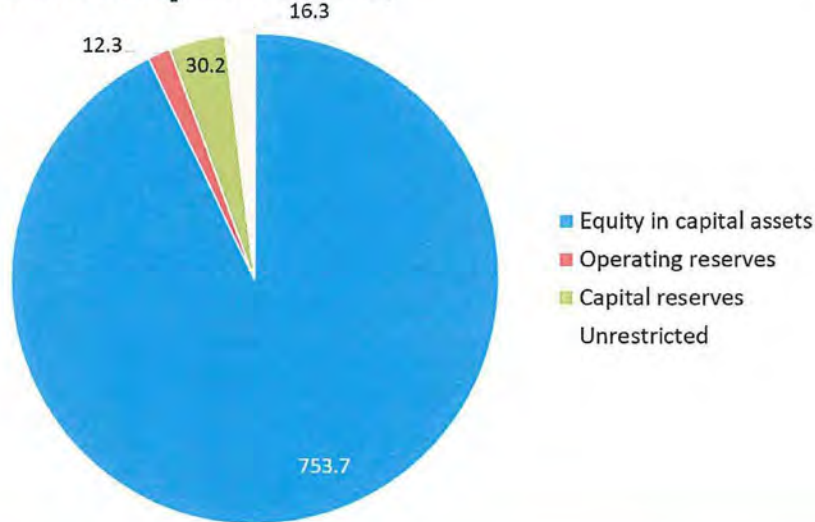


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Components of Accumulated Surplus (millions)

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Audit Findings

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Significant Audit, Accounting and Reporting Matters:

Changes from Audit Service Plan	None
Significant deficiencies in internal control	None
Difficulties encountered	None
Identified or suspected fraud	None
Identified or suspected non-compliance with laws and regulations	None
Going concern assumption	Appropriate
Accounting policies used by the City of Leduc	Appropriate
Matters arising from discussions with Administration	None
Modifications to Independent Auditor's Report	None

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Audit Findings



- **Accounting policy changes:**

- PS 3210 *Assets*
- PS 3320 *Contingent Assets*
- PS 3380 *Contractual Rights*

- PS 2200 *Related Party Disclosures*
- PS 3420 *Inter-Entity Transactions*

- **Unadjusted differences:**

- Some pieces of land transferred to other entities (i.e.: school divisions), and land that had been transferred to the City (i.e.: PUL and MR) had legally transferred title but had not been recorded
- Various pieces of property affected over a number of years
- Net effect was increase in book value of \$2,283,000

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Audit Findings



- **Areas of audit emphasis:**

- Deferred revenue and grant revenue
- Tangible capital assets

- **Testing of employee credit cards:**

- No expenses that didn't appear reasonable
- No instances where detailed receipts were not included

- **Compliance with investment policy:**

- Composition of investment holdings
- Credit rating of investment holdings

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Thank You

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Meeting Management Project Update

April 8, 2019

www.leduc.ca



What we have been up to...

- Completed eSCRIBE Administrator's training
- Running parallel meetings
- Agendas and minutes are being prepared using eSCRIBE
- Monthly Change Management Team meetings
- Working with eScribe and IT to work ensure the system is set for "Leduc"

Upcoming

April

- Champion Report Writer training
 - two components:
 1. report writing within eSCRIBE
 2. report writing guidelines

May

- Executive Report Writer and Approval training
- Report Writer training sessions


Upcoming Council Training

- Council training will occur in September after the summer break.
- Training will include accessing agendas and minutes as well as annotation within reports.
- Live at the October 28 meeting

We Heard You

- New Templates
- Report Writer Guidelines
- PowerPoints attached to agendas

Recommended

Option 1 - Recommended	
	COUNCIL REQUEST FOR DECISION
MEETING DATE:	
SUBMITTED BY:	
PREPARED BY:	
REPORT TITLE:	
EXECUTIVE SUMMARY	
One to two short paragraphs summarizing this report – it should be direct and specific	
RECOMMENDATION	
The recommendation(s) must completely explain the actions to be taken.	
RATIONALE	
Outline the reasons for the recommendation and any previous council or committee considerations	
STRATEGIC/RELEVANT PLANS ALIGNMENT	
How does the recommendation align to the Strategic Plan or any of the City of Leduc Revised Plans? NOTE: Not all will.	
ORGANIZATIONAL IMPLICATIONS	
ADMINISTRATIVE:	
Detail any impact on City staff or Council, i.e. analysis of projected implications for existing work programs, shift workloads, and other aspects of the organization	
FINANCIAL/PROPERTY:	
Detail the financial implications on current and future budgets (operating and capital) AND/OR any other implications of Council's approval or non-approval of the recommendation.	
ENVIRONMENTAL/CONSEQUENCES:	
Detail the implementation/communication plan relating to the proposed recommendation, including the audience, methods and timelines.	
ALTERNATIVES:	
Alternatives to the recommendation outlined at the top of this report must be stated briefly. Please Note: Not a section titled "That Council NOT approve" the recommendation outlined at the top of this report is not an alternative and should not be listed.	
ATTACHMENTS:	
Graphs and visuals must be an attachment and not in the body of the report.	

Option 2

Option 2	
COUNCIL REQUEST FOR DECISION	
<p>MEETING DATE:</p> <p>SUBMITTED BY:</p> <p>PREPARED BY:</p> <p>REPORT TITLE:</p>	
EXECUTIVE SUMMARY	
One to two short paragraphs summarizing this report – it should be direct and specific.	
ADMINISTRATION RECOMMENDATION	
The recommendation(s) must completely explain the actions to be taken.	
PREVIOUS COUNCIL DIRECTION	
BACKGROUND	
Outline the reason(s) for the recommendation.	
STRATEGIC ALIGNMENT	
How does the recommendation align to the Strategic Plan? NOTE: Not all will.	
IMPLICATIONS OF RECOMMENDATION	
<p>FINANCIAL IMPLICATIONS: Detail any impact on City staff or Council, i.e. analysis of projected implications for existing work programs, staff workload, and other aspects of the organization - CR - State there are no organizational implications.</p> <p>BUDGETARY IMPLICATIONS: Detail any impact on City staff or Council, i.e. analysis of projected implications for existing work programs, staff workload, and other aspects of the organization - CR - State there are no organizational implications.</p> <p>ORGANIZATIONAL IMPLICATIONS: Detail any impact on City staff or Council, i.e. analysis of projected implications for existing work programs, staff workload, and other aspects of the organization - CR - State there are no organizational implications.</p> <p>ENVIRONMENTAL IMPLICATIONS: Detail any impact on City staff or Council, i.e. analysis of projected implications for existing work programs, staff workload, and other aspects of the organization - CR - State there are no organizational implications.</p>	

Option 3

Option 3	
<p>COUNCIL REPORT</p> <p>INSERT REPORT TITLE</p>	
<p>MEETING DATE:</p> <p>REPORT NUMBER:</p> <p>REPORT VARIATION:</p>	
EXECUTIVE SUMMARY	
Provide a one or two short paragraphs summarizing this report – it should be direct and specific.	
RECOMMENDATION	
The recommendation(s) must completely explain the actions to be taken.	
RATIONALE	
Outline the reason(s) for the recommendation.	
STRATEGIC/RELEVANT PLAN ALIGNMENT	
How does the recommendation align to the Strategic Plan or any of the City of Leduc Relevant Plans? NOTE: Not all will.	
ORGANIZATIONAL IMPLICATIONS	
<p>FINANCIAL IMPLICATIONS: Detail any impact on City staff or Council, i.e. analysis of projected implications for existing work programs, staff workload, and other aspects of the organization.</p> <p>BUDGETARY IMPLICATIONS: Detail any impact on City staff or Council, i.e. analysis of projected implications for existing work programs, staff workload, and other aspects of the organization.</p> <p>ENVIRONMENTAL IMPLICATIONS: Detail any impact on City staff or Council, i.e. analysis of projected implications for existing work programs, staff workload, and other aspects of the organization.</p>	
IMPLEMENTATION/COMPLIANCE	
Detail the implementation/compliance plan relating to the proposed recommendation, including the audience, methodology and timeline.	
NOTES/COMMENTS:	
Attention to the recommendation outlined at the top of this report must be actioned. Please Note: that a motion stating "that Council NOT approve" the recommendation outlined at the top of this report is not an alternative and should not be listed.	

Questions





2018 Year in Review

Leduc RCMP Detachment

April 2019

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Welcome Message

2018 was a year of change and growth. With a divisional change of command along with several new faces in the management team and staff, we have sustained successful processes and efficiencies along with incorporating new ideas and fresh visions for the future.

As you are aware, 2017 was one of the busiest years to date for Leduc and the province of Alberta as a whole, with one of the highest concerns Division-wide being Property Crime. Leduc Detachment has undertaken significant endeavors, working collaboratively with



our community partners and stakeholders, to address this issue at the local level, utilizing proactive and educational efforts as well as enforcement. Due to the hard work and diligence of the Leduc RCMP, in the past year we have seen total Criminal Code Offences for the Leduc Municipal Detachment decreased by 14% between 2017 and 2018. (5-year increase of only 2%). The County too observed a 12% decrease in the past year (5-year increase of 5%). Municipal Property Crimes decreased by 18% between 2017 and 2018; whereas the County saw a decrease of 11% in the same time period. These decreases were mostly within the categories of Theft of Motor Vehicle, Theft Under \$5,000, Possession of Stolen Goods, Fraud, and Mischief to Property. Persons Crimes decreased in the Municipality by 3% between 2017 and 2018 (a 5-year decrease of 11%) whereas the County decreased by 12%.

Strategic planning is always at the forefront of successful policing. Keeping in line with the both the County's and the Municipality's Corporate Business Plans, the Leduc RCMP strive to meet and surpass our area of responsibilities within both.



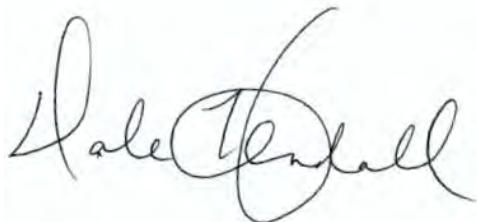
We strive to work collaboratively with our Leduc County partners to enhance their strategic goal of "Quality of Life" for the residents of the County and the Leduc Region as a whole.

Our efforts are also engaged in supporting the 5 statements of the Municipal Plan, with the first goal of "A City Where People Want to Live, Work and Play". We are working hard in support through youth and community engagement, crime reduction and engaging in the opioid abuse reduction efforts.

Keeping in line with Goals 2 and 3, "A City with a Plan for the Future", as well as "an Economically Prosperous City", proper planning is now underway to meet the policing needs for population growth of an estimated 3% per year – or 15% over the next 5 years will ensure there is no disruption in service delivery – ensuring the safety and security of the residents of an ever growing Region of Leduc for years to come.

Under Goal 4 of "A Collaborative Community Builder and Regional Partner" as well as Goal 5 "an Organization Striving for Excellence", we have phase 1 of the new RCMP expansion and renovation ready to commence in June. This is a huge undertaking, set to unfold in 5 phases over a 2-year period. This is truly a colossal, collaborative effort with many stakeholders (the municipality, the RCMP, Ellis Don, Stephens Kozak ARI Architects, to name a few) diligently working to produce a contemporary and current detachment that will meet the ongoing demands of population growth and modernization for the Region of Leduc for years to come.

Planning for 2019-2020 Annual Policing Priorities has already begun. We look forward to another safe and successful year in Policing!



Inspector Dale Kendall

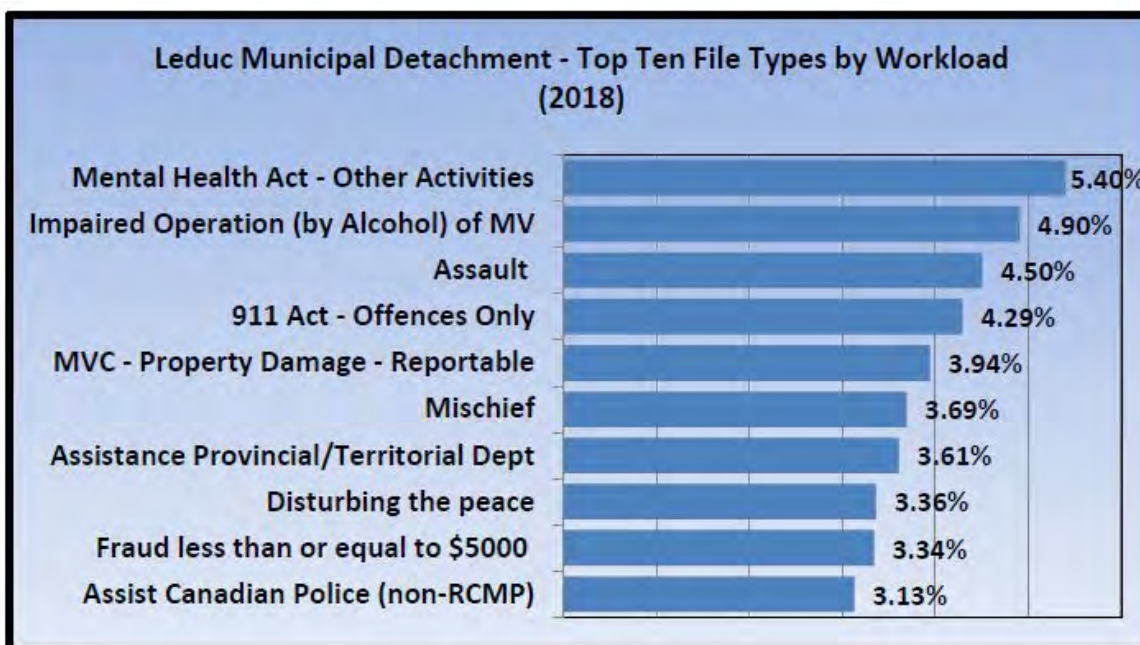
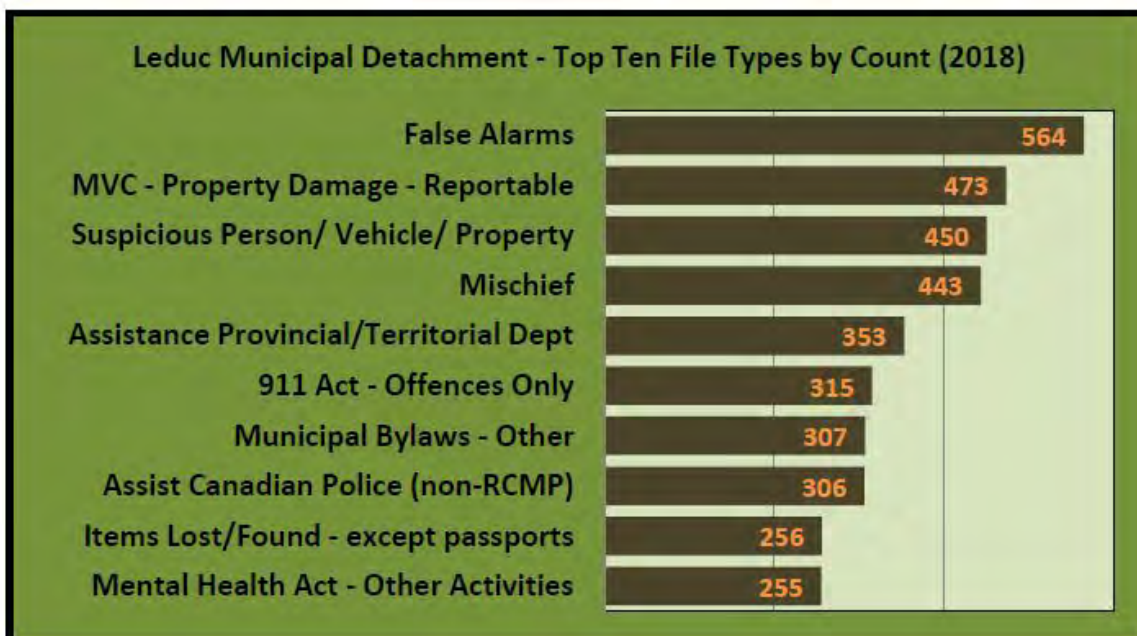
Officer in Charge, Leduc RCMP Detachment



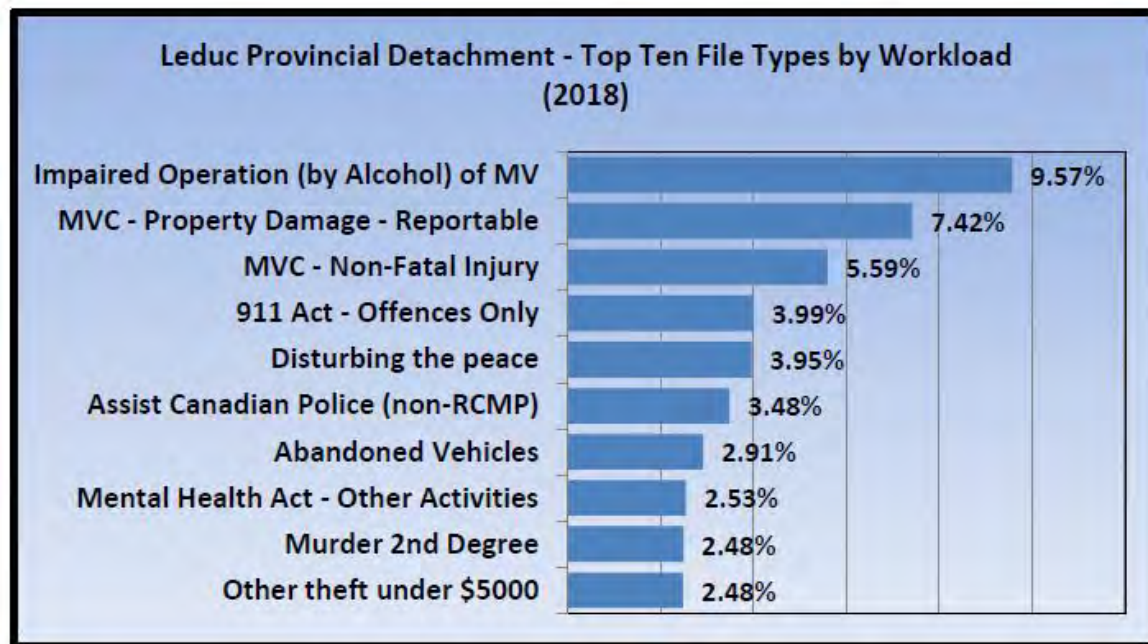
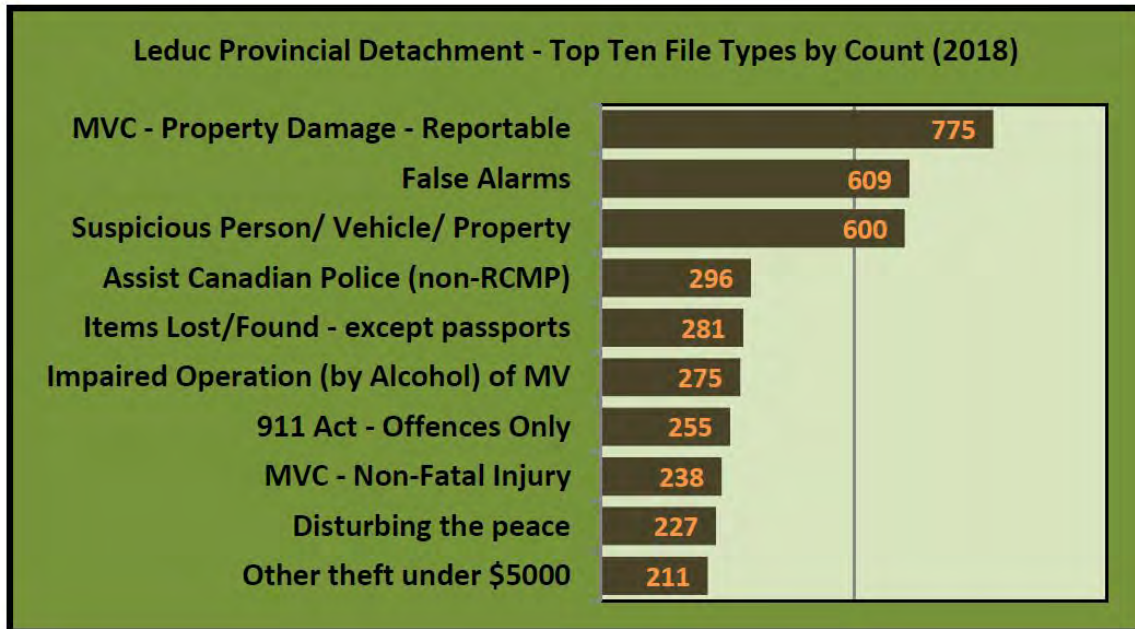
2018 Statistical Highlights

The charts in this section highlight the most common types of files that the Leduc RCMP deal with throughout the year (by "Count"), as well as the files that are the most time consuming to investigate and conclude (by "Workload").

Crime Statistics – City of Leduc



Crime Statistics – Leduc County (Rural)



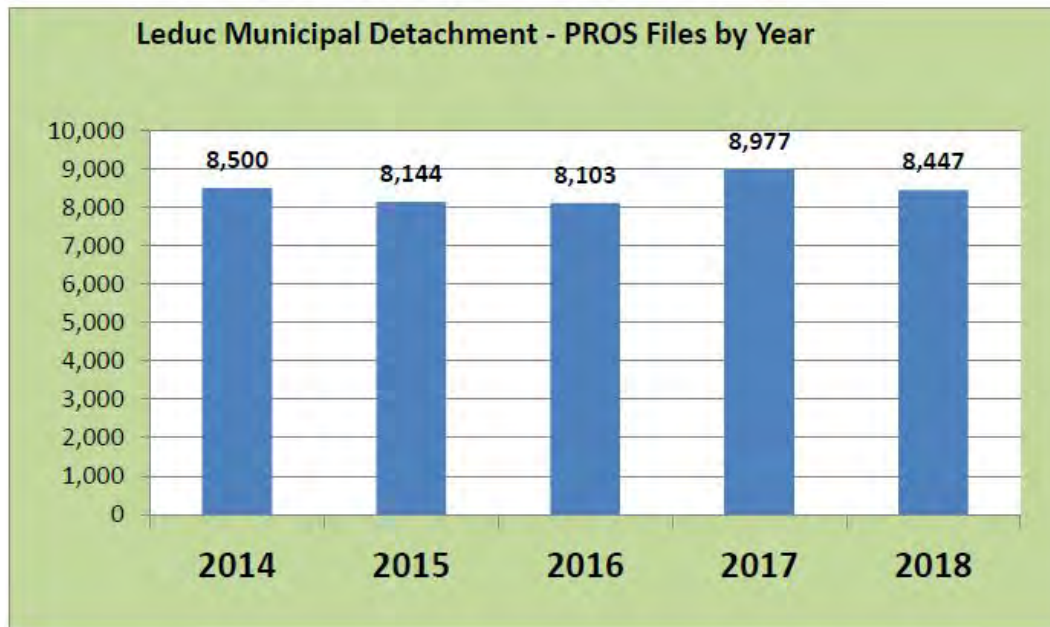
As is evident in the statistical data, calls for service regarding false alarms remains of significant concern to the detachment. It is hoped that with the recent approval of an alarm bylaw within the city, the detachment will see a reduction in the amount of time members will have to spend dealing with these calls.



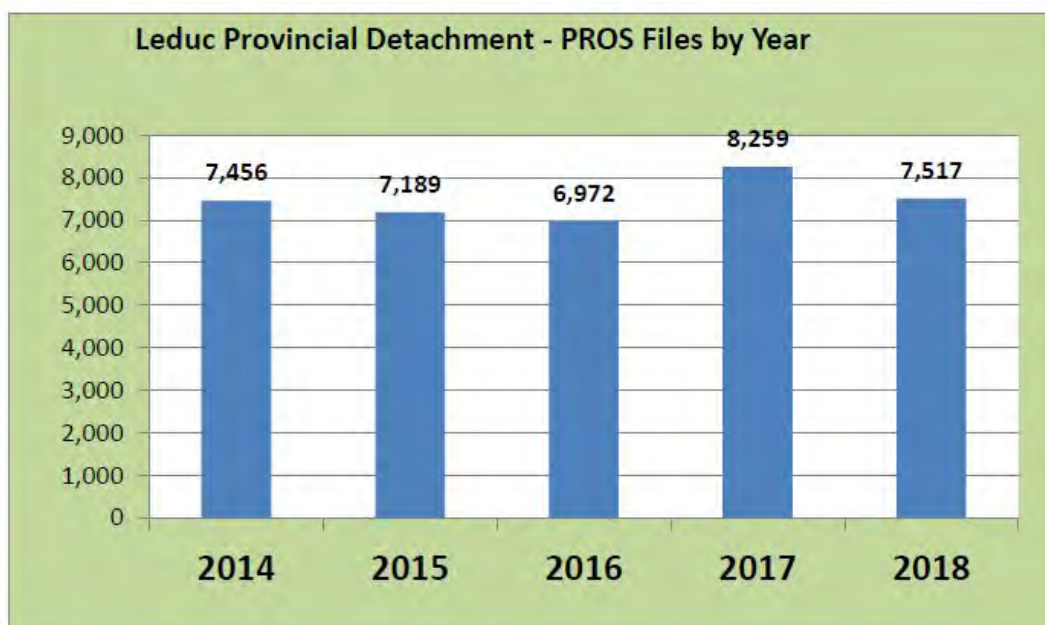
PROS Occurrences in 2018

Total Calls for Service

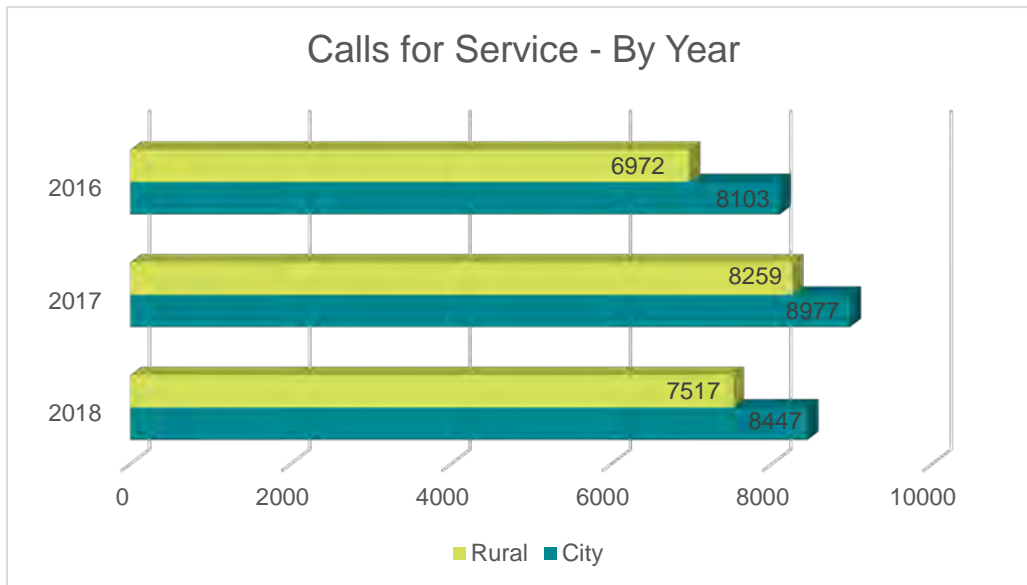
Municipal (City)



Rural (County)

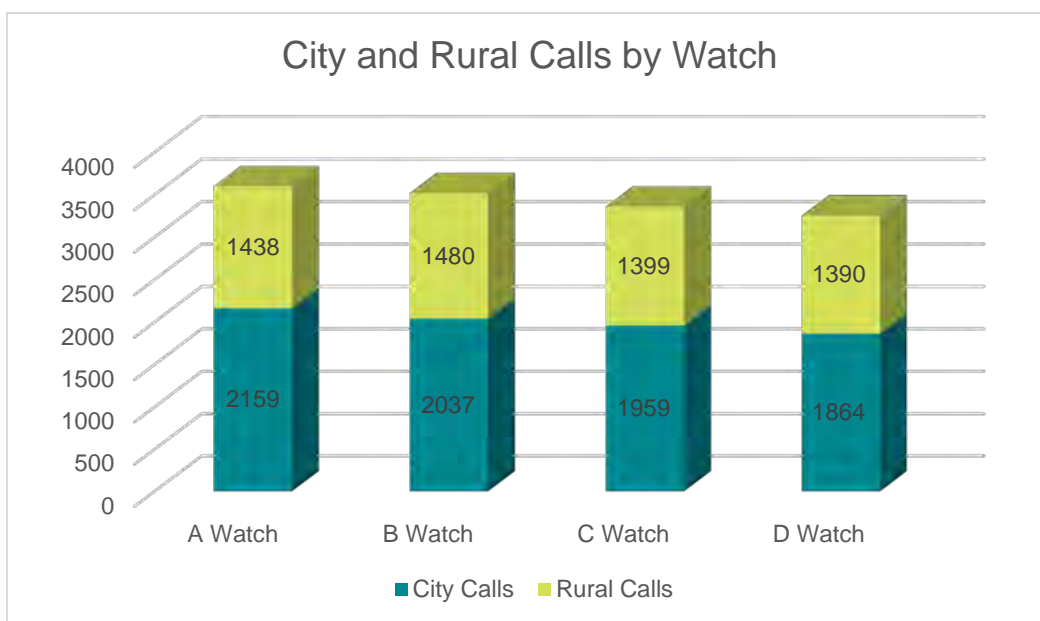


Calls for Service – Yearly Comparison



As detailed in the chart above, Leduc Detachment as a whole received less calls for service than in 2017. With the amount of new construction in the surrounding areas, including the new outlet mall as well as the casino and horse racing track that has opened, it is predicted that 2019 will again see an increase in calls for service and files generated.

Calls for Service – By Watch



The Watches



It has always been that the “general duty” police officer is the backbone of any successful policing model. The general duty members once again have proved this axiom. The 40 general duty members of Leduc detachment provide 24-hour coverage to the City of Leduc and the Town of Calmar, in addition to Leduc Country. Each watch consists of a sergeant Watch Commander, a corporal Road Supervisor, and eight general duty constables. The integration of both provincially and city-funded positions allows the detachment to ensure that these

positions are greater than the sum of their parts. This in turn provides the best available level of service to our contract partners, our stakeholders and the public. I can say without hesitation that the men and women of the watches work hard to deliver the best possible results to ensure the safety and security of the public in Leduc and Leduc County.

This past year, the watches fully embraced the concept of an over-arching crime reduction strategy to reduce property crimes in high-crime areas (“Hot Spots”). This strategy included targeting these Hot Spots with frequent patrols and visits in order to deter crimes. During the first year of this initiative (2017), the watches listed a goal of conducting at least 1200 proactive checks on these Hot Spots situated in both the city of Leduc and Leduc Country. By the end of the year the watches had completed more than 6500, more than five times the goal that was originally set. The watches believed they could do even better for 2018. As a consequence, the detachment set a goal for 2018 of 3500 Hot Spot checks. With the full participation of our Crime Reduction Unit (CRU), the watches were able to



complete and document over 13,000 checks. Crime statistics have shown (as is seen further in this document) these measures to be an effective tool to assist in the reduction of property-related offences.

A more focussed effort was also made to increase the number of check stops being done by the watches, with the goal being to reduce the number of impaired drivers on our roads. The four watches combined to conduct 61 check stops for the year.

From the perspective of human resourcing, Leduc Detachment has faced significant challenges. Each watch has had to deal with reduced numbers due to outside factors such as transfers and long-term injuries. Despite these issues, morale at the detachment is high, as our recently completed internal survey has indicated. This fact is an illustration of the dedication that the watch members of the detachment have to the City of Leduc and Leduc County. Management at the Leduc Detachment have been working closely with our staffing units to bridge these gaps to ensure we are able to continue to provide the highest levels of service possible. We have been informed by our staffing unit that Leduc should be expecting several new recruits during the first half of the 2019/2020 fiscal year.



The advent of legalized marihuana also brought significant challenges to the watches, as an entirely new paradigm of drug interdiction, impaired driving and the entire legislative framework had to immediately be both learned and implemented. This included such new tools as Mandatory Alcohol Screening (MAS), where a driver is required by law to immediately provide a sample of their breath to determine the content of alcohol in their system. It is clear that with these new tools, coupled with the training of more Drug Recognition Experts, Leduc Detachment members will be better equipped to make the community that much safer for the public.

As we move forward into 2019, I remain firm in the knowledge that the members of Leduc Detachment will continue to provide a high level of service and commitment to the communities and people we serve.

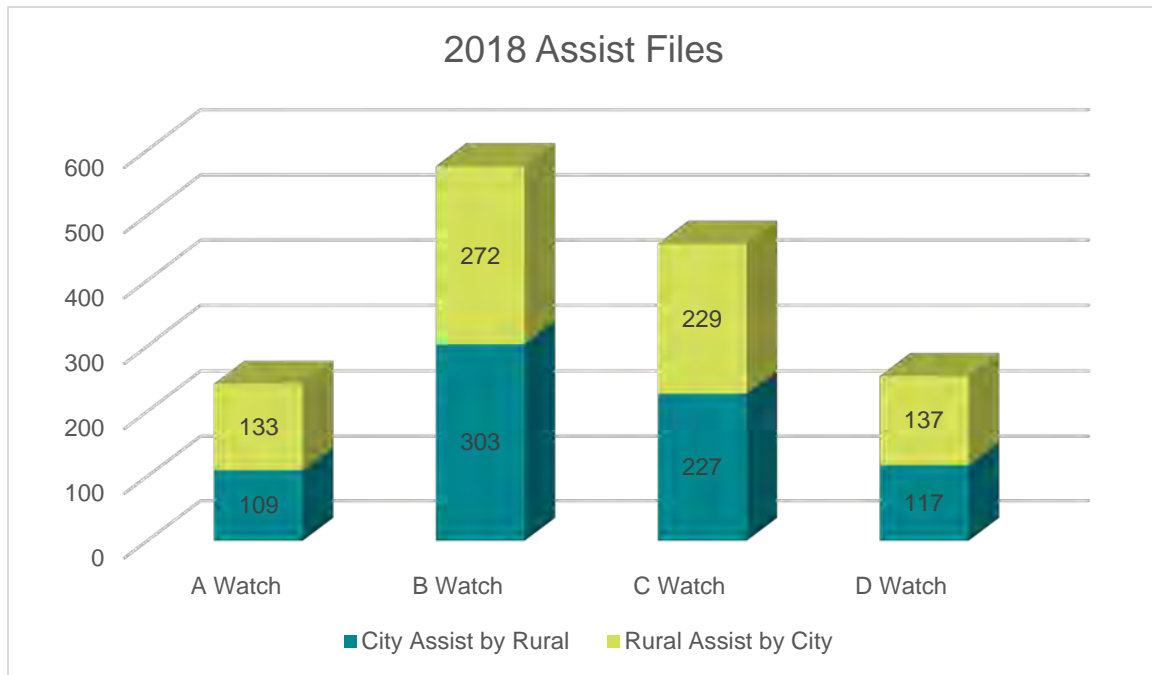


S/Sgt. James Derouin

Operations NCO



Assist Files by Watch



This graphic showcases Leduc RCMP's integrated post model of policing at its best. The model defines the 'city' and 'rural' split in our membership, and having it in Leduc allows the detachment to respond to every call for service in an efficient, timely manner regardless of the geographical location of the event in our jurisdiction.

The chart shows how many times in 2018, per Watch, City members assisted Rural members (and vice-versa) with calls during regular duty. An example of this in action: a General Duty member occupying a Rural position at the detachment assists with a serious motor vehicle collision in the City of Leduc. The membership does this on every shift in order to maintain our consistent high standard of service to the community. The numbers regularly level out to similar figures within the Watches over the course of the year, as seen above.



Detachment Support Staff

Our Leduc RCMP and Enforcement Services Administrative team has continued to transform and realign in the 2018 calendar year.

Our Administrative supervisor Jamie Zotek assumed a secondment for a year in RCMP Division Informatics. This was beneficial for the organization and certainly provided Jamie with an enhanced knowledge that we are lucky to benefit from, upon his return to our unit. His absence meant that someone internally was afforded the opportunity to assume the acting role. The position was backfilled by Sandra MacDonald who was able to develop a multitude of new skills and, although in a learning curve as a new supervisor, she met the challenge with zeal and success.

We have added 0.5 additional resourcing to our front counter team, and although there are still training obligations we are expanding our service to the public and reducing wait times for such things as criminal record checks, crime reporting and collision reporting. Due to increased demands in the court process, such as electronic disclosure, multiple appearances and increased charge volume, we have expanded our Court detail resources by 0.5: this allows for a continued timely update to files and review of dispositions.

We have re-aligned some of our internal resources to move from four watch clerks working shift work, to eight, so that they can work in teams of two: they support both the RCMP and CPO membership on the frontline. This has allowed for extended hours of support to the members both in the office and roadside. They ensure that once the member has captured the investigation, the administrative obligations are met as timely and accurately as possible; records are documented appropriate to meet retention obligations, crown requests and court disclosure are prepared and transferred securely, CPIC entries, removals and amendments are done as timely and accurately as practical.

Several of the crime reduction initiatives have had significant demands on the administrative resourcing workload, such as the QE II Project, the Crime Mapping obligation, updating of prolific offender information and the Crime Reduction Unit



support needs. We have established and cross trained a pool of casuals to meet coverage demands "as and when required" in support of equipment inventory, fluctuating calls for service, back fill for absences, and training obligations.

These demands are being readily met in Leduc as we have support staff with strong knowledge, skills and abilities and who are also very committed to team work. We use those from within our team to mentor their peers and new personnel. We have recruited new team members from Judicial or policing back grounds and are bringing transferable skills to help us work smarter. We continue to cross train our support staff in different skills to expand their contribution, as well as enhance their job satisfaction. The continued growth, intelligence and technology of policing requires a commitment to evaluation, modernization and flexibility as we move forward. We are fortunate to have a team that has met these challenges in 2018 and is up to the challenge in 2019!



A handwritten signature in blue ink that reads "LeeAnne McLeod".

LeeAnne McLeod

*Operations
Supervisor*



A handwritten signature in blue ink that reads "Sandra MacDonald".

Sandra MacDonald

*Acting Administrative
Supervisor*



A handwritten signature in blue ink that reads "Jamie Zotek".

Jamie Zotek

*Administrative
Supervisor*



Facilities & Infrastructure

Starting in the late spring of 2019, the Leduc Detachment will be expanded and renovated. Planning for this construction has been ongoing for the last year. This construction is expected to be finished by the beginning of 2021 and will be completed in a total of five phases. Some quick facts about the project:

Current RCMP space: 1100m²

Space available after renovation/expansion: 4001m² (*this total includes an 800m² overbuild*)

Estimated Cost: \$13,300,000

Construction Company:  EllisDon

EllisDon has extensive experience meeting the unique needs of the RCMP: they constructed both the Strathcona County and the Stony Plain/Spruce Grove detachments.

A three storey tower will be built first prior to the existing RCMP area being renovated and expanded. A total of eleven cells will be available following construction. The expansion and renovation is projected to be a 20 to 30-year solution to meet the policing accommodation needs for the Leduc region. City of Leduc personnel will be occupying unused overbuild space until it is required by the RCMP.

Efforts to mitigate and minimize disruption to our partners, stakeholders and clients will be made on an ongoing basis in consultation with both the architects and builders. Significant preparation prior to the commencement of placing shovels in the ground has been made in order to minimize any predicted impact.



Leduc Enforcement Services

Leduc Enforcement Services (LES) works closely with the Leduc RCMP membership, and works out of the local RCMP detachment. LES is responsible for traffic enforcement, animal control, property compliance, and assisting the RCMP.

LES consists of a team of nine CPOs which allows the unit to specialize in a variety of areas. The team includes one CPO Sergeant, four general duty CPOs, a dedicated traffic officer, an animal control officer, and two photo radar operators.

2018 also saw LES expanded their role with the addition of operating photo radar in Leduc. Prior to 2018 the City of Leduc contracted out photo radar, but the decision was made to bring photo radar in-house to have more transparency and greater oversight of the program. LES works closely with Leduc RCMP regarding the deployment of photo radar in the community.



In 2018, there were 1,893 dispatched calls for service from the public. This represents a 12% decrease for dispatched calls from 2017. However, LES initiated 851 self-generated files which is a 56% increase from 2017. The top three areas of complaints for LES in 2018 were, respectfully: vehicle complaints, property complaints, and animal complaints.



LES held seven community events in 2018 which included: a bike safety presentation, two charity check stops, Dog Days of Summer, and a Halloween safety presentation. LES also participated in the annual Fall Food Bank Round Up, and worked hand in hand with Leduc Family and Community Support Services on the Youth Movie Night. All these events line up with LES's priorities in making Leduc a safe community and increasing the quality of life for its residents.



GIS / Drug Section

The Leduc RCMP General Investigation Section (GIS) had a busy 2018. GIS members were involved in taking the lead role and/or providing assistance to the General Duty RCMP members in serious property and person crime offences in the City of Leduc and Leduc County.

This year GIS conducted investigations into several sexual assaults & armed robberies involving firearms that resulted in suspects being arrested and charged. GIS also investigated numerous frauds that totaled in the hundreds of thousands of dollars, as well as fraudulent credit card use and theft of personal identification of individuals.

The GIS members had also developed a plan to combat increasing auto theft by deploying police techniques that resulted in two suspects being arrested and charged with over 60 Criminal Charges in Leduc and Leduc County along with vehicle thefts from the surrounding area.

The General Investigation Section enhances the Leduc Detachment's overall response to serious, violent & organized crime, allowing our general duty members to spend more time responding to calls for service in the community. The GIS role is complex, and requires experienced RCMP members who have received specialized training.



The Leduc Drug Unit has been actively engaged in the reduction of illegal drugs in the community and the disruption of organized crime groups operating within Leduc and Leduc County.

The unit's work for 2018 has resulted in numerous people being charged with Possession for the Purpose of Trafficking in Cocaine, Heroin, Meth, Fentanyl, and Prescription Drugs in Leduc and Leduc County. This has resulted in over two hundred thousand dollars of illegal drugs being taken off the streets of our communities.

For the last half of 2018, the Drug Section has been involved in investigating an Organized Drug Group. As we continue with this investigation, we hope to eventually disrupt and dismantle this group of individuals.

Criminal Intelligence Analyst

Leduc Detachment is pleased to announce the recent hiring of our new Criminal Analyst, Jordan Vincent. 2018 saw the departure of our previous analyst, Anne Desjarlais to K Division Headquarters. Jordan has been working closely with Anne in order to maintain as much continuity within this position as possible. Jordan's work will provide significant assistance to the detachment by ensuring that our policing activities are intelligence-led and intelligence-focussed.

One of Jordan's main duties will be to assist our drug enforcement unit and the detachment as a whole by performing geographical pattern analyses of the distribution of criminal activity. Similarly, he will be conducting mapping analysis to assist in the detachment's crime reduction efforts. This work will be vital in identifying crime "hot spots" within our communities in order for the detachment to specifically target these areas to reduce crime.

Jordan also conducts in-depth reviews of all criminal code files received by the detachment in order to identify trends and similar-fact crimes to assist with the identification and apprehension of suspects. Jordan is also forming close partnerships with all surrounding police forces to share this valuable intelligence.



Operations

A number of specialized services form the Operational Support team: The Leduc Municipal Integrated Traffic Unit (MITU), Community Policing/Victim Services Liaison, School Resource Officer (SRO) and the Leduc County Enhanced team are all included under this umbrella.

Many of our successes this year were achieved through partnerships. We partnered with Nighthawks, Victim Services, City Peace Officers, and County Peace Officers to complete two separate Secure It or Lose It Campaigns in the Spring and Fall of 2018. This initiative encourages community members to install a unique theft prevention screw onto their licence plates. Just under 400 of these screws have been handed out to date in this ongoing project.



Some other notable events we participated in or led in the community in 2018:

- RCMP Detachment Open House
- Seniors presentations on frauds, scams and bullying
- Participation at the Black Gold Rodeo, Canada Day and Santa Claus Parade
- Pink Shirt Day & FCSS Open House
- Candy Cane Check Stop & CN Holiday Train
- Breakfast with the Mayor

Cst. Bridget Morla

Acting Sgt., Operational Support



School Resource Officer

This year the SRO, Cst. Neil Muz, taught the DARE program to 19 different classes in Leduc schools. City of Leduc CPO Brad AGOTNES taught 1 additional class at Linsford Park School. Cst. Muz continues to provide schools with numerous presentations on topics of internet safety, bullying, drunk and distracted driving, drug awareness and motivational speeches to Junior/Senior High classes. Cst. Muz is also responsible for delivering the Party Program to all Grade 9 students. He also attends student assemblies and is a positive presence throughout the schools, even reaching out and connecting to the students through social media. In addition, Cst. Muz interacts with students on a daily basis wherever he is, and coaches football at the High School. Cst. Muz has helped start up the first Students Against Distracted Driving (SADD) at Leduc Composite High School, and also interacts after hours with students from the Inclusive Education class. Cst. Muz has a strong presence at both High School graduations and is a role model for the youth within the community.

Crime Reduction Unit (CRU)

Property Crime continued to be a growing trend throughout 2018. In response, the Leduc County Enhanced position was supplemented with the creation of a Crime Reduction Unit at Leduc detachment. This entailed adding another member to the newly formed unit on a rotating secondment basis. The secondment allows a General Duty member from one of the four Watches to work on the CRU team for a period of six months, during which time they learn and implement new knowledge that allows them to continually improve their policing skills.

The team has worked on numerous investigations throughout the year. Some notable successes include the recovery of over \$10,000 of stolen bikes from Edmonton that were being stored in the County, and working proactively with a business in the county with bait devices, resulting in an arrest and subsequent conviction for copper wire theft. In the fall a large investigation lead to the recovery of over \$30,000 in geological surveying equipment belonging to the National



Research Council, and over \$15,000 in brand new tools. Over 100 charges were laid on multiple suspects relating to stolen or forged property from this investigation.

Following up on the Crime Prevention Through Environmental Design expertise developed in the past year, CRU member Cst. Julian Celms continued to work in partnership with Rural Crime Watch and the C.O.P. Nighthawks. Over 350 people from across the County as well as a group of Summer Villages Mayors received practical tips on ways to reduce their profile and exposure to property crime. As well, Cst. Celms played the starring role in nine videos that were produced between the K Division RCMP and Rural Crime Watch to help spread the word to all Albertans about simple and effective crime prevention strategies.

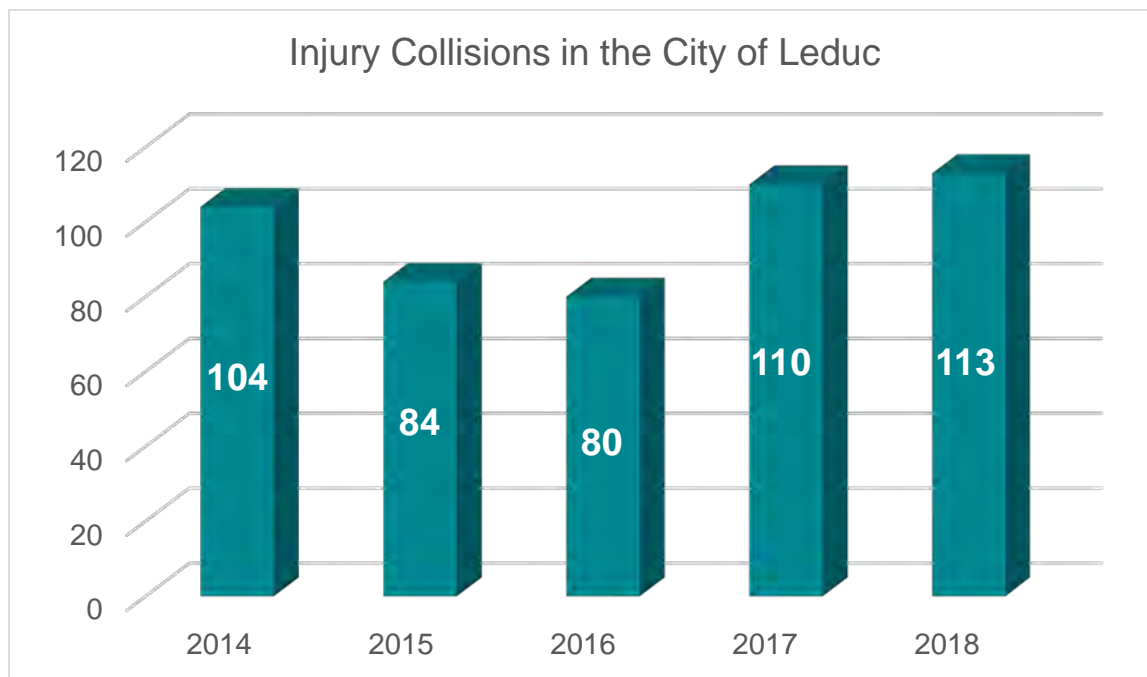


Traffic Enforcement

Municipal Integrated Traffic Unit (MITU)

The Municipal Integrated Traffic Unit has been active in the City of Leduc since July of 2015. The MITU currently operates with 2 RCMP Constables and 1 City of Leduc Peace Officer, answerable to the Support Operations NCO.

In 2018 there were 113 injury collisions in the City of Leduc, up from 110 in 2017. The charts below outline how the number of collisions previous to 2017 have declined but the last two years they have increased.



The reasons driving the increase in injury collisions against the previous years are not fully known, but factors include such things as an increase in population, a subsequent rise in traffic volumes, and road conditions.

Manned enforcement, traffic hot spot checks, and school zone patrols have been a focus for 2018 with MITU. The hot spots that the unit monitors come to us as complaints & requests from the public, tips from other members in the detachment, and requests for additional patrols/enforcement from the Community



Peace Officers. In 2018 we completed a total of 2,567 documented traffic stops, 565 hot spot checks, and 400 school patrol checks.

Impaired Driving

Impaired driving by drug/alcohol is a top-tier priority for the Leduc Detachment, especially with the recent changes to the Criminal Code of Canada, and there have been several initiatives identified that will help us combat the issue:

Education: Assisting or conducting presentations within the schools and in the community to increase awareness of the effects of impaired driving.

Impaired Check Stops: Driving while impaired by alcohol continues to be the most prominent factor that contributes to serious, sometimes even fatal, motor vehicle accidents across Canada.

MITU conducted its annual Candy Cane Check Stop again in December 2018, with the goal being to 'normalize' check stops and help the public see them in a more positive light. Check stops in Leduc consist of at least 3 of our members actively engaged in an operation for 30 minutes or more. The MITU conducted a total of 16 impaired driving check stops in 2018, surpassing the yearly unit goal of 12.

Automated Traffic Enforcement

The City of Leduc recognizes a clear link between speeding and the rate of collisions with speed being the estimated cause of nearly 30% of all fatal collisions. Numerous studies have shown that photo radar reduces speeding violations, and in turn reduces the number of collisions causing injury and/or death. This municipality uses automated traffic enforcement (commonly known as photo radar) as one of its' traffic safety tools to reduce collisions and the resulting injuries or fatalities caused by collisions.

The City of Leduc operates a program staffed by Leduc Enforcement Services peace officers to provide automated traffic enforcement. Deployment criteria is determined by the RCMP and is based on collisions, vulnerable road users and public complaints.



The use of automated traffic enforcement is only one component within the city's strategic traffic plan. Manned enforcement by the RCMP or City of Leduc Community Peace Officers, transportation engineering and traffic safety signage along with traffic safety education form other components of that plan.

QE II Speed Management Project

In May of 2018 the Leduc RCMP officially began the enforcement phase of the Highway 2 Speed Management Project. This project was the vessel for a study that was conducted by a team of researchers within the Faculty of Engineering at the University of Alberta, and was initiated back in 2017 as a response to the ever-present concern of highway safety within our community.

The Project proceeded into its full enforcement phase on May 7th, 2018: the first shift of 4 officers worked the six-kilometre stretch of the QE II known as the 'Leduc Corridor' with the goal of enforcing the speed limit, and educating the motoring public about why speeding is so dangerous. From May 2018 to the end of February 2019, officers worked a total of 102 ten-hour shifts on the QE II Highway and conducted over 4,700 traffic stops, with each stop being initiated as the result of a motorist exceeding the posted speed limit of 110 km/hr. Pamphlets that highlight the dangers and consequences of speeding were handed out to drivers in an effort to further promote awareness and education, and were positively received.

Over the course of this enforcement phase of the Project, statistics were continually gathered after every shift and forwarded to the team at the University for them to analyse. Many variables were recorded including the number of warnings given out for other traffic offences, and the average observed and ticketed speeds from each month. The average speed that motorists were both observed and ticketed at in the Leduc Corridor never dipped below 130 km/hr over thousands of violators. The highest ticketed speed from the data collected was 188 km/hr, 78 kilometres over the speed limit.

In early March 2019, the University team gathered all of their data sources together and set to work on the final report. The full report was sent over to the Leduc RCMP Operations Support Sergeant upon completion, and contained extensive analyses



of both the data-mining and enforcement phases of the Project. A quote from the abstract section at the beginning of the report highlights the positive results of months of planning and strategic, targeted enforcement on the QE II Highway:

*"The results show that there was a **significant reduction in the average speed** and the number of violations at the enforcement locations. The reduction in average speed of vehicles ranged from 1.9 to 8.8 km/h while the **number of speed violations dropped by up to 12.55%**. Overall, the results from this project demonstrate that implementing **an integrated speed management program, with manned enforcement at its core, has the potential to improve safety** by improving compliance, reducing the number of violations, and decreasing the average speed on highways."*

The results of this Project and study are very encouraging, and the Leduc RCMP will continue to strive to improve conditions on our roadways through a combination of education, planning and enforcement. Strategic manned traffic operations within the Leduc Corridor of Highway 2 are a crucial component of preserving both officer and public safety in our community, and will continue to be so in the future.



Strategic Policing

Prolific Offender Management

History and statistical analyses show that the same people are responsible for most of the crimes committed in our communities. Generally speaking, 20% of the population is responsible for 80% of crime. Equipped with this knowledge, 567 prolific offender checks were done by our membership over the course of 2018. This is an increase of 24.89% from the previous year in Leduc.

Prolific offender checks are where our officers personally check on the conditions of persons that we have determined are most likely to commit further crimes. These individuals have been through the court system and have had conditions of their release placed on them. Most commonly, these conditions are curfew or drug/alcohol related. The officers will attend their residences, places of work, and frequented locations to ensure they are abiding by those conditions set out for them by the courts. If they are found in breach of those conditions, they are arrested and charged with the offence. Most of these checks result in a non-event when the subjects are found to be compliant.

A consistent and targeted approach to this system of checking prolific offenders keeps them in check and causes less crime to be committed overall in the community. The checks oftentimes result in the offender being arrested in a quick and appropriate manner, which takes them off of the streets and again allows for less crime to occur. The list of prolific offenders is regularly reviewed and monitored by senior RCMP members to ensure continuing best results from the initiative are achieved.

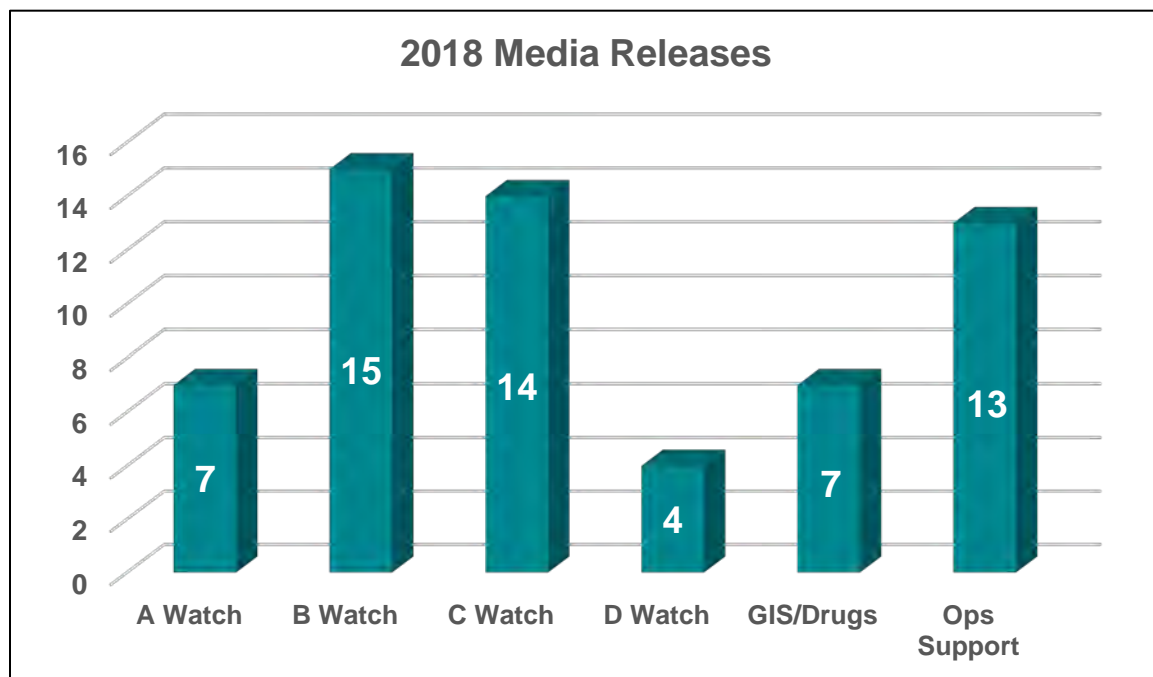


Strategic Communications

Communication both internally and externally is critical for an effective and efficient Detachment. The use of the media to inform the public about our activities is important in that our Detachment can improve support by the public, obtain assistance from the public on investigations and demonstrate to the public the value of our service.

In 2018 Leduc Detachment distributed a total of 60 media releases to the community and our partners.

Cst. Bridget Morla and Inspector Dale Kendall meet with City of Leduc Communications Department regularly to keep the lines of communication open. This has proven to be an important partnership that will continue into the future.



Hot Spot Checks

In 2017/2018, the Leduc detachment began targeting “hot spots” as an initiative to have an impact on major property crime in specified areas. During this first year, the goal was to have up to 1200 proactive checks done at a list of “hot spots” in the City of Leduc and in Leduc County. By year end, over 6500 checks had been completed by our members.

In 2018/2019, the Leduc detachment continued “hot spot” checks and, based on the prior year’s performance, set a goal of 3500 checks for the year. Watch efforts to patrol these “hot spots” were supplemented by the newly created Leduc Crime Reduction Unit. In the first 9 months of this new year, “hotspot” checks have more than doubled the target, coming in at over 12,800 as of late February 2019. This is an increase of nearly 33% over 2017.

Moving into 2019/2020, the Leduc detachment will continue with these checks. Over the past 2 years our “hot spots” have been identified through a combination of anecdotal and statistical evidence. In the new year, we will be selecting locations based on recommendations from our new Criminal Analyst, Jordan Vincent, targeting our efforts on areas identified through crime trend analysis. It is our hope that actual crime and perceived crime are reduced in “hot spots” through these improved efforts.

Future Plans – 2019/2020 APP

With the conclusion of the policing priorities survey in February 2019, the Leduc detachment has been given clear input from the communities that we serve, identifying where residents believe the RCMP should focus policing efforts.

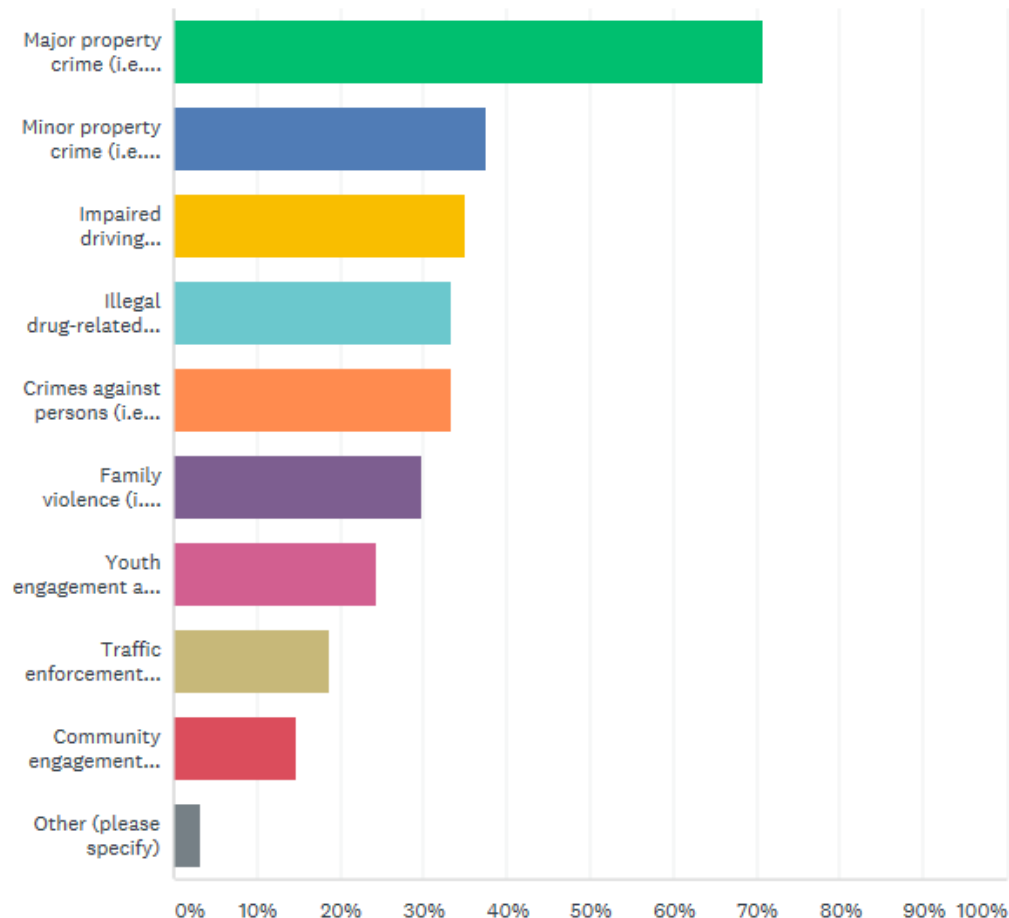
As in years past, the top rated priorities identified have remained constant: Impaired Driving, Illegal Drug Related Offences, and Major Property Crime.

The Leduc RCMP will be better targeting our priorities by utilizing our new Criminal Analyst to address the “Five W’s”, and developing initiatives based on that intelligence.



Policing Priorities Survey

The Policing Priorities Survey that went out in early 2019 gave us valuable insight into the concerns of the citizens that we serve. Some brief highlights of that survey are below.



The responses from the survey clearly indicated that property crime remains a top concern of Leduc and area residents. The top five priorities identified were:

1. 70.8% - Major property crime (i.e. break & enters, theft of motor vehicles)
2. 37.4% - Minor property crime (i.e. vandalism, theft under \$5,000)
3. 34.9% - Impaired driving (by drugs and/or alcohol)
4. 33.3% - Illegal drug-related offences (i.e. possession, trafficking)
5. 33.2% - Crimes against persons (i.e. assaults, threats)



Detachment Metrics

Leduc Municipal Detachment 2018 Metrics						
Metric	2013	2014	2015	2016	2017	2018
CC/RM	99.7	76.9	74.2	73.2	88.7	78.2
CSI	94.7	95.7	98.3	97.0	120.5	N/A
CC/1000	97.6	88.8	84.9	83.0	99.8	84.8
PPR	1,022	866	874	882	890	922

Leduc Provincial Detachment 2018 Metrics						
Metric	2013	2014	2015	2016	2017	2018
CC/RM	100.6	86.2	82.4	76.3	100.0	89.6
CSI	147.0	143.5	165.4	157.3	193.4	N/A
CC/1000	132.2	133.5	128.0	118.8	156.1	140.2
PPR	761	646	644	642	641	639

CC/RM – Criminal Code per Regular Member

This statistic refers to the proportion of criminal code incidents/files relative to the number of police officers.

CSI – Crime Severity Index

The CSI tracks changes in the severity of police-reported crime by accounting for both the amount of crime reported by police in a given jurisdiction and the relative seriousness of these crimes.

CC/1000 – Criminal Code Cases per 1,000

The traditional crime rate is expressed as a rate per 1,000 population, calculated by dividing the sum of all Criminal Code incidents by the population.

PPR – Police to Population Ratio

This figure quantifies the relationship between the number of police officers and the total population served.




























Five Year Trends (2013 – 2018)

Municipal (City) Statistics

2013 - 2018

All categories contain "Attempted" and/or "Completed"

























								% Change	
CATEGORY	Trend	2013	2014	2015	2016	2017	2018	13-18	17-18
Offences Related to Death		5	6	1	2	0	0	n/a	n/a
Robbery		7	10	18	6	15	20	186%	33%
Sexual Assaults		20	26	18	20	25	22	10%	-12%
Other Sexual Offences		5	4	9	12	13	17	n/a	n/a
Assault		273	242	243	193	251	243	-11%	-3%
Kidnapping/Hostage/Abduction		5	7	3	2	4	5	n/a	n/a
Extortion		2	1	1	2	5	5	n/a	n/a
Criminal Harassment		134	85	70	81	78	78	-42%	0%
Uttering Threats		104	102	87	64	80	88	-15%	10%
TOTAL Persons		555	483	450	382	471	478	-14%	1%
Break & Enter		122	127	175	147	184	199	63%	8%
Theft of Motor Vehicle		88	117	126	167	340	206	134%	-39%
Theft Over \$5,000		29	12	22	21	35	30	3%	-14%
Theft Under \$5,000		485	473	505	635	778	591	22%	-24%
Possn Stn Goods		42	43	55	44	94	69	64%	-27%
Fraud		175	180	212	259	298	325	86%	9%
Arson		12	6	6	8	3	9	n/a	n/a
Mischief To Property		496	471	471	397	437	382	-23%	-13%
TOTAL Property		1,449	1,429	1,572	1,678	2,169	1,811	25%	-17%
Offensive Weapons		15	14	18	24	23	17	n/a	n/a
Disturbing the peace		361	312	215	198	224	189	-48%	-16%
Fail to Comply & Breaches		138	138	120	137	150	156	13%	4%
Other Criminal Code		74	85	74	70	69	86	16%	25%
TOTAL Other Criminal Code		588	549	427	429	466	448	-24%	-4%
TOTAL CRIMINAL CODE		2,592	2,461	2,449	2,489	3,106	2,737	6%	-12%

n/a = if count is lower than 20. Percent change is not statistically valid with small numbers



2013 - 2018

All categories contain "Attempted" and/or "Completed"

								% Change	
CATEGORY	Trend	2013	2014	2015	2016	2017	2018	13-18	17-18
Drug Enforcement - Production		3	1	3	1	5	3	n/a	n/a
Drug Enforcement - Possession		136	144	130	116	77	65	-52%	-16%
Drug Enforcement - Trafficking		51	49	44	37	53	49	-4%	-8%
Drug Enforcement - Other		2	2	1	1	2	1	n/a	n/a
Total Drugs		192	196	178	155	137	118	-39%	-14%
Cannabis Enforcement		0	0	0	0	0	0	n/a	n/a
Federal - General		56	48	36	23	35	21	-63%	-40%
TOTAL Federal		248	244	214	178	172	139	-44%	-19%
Liquor Act		158	170	114	65	59	49	-69%	-17%
Cannabis Act		0	0	0	0	0	5	n/a	n/a
Mental Health Act		210	216	208	196	263	259	23%	-2%
Other Provincial Stats		376	332	288	248	311	330	-12%	6%
Total Provincial Stats		744	718	610	509	633	643	-14%	2%
Municipal By-laws Traffic		134	52	48	29	27	20	-85%	-26%
Municipal By-laws		471	264	245	266	312	294	-38%	-6%
Total Municipal		605	316	293	295	339	314	-48%	-7%
Fatals		0	1	0	1	1	0	n/a	n/a
Injury MVC		45	101	81	78	104	111	147%	7%
Prop. Damage MVC (Reportable)		488	561	407	317	454	479	-2%	6%
Prop. Damage MVC (Non Reportable)		118	78	56	63	62	62	-47%	0%
TOTAL MVC		651	741	544	459	621	652	0%	5%
Provincial Traffic		1,777	2,751	2,190	2,789	2,445	4,817	171%	97%
Other Traffic		30	38	61	21	23	23	-23%	0%
Criminal Code Traffic		342	295	259	263	236	213	-38%	-10%






















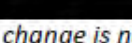



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Provincial (Rural) Statistics

2013 - 2018

All categories contain "Attempted" and/or "Completed"













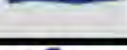











								% Change	
CATEGORY	Trend	2013	2014	2015	2016	2017	2018	13-18	17-18
Offences Related to Death		1	2	7	4	3	3	n/a	n/a
Robbery		4	3	9	6	17	4	n/a	n/a
Sexual Assaults		14	7	6	4	5	11	n/a	n/a
Other Sexual Offences		5	3	4	4	3	3	n/a	n/a
Assault		126	117	132	75	106	90	-29%	-15%
Kidnapping/Hostage/Abduction		4	3	0	4	2	0	n/a	n/a
Extortion		0	0	1	2	2	3	n/a	n/a
Criminal Harassment		47	51	25	28	29	25	-47%	-14%
Uttering Threats		52	45	36	38	42	45	-13%	7%
TOTAL Persons		253	231	220	165	209	184	-27%	-12%
Break & Enter		141	140	160	168	227	217	54%	-4%
Theft of Motor Vehicle		136	131	141	142	221	206	51%	-7%
Theft Over \$5,000		44	26	27	41	47	65	48%	38%
Theft Under \$5,000		269	295	307	305	455	323	20%	-29%
Possn Stn Goods		66	79	64	48	119	105	59%	-12%
Fraud		87	106	115	112	144	158	82%	10%
Arson		10	14	10	11	21	13	n/a	n/a
Mischief To Property		166	211	207	132	199	185	11%	-7%
TOTAL Property		919	1,002	1,031	959	1,433	1,272	38%	-11%
Offensive Weapons		87	87	61	74	58	46	-47%	-21%
Disturbing the peace		338	302	244	216	188	173	-49%	-8%
Fail to Comply & Breaches		71	67	56	56	58	63	-11%	9%
Other Criminal Code		43	35	36	56	54	54	26%	0%
TOTAL Other Criminal Code		539	491	397	402	358	336	-38%	-6%
TOTAL CRIMINAL CODE		1,711	1,724	1,648	1,526	2,000	1,792	5%	-10%

n/a = if count is lower than 20. Percent change is not statistically valid with small numbers



2013 - 2018

All categories contain "Attempted" and/or "Completed"

								% Change	
CATEGORY	Trend	2013	2014	2015	2016	2017	2018	13-18	17-18
Drug Enforcement - Production		3	1	1	2	0	1	n/a	n/a
Drug Enforcement - Possession		108	104	74	78	63	45	-58%	-29%
Drug Enforcement - Trafficking		19	16	21	13	12	12	n/a	n/a
Drug Enforcement - Other		14	11	2	6	6	5	n/a	n/a
Total Drugs		144	132	98	99	81	63	-56%	-22%
Cannabis Enforcement		0	0	0	0	0	0	n/a	n/a
Federal - General		387	174	41	48	63	37	-90%	-41%
TOTAL Federal		531	306	139	147	144	100	-81%	-31%
Liquor Act		77	104	120	82	40	51	-34%	28%
Cannabis Act		0	0	0	0	0	1	n/a	n/a
Mental Health Act		94	126	77	97	124	110	17%	-11%
Other Provincial Stats		219	198	214	203	249	280	28%	12%
Total Provincial Stats		390	428	411	382	413	442	13%	7%
Municipal By-laws Traffic		1	4	6	2	3	0	n/a	n/a
Municipal By-laws		28	7	34	16	20	17	n/a	n/a
Total Municipal		29	11	40	18	23	17	n/a	n/a
Fatals		4	5	7	5	3	4	n/a	n/a
Injury MVC		170	196	159	147	157	239	41%	52%
Prop. Damage MVC (Reportable)		888	911	823	562	748	813	-8%	9%
Prop. Damage MVC (Non Reportable)		182	117	118	96	109	137	-25%	26%
TOTAL MVC		1,244	1,229	1,107	810	1,017	1,193	-4%	17%
Provincial Traffic		6,529	6,456	2,687	2,176	3,114	9,313	43%	199%
Other Traffic		24	30	47	25	17	25	4%	47%
Criminal Code Traffic		619	501	339	323	357	342	-45%	-4%

n/a = if count is lower than 20. Percent change is not statistically valid with small numbers



MEETING DATE: April 29, 2019

SUBMITTED BY: Michelle Hay, Director of Intergovernmental Affairs + Corporate Planning

PREPARED BY: Michelle Hay, Director of Intergovernmental Affairs + Corporate Planning

REPORT TITLE: 2018 City of Leduc Annual Report

REPORT SUMMARY

The attached draft 2018 City of Leduc Annual Report provides Council with a preview of the information that will be made publicly available as the final status update on the City of Leduc 2014-2018 Strategic Plan.

BACKGROUND

KEY ISSUE(S) / CONTEXT:

The 2018 City of Leduc Annual Report serves as the final update on the 2014-2018 City of Leduc Strategic Plan and is the primary conduit for citizens to monitor progress. The report contains achievements for each focus area along with statistics and a financial overview of revenues and expenses. It has been compiled with the public audience in mind and will be available online following finalization and in hardcopy approximately 2 weeks thereafter.

ATTACHMENTS:

1. 2018 City of Leduc Annual Report

Others Who Have Reviewed this Report

P. Benedetto, City Manager

Annual Report

2018



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Your 2017–2021 Leduc City Council



BOB YOUNG
• MAYOR •

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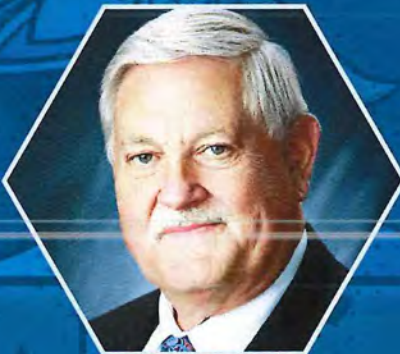
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BEVERLY BECKETT
• COUNCILLOR •



GLEN FINSTAD
• COUNCILLOR •



BILL HAMILTON
• COUNCILLOR •



LARS HANSEN
• COUNCILLOR •



TERRY LAZOWSKI
• COUNCILLOR •



LAURA TILLACK
• COUNCILLOR •

Mayor's Message

This past year was about seeking new opportunities and building upon our solid foundation in the region. From increasing community satisfaction with our recreational facilities and parks to investing in our infrastructure to support our growing city, Leduc is focused on our community now and into the future.

In 2018 we welcomed 1,300 new residents to our community – a 4.2 per cent increase over 2017. We are focused on developing our community through diversification of our strategic business sector, vibrant sport tourism industry and dedication to regional and global partnerships. In our first full year as a team, Leduc City Council came together to find our voice, both individually and collectively. We are committed to forging strong growth, locally and globally.

We continue to elevate our influence in the region with partnerships like Edmonton Global, the Inter-Jurisdictional Cooperation Accord and the Edmonton Metropolitan Region Board. This year, we continued to advocate for the 65 Avenue Interchange, a project that will unlock access points to the airport and pave the way for future developments. Looking ahead, we will continue to work with our provincial and federal governments to secure support and funding for the project. By working with our partners, we are creating a city and a region in which we share in the investments and the benefits.

As we conclude the 2014-2018 Strategic Plan, we are proud to introduce our 2019-2022 Strategic Plan as our commitment to the community and its future. The plan leverages our strengths and opportunities and reflects what we have heard from our residents and our community. Its four key focus areas will guide the work over the next four years and beyond to achieve our shared vision for the bright future that is inherently ahead.



Our city is in high demand as one of the fastest growing municipalities in the country. We sit at the crossroads of the region's most prominent airport, the province's busiest highway and the nation's largest combined industrial parks between the city and the county. We see our city continuing to strive, succeed and be front runners. Our partnerships allow us to be connected and remain invested in our region, as it continues to grow and prosper as a wonderful place to live, work and play.

Moving forward, council has renewed our commitment to a great life, a caring community and a thriving region. We are People. Building. Community. – and we represent the people of Leduc and will serve our community with dedication and pride.

Bob Y.
Mayor Bob Young

We see our city continuing to strive,
succeed and be front runners.

City Manager's Message

Over the past few years, our infrastructure developments and improvements have mirrored the city's growth and prosperity. In 2018, we were honoured to be the host city for the 2018 Curl 4 Canada Championships, Slo-Pitch National (SPN) Championships and the Edmonton Dragon Boat Festival, among other events. We experienced the expansion of Airport City and its amenities, and partnered in welcoming the 2018 SMART Airports & Regions Conference and Exhibition to our region, the first time this global event was hosted in Canada. In our ongoing efforts to reflect our culture and community-centred mind set, we also worked to refurbish and modernize our city with a restoration project in one of our oldest neighbourhoods, North Telford. As we look to sustain these projects and generate new opportunities, our residents are always top-of-mind.

Leduc is proud of our innovative and open approach to new legislations. With the legalization of cannabis in October, we established rules and regulations to responsibly accommodate the production, sale and consumption of cannabis. We are also dedicated to celebrating the diversity of our community through events such as our inaugural Rainbow Flag Raising Ceremony and Pride Week that took place in June. Through initiatives like these and many other programs, we continue to be a welcoming and inclusive community for all of our citizens.

In 2018, slow economic recovery in our region and the lagging growth in our non-residential sector created fiscal challenges for both the city and our residents. During budget deliberations in November, council committed to a modest tax increase. Council and administration utilized a collaborative approach to identify strategies to reduce the initial 2019 forecasted tax increase from 4.32 per cent to 2.89 per cent, in order to remain fiscally responsible and competitive in the region.

In order to align with the needs of our residents, economy and community, we have sought investments in the region and continued to work with our long-term partners. We will continue inviting new businesses to our community, and support those already established in Leduc and our region. We are 'Open for Business' and will make innovation and collaboration a priority.



"...we continue to be a welcoming and inclusive community for all of our citizens."

As we close the 2014-2018 Strategic Plan, we look ahead to the 2019-2022 Strategic Plan and a dynamic future. The City of Leduc remains a place where people want to live, work and play. I see this embodied in my coworkers, many of whom have worked for the city, dedicated to serving our community, for more than 30 years. The expertise and experience of the city staff can be seen in the number of external awards the City of Leduc has received. I continue to be proud of my workplace, my coworkers, our regional partners and all of the residents of our vibrant community. We are People. Building. Community.

A handwritten signature of Paul Benedetto in blue ink, written in a cursive style.

CAO Paul Benedetto

Vision

Well situated in an economic region, Leduc is a safe community where residents value the close community feel and availability of comprehensive services, quality infrastructure and good neighbours.

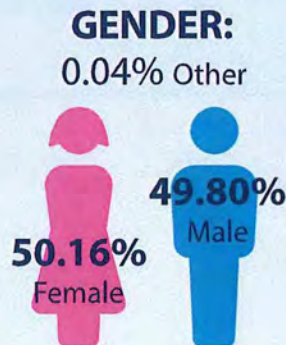


Mission

Our mission is to protect and enhance the quality of life in our community and the unique environment of our area through effective, innovative, responsible leadership and consultation.



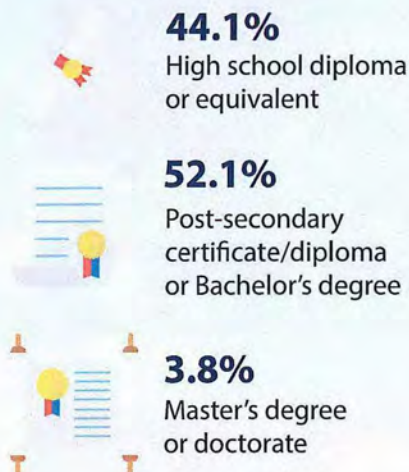
Community Profile



GROWTH:



EDUCATION LEVEL:



LOCATION

Leduc sits within the southern portion of the Edmonton Metropolitan Region along Highway 2, neighbouring the Edmonton International Airport and the Nisku Business Park, and just 15 minutes to Alberta's capital city—Edmonton



Community Profile

AVERAGE AGE:



37

AGE RANGE:



21.2% of residents are between 29-40 years old



SENIORS:

13.8% of population is 65 years of age or older



CHILDREN:

19.1% of population is 12 years of age or younger

BUILDING PERMITS:



90.0%
Residential

2.8%
Commercial

3.6%
Institutional

3.6%
Industrial

HOUSING STARTS:



2018 TAX INCREASE



2.9%



EMPLOYMENT:

39.8%

Work in Alberta
(excluding local)

58.8%
Work locally



1.4%
Work outside
of Alberta

LENGTH OF RESIDENCY AT CURRENT RESIDENCE:

14.6%
Less than one year

19.4%
One to two years

21.7%
Three to five years

42.9%
Five or more years

FOR RESIDENTS AT CURRENT RESIDENCE FOR LESS THAN ONE YEAR

43.7%
Moved from elsewhere in Leduc

44.1%
Moved from elsewhere in Alberta

9.9%
Moved from
elsewhere in
Canada

← 2.3%
Moved from
outside of
Canada

Goals



Goal 1: Community Character

Community Character in Leduc represents our streets, open spaces, parks and infrastructure that reflect our city's heritage, values and lifestyle. As a municipality, we expect vibrant and diverse facilities that encourage active community spaces and neighbourhoods. We will strategically invest in community-building projects and programs that allow for ongoing municipal operations and continually enhance our culture.

Outcomes: Achievements + Results

1.1 Successfully host the 2016 Alberta Summer Games

- Completed in 2016
- The event's success rendered a financial legacy of nearly \$300,000 that has been allocated to funding community sporting programs and projects. In 2018, the Alberta Summer Games' Legacy Projects included adding disc golf course concrete pads to Fred Johns Park and installing lights to the football practice field in John Bole Athletic Park.

1.2 Plan and construct Telford Lake amenities

- Secured the land surrounding the north east side of the lake to complete the multiway; completed 76 per cent of Telford Lake Multiway, remaining construction to be completed in 2019.
- Partnered with the Leduc Lions Club to open Lions Park in October, including the dedication of a memorial site honouring the lives lost in a 1973 plane crash.
- Completed Lions Park and Fred Johns Park public washroom installation.
- Completed parking lot upgrades at the Leduc Boat Club.
- Completed William F. Lede Park Road realignment.

1.3 Complete Phase 2 of Leduc's Downtown Master Plan

- Delivered and installed downtown flower planters and baskets in May.
- Approved an application for the downtown patio program.
- Issued two storefront improvement grants to downtown businesses, totaling \$22,500.
- Supported many downtown events this summer, including the Fourth Friday Downtown Block Parties, the Leduc Arts Foundry Art Walk and the Chil-Eh Cook-Off.

1.4 Invest in arts and culture

- Completed the community recreation and culture needs assessment. Resources were directed to address the needs of arts, culture and heritage in the community.
- Announced that the city will assume management and operations of the Maclab Centre for the Performing Arts as of January 1, 2019. The city will continue to work with Black Gold Regional Schools and the Maclab Society; the transition will build on the current successes of the centre to elevate its identity as a regional destination for performing arts.
- Unveiled the Leduc Rotary Clock (Main Street & 48A Street) in November, in partnership with the Leduc-Nisku Rotary Club.
- Hosted a public open house in February to gauge the support for a new cultural seating area at the Stone Barn Garden; public feedback helped inform the design work; construction will begin in 2019.
- Hosted Culture Days from September 28 – 30; the city partnered with community organizations to promote free events and showcase local talent.

- Unveiled the city's newest public art piece: 'Bringing Community to Life' by local artist Susan Abma; this piece captures the camaraderie and community-building that makes Leduc a warm and welcoming city. This art piece is proudly displayed in the Civic Centre.
- Work continues with the Leduc Arts Foundry organization identifying and evaluating potential locations for a multi-use community facility that would be based on our community's needs.

1.5 Preserve the City of Leduc's history including buildings, individual stories and artifacts

- Replaced 15 aging park signs with new signage. Since the project began in 2017, 25 of the 55 signs have been replaced and updated; more work will continue in 2019.
- Made significant contributions to the Historic Leduc Collection and compiled a list of items of interest for future acquisitions.
- Lead research on the history of Telford Lake, Alexandra Park, Dr. Woods House Museum, Main Street and the Library in partnership with the Leduc Public Library.
- Completed plane relocation, plane decaling, landscape lighting and Canadian flag installation for the Leduc Legion Branch No. 108 Plane Monument; final landscape restoration and grand opening celebrations are scheduled for spring 2019.
- Supported the Alberta Legacy Development Society to promote the Leduc Grain Elevator.
- Presented a final report to the Leduc Library Board, including future program recommendations, to improve the collection and retention of historical records for the city and region.

Key Performance Indicators	2018 Results	Change from 2017
Percentage of citizens that rate overall quality of life in the City of Leduc as very good or excellent	75%	No Change
Percentage of citizens that rate overall satisfaction with City of Leduc services and programs as very good or excellent	81%	No Change
Number of community events hosted by the City	21	No Change
Public art added annually – Target 1	1	Met Target

New Playgrounds:

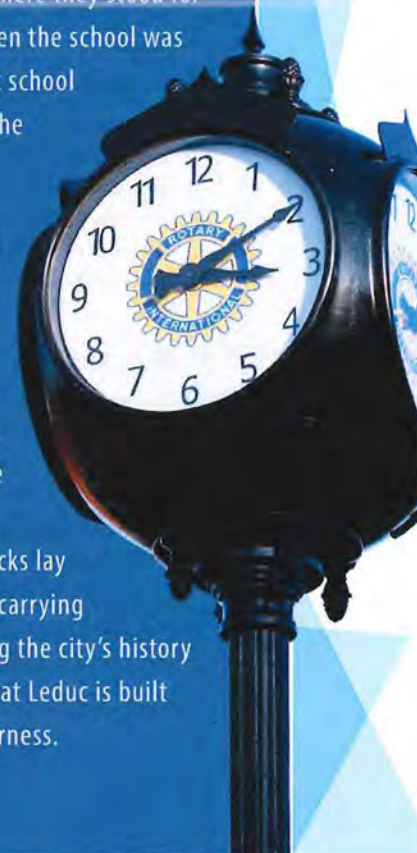
» Railroad Park

- Completed in June; Grand Opening June 18
- Partnered with the Good Neighbour BBQ

» Adolph Comm Park

- Completed in June

This new landmark has quite the story to tell... The Rotary Clock sits on a base that is composed of bricks that have been part of Leduc for over a century. In the early 1900s, the bricks were used to build the King George School, where they stood for more than 50 years. In 1965 when the school was demolished, a teacher from that school (Marjorie Campbell) recovered the bricks to keep the history of Leduc alive. To celebrate Canada's centennial in 1967, Marjorie and her family used the bricks to build a fire pit in their backyard. In 2016, the Campbell family kindly donated the bricks to the city to preserve the history and pride of the community. Now, those very bricks lay in the base of the Rotary Clock, carrying on the legacy of Leduc, renewing the city's history and serving as a reminder of what Leduc is built upon – community and togetherness.



Goal 2: Community Wellness

Safe, healthy, active and caring community defines what we consider Community Wellness in Leduc. As a municipality, we support initiatives for a healthy and sustainable environment and want to ensure quality opportunities are available for citizens to participate in all aspects of the community to foster a sense of belonging for everyone.

Outcomes: Achievements + Results

2.1 Implement initiatives identified in the Environmental Sustainability Plan

- Through considerable engagement on the Greenhouse Gas (GHG) Reduction Project, we gained valuable feedback that informed the development of the community GHG action plan identifying reduction targets, actions and monitoring recommendations; finalization of the plan is slated for 2019.
- Council approved the proposal to establish an energy efficiency project at city facilities.
 - » Lighting upgrades will be made throughout city buildings, the Building Automation Systems will be recommissioned, power service at the LRC will shift from two transformers to one.
- The Eco Station underwent upgrades and construction began for a new RV dump facility; construction is expected to be complete in 2019.
- Hosted a number of community awareness events and promotions throughout the year, including Clean Air Day (June 6), Toxic and E-Waste Roundup (Oct. 13).

2.2 Develop and implement a youth engagement strategy

- Implementation and ongoing development of youth engagement strategies were showcased by the following initiatives:
 - » Inaugural #Influencers event in September, designed to recognize and reward young leaders in our community; 29 youth were recognized.
 - » Youth movie night in August.
 - » 10th annual Positive Ticketing campaign; distributed 775 tickets to local youth for demonstrating positive behaviors.
 - » Home Alone workshop to equip local youth to be safe when at home unsupervised.



Supported youth-focused events, school tours and presentations by Leduc Fire Services and Leduc Enforcement Services (Fire Prevention Week, Halloween Safety, Bike Safety).

- » Social media campaign to promote International Youth Day.
- » 10th Annual Rock the Rails Youth Festival. This free event was open to all ages and featured various activities, including graffiti art camp, ukulele camp, dance camp, skateboard, scooter and BMX competitions, food trucks, a freestyle market and live DJ.
- Conducted significant engagement with Black Gold Regional Schools and STAR Catholic to survey 571 students.
 - » Creation of a free "All Access Pass" for summer youth memberships in 2019 (July and August). This is a free LRC youth membership which will be valid at the LRC and Alexandra Outdoor Pool and will have additional benefits such as free Leduc Transit access on internal routes.
 - » Allocation of \$15,000 for community partners to provide new opportunities, help to reduce barriers and offer activities of interest for local youth.
- 17 Mock Council sessions introduced more than 400 grade 6 students to the role and function of municipal government.

Leduc Fire Services conducted a **table top exercise - Iron Horse** - involving a rail disaster in the downtown core. It was to test the city's emergency plan and its compatibility with the emergency plans of CP Rail, local and regional social service agencies and businesses.

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

- Hosted inaugural Rainbow Flag Raising ceremony at the Leduc Civic Centre in June.
- Hosted the inaugural Breakfast with the Mayor event (formerly Breakfast with the Guys) supporting family violence awareness; a total of \$17,000 was raised in support of Leduc & District Victim Services and Riseup Society.
- Launched a Family & Community Support Services (FCSS) communications strategy to promote FCSS programs, services and resources available to all residents, while encouraging residents to take a proactive approach to their overall wellbeing (seeking support resources before crisis hits).
- After receiving a grant from Alberta Health Services, the city launched the Opioid Response Framework designed to address the opioid crisis in Leduc by minimizing harm and increasing access to treatment and recovery resources to those in our community who are suffering from substance use disorder.
 - » "Somebody's Someone" public awareness campaign launched in 2018 and further implementation is planned for 2019.

Legalization of cannabis in Canada took effect on October 17. Council approved a conservative approach to consumption by prohibiting smoking and vaping cannabis in public places.

- Developed and implemented a 'Let's Talk Cannabis' program; four separate sessions were held by June 30.
- Launched a community awareness campaign in September concerning the public consumption of cannabis.

2.4 Reach new residents by establishing community-based programs and spontaneous, accessible opportunities to participate

- Expanded the existing Good Neighbours program, moving away from the formal recognition piece of annual awards in order to focus more on community-building initiatives and facilitating neighbourly behaviour amongst Leduc residents by:
 - » Hosting a variety of community building events, including Soup Night Demos, Meet Your Neighbour craft events and Rock Your Block bootcamps.
 - » Held an inaugural Good Neighbour Day event, attended by more than 200 people.
- Partnered with community organizations to host several neighbourhood BBQs and meet your neighbour events.

Key Performance Indicators	2018 Results	Change from 2017
Percentage of waste diversion annually	49%	-1%
Percentage of citizens that rate overall satisfaction with City of Leduc curbside recycling (blue bag) program as very good or excellent	87%	No Change
Percentage of citizens that rate overall satisfaction with City of Leduc curbside organics program as very good or excellent	81%	No Change
Crime severity index – decreasing trend target	96%	No Change
Average LRC Memberships Sold	Q1: 2672 Q2: 2099 Q3: 2389 Q4: 2234 Annual Average: 2349	2.8%
Average LRC Daily Admissions	Q1: \$1923 Q2: \$1781 Q3: \$2304 Q4: \$2361 Annual Average: \$2092	58%



City-owned solar panels saved
\$166,831 or **1677 Megawatts**



Installed **38 smoke/CO₂**
alarms in the Southpark
neighbourhood

As part of the Highway
2 Speed Reduction
Partnership with the
RCMP, **4359 violation**
tickets and **396 warnings** were
issued from April to December.



AWARD WINNING TEAM

Leduc's Emergency Management Agency was the 2018 recipient of the Alberta Emergency Management Agency's (AEMA) Emergency Management Achievement Award, celebrating exemplary achievement by recognizing individuals and groups who have made remarkable contributions in building a better-prepared and more disaster-resilient community.



ECO STATION

30,512 Users



3,537 paint aerosols
3,734 non-paint aerosols



37,200 litres of paint



26,400 litres of
household liquids



23,327 litres of used oil



1,540 litres of used glycol



3,244 units of
electronic devices

The Leduc Compost facility
processed **702.75 tonnes**
of compostable yard waste
(**218 truckloads**)



Goal 3: Transportation

Leduc's central location within the province with highway, air and rail connectivity allows us the opportunity to build our position as a transportation hub and offer multiple and effective travel options that include internal and regional transit. We will continue to effectively build infrastructure to promote transportation in our city and throughout the region.

Outcomes: Achievements + Results

3.1 Advance the importance of the 65 Avenue Interchange with stakeholders

- Council and administration continue to work through the detailed project design with our partners: Edmonton International Airport (EIA), Alberta Transportation and the Government of Alberta.
 - » Phase one of the project (grading package) will be complete by Q1 of 2019, followed by detailed design of bridge structure and roads.
 - » Work continues with our regional partners on all the trade corridor projects: 65 Avenue Interchange, the Spine Road and Highway 19.
 - » Update: Provincial funding was allocated to the 65 Avenue Interchange in January 2019.

3.2 Evaluate and optimize Leduc's transit system and service

- In partnership with Leduc County, the City of Edmonton and EIA, Leduc Transit Service was expanded to connect to the City of Edmonton during the day including a stop at the Premium Outlet Collection EIA; service began in May (Route 10); UPass holders and Leduc Transit riders are able to access ETS Route 747. All fares on local routes remained the same in 2018.

3.3 Represent Leduc's interests in Airport Vicinity Protective Area (AVPA) regulation review

- The city continues to monitor for any new developments.

3.4 Support regional transportation initiatives

- Approved funding for the Smart-Fare electronic payment system for transit users. Smart-Fare will allow riders to pay for transit using a variety of methods and make travel across the Edmonton Metropolitan Region easier and more efficient. Implementation is slated for 2020.



Key Performance Indicators	2018 Results	Change from 2017
Percentage of transportation master plan on target as outlined by population thresholds	100%	No Change
Average Leduc Transit Ridership	Q1: 8058 Q2: 6810 Q3: 7421 Q4: 9360 Annual Average: 7912	16.27%
Average LATS (Leduc Assisted Transportation Services) Ridership	Q1: 2772 Q2: 2634 Q3: 2370 Q4: 2652 Annual Average: 2607	9.3%
Revenue over cost ratios for transit and LATS	12.66%	20%
Cost of transit per capita	\$70.22*	36%

*Increase due to addition of Route 10 and 747 and Edmonton International Airport internal route.



Goal 4: Economic Development

Leduc's economic development is defined through effectively leveraging our market strengths and opportunities to maximize development that will benefit our community and this region. Leduc heralds this region's unique economic drivers and opportunities provincially, nationally and internationally for 'the' location as Canada's energy services leader.

Outcomes: Achievements + Results

4.1 Capture the economic advantages of proximity to the Edmonton International Airport (EIA)

- Invested in enhanced transit service to the EIA and Edmonton to facilitate new job opportunities for our residents. See Goal 3 for more information on transit initiatives.

4.2 Participate in and evaluate joint economic development opportunities with regional partners including more collaborative and coordinated marketing

- Partnered with Leduc County, City of Edmonton, EIA, Edmonton Economic Development Corporation (EEDC) and the Leduc-Nisku Economic Development Association (LNEDA) to host the 2018 SMART Airports and Regions Conference and Exhibition: a global conference that focused on the design, planning and development of airports and airport areas; hosted in Edmonton from July 23 – 25.

- Continued to strengthen and leverage our relationships with our strategic partners like Edmonton Global, City of Edmonton, Greater Edmonton Economic Development Team along with several other organizations that serve the region.
 - » Continued collaboration with Edmonton Global on business and investment attraction initiatives like regional and global trade missions, international trade shows and attraction events.
 - » Supported Edmonton Global in their development of a marketing strategy that will be linked to the City of Leduc economic development strategy.
- Began work with the Leduc Regional Chamber of Commerce on the provision of services to help companies build capacity, including support for business and market development and productivity improvements.



HOSTED 19 MAJOR SPORTING EVENTS IN 2018

Supported Alberta Dairy Congress, Rollyview Men's Fastball Tournament, Foam Fest, Western Canadian Canoe/Kayak Championships, Canadian Water Ski Open, Wild Rose Figure Skating Competition, SPN Championships, Fragapalooza, Edmonton Dragon Boat Festival, MEC Triathlon and the Regional Dog Agility Competition.

- Hosted the Curl 4 Canada event from March 24 – April 1; four national championships were combined into one large curling festival resulting in 46 draws with 76 teams for a total 302 games.
 - » Generated more than \$2.9 million in total spending.
 - » Estimated \$1.1 million in direct community spending (accommodations, food and beverage and transportation) during the event.
 - » Two games televised on CBC Sports, watched by 344,000 viewers.
- Supported the Black Gold Rodeo Association in celebrating their 50th Anniversary of the Black Gold Pro Rodeo from May 31 – June 3.
- Distributed more than \$65,000 in funds to organizations hosting sporting events and training camps in Leduc.

4.3 Implement a strategy to capitalize on Leduc's competitive advantages, including diversification

- Created a new Proactive Business Strategy (formerly called Permitting Action Plan) that focuses on improvements to customer service, amends current policy and regulation for flexibility and strengthens the city's online permitting tool, *CityView*.
- Engaged with our development community to understand their needs; revised the Land Use Bylaw (LUB) and worked with the new LUB amendments to facilitate land redevelopment and more flexibility for downtown signage.
- Participated in two coffee break sessions at J. Percy Page Centre to promote Leduc as a sport tourism destination.
- Supported planning for the inaugural Alberta Sport Tourism Symposium in May 2019 as part of the larger Alberta Sport Leadership Conference.

4.4 Foster opportunity-specific post-secondary education, adult learning and non-traditional training opportunities

- Continued to build awareness with economic development partners and institutions on opportunities for future local access to post-secondary and career training.

Key Performance Indicators	2018 Results	Change from 2017
Percentage of real increase in assessment value based on growth	Residential 2.9% Industrial 1.70%	N/A
Percentage of business licenses renewed	80%	3%
Percentage increase in new business licenses	-16%	N/A
Number of new housing starts	349	7.38%
Number of new residents	1318	4.2%
Value of commercial and industrial building permits	\$8,226,168	82%

The city worked to secure the following 2019 events:
 Canada Winter Games Torch Relay, Rogers Hometown Hockey,
 Provincial Boxing Championships, 2019 Alberta Challenge
 (hockey), 5K Foam Fest, Agility Association of Canada
 2019 Regionals (canine agility), 2019 Home
 Hardware Canada Cup (curling).



Goal 5: Regional Partnerships and Governance

At the City of Leduc, establishing regional partnerships and governance is characterized as working cooperatively with partners to optimize resources and ensure project success. We are a trusted and collaborative partner in building a vibrant capital region through effective decision making, service provision and supportive actions.

Outcomes: Achievements + Results

5.1 Maintain and strengthen relationships with key stakeholders in the Leduc region, including Leduc County, the capital region, City of Edmonton, school boards, EIA and other stakeholders

- Held joint committee meetings with regional partners, including the City of Beaumont and Leduc County, to discuss existing and potential joint initiatives.
- Hosted the first Leduc Region Leadership Forum that included the City of Leduc, Leduc County, Beaumont, Devon, Calmar, Thorsby and Warburg to discuss potential joint initiatives.
 - » Consensus was reached to hold regular meetings to discuss opportunities and issues that affect the municipalities.
- Leduc continues to be represented as a board member on the Edmonton Metropolitan Region Board (EMRB).
 - » Established Leduc City Council representation on the integrated transportation and transit systems working group.
 - » Provided ongoing analysis of EMRB meeting materials, including review of their proposed public engagement policy, strategic plan, the inclusion of recreation in the metro servicing plan and support for the transportation priorities list.
- Hosted a networking event in September at Leduc No. 1 Museum and Energy Discovery Centre; invitees included elected officials from the region as well as the City of Edmonton and the Minister of Municipal Affairs.
- Worked with the Leduc Regional Housing Foundation on land-use planning and infrastructure upgrades for redeveloping and renewing the Linsford Park Housing Complex.



The city is represented and actively involved in various committees and the following regional partnerships:

- **Edmonton Global**
- **Inter-Jurisdictional Cooperation Accord**
- **Edmonton Metropolitan Regional Board (EMRB)**

Through this participation, we have a voice in issues such as regional transportation, transit systems, agriculture master planning, growth planning, infrastructure servicing, shared investment for shared benefit, metropolitan region servicing plan, regional growth plan and broadband.

5.2 Continue Leduc's pursuit of regional collaboration and governance initiatives

- Leduc Fire Services is reviewing the recommendations for further collaboration with Leduc County Fire; initial discussions took place on a regional approach to emergency management and will continue into 2019.
- Provided input into the advocacy plan being developed for the Mid-Sized Communities' Caucus, alongside other mid-sized Alberta cities, that addresses the need for ongoing sustainable funding from the province to support municipal projects.
- Alternate Municipal Structure (AMS) conversations have been deferred due to competing collaborative efforts currently underway in the region.
- Continued work with Black Gold Regional Schools and STAR Catholic Schools on future school sites.
 - » Finalized processes to determine school site criteria and clarified site considerations.
 - » Student population projections were compiled for the 10 current school sites and will be reviewed at a joint meeting in early 2019.

5.3 Participate and influence the annexation/Edmonton International Airport Inter-Jurisdictional Cooperation Accord process based on our principles

- Working groups were created to address land-use planning, servicing and transportation, economic development, transit and shared investment for shared benefit.
 - » The Oversight Committee approved the Accord Program Charter in May, and several working groups continue to develop their project charters along with RFPs for services to support the various frameworks.
 - » The Accord partners include Edmonton International Airport, Leduc County, the City of Edmonton and the City of Leduc.

Key Performance Indicators	2018 Results	Change from 2017
Number of regional initiatives	30	No Change
Revenue from cost-sharing agreements	\$4,165,683	5.8%

The aim of the **Inter-Jurisdiction Cooperation Accord** is to set out the principles, broad guidance and terms of reference for a four-party approach to creating the conditions that will allow the Edmonton International Airport and surrounding lands to achieve their potential as a key economic driver and contributor to the Edmonton Metropolitan Region's sustainability and success. This includes developing frameworks to address economic development, land-use planning, servicing, transportation and shared investment for shared benefit.

Goal 6: Fiscal Sustainability

Fiscal sustainability within our community is demonstrated through fiscal integrity, efficiency and effectiveness as we understand the benefits and costs of doing business for the overall betterment of the city

Outcomes: Achievements + Results

6.1 Continue to seek revenue generation and cost-saving opportunities

- Formalized a sponsorship and advertising program for the city which included the development of new marketing materials, arena board advertising blitz, sponsor celebration events and an ongoing sponsor/lease newsletter.
- Began an extensive review of all recreation amenity and service fees and charges; to be completed in 2019.

6.2 Foster all types of development that result in a sustainable, healthy residential/industrial assessment base

- See Goal 4 for more information on Economic Development initiatives.

6.3 Implement and maintain the fiscal sustainability plan

- With budget planning for 2019 commencing in mid-2018, a citizen survey yielded a response of more than 760 participants, giving clear direction on what's important to our community: tax-related priorities and having a long-term focus.

Our GIS (Geographic Information System) department was ranked #4 by the Public Sector Digest on their list of Canada's top 25 most mature GIS programs in Canada. Results of the ranking were determined by a survey that analyzed readiness, implementation and impact.



6.4 Regular review of selected services for efficiency/effectiveness

- Initiated an investigation into replacing the existing financial and human resources software systems; a new system will lay the foundation to enhance transparency, improve project and service costing, and facilitate more timely and efficient financial analysis and decision making.
- Implemented a new deployment model for Leduc Fire Services that reduces the number of apparatus responding to certain low-risk events, thereby reducing the number of paged-out events to personnel-on-call (POC) staff.
- To provide greater certainty to organizations that are part of the Grants to Organizations (GTO) program, council approved a motion that moved nine community organizations from the GTO program to the operational base. These organizations will now have sustainable annual funding to assist with the provision of services to the community.
- Implemented a new recreation software system, *IntelliLeisure*; new functions planned for 2019 include a loyalty points program and a mobile app.
- Installed automated vehicle locating (AVL) devices in 95 per cent of the city's fleet vehicles; AVL allows the city to track and monitor the entire fleet.
- Continue to promote sign up for e-billing for all utility account holders: increased from 36 to 43 per cent in 2018.

6.5 Enhance Leduc's attractive and competitive tax advantage

- Continued focus on attraction of non-residential growth to meet the goal of 60/40 residential/non-residential assessment split.
- 2018 Census: City of Leduc population = 32,448 people, a 4.2 per cent increase over 2017.

Key Performance Indicators	2018 Results	Change from 2017
Percentage of citizens that rate their value for taxes as good or above	73%	3%
Non-residential/residential assessment ratio is maintained or increased	35/65	1%
Percentage of debt limit available	57%	8%
Sponsorship revenue – target is 25% by 2018	28.7%	Surpassed target
Percentage of fiscal sustainability plan implemented	40%	5%



Earned the **International Budget Award** through the Government Finance Officers Association (GFOA) for the third consecutive year. This award celebrates citizen engagement, national and international standards, outstanding recognition in financial structure, policy and process. It is the highest recognition in government budgeting.

2018
LEDUC CENSUS

Why we conduct a census:

The City of Leduc conducts a municipal census to ensure the city receives provincial and federal funding proportionate with Leduc's growing population. Leduc relies on provincial and federal funding to help offset the costs of many important services, including infrastructure improvements and maintenance, recreation and culture programs, Family and Community Support Services and the RCMP.



Planning for the Future and Engaging with our Community: What's Next?

In 2017, we set out to hear what you – our community – thought. The city reached out to engage with the community and listen to the needs, wants, hopes and dreams for the future of Leduc. In 2017, the strategy focused on analyzing learnings and feedback from the past. In April 2018, the city provided opportunities for engagement through a project website (www.engage.leduc.ca), various open houses in the community and an online survey. An extensive and multi-pronged approach was used to advertise and communicate ways for the public to participate in the engagement process for the community vision and strategic plan. In 2018, we continued work on gathering the community's vision and built the new 2019-2022 Strategic Plan through feedback from residents, stakeholders and city employees.

Mission: *People. Building. Community.*

Vision: *A great life. A caring community. A thriving region.*

Four focus areas were developed that form the basis of the 2019-2022 Strategic Plan.

1. *A City Where People Want to Live, Work and Play*
2. *A City With a Plan for the Future*
3. *An Economically Prosperous City and Region*
4. *A Collaborative Community-Builder and Regional Partner*

Overall, approximately 90 per cent of participants agreed that the outcomes of the focus areas aligned with the collective aspirations for the future of Leduc. Approximately 88 per cent of participants agreed that the combined strategies would help the city effectively achieve the outcomes of the focus areas.

 Leduc.ca/knowtheplan



Social media was used with the hashtag **#LetsTalkLeduc** to encourage residents to join the conversation.



Celebrating our Citizens

Volunteer Appreciation Banquet + Citizens of Distinction Awards

The city held its annual Volunteer Appreciation and Citizens of Distinction banquet in April to recognize extraordinary residents, groups or businesses within the City of Leduc that have made outstanding contributions to the community. Honourees included:

- **Paul Drader** – Community Spirit Award
- **Kevin Tritten** – Athletic Achievement Award
- **Tony and Karen Lake** – Arts, Culture and Heritage Award
- **Brittney Trimming** – Youth Award of Merit
- **Leduc Wildlife Conservation Society** – Environmental Achievement Award
- **Leduc Communities in Bloom Committee** – Mayor's Special Award

Sports Hall of Fame

In November, the city partnered with the Leduc Minor Baseball Association to host the third annual Leduc Sports Hall of Fame celebration. The event brings together Leduc's sporting community to induct local figures whose achievements have positively impacted the region. This year's inductees included:

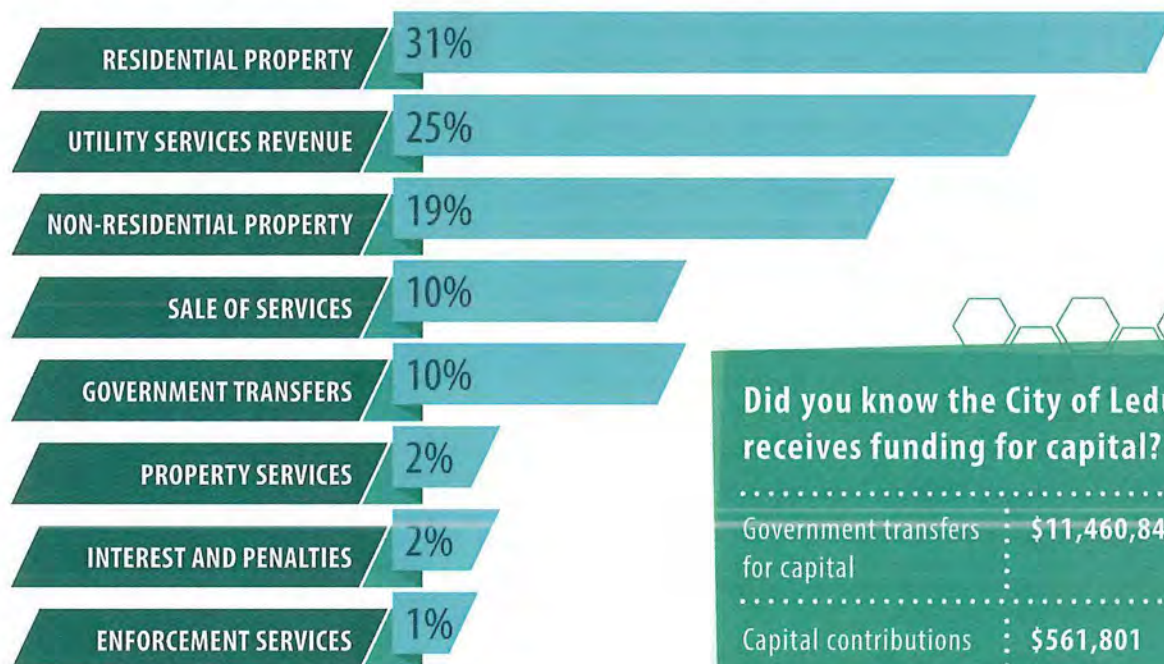
- **Bob McGill**, former NHL player, AHL and ECHL coach
- **Kay McGill**, prominent volunteer and leader
- **Ray McKay**, former NHL player and WHL coach
- **Vicky Lynch Pounds**, former international track star

Financials

MONEY IN (REVENUES)

MUNICIPAL REVENUE SOURCES

The City of Leduc receives revenue from several sources as indicated in the chart below. Residential and non-residential property taxes comprised 50 percent of the total revenues received by the city in 2017. Utilities, user fees and government transfers represent some of the other major revenue sources.



Did you know the City of Leduc receives funding for capital?

Government transfers for capital	\$11,460,843
Capital contributions	\$561,801

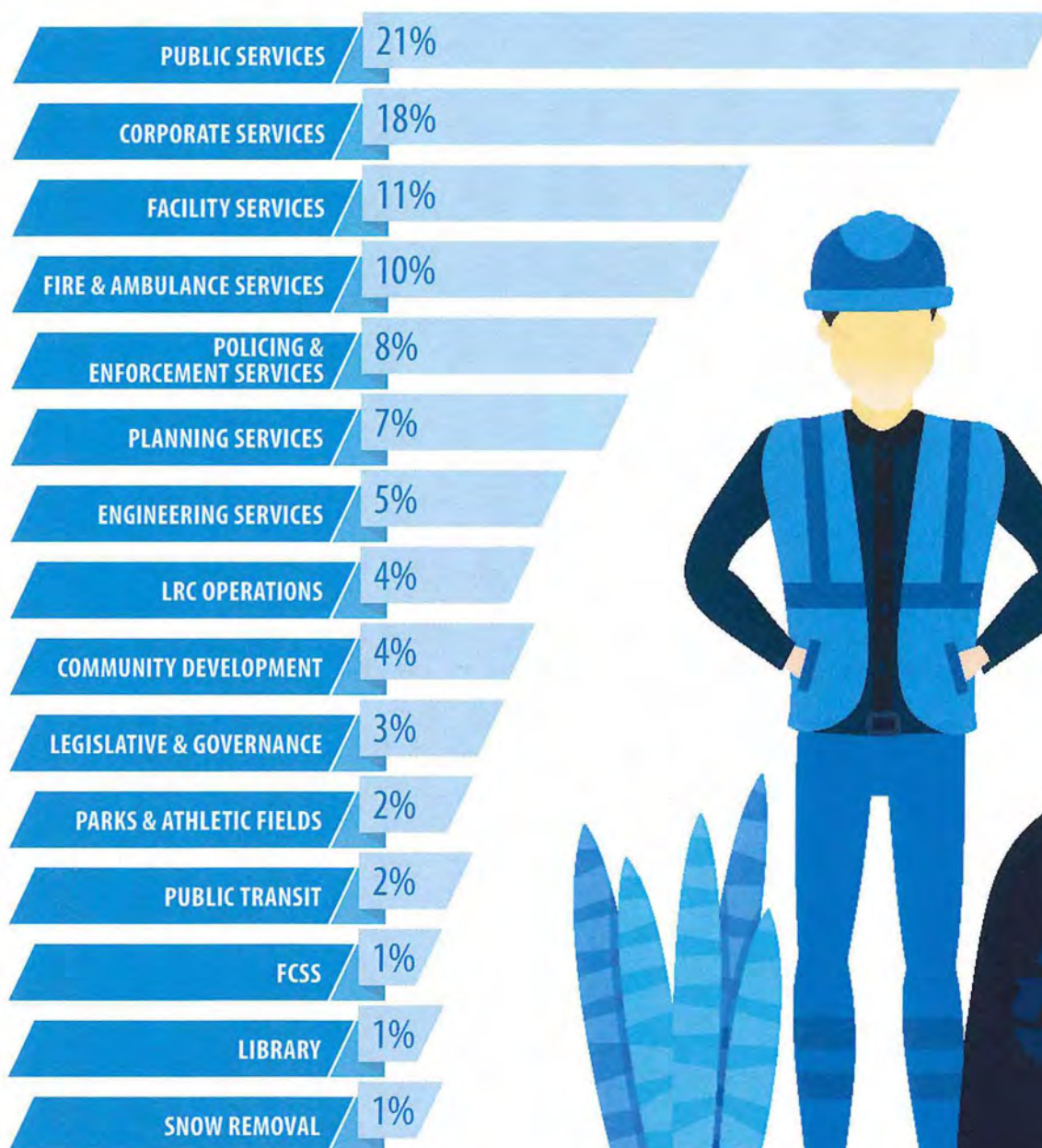
PROPERTY TAXES

Municipal tax revenues are comprised of a mix of residential and non-residential property taxes. The municipal portion of property taxes collected goes towards funding the services and amenities that help make Leduc a great place to live, work and play. Approximately 26% of the average Leduc property tax bill goes to other agencies over which the city has no direct control or management (Provincial School Taxes and Leduc Senior's Foundation).

Category	Residential		Non-Residential		Total	
	Amount	%	Amount	%	Total	%
Municipal Taxes	\$28,186,693	73.62%	\$17,661,760	68.17%	\$45,848,453	71.42%
Provincial School Taxes	\$10,023,461	26.18%	\$8,205,632	31.67%	\$18,229,093	28.40%
Leduc Foundation Taxes	\$78,037	0.20%	\$40,287	0.16%	\$118,325	0.18%
TOTAL	\$38,288,192	100%	\$25,907,679	100%	\$64,195,871	100%

MUNICIPAL EXPENDITURES

In 2018, the City of Leduc, had the following expenditures as indicated by department.





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



780-980-7177



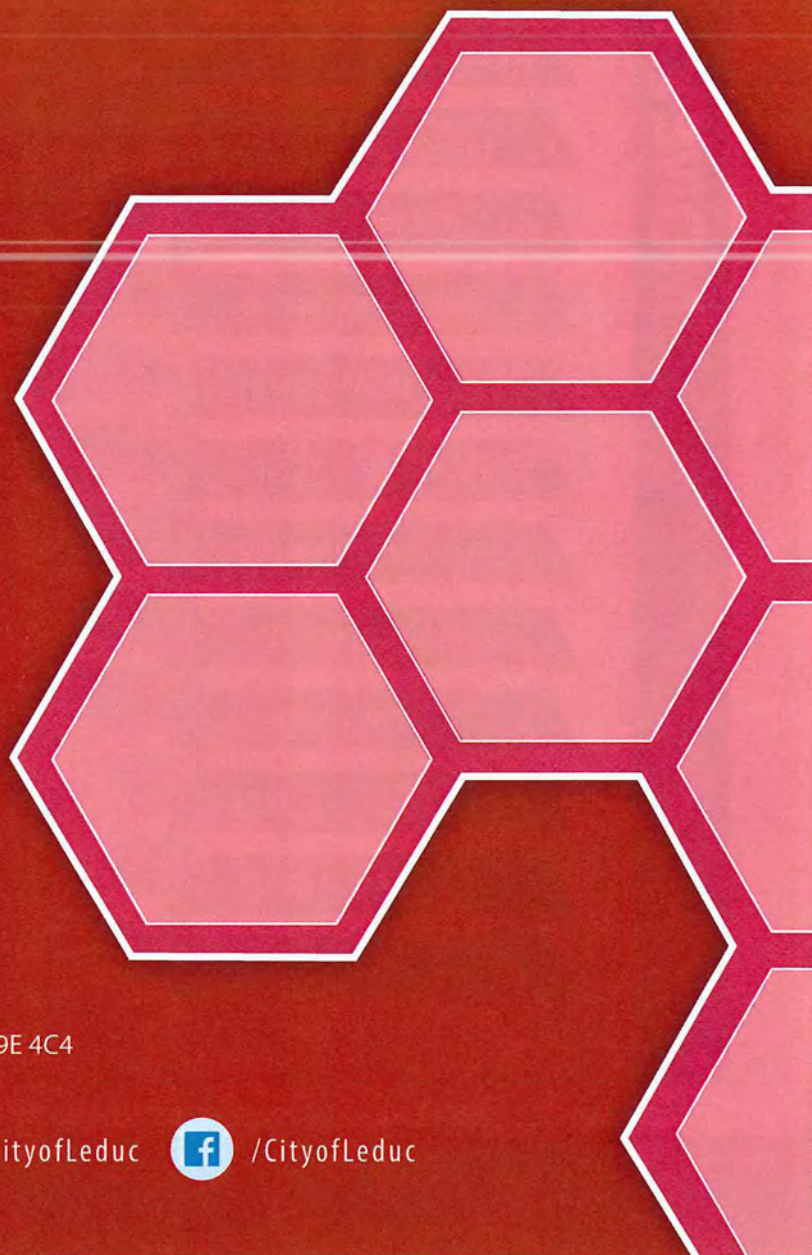
Leduc.ca



@CityofLeduc



/CityofLeduc



MEETING DATE: April 29, 2019

SUBMITTED BY: Nikki Booth, Manager, Communications & Marketing Services

PREPARED BY: Nikki Booth, Manager, Communications & Marketing Services

REPORT TITLE: Citizen Satisfaction Survey - Results

REPORT SUMMARY

Approximately every two years the City conducts a Citizen Satisfaction Survey to measure the perceptions and opinions of residents regarding a variety of topics. This year's survey included 400 respondents who were contacted between February 15-28, 2019

BACKGROUND

SUMMARY RESULTS:

Some of the key results from the 2019 Citizen Satisfaction Survey are as follows:

Overall satisfaction with City services scored 83% compared to 81% in 2017

- City services having the greatest influence on overall satisfaction include
 - Parks/playgrounds/trails -89%
 - Recreation facilities/LRC -86%
 - Beautification of public property -82%
 - Fire Response Services – 81%
 - Water/sewer – 77%
 - Public Library – 75%
- 53% (21% in 2015) of respondents feel City services have improved with high satisfaction ratings for staff
 - Staff were polite (95%)
 - Staff were knowledgeable (90%)
 - Provided a response within a reasonable time (84%)
 - Referred me to the correct person/department (73%)
 - Willing to take action/follow through quickly (83%)
 - Were able to complete business in a single call (80%)
- Overall quality of life ranked at 95% compared to 98% in 2017
- Net Promoter Score of 37 compared to 32 in 2017
- 88% of residents feel the City is “on the right track”
- The most important civic priorities are:
 - Maintaining Infrastructure
 - Road Maintenance

- Managing population growth/development
 - Keeping taxes low
- Citizens also indicated that there are a number of city services that need to be improved:
 - Overall quality of communication
 - Road maintenance
 - Arts, Culture and Heritage programs
 - Property assessment
- Half of citizens are satisfied with the frequency of City communications, with 56% satisfied with the overall quality of communications received from the City.
- The primary channels people use to get access to information are:
 - Leduc Rep – 42%
 - Email – 37%
 - Facebook – 21%
 - Direct mail – 20%
 - Website – 18%
- 60% of citizens have visited the City of Leduc website in the past six months and 67% of them are satisfied with the website.
 - Satisfaction is consistent with 2017 numbers, but is a decrease from 2015.
- Curbside collections are the most commonly used waste and recycling services:
 - Curbside waste collection – 83%
 - Curbside Blue bag – 81%
 - Curbside organic collection – 77%
- 87-94% of citizens are satisfied with all waste and recycling services provided by the City

This year, the City of Leduc also provided an online version of the survey, which was facilitated by the CMS team. This is the first time this option has been made available to residents. 925 individuals took part in the survey, with some indicating that they did not live in the City. This is not uncommon as we find that a lot of County residents do take our surveys because they have regular dealings with the City. Of the respondents we had an equal number of men and women participating. The online survey results were overall very similar to the statistically valid survey, except for the area of communication from the City. That particular section showed that 75% of respondents are pleased with the level of communication from the City, with the preferences for communication being social media, email, and the website.

COMMUNICATIONS

The CMS team will utilize a number of tools to disseminate the survey results internally and externally.

Internally, the results will be shared amongst Directors and Managers, along with key messaging to help them speak with staff. An infographic will also be developed, which will be posted on the various bulletin boards cross the organization. This infographic will also be shared in the City Voice and the results will be weaved into the City Manager's message.

Externally, the results will be shared on banners, which will be placed in the Civic Centre, Operations Building, LRC, and PSB buildings. We will also weave the results into the Mayor's State of the Region speaking notes. We will also share the results using in the infographic on social media channels. Council will also be provided with the infographic and key messages in order to be able to speak with citizens, should they be asked by residents.

ATTACHMENTS:

2019 Citizen Satisfaction Survey – Final Report

Others Who Have Reviewed this Report

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



ADVANIS

for

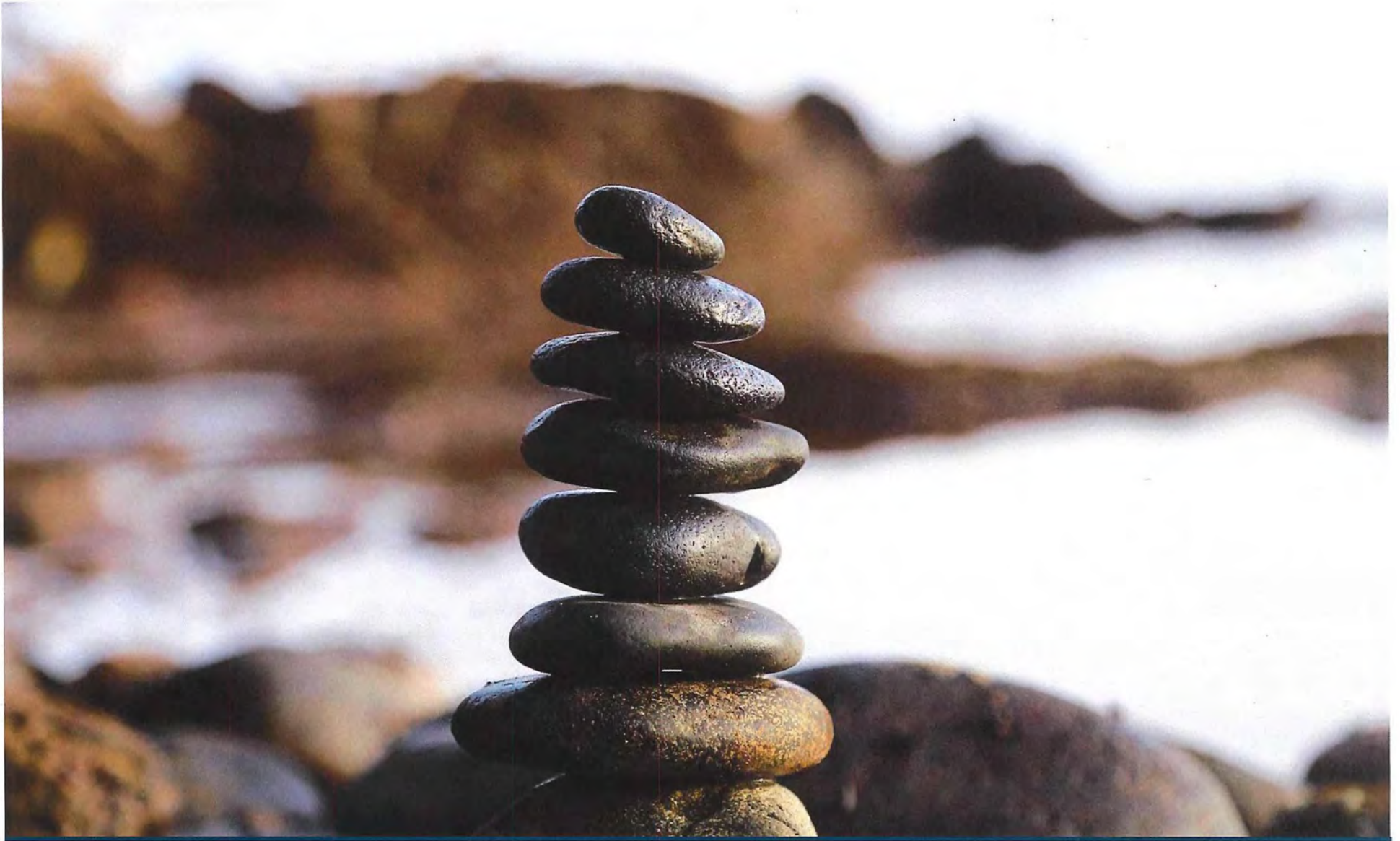
CITY OF
Leduc

2019 Citizen Satisfaction Survey

March, 2019

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BACKGROUND, OBJECTIVES & METHODOLOGY

Background & Objectives

PROJECT BACKGROUND

The City of Leduc strives to be a safe, healthy, active, creative, and caring community that has a solid reputation for active citizen engagement and inclusivity. Every two years, the City conducts a survey among its citizens to measure the perceptions and opinions of Leduc citizens regarding topics such as satisfaction with city services, overall quality of life, and city communications.

PROJECT OBJECTIVES

1. Gauging citizens' perceptions on quality of life and community direction;
2. Measuring satisfaction with City services;
3. Determining communication preferences and satisfaction with existing communications; and
4. Assessing usage of and satisfaction with waste/recycling services.

Methodology

A total of **404** Leduc citizens aged 18 years and over were interviewed by telephone between February 11th and February 26th, 2019. The sample included both landlines and cellphone numbers. The final results in this survey are weighted by age, gender, and area of Leduc respondents reside according to the 2018 Leduc census as well as phone ownership rates according to Statistics Canada's Survey of Household Spending.

The margin-of-error for a telephone survey of 404 adults is +/- 4.9%, 19 times out 20. The margin-of-error is higher for sub-populations analyzed in these results.

Where applicable, this report compares the results of the 2019 survey with the results of previous citizen satisfaction surveys conducted in 2012, 2013, 2015, and 2017.

Note: The percentages shown in this report may not add up to exactly 100%, due to rounding.



KEY FINDINGS

Key Findings

QUALITY OF LIFE & COMMUNITY DIRECTION

- **Most Leduc citizens** (78%, similar to 2017) **rate the overall quality of life in the City as excellent or very good**, while very few (4%) rate it as fair or very poor.
 - The most significant contributing to a high quality of life in Leduc are 🏠 **good services** (up from 2017), 🎡 **recreational facilities**, and 🌳 **parks**.
 - 🚗 **Traffic** (mentioned more often than in 2017), 🚔 **public safety** (mentioned more often than in 2017), and 🏠 **poor services** are the most significant factors contributing to low quality of life in Leduc.
- **Nearly half of citizens** (47%) **are promoters** of the City of Leduc, and the overall 2019 NET Promoter Score is +37.
 - It is important to maintain or improve services provided by recreation facilities, police services, and sport fields and outdoor rinks.
 - Opportunities exist to increase the percent of promoters by improving the quality of communication from the city and road maintenance.
- Leduc citizens consider 🛠️ **maintaining infrastructure** (up from 2017), 🛣️ **road maintenance / services / development** (up from 2017), and 👤 **managing population growth / development** (down from 2017) to be the **top civic priorities**.
- Similar to 2017, the **vast majority of citizens** (88%) **feel that Leduc is on the right track**.

Key Findings

SATISFACTION WITH CITY SERVICES

- Leduc's top rated services are 🌳 **parks / playgrounds / trails** (89% satisfied), 🏊 **recreational facilities** (86%), 🌸 **beautification of public property** (82%), 🚒 **fire response services** (81%), 💧 **water / sewer services** (77%), and the 📖 **public library** (75%) – all scores similar to 2017.
- About three quarters of **Leduc citizens (76%) are satisfied overall with the services and programs** provided by the City of Leduc.
 - While this is similar to 2017, **satisfaction levels are lower compared to 2015 and 2013.**
 - It is important to maintain or improve parks / playgrounds / trails, recreational programs, and the eco station.
 - Opportunities exist to increase the percent who are overall satisfied with city services by improving the quality of communication from the city, road maintenance, arts, culture, and heritage programs, and property assessment.
- The **vast majority of citizens** (83%, up from 2017) **say the quality of services** provided by the City **has stayed the same** over the past year.
 - Additionally, only 11% (down from 2017) say that the quality of service has increased and 5% (similar to 2017) say that the quality of service has decreased.
- Half (53%) of citizens have interacted with City staff while accessing services with most saying **staff were polite, knowledgeable, and provided quick service.**

Key Findings

CITY COMMUNICATIONS & WEBSITE

- **Half of citizens (50%) are satisfied with how frequently the City communicates with them, while over half of citizens (56%) are satisfied with the overall quality of communications received from the City.**
- **The Leduc Representative (42%) and email (37%) are the most preferred sources for communication of City of Leduc news.**
 - The City Facebook page (21%), direct mail (20%), and City website (18%) are also important communication channels.
- **Six-in-ten citizens (60%) have visited the City of Leduc website in the past 6 months and about two thirds (67%) of them are satisfied with the website.**
 - Also satisfaction with the website has remained consistent with 2017, satisfaction with the website has decreased from 2015.

WASTE & RECYCLING SERVICES

- **Curbside collections are the most commonly used waste & recycling services.** This includes 🚚 curbside waste collection (83% used in past year), ♻️ curbside blue bag recycling (81%), and 🗑️ curbside organic collection (77%).
- **The vast majority of citizens (87-94%) are satisfied with all waste & recycling services provided by the City.**

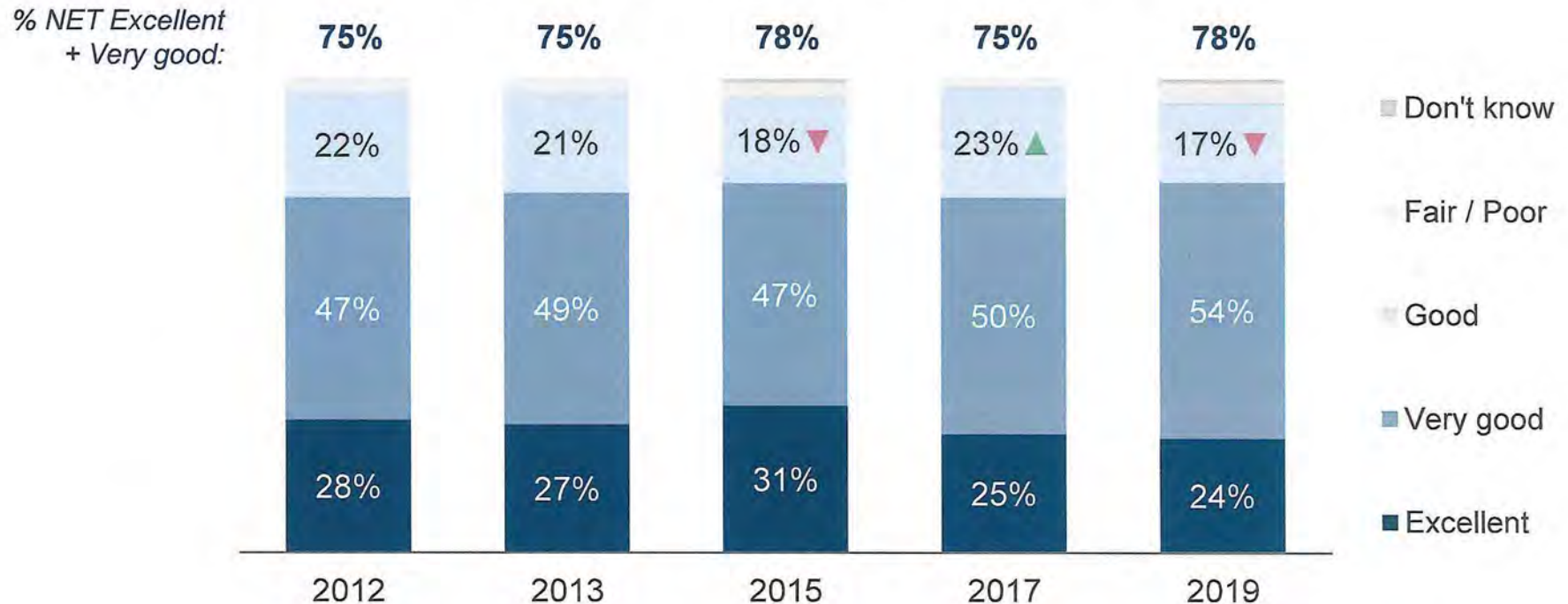


DETAILED FINDINGS: Quality of Life & Community Direction

Quality of Life in Leduc

- Similar to previous years, most Leduc citizens (78%) rate the overall quality of life in the City as excellent or very good, while very few (4%) rate it as fair or very poor.

How would you rate the overall quality of life in the City of Leduc?



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

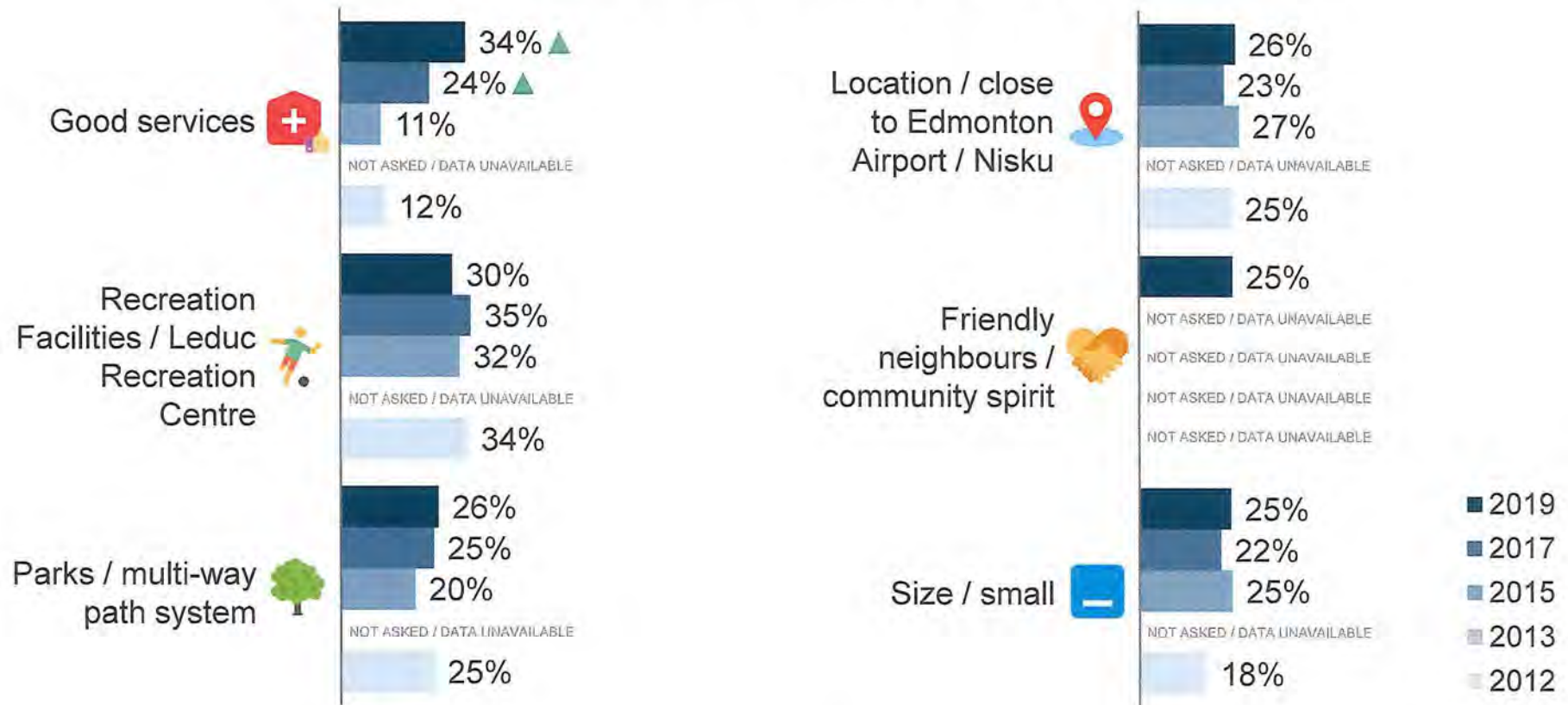
Q1 -- In general, how would you rate the overall quality of life in the City of Leduc? Would you say, overall, the quality of life is ...?

(Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)

Factors Contributing to High Quality of Life

- When asked what the top three factors contribute to a *high* quality of life in Leduc, citizens most often mentioned good services, the recreational facilities like the Leduc Rec Centre, the city's parks and multi-way path system, and the city's location.
- The proportion of citizens citing good services as a top contributing factor has increased since 2017.

Most Significant Factors Contributing to High Quality of Life



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

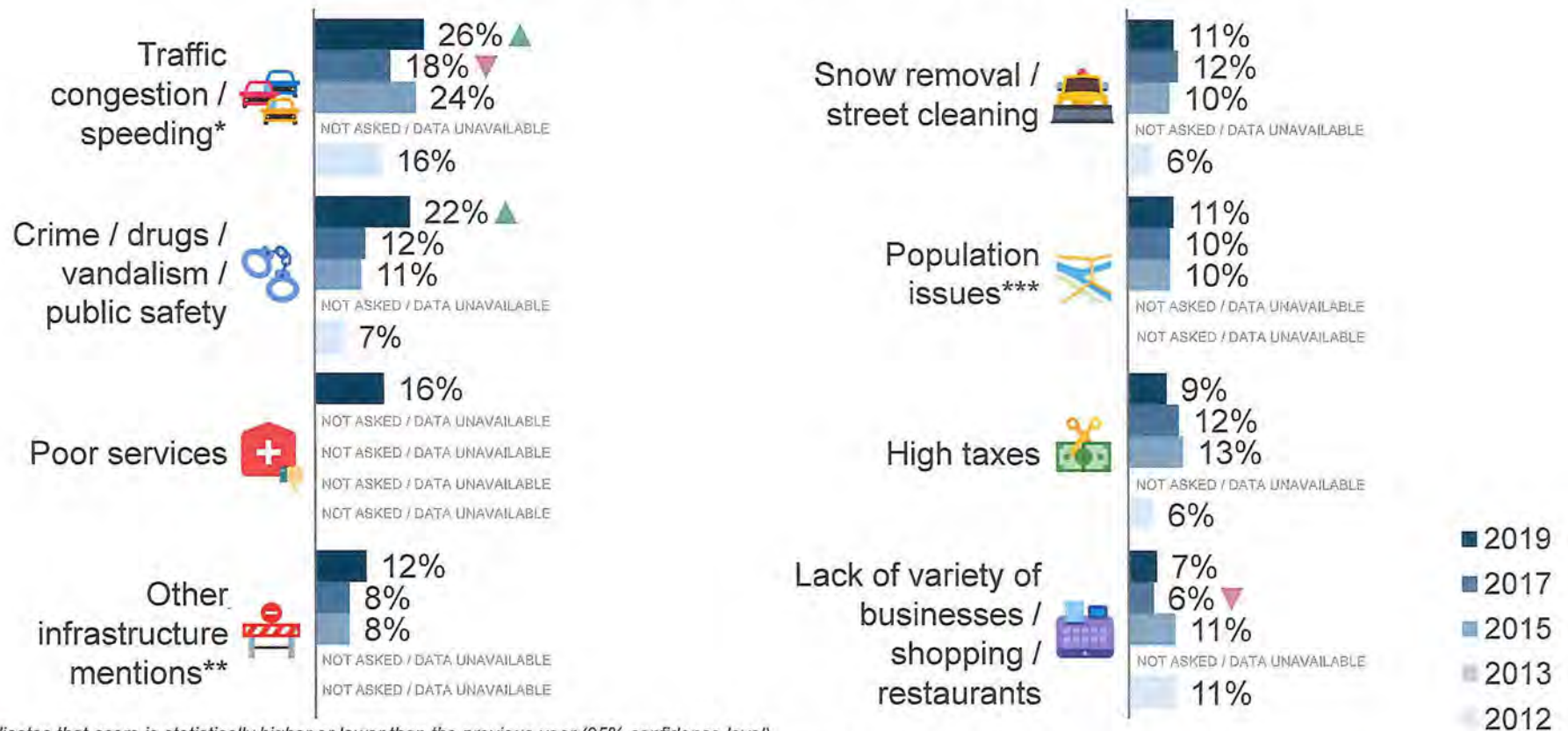
Q2 -- In your opinion, what would you say are the **three** most significant factors contributing to a **high** quality of life in the City of Leduc? Any others?

(Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)

Factors Contributing to Low Quality of Life

- In contrast, when asked about their top three factors contributing to a *low* quality of life, citizens most often mentioned traffic issues, crime and public safety, and poor services.
- Both traffic and public safety are larger contributing factors in 2019 than in previous years.

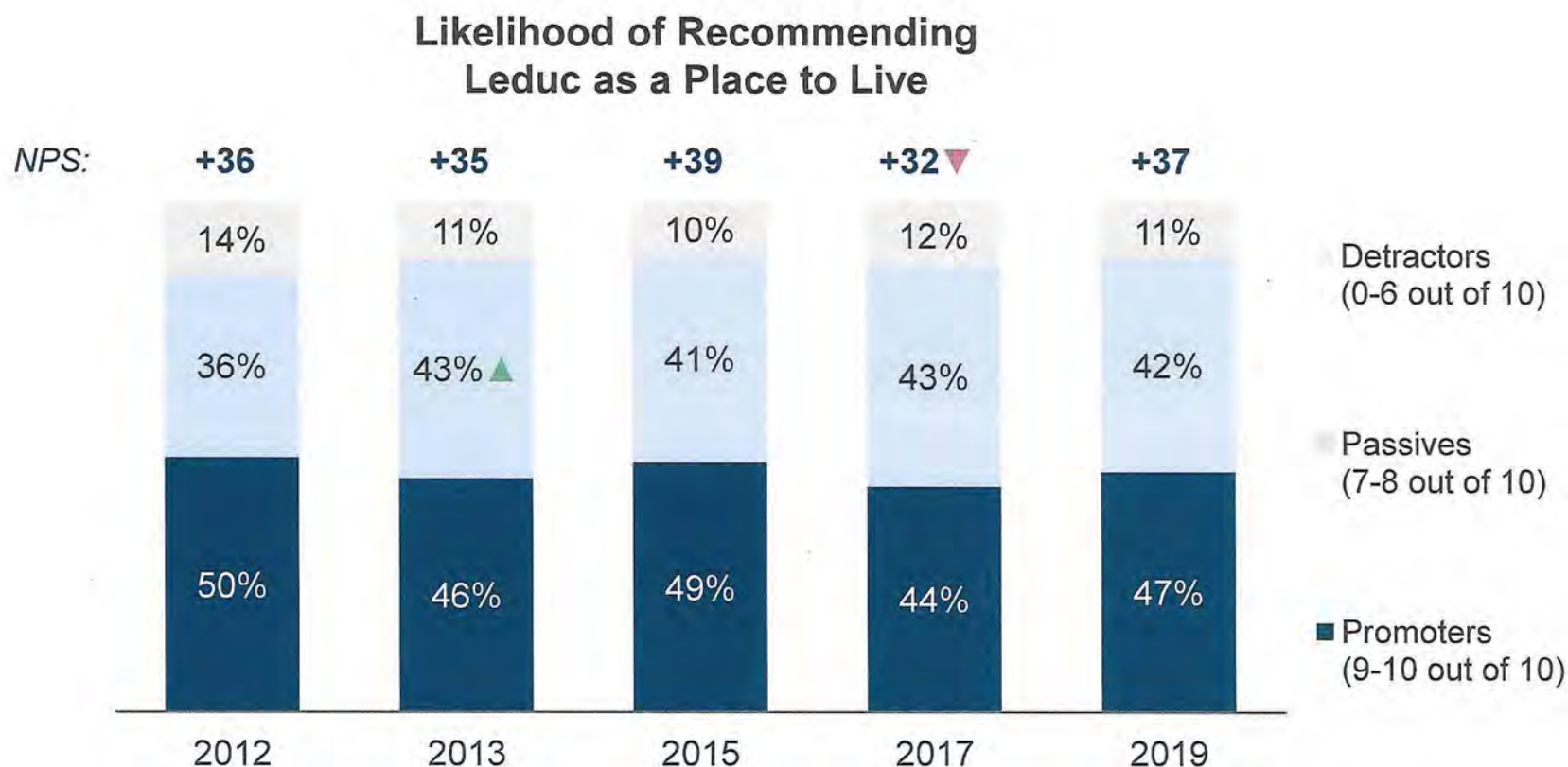
Most Significant Factors Contributing to Low Quality of Life



Q3 – In your opinion, what would you say are the **three** most significant factors contributing to a **low** quality of life in the City of Leduc? Any others?
(Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)

Likelihood of Recommending Leduc

- Nearly half of citizens (47%) are classified as City of Leduc Promoters, and the overall 2019 NET Promoter Score is **+37**.



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

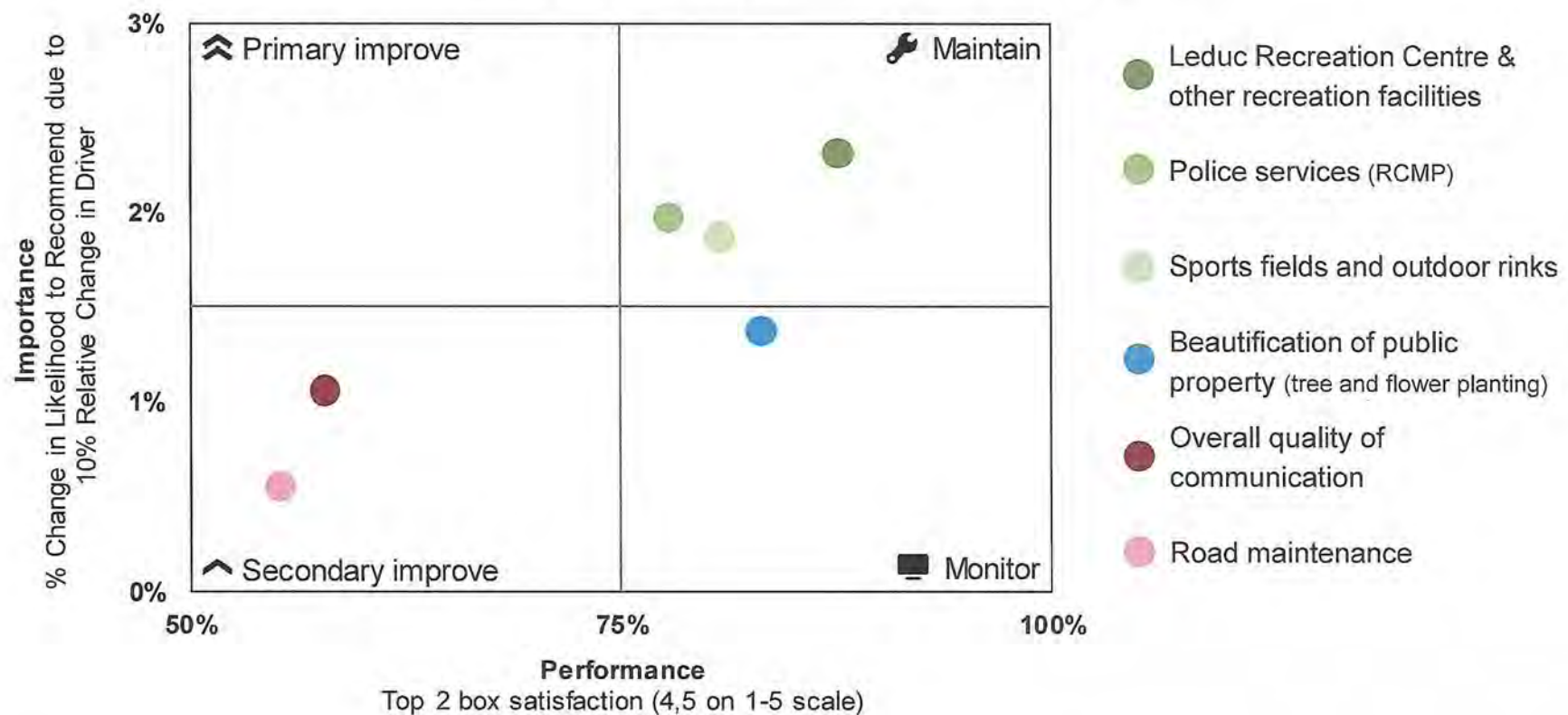
NET Promoter Score (NPS) is calculated by subtracting the Detractor score by from Promoter score (% Promoters - % Detractors)

Q4 -- On a scale of 0 to 10, where 0 means not at all likely and 10 means extremely likely, how likely are you to recommend Leduc as a place to live to friends or family? (Base: All respondents. 2019 n=395; base for all previous years assumed to be n=400)

Factors Influencing Likelihood to Recommend

- Maintaining or even improving the services provided by recreation facilities, police services, and sports fields and out door rinks is important in ensuring many citizens are likely to recommend living in Leduc.
- Opportunities exist to increase the likelihood to recommend Leduc as a city to live in by improving the quality of communication with citizens and road maintenance.

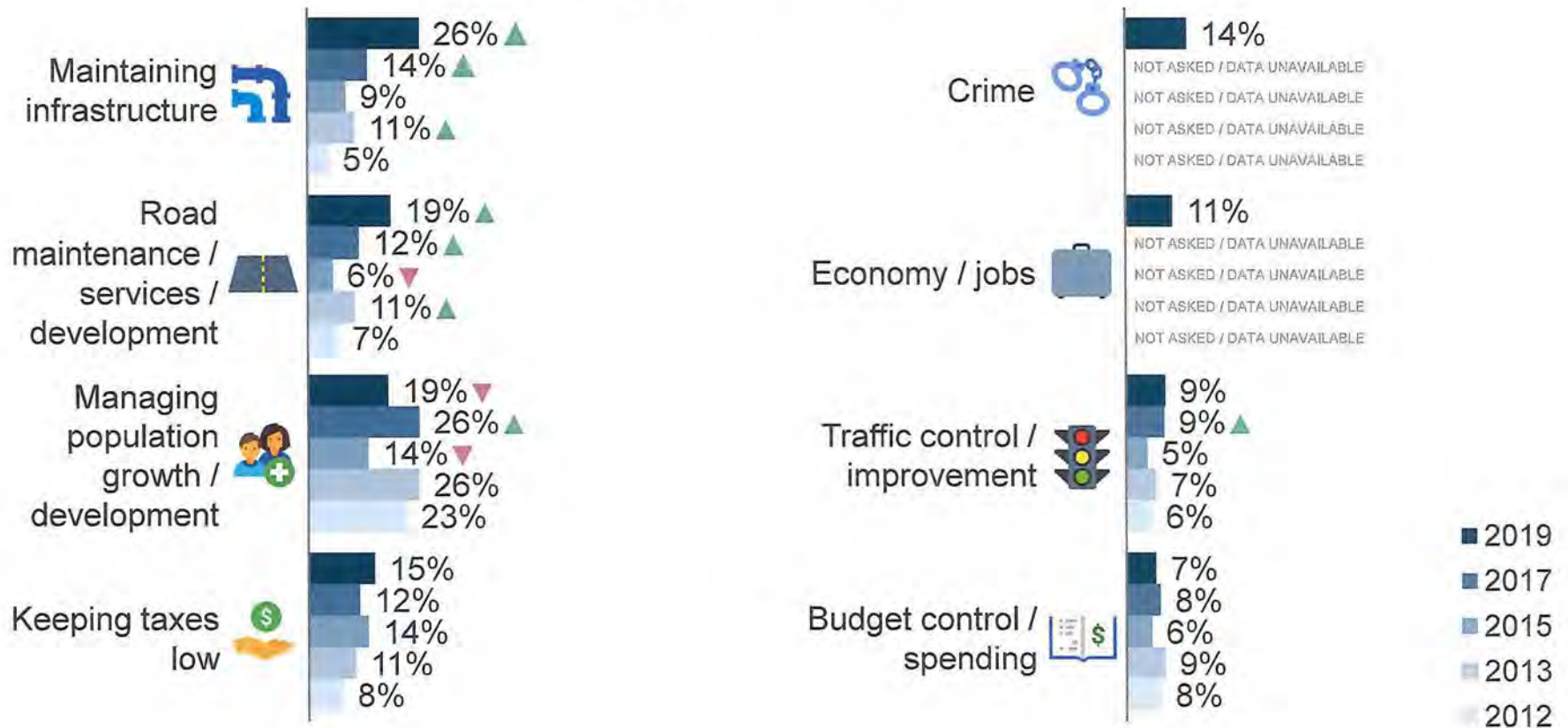
Drivers of Likelihood of Recommending Leduc



Civic Priorities

- Leduc citizens consider maintaining infrastructure, road maintenance / services / development, and managing population growth / development to be the top civic priorities.
- Maintaining infrastructure and road maintenance / services / development are more likely to be considered as important priorities in 2019 than in previous years.

Top Civic Priorities



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

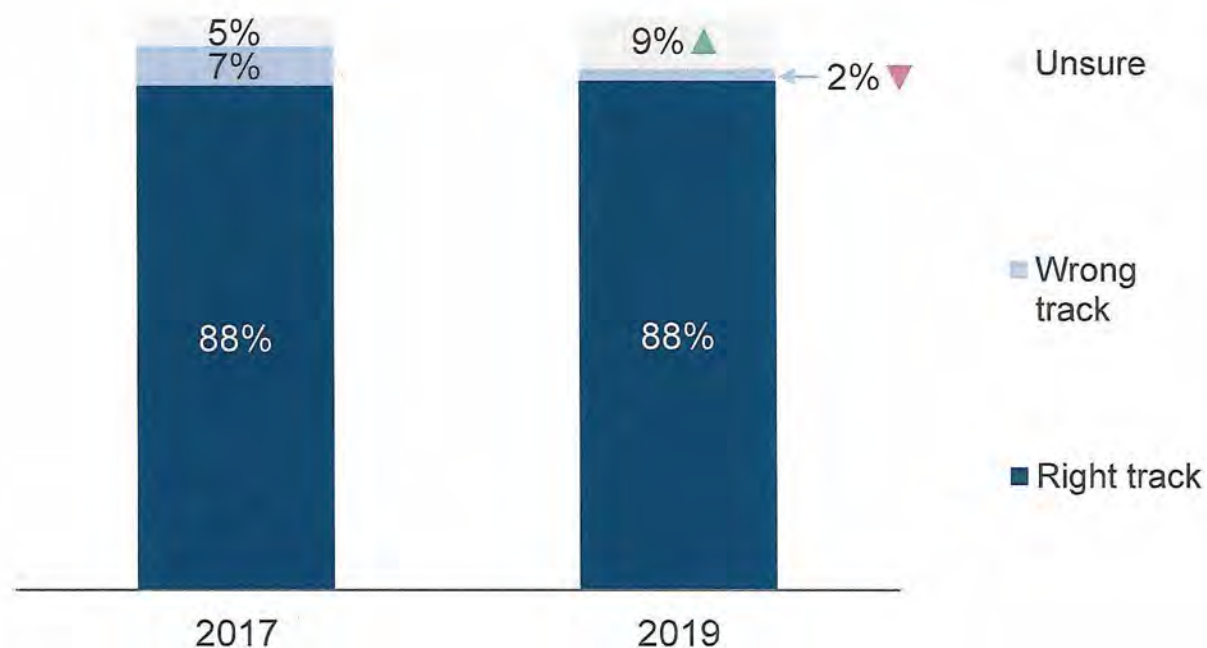
Q5 -- Thinking about the City of Leduc, what would you say are the most important priorities facing the City of Leduc Council today?

(Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)

Community Direction

- Similar to 2017, the vast majority of citizens (88%) feel that Leduc is on the right track.
- Fewer citizens feel Leduc is on the wrong track this year, while more say they are unsure.

Would you say Leduc is on the right track,
or the wrong track?



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)
Q6 -- Overall, would you say that the City of Leduc is on the right track, or the wrong track?
(Base: All respondents. 2019 n=404; base for 2017 assumed to be n=400)

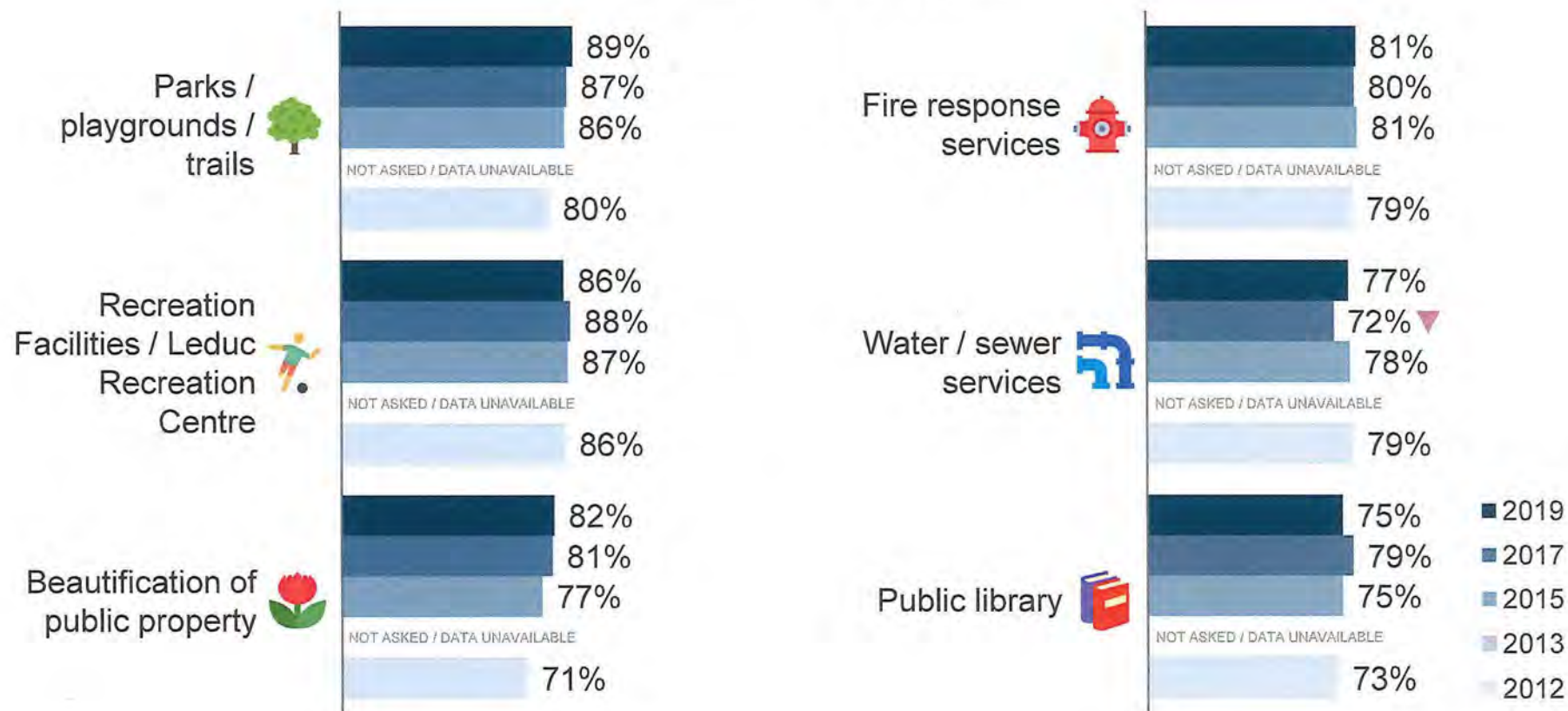


DETAILED FINDINGS: Satisfaction with City Services

Evaluation of City Services – Top Rated Services (75%+)

- Similar to 2017, Leduc's top rated services are parks / playgrounds / trails (89% satisfied), recreational facilities (86%), beautification of public property (82%), fire response services (81%), water / sewer services (77%), and the public library (75%).
- These scores demonstrate that Leduc has excelled at creating beautiful spaces for its citizens to enjoy.

Satisfaction with Services



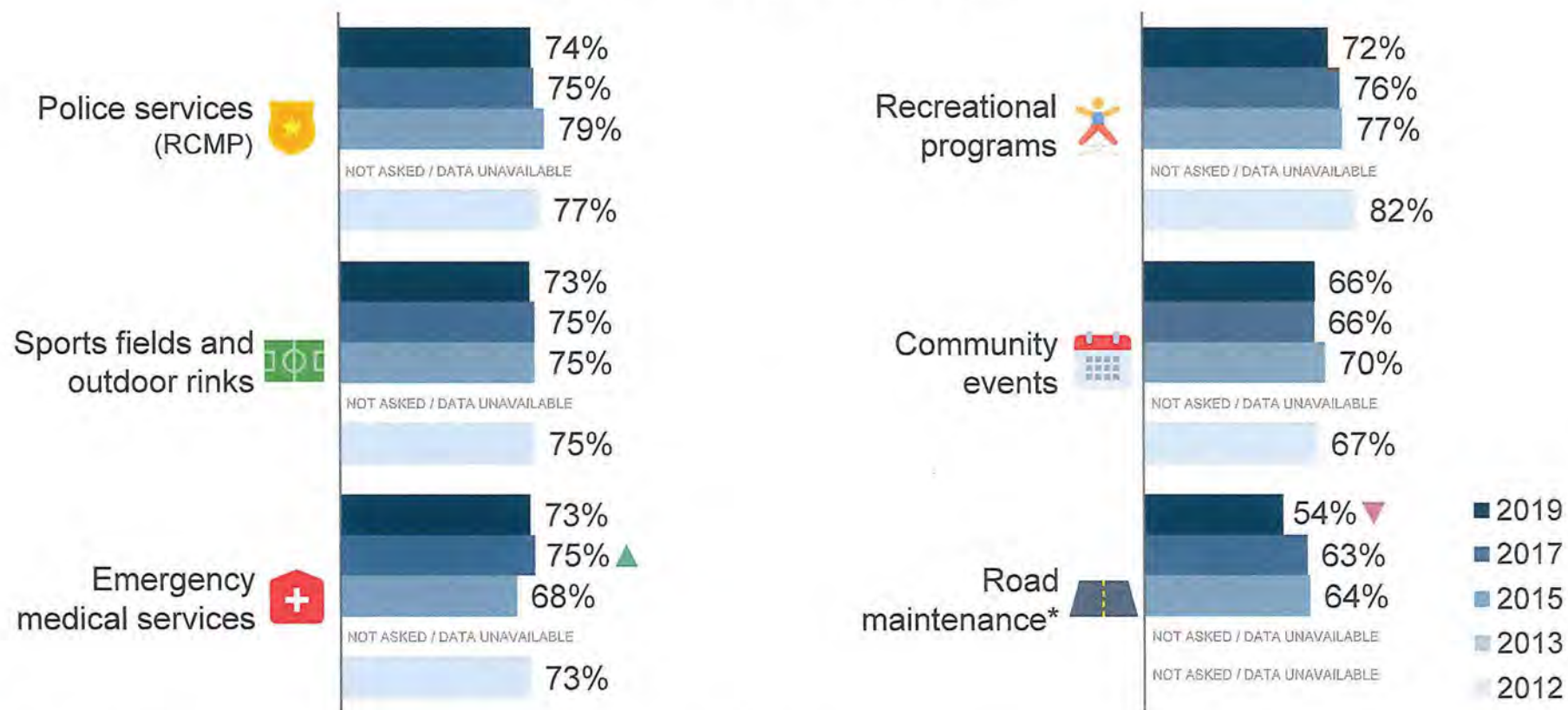
▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

Q7 -- Thinking about the specific services provided by the City of Leduc, how satisfied are you with each of the following services using a scale from 1 to 5 where a 1 means you are not at all satisfied and a 5 means you are very satisfied. (Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)

Evaluation of City Services – Middle Rated Services (50-75%)

- Leduc's mid rated services are police (74% satisfied), sports fields and outdoor rinks (73%), emergency medical services (73%), recreational programs (72%), community events produced by the City (66%), and road maintenance (54%).
- Satisfaction with road maintenance has decreased since 2017.

Satisfaction with Services



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

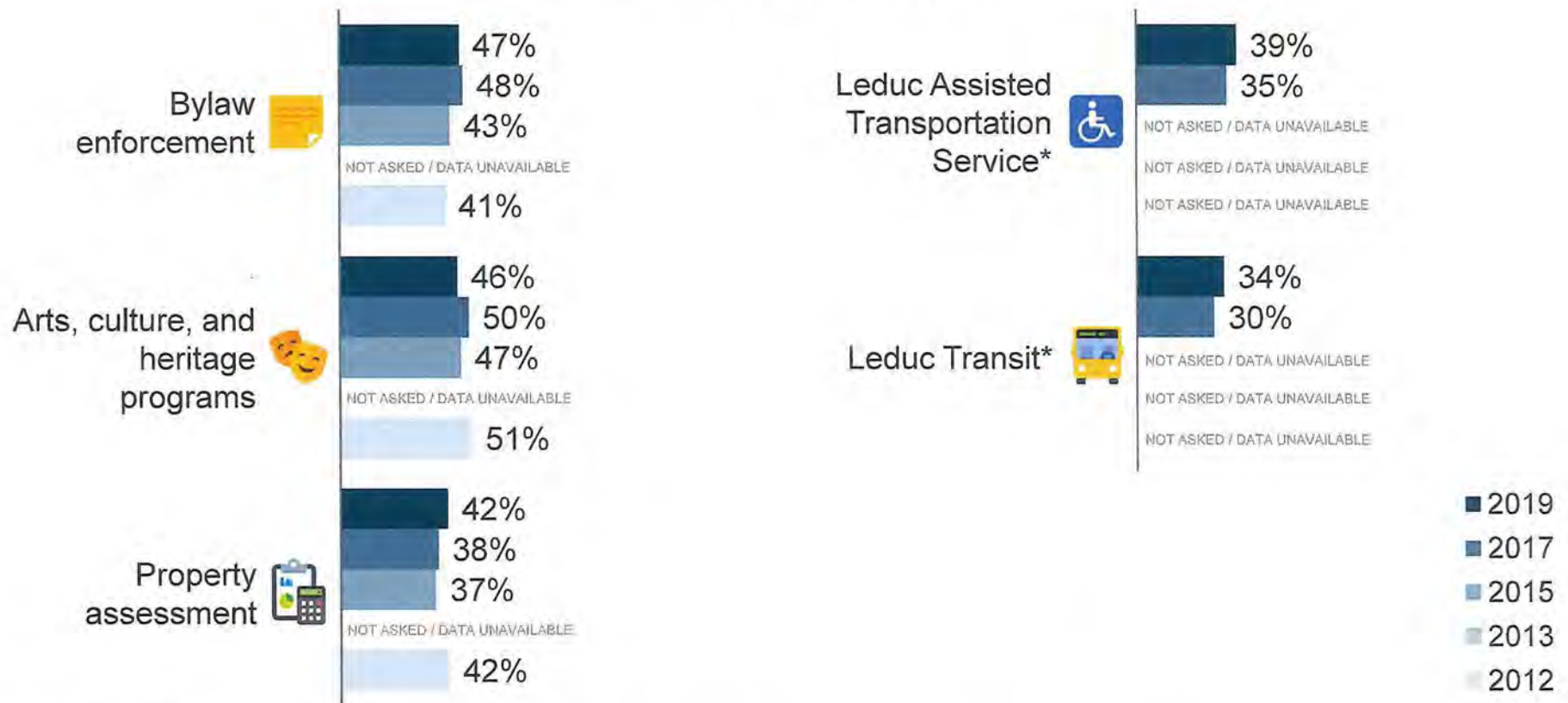
* In 2012, 'Road maintenance' was split by summer vs. winter road maintenance

Q7 – Thinking about the specific services provided by the City of Leduc, how satisfied are you with each of the following services using a scale from 1 to 5 where a 1 means you are not at all satisfied and a 5 means you are very satisfied. (Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)

Evaluation of City Services – Lower Rated Services (<50%)

- Leduc's lowest rated services are bylaw enforcement (47%), arts, culture and heritage programs (46%), property assessment (42%), Leduc Assisted Transportation Service (39%), and Leduc Transit (34%).
- While satisfaction levels are low for both transit services, this is largely driven by over one third of citizens not having used either one. Most of those who have used these services are satisfied.

Satisfaction with Services



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

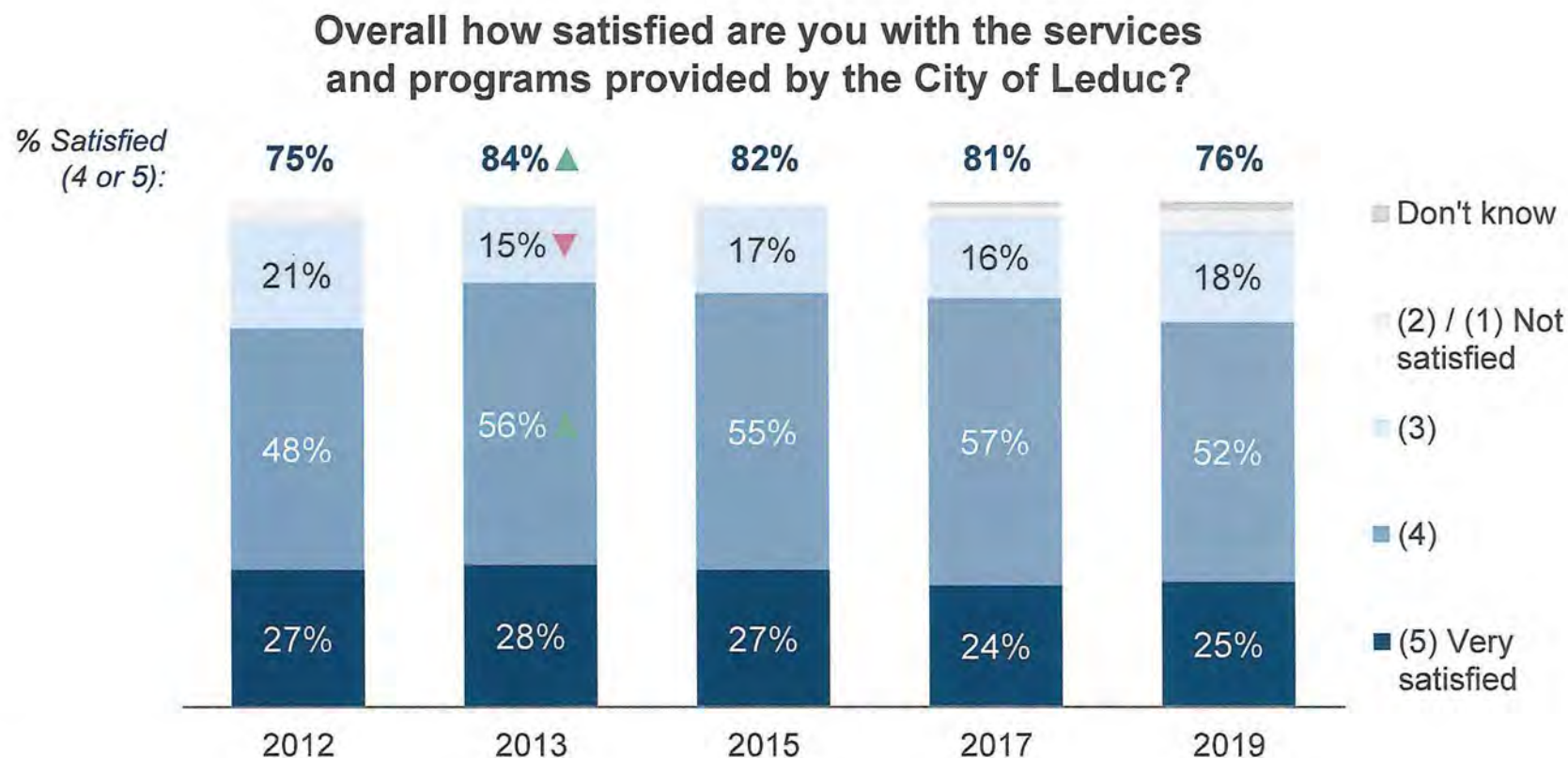
* Prior to 2017, 'Leduc Transit' and 'Leduc Assisted Transportation Service' were combined (44% satisfied in both 2015 and 2012)

Q7 -- Thinking about the specific services provided by the City of Leduc, how satisfied are you with each of the following services using a scale from 1 to 5 where a 1 means you are not at all satisfied and a 5 means you are very satisfied. (Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)



Overall Satisfaction with City Services

- About three quarters of Leduc citizens (76%) are satisfied overall with the services and programs provided by the City of Leduc.
- While overall satisfaction in 2019 is similar to the 2017 results, satisfaction levels are lower in 2019 than the 2013 and 2015 results.



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

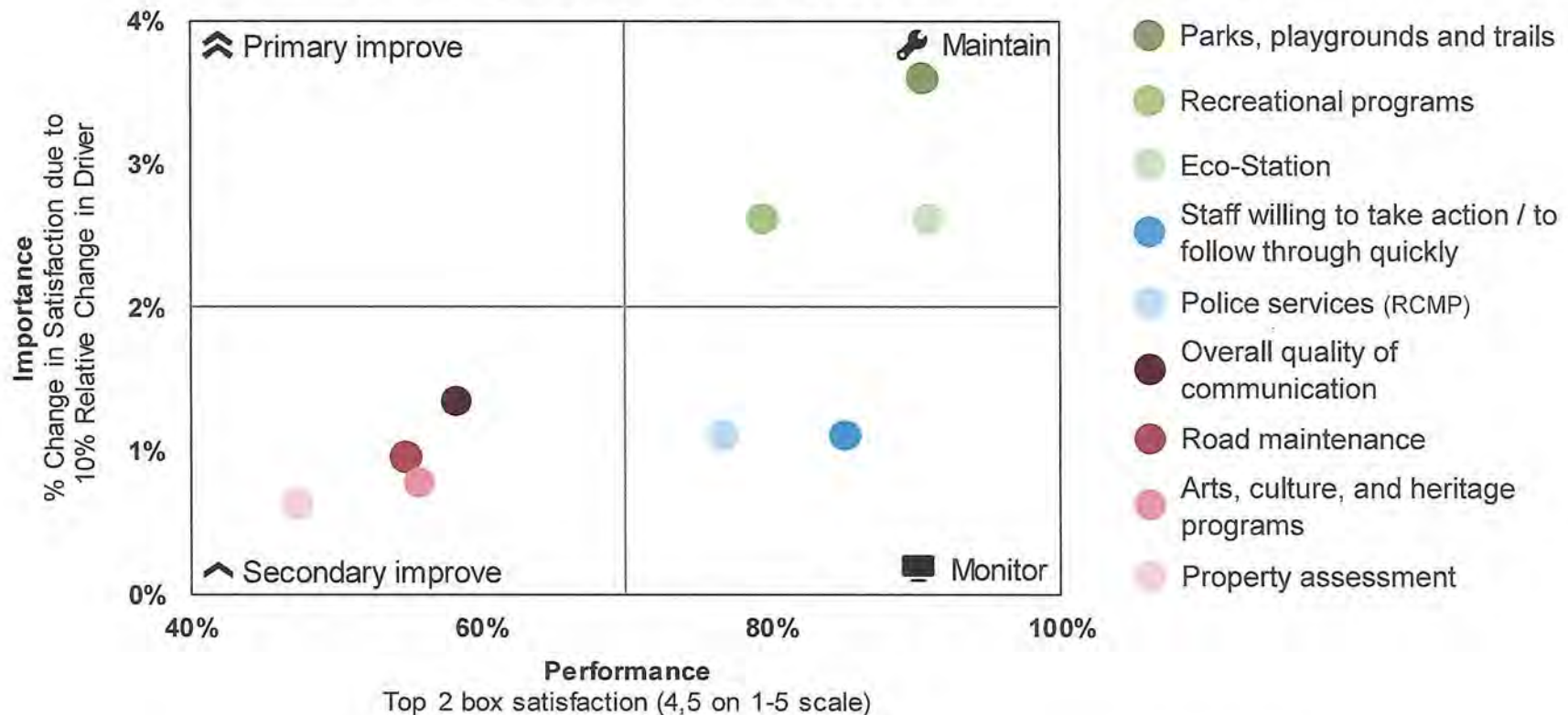
Q9 -- Taking into consideration all City of Leduc services and programs -- and again using a scale from 1 to 5 where 1 means you are not at all satisfied and a 5 means you are very satisfied - overall how satisfied are you with the services and programs provided by the City of Leduc to residents?

(Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)

Derived Importance of City Services

- Maintaining or improving Leduc's parks / playgrounds / trails, recreational programs, and the eco-station are critical to ensuring high overall satisfaction with city services.
- Opportunities exist to further increase overall satisfaction services by improving the quality of communication with citizens, road maintenance, arts / culture / heritage programs, and property assessments.

Drivers of Overall Satisfaction with City Services

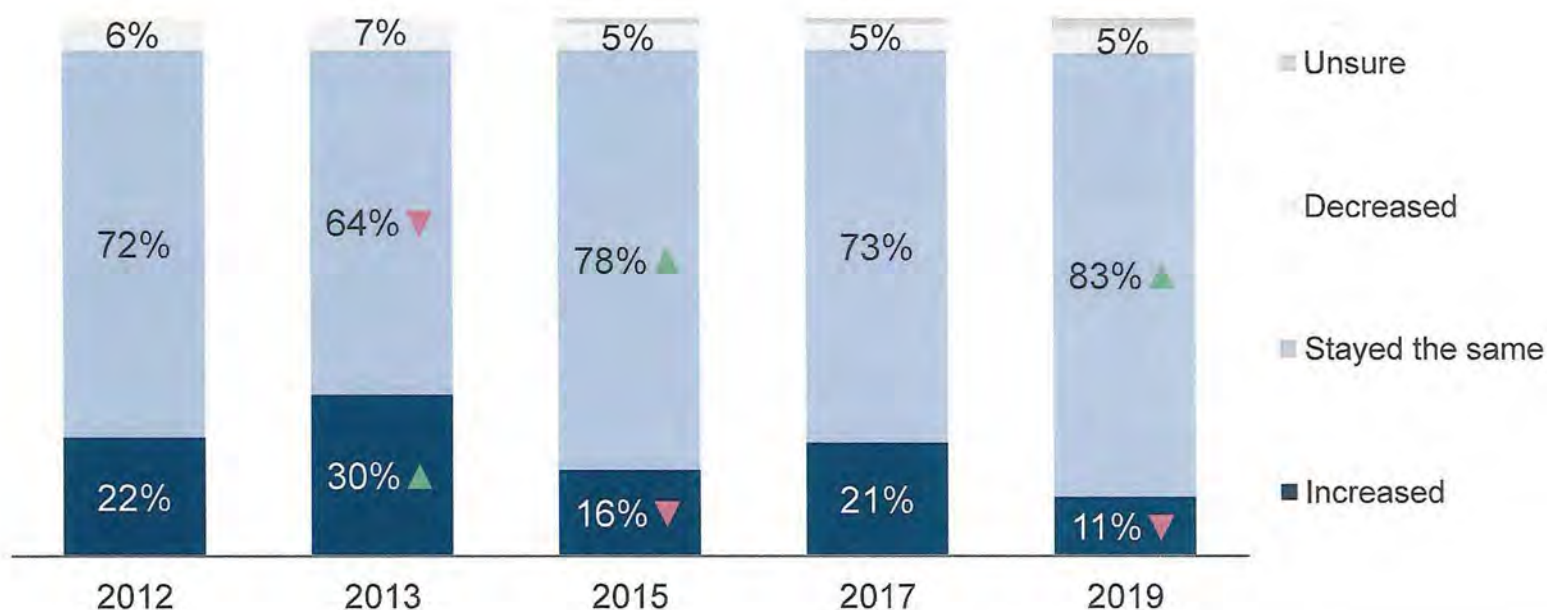


Q9 -- Taking into consideration all City of Leduc services and programs – and again using a scale from 1 to 5 where 1 means you are not at all satisfied and a 5 means you are very satisfied – overall how satisfied are you with the services and programs provided by the City of Leduc to residents?
(Base: All respondents who provided an answer. 2019 n=394)

Perceived Changes in Service Quality

- About three quarters of Leduc citizens (76%) are satisfied overall with the services and programs provided by the City of Leduc.
- While overall satisfaction in 2019 is similar to the 2017 results, satisfaction levels are lower in 2019 than the 2013 and 2015 results.

Quality of Service Provided by City of Leduc has...



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

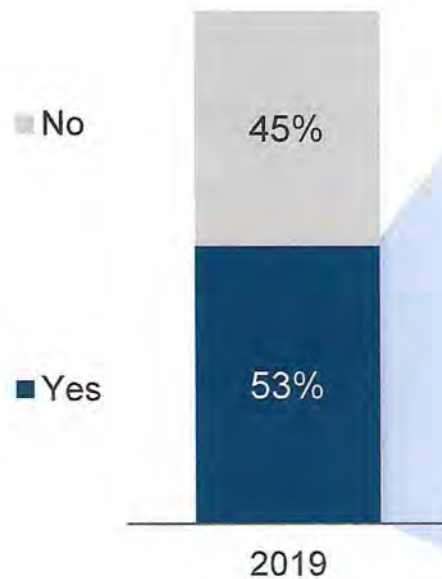
Q8 -- Thinking back over the last 12 months, would you say that the quality of service provided by the City of Leduc has?

(Base: All respondents, 2019 n=404; base for all previous years assumed to be n=400)

Satisfaction With City Staff

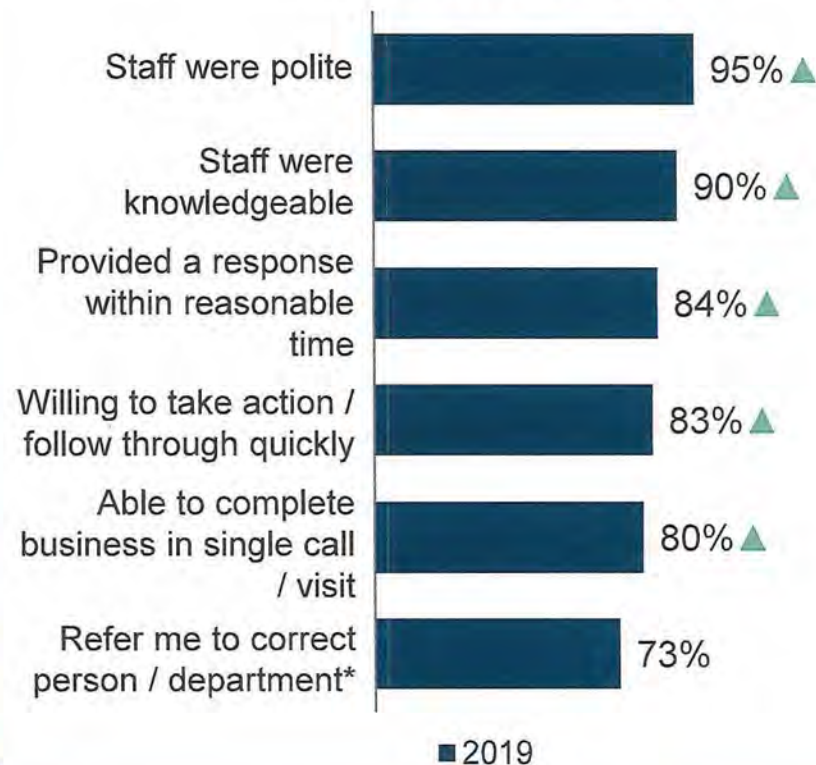
- About half (53%) of citizens say they have personally had interactions with City staff while using or accessing services in the past year.
- Staff are rated highly with most being viewed as polite and knowledgeable and providing quick service.

Have you personally had any interactions with City staff while using/accessing services?



Agreement that...

% (5) Strongly agree + % (4)



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

* Note that 13% of respondents responded by saying "Not applicable" to this level.

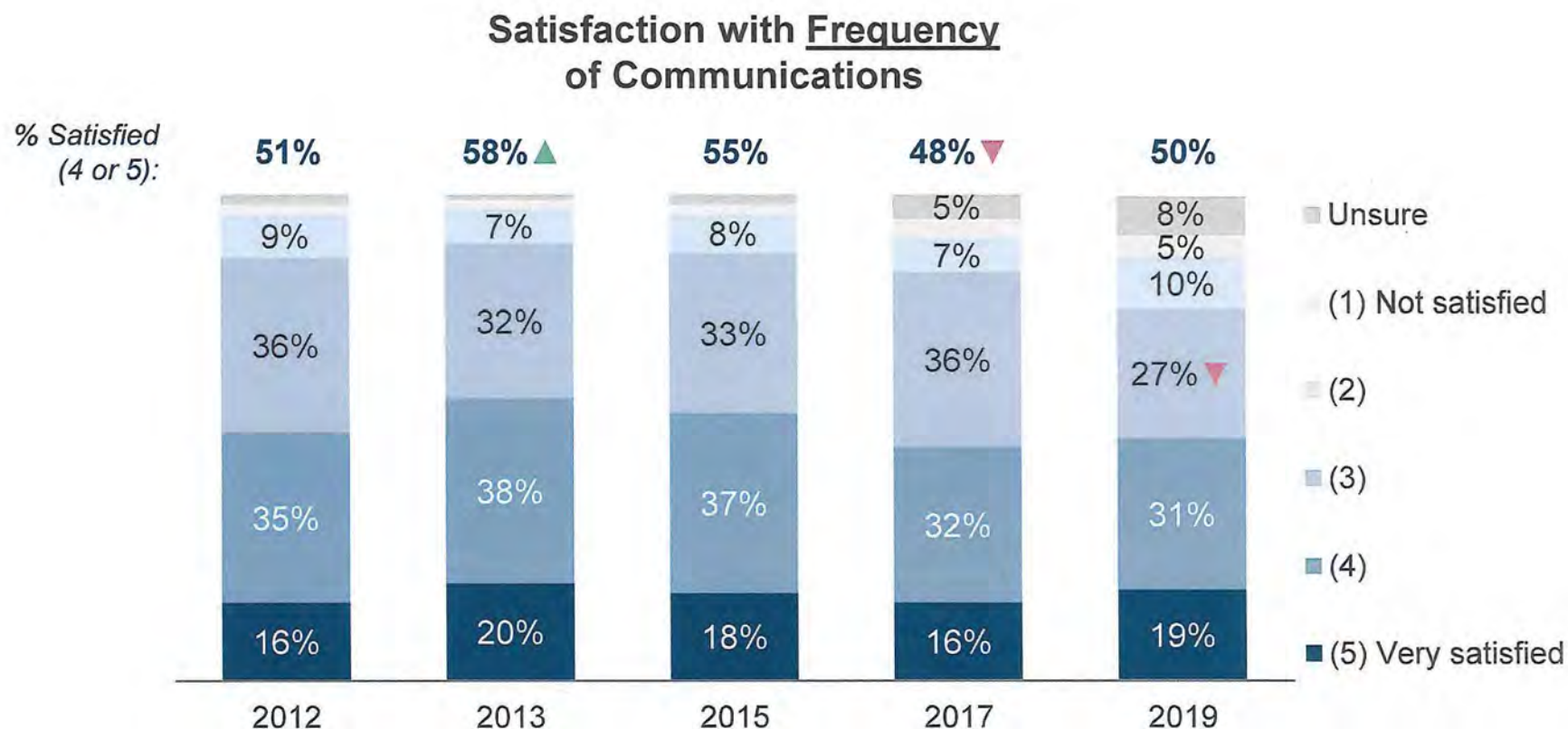
Q10 -- During the past 12 months, have you personally had any interactions with City staff when you used or accessed any services from the City of Leduc?
(Base: All respondents. 2019 n=404; base for 2017 assumed to be n=400) // Q11 -- Thinking of your most recent experience with the City of Leduc, I'm going to ask you a number of questions about the service you received. (Base: All respondents. 2019 n=219; base for 2017 assumed to be n=316)



DETAILED FINDINGS: City Communications

Satisfaction with Communication Frequency

- Similar to 2017, half of citizens (50%) are satisfied with how frequently the City communicates with them.

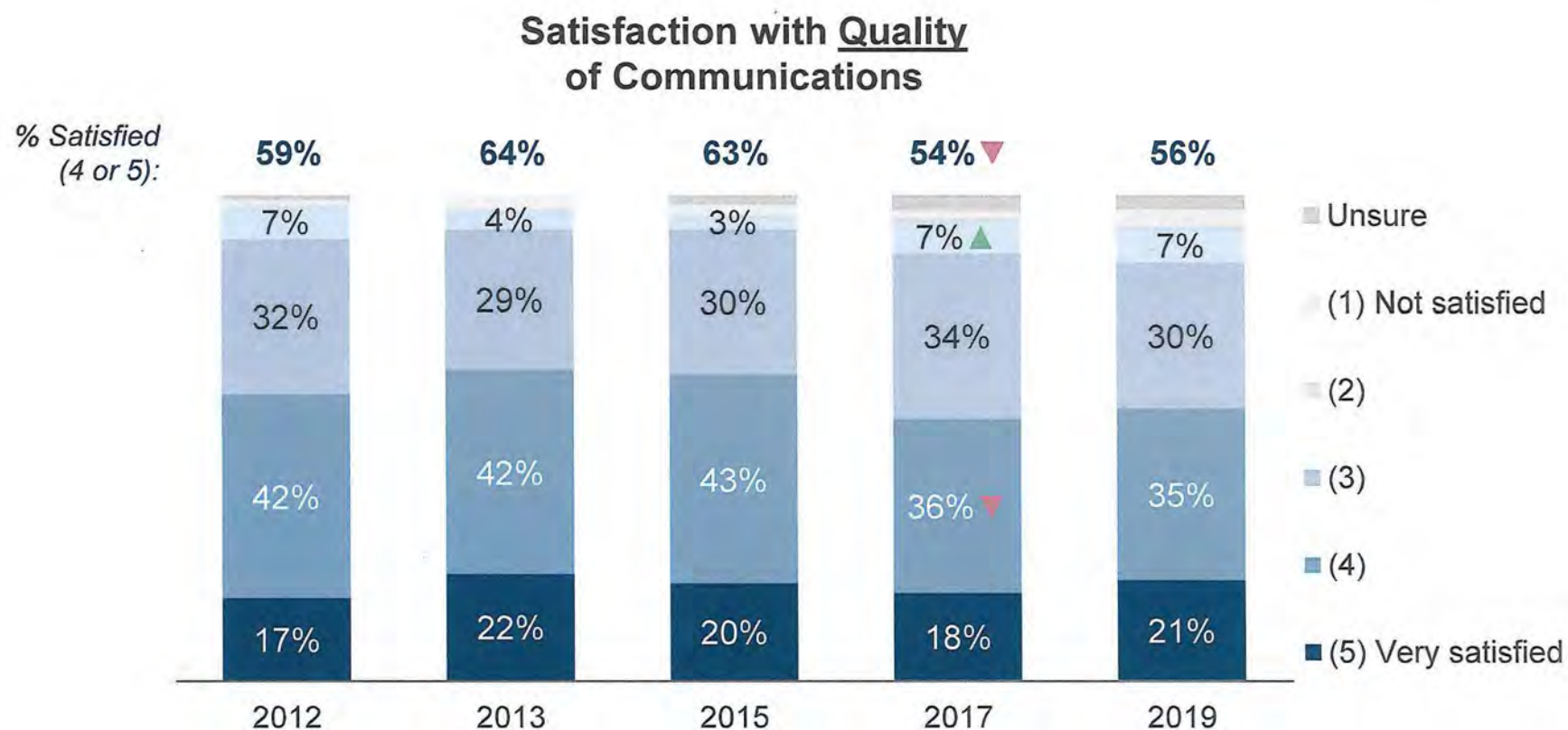


▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

Q12 -- Turning now to how the City of Leduc communicates with residents ... how satisfied are you with how frequently the City communicates with residents?
(Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)

Satisfaction with Communication Quality

- Also similar to 2017, just over half of citizens (56%) are satisfied with the overall quality of communications received from the City.



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

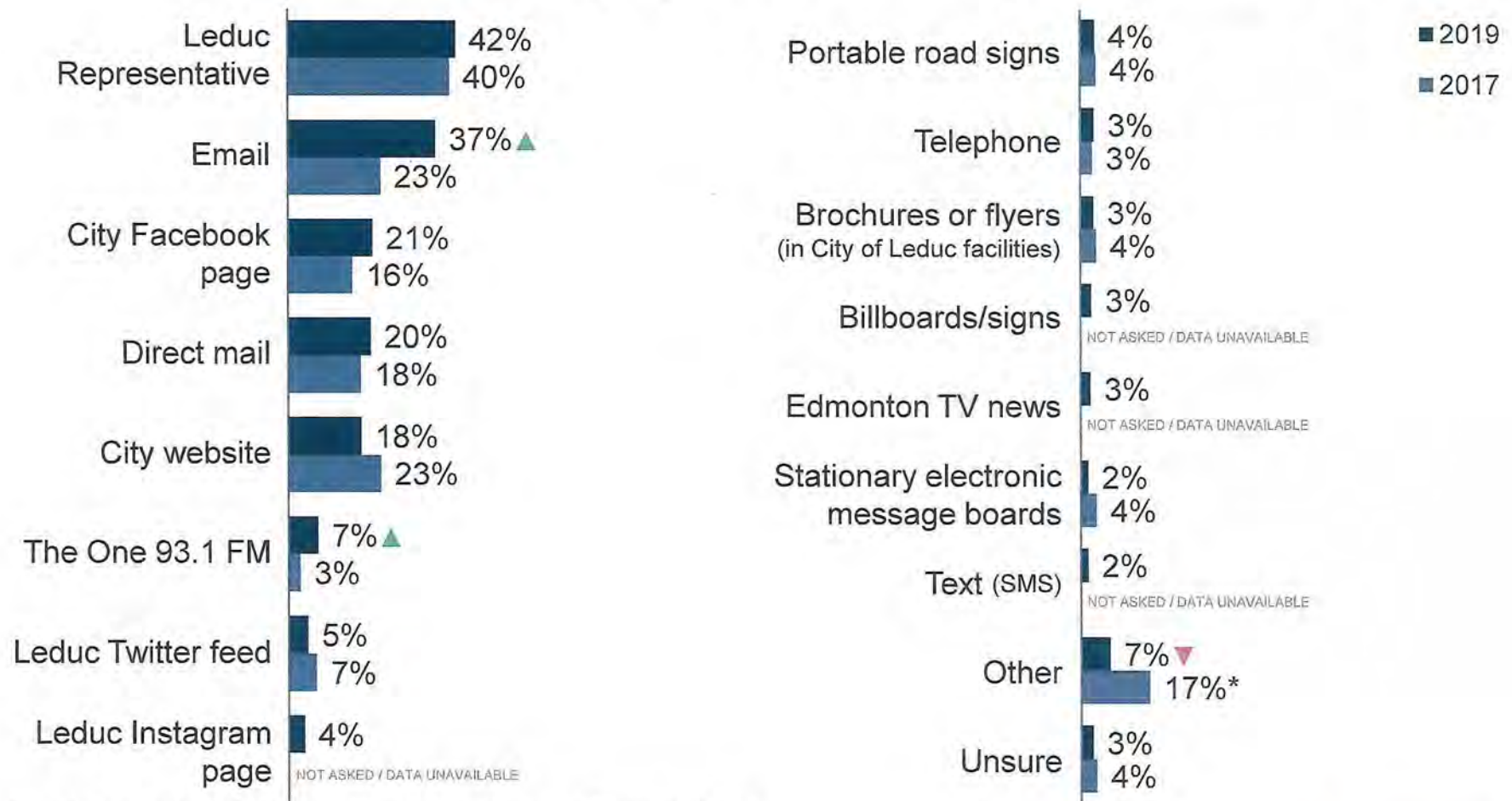
Q12 -- Turning now to how the City of Leduc communicates with residents ... how satisfied are you with the overall quality of communication from the City?

(Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)

Preferred Source for City Information

- The Leduc Representative (42%) and email (37%) are the most preferred sources for communication of City news. The City Facebook page (21%), direct mail (20%), and City website (18%) are also important channels with which to effectively communicate with citizens.

What source would you prefer to receive City of Leduc news from?



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

*May include new categories listed for 2019

Q13 -- What source would you prefer to receive City of Leduc news from? Any others? (2019 n=404; base for 2017 assumed to be n=400)

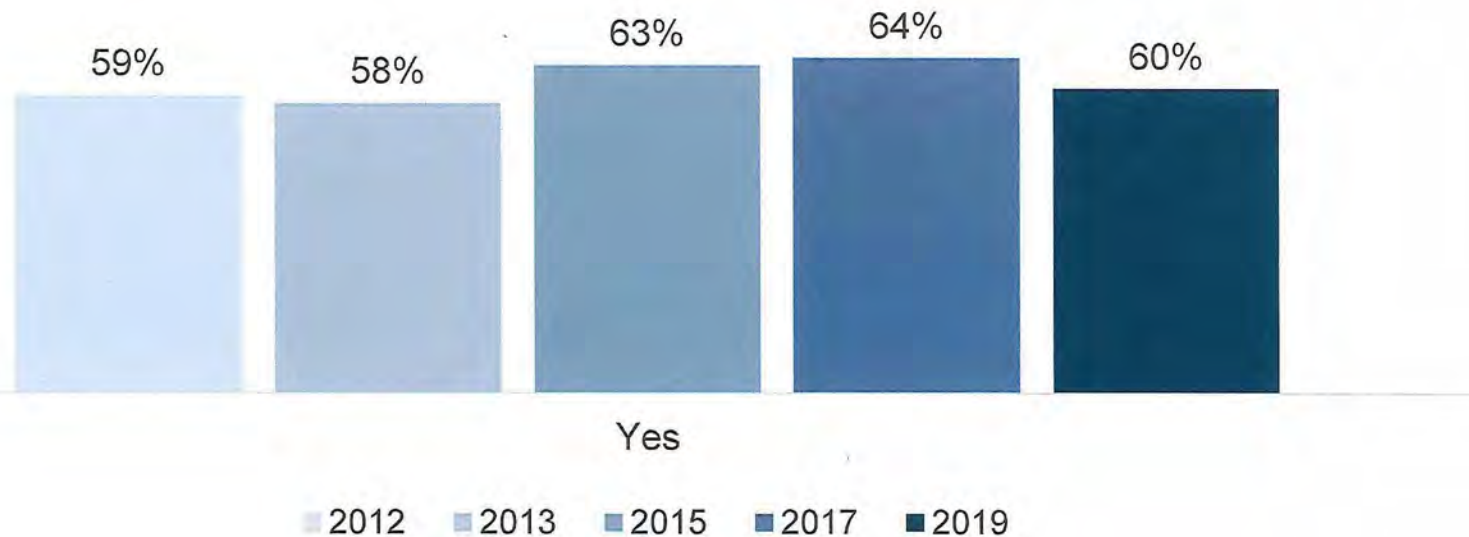


DETAILED FINDINGS: City Website

Website Visitation

- Six-in-ten citizens (60%) have visited the City of Leduc website in the past 6 months. This result is consistent with previous years.

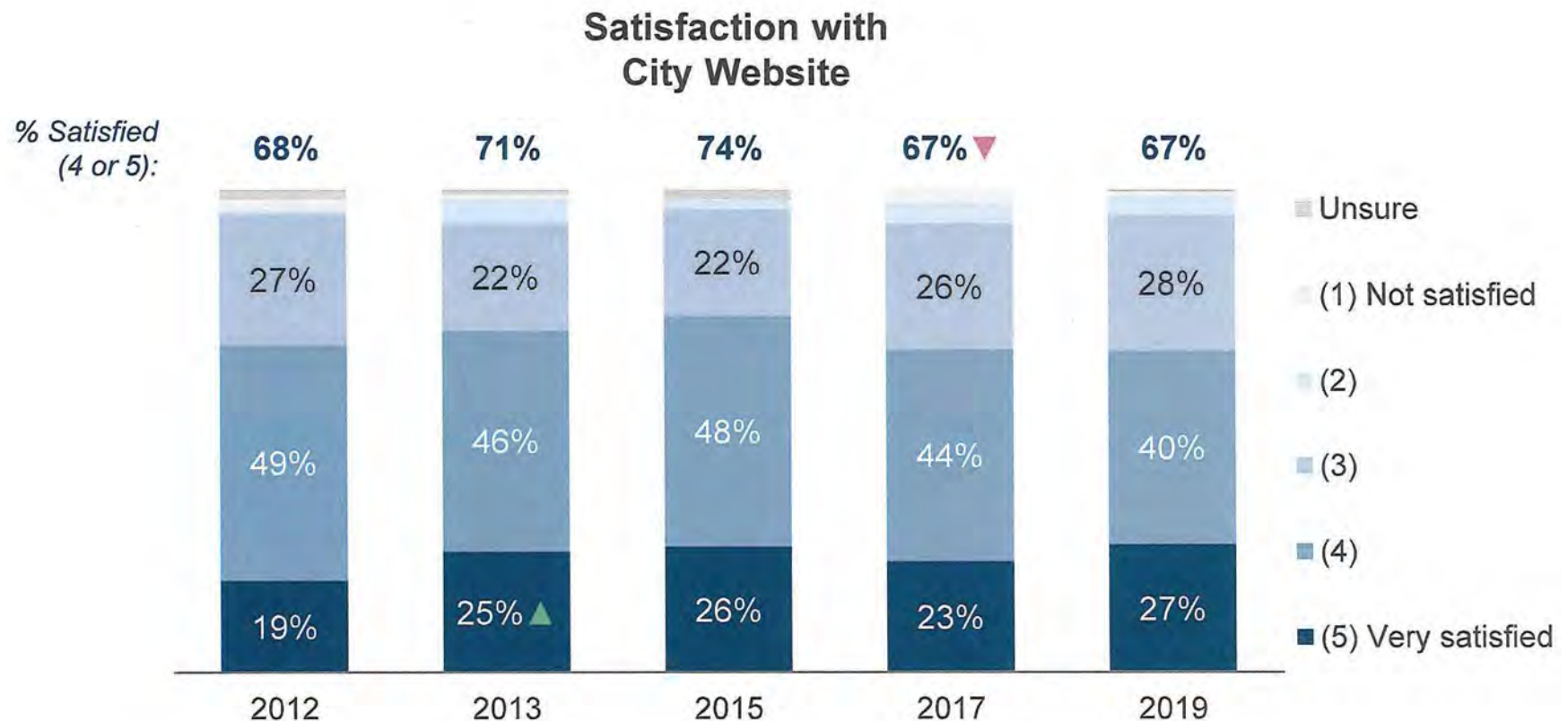
Have you visited the City of Leduc website in the past six months?



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)
Q14 -- Have you visited the City of Leduc website in the past six months?
(Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)

Satisfaction with City Website

- Among those who have recently accessed the City website, about two thirds (67%) are satisfied.
- While this result is similar to the 2017 result, satisfaction with the City website is lower than the 2015 result.



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

Q15 -- Overall, how satisfied are you with the City of Leduc website, using a scale from 1 to 5 where 1 means not at all satisfied and 5 means very satisfied?
(Base: Visited website. 2019 n=241; assumed bases for previous years are: 2017 n=256, 2015 n=252, 2013 n=232, 2012 n=236)



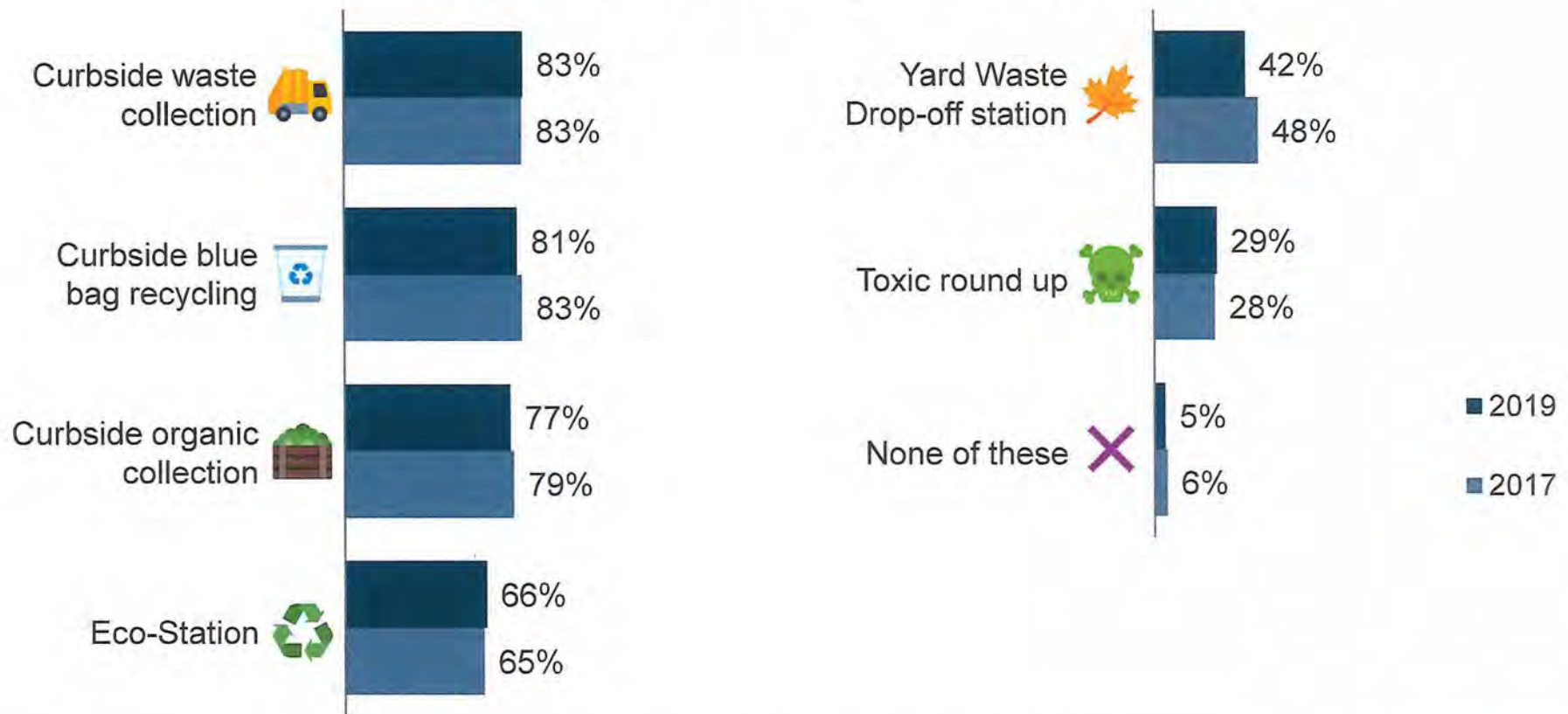
DETAILED FINDINGS:

Waste & Recycling Services

Usage of Waste & Recycling Services

- Curbside collections, including waste collection (83% used in past year), blue bag recycling (81%), and organic collection (77%), are the most commonly used waste & recycling services used.

Which of the following City of Leduc services you have used or participated in during the past 12 months?



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

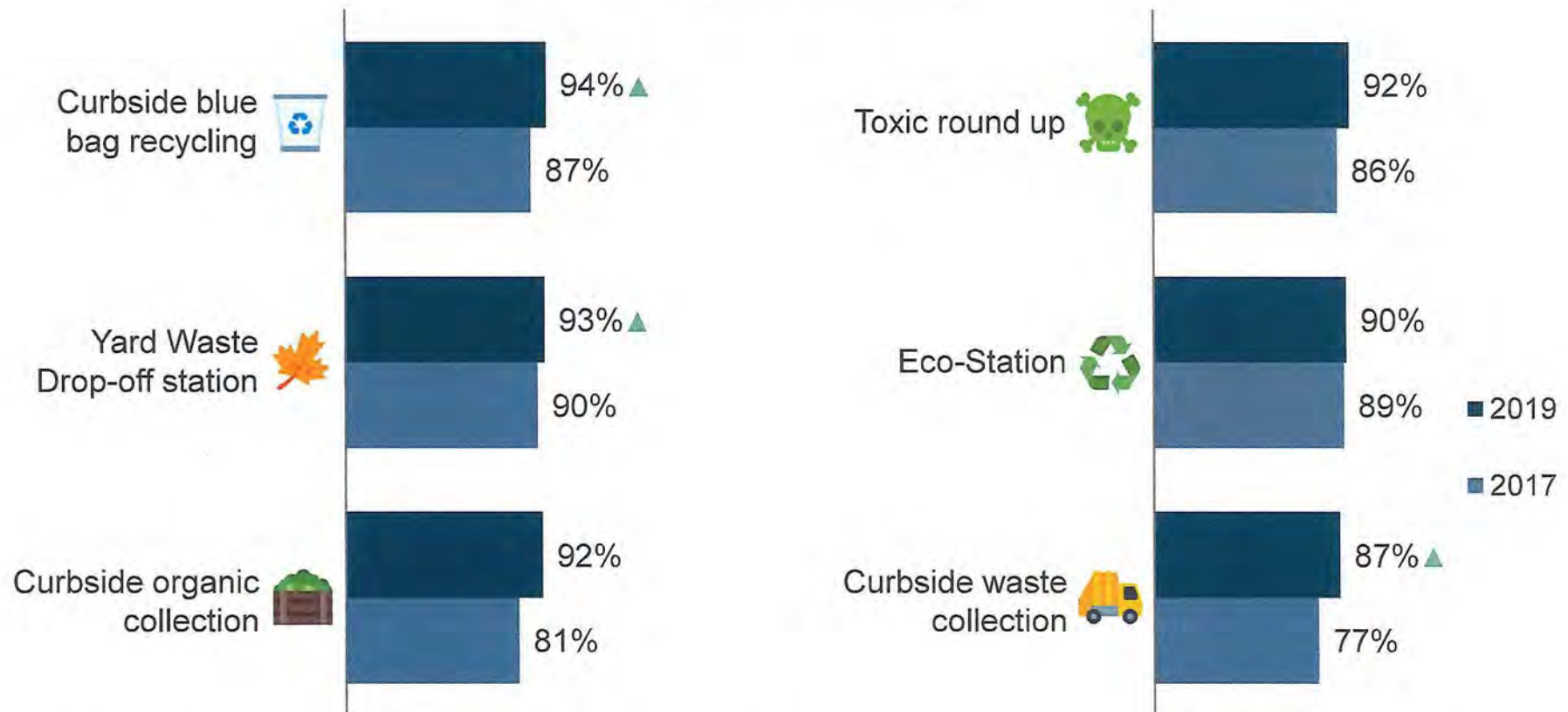
Q16 -- Turning now to some more specific questions about waste and recycling services... please indicate which of the following City of Leduc services you have used or participated in during the past 12 months. (2019 n=404; base for 2017 assumed to be n=400)

Satisfaction With Waste & Recycling Services

- The vast majority of citizens (87-94%) are satisfied with all waste & recycling services provided by the City of Leduc.

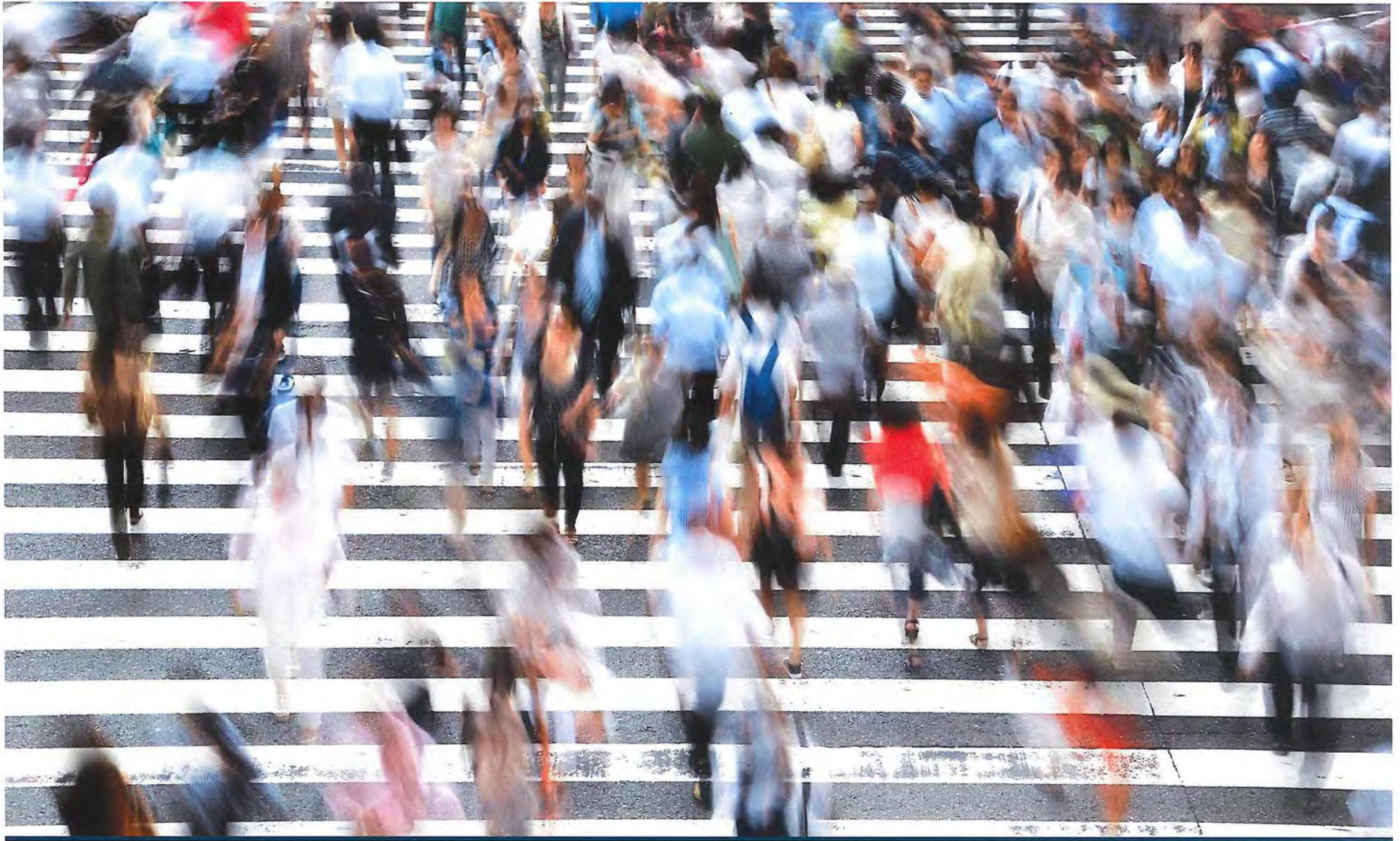
Satisfaction with...

% (5) Very satisfied + % (4)



▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

Q17 -- Using a scale from 1 to 5 where 1 means you were 'not at all satisfied' and 5 means you were 'very satisfied', how satisfied were you with...? (Base: All respondents. 2019 n=142-344; bases for 2017 assumed to be n=112-332)



DETAILED FINDINGS: Respondent Profile

Weighted Respondent Profile [1/2]

Age	Total
18 to 34 years	30%
35 to 54 years	38%
55 years and up	32%

Gender	Total
Male	50%
Female	50%
Other	0%

Years in Leduc	Total
5 or fewer years	23%
6 to 10 years	24%
11 to 20 years	22%
21 to 40 years	23%
41 years or longer	8%

Area	Total
West of Highway 2	40%
East of Highway 2	59%
Don't know / Not applicable	1%

Weighted Respondent Profile [2/2]

<i>Household Income</i>	Total
Less than \$50,000	17%
\$50,000 to \$99,999	31%
\$100,000 to \$149,999	23%
\$150,000 to \$199,999	9%
\$200,000 or more	10%
Prefer not to answer	9%
Unsure	2%

<i>Own / Rent</i>	Total
Own	80%
Rent	17%
Some other arrangement	3%

<i>Employment Status</i>	Total
Working FT (30+ hours/week), including self-employment	56%
Working PT (<30 hours/week), including self-employment	9%
Homemaker	4%
Student	3%
Not employed for some other reason	3%
Not employed but looking for work	5%
Retired	20%

<i>Children in Household</i>	Total
Yes	38%
No	62%



APPENDIX

Factors Contributing to High Quality of Life

	2019	2017	2015	2013	2012
Good services	34% ▲	24% ▲	11%		12%
Recreation facilities/Leduc recreation center	30%	35%	32%		34%
Parks/multi-way path system	26%	25%	20%		25%
Location/close to Edmonton/airport/Nisku	26%	23%	27%		25%
Friendly neighbours/community spirit	25%				
Size/is small	25%	22%	25%		18%
Leduc has everything you need/all the amenities	24%	25% ▲	17%		
Good shopping	19%				16%
Safety	10%				
Ease of transportation/good roads	8%				
Beauty/clean/well maintained	5%				
Quiet/peaceful	3%				
Job opportunities	3%				
Other	5%				
Unsure	6%				

▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

Q2 -- In your opinion, what would you say are the **three** most significant factors contributing to a **high quality** of life in the City of Leduc? Any others?

(Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)

Factors Contributing to Low Quality of Life

	2019	2017	2015	2013	2012
Traffic congestion/speeding*	26% ▲	18% ▼	24%		16%
Crime/drugs/vandalism	22% ▲	12%	11%		7%
Poor services (e.g., schools, lack of entertainment/activities for children/youth, garbage/recycling options)	16%				
Other infrastructure mentions** (i.e. keeping up/maintaining roads, parks)	12%	8%	8%		
Snow removal/street cleaning	11%	12%	10%		6%
Population issues*** (includes high/low density, growth, neighbourhood issues, etc.)	11%	10%	10%		
High taxes	9%	12%	13%		6%
Lack of variety of businesses/ shopping/restaurants	7%	6% ▼	11%		11%
Hospital issues (includes wait times, quality of care, speed of care, etc.)	5%				
Noisy/airplane noise/traffic noise	5%	6% ▼	10%		8%
Lack of job opportunities	3%				
Little low income housing/support for homeless	3%				
Municipal, provincial, or federal government	3%				
High cost of living	2%				
Other	4%				
Unsure	16%				
Nothing	10%				

▲ ▼ Indicates that score is statistically higher or lower than the previous year (95% confidence level)

* 2017 figure represents 'traffic congestion' only (excludes 'speeding') ** 2012-2017 figures represent 'infrastructure problems'

*** 2012-2017 figures represent 'city planning/land development'

Q3 -- In your opinion, what would you say are the three most significant factors contributing to a low quality of life in the City of Leduc? Any others?

(Base: All respondents. 2019 n=404; base for all previous years assumed to be n=400)



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MEETING DATE: April 29, 2019

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

PREPARED BY: Brandy Kelly, Regional and Intergovernmental Advisor

REPORT TITLE: Support for the Resource Communities of Canada Coalition (RCCC)

REPORT SUMMARY

Alberta Urban Municipalities Association (AUMA) and the Rural Municipalities Association (RMA) have requested their members (including the City of Leduc) to support their efforts to support the Resource Communities of Canada Coalition (RCCC) by passing the following resolution and forwarding confirmation of the City's support to the AUMA to aid in their provincial and federal advocacy efforts.

RECOMMENDATION

That the City of Leduc supports the coordinated efforts of the Alberta Urban Municipalities Association (AUMA), the Rural Municipalities Association (RMA) and other municipal associations to form the Resource Communities of Canada Coalition.

WHEREAS responsible resource development and its related employment are essential for the future of Canadian municipalities.

WHEREAS there is a need to coordinate the Canadian municipal voice to:

1. Advocate for a responsible resource industry.
2. Ensure municipal perspectives are being heard on issues impacting resource development.
3. Share factual information regarding resource development interests.

WHEREAS the Alberta Urban Municipalities Association (AUMA) and other municipal associations across Western Canada have created a Resource Communities of Canada Coalition to facilitate a coordinated approach to represent municipal resource development interests across the country;

WHEREAS the Alberta Urban Municipalities Association (AUMA) and other municipal associations across Western Canada are asking municipalities to support the Resource Communities of Canada Coalition;

NOW THEREFORE BE IT RESOLVED THAT the City of Leduc supports the Resource Communities of Canada Coalition.

BACKGROUND

KEY ISSUE(S) / CONTEXT:

Municipalities have a vested interest in the long-term sustainability of their communities. Responsible resource development and the related employment are essential to the future of all municipalities. This is true for the City of Leduc, its regional neighbours and communities across Western Canada. There is an increasing need to coordinate the Canadian municipal voice to ensure municipal perspectives are being heard on issues impacting resource development.

The Alberta Urban Municipalities Association (AUMA) and the Rural Municipalities Association (RMA) are working together, leveraging partnerships with sister municipal associations/municipalities across the country and calling on their membership to support the formalization of the Resource Communities of Canada Coalition (RCCC). Together they will engage a strategic and long-term approach to ensure a unified municipal voice is heard on responsible resource development.

The RCCC's first three major activities are:

Education campaign at 2019 FCM Conference in Quebec

The associations are encouraged by the recent resolution that the FCM Board passed last week (attached) to call on the Government of Canada to support the further development of nation-building energy infrastructure projects. AUMA is leading this initiative in cooperation with RMA and other municipal associations in Western Canada. They are finalizing their education campaign plan and will be sending out more information soon.

Bill C-69 Advocacy

The associations recently met with Amarjeet Sohi, MP for Edmonton-Millwoods and Minister of Natural Resources and Matt Jeneroux, MP Edmonton Riverbend, Shadow Minister of Infrastructure, Communities and Urban Affairs, to discuss this bill. After completing a legal analysis of the bill, the AUMA and RMA will share more information with its members. They are also investigating a coordinated approach for testifying at the Senate Committee hearings by sharing messaging and key information with sister associations.

Formally establish the Resource Communities of Canada Coalition (RCCC)

Although activities are already underway, AUMA and RMA do want to formalize the RCCC group with detailed terms of reference. They will focus on this after the educational campaign at the 2019 FCM Conference. They are also partnering with their sister municipal associations and municipalities across the country to advocate for FCM to establish a Resource Communities Caucus, similar to the Big Cities Caucus and the Rural Caucus of FCM, which will allow specific focus on this much needed topic and related issues.

CITY OF LEDUC PLANS:

Supporting this initiative and coordinated advocacy efforts helps to fulfill Council's commitment to being (a) *A City with a plan for the Future* and (b) *An Economically Prosperous City*, as outlined in the City of Leduc's 2019-2022 Strategic Plan. It also supports Council's value of *Partnering for success*.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

City of Leduc advocacy messaging will align with that of the RCCC where applicable and appropriate.

POLICY:

There are no policy implications.

IMPLEMENTATION / COMMUNICATIONS:

Should the resolution be approved, administration will then forward a copy to the AUMA to add the City of Leduc to the list of supporting municipalities and to include us in future communications and advocacy opportunities relating to the Resource Communities of Canada Coalition (RCCC).

ALTERNATIVES:

1. Council directs administration to pursue other opportunities to advocate for responsible resource development.
2. Council chooses to refrain from advocacy efforts relating to responsible resource development.

ATTACHMENTS:

- *FCM Resolution - Federal Support for Energy Infrastructure Projects (Adopted March 2019 FCM Board Meeting)*

Others Who Have Reviewed this Report

P. Benedetto, City Manager

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FCM Resolutions

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The Federation of Canadian Municipalities maintains a database of resolutions proposed by members on subjects of national municipal interest that fall within the jurisdiction of the federal government.

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Resolution Title	Meeting	Resolution Status
Federal Support for Energy Infrastructure Projects	Board of Directors - March 2019 - Penticton, BC	Adopted
Resolution		Sponsor(s)
WHEREAS, Canada, with its large landmass and diversified geography, has substantial and diverse renewable and non-renewable energy sources including oil, natural gas, hydroelectricity, nuclear, solar, wind, tidal and biomass;		Saskatchewan Association of Rural Municipalities (SARM)
WHEREAS, Canada is the sixth largest producer, the fifth largest net exporter, and the eighth largest consumer of energy;		Alberta Urban Municipalities Association (AUMA)
WHEREAS, Sustainable energy production and its local and worldwide distribution requires a diverse and well-planned network of energy infrastructure across the country;		Rural Municipalities of Alberta (RMA)
WHEREAS, A lack of energy infrastructure has created challenges for Canada in meeting our national energy requirements and the growing energy requirements of international customers, resulting in an economic downturn in energy producing regions with negative financial impacts for municipalities in those regions;		
WHEREAS, The creation, operation and refurbishment of all energy infrastructure stimulates economic growth that benefits all Canadians;		
WHEREAS, Municipalities are on the front lines of climate change, and in order to reduce greenhouse gas (GHG) emissions Canada will need to		

transition towards renewable sources of energy; now therefore be it

RESOLVED, That the Federation of Canadian Municipalities call on the Government of Canada to support the further development of nation-building energy infrastructure projects; and be it further

RESOLVED, That the Federation of Canadian Municipalities recognize the economic crisis facing certain energy producing regions in Canada as a result of low commodity prices and restricted market access and call on the Government of Canada to support those regions, including by supporting projects which enable the transition to renewable energy production; and be it further

RESOLVED that the Federation of Canadian Municipalities call on the Government of Canada to require energy companies to provide adequate financial compensation to municipalities through linear taxation and other mechanisms; and be it further

RESOLVED that the FCM request the Government of Canada to mandate the energy sector to invest in research and development in renewable energy to reduce GHG emissions and the protection of Canada's fresh water, and publish an annual report on their environmental activities and investments; and be it further

RESOLVED that the development of energy infrastructure must meet high environmental standards and respect the jurisdiction of provinces, territories and municipalities.

COUNCIL REQUEST FOR DECISION

MEETING DATE: April 29, 2019

SUBMITTED BY: Irene Sasyniuk, G.M. Corporate Services and Mike Pieters, G.M. Infrastructure and Planning

PREPARED BY: Irene Sasyniuk, G.M. Corporate Services, Mike Pieters, G.M. Infrastructure and Planning and Jennifer Cannon, Director, Finance

REPORT TITLE: Condominium Tax Enquiries

REPORT SUMMARY

To provide Council with an update relative to ongoing public enquiries and Administration's subsequent recommendations regarding requests for additional services and property tax reductions for condominium owners.

RECOMMENDATION

- 1) That Council approve the expansion of the City's hydrant inspection program to include private hydrants located in condominiums and apartments with no additional charges administered for the inspections. Funding to cover lost revenue of \$13,600 for 2019 will come from the Water Reserve with the ongoing cost to be imbedded in operational budgets on a go forward basis.
- 2) That Council retain the current mill rate structure for property taxes for multi-family properties, including condominiums, as this is a stable and equitable practice that benefits condominium owners and is based on a sound financial analysis as previously presented to Council on March 12th, 2018.

BACKGROUND

KEY ISSUE(S) / CONTEXT:

Since March 2018, Administration has received enquiries on several occasions from condominium owners. Most recently, on March 12, 2019 an email was received from a condominium owner that was addressed to Councillor Hamilton questioning the possibility of waiving the education portion of taxes for seniors and/or instituting a 10% tax reduction for condominium owners (see attached). The impacts of the two options are as follows:

Impacts of Condominium owners not paying the provincial education taxes:

- Currently condominium owners within the City of Leduc pay \$1.1 M of the educational requirement. It is a requirement of the Province that all properties pay their portion of the education property taxes. The request for the cancellation of the educational property taxes cannot be considered as all other home owners would have to pay a higher amount to cover the reduction for condominium owners. The result is that an average home valued at \$350k would see an annual increase of approximately \$110 year to compensate for this.

Reduce condominium (municipal) property taxes by 10%:

- Condominiums would have to be setup with a separate mill rate (this is not recommended, as outlined below).
- Currently condominium owners pay \$3.3 M in municipal taxes.

- The removal of this would mean that all other home owners would have to pay a higher amount to cover the reduction for condominium owners. The request for a 10% reduction in property taxes cannot be considered. An average home valued at \$350k would see an annual increase of approximately \$30 per year to compensate for the reduction for condominium owners.

A number of other requests were received throughout 2018 and addressed previously in Report # 2018-CoW-045 - Condominium Tax Update which was presented at the June 25, 2018 Committee of the Whole meeting. Within this report clarity was provided via the following key messages:

1. Administration conducted a comprehensive review and best practice research involving more than 20 Alberta municipalities and the findings show that communities without a separate mill rate for condo owners actually provide a greater benefit for said owners and condo boards.
2. Seven of the 23 municipalities contacted have a separate mill rate for condominiums, or multi-family dwellings, where the mill rate is higher than the residential mill rate. Those seven include Cold Lake, Drayton Valley, Edmonton, Lethbridge, Medicine Hat, Red Deer and Spruce Grove.
3. In Alberta, the current property tax framework shows no correlation between the services provided and taxation levied on properties. In actuality, taxes are based upon assessed value of the property and not on the use or availability of the services.
4. All City of Leduc taxpayers, including condominium owners, receive the same level of service across the board, which includes Family and Community Support Services, parks and recreation, police and fire protection. Condominium owners have the added benefit of falling within the residential mill rate as it provides a more equitable balance throughout all residential properties.

The City of Leduc has also taken additional steps to ensure a high level of service as well as fair and equitable assessment for all condominium owners:

1. The City will take over the inspection of all fire hydrants for condominium owners if Council approves a motion to cover the costs, as recommended in this report.
2. The City is collecting contact information for all Condo Board representatives in Leduc to enhance continued engagement.
3. The City's Assessors have refined their assessment approach for condominiums (within legislative parameters) to reflect market value within particular condo areas of the City (rather than grouping all condos together). This enables the assessment to be more reflective of the real estate market within particular neighborhoods. This will be in effect for the 2019 taxation year.

PAST COUNCIL CONSIDERATION:

March 12, 2018 – Committee of the Whole Report – Condominium Mill Rate Review

Based upon enquiries from condominium residents requesting investigation of a separate mill rate for condominiums, Administration initiated a comprehensive review of 23 various municipalities across Alberta. During this review, Administration was unable to find any municipality that classifies a condominium that is considered a primary residence in a separate mill rate class.

Administration presented financial analysis identifying the impact of creating a separate mill rate for condominiums that confirmed that the City of Leduc's current assessment structure allows market conditions and other influencing factors to be spread out equitably amongst the entire residential assessment base (which includes condominiums) and provides overall stability.

This has been conveyed to Council through the following information provided in the reports listed below:

June 25, 2018 – Committee of the Whole Report - Condominium Tax Update

- Provided clarity on the March 12, 2018 Committee of the Whole Report
- Verified overall assessment range is compliant with Provincially legislated requirements
- Provincial representative engagement clarified – Province does not engage directly with homeowners regarding assessment concerns
- Confirmed assessments completed by contracted City Assessor
- Provided clarity on the services provided by the City of Leduc to condominiums; and
- Provided key messages to be relayed to condominium owners (included above)

October 15, 2018 – Committee of the Whole Report – City Services to Condominiums

Subsequent to a meeting with condominium owners on July 3, 2018 to discuss a perceived inadequacy of service provision, Council directed Administration to look into the concerns expressed by condominium owners at this meeting and report back to Council. The October 25th report (attached) addressed the following items that were raised at the meeting:

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

March 18, 2019 – Committee of the Whole Report - Private Hydrant Inspection Service

This report provided information to Council regarding the expansion of the City's annual hydrant inspection program. The program now includes Spring and Fall inspection services for all privately owned hydrants at no additional cost to the property owner. This inclusion was based upon a request from Council to Administration to review the feasibility of expanding the City's hydrant inspection program to include private hydrants located in condominiums and apartments with no additional charges administered for the inspections. As an outcome of this review, it was determined that the benefits to the community from expanding the hydrant inspections program to include private hydrants, including commercial/industrial properties, outweighed any loss of revenue from the collection of inspection fees.

The primary benefit of including private hydrants in the City's hydrant inspection program is increased safety for the community to both life and property. The Fire Department will have accurate operational information as well as familiarity with the location of all hydrants located within the City.

April 8, 2019 – Committee of the Whole Report – Condominium Tax Enquires

This report included a review of all of the above information.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

Currently the City's Utility Services and Fire Department are responsible for the inspection and care of all 1,165 municipally owned fire hydrants. Beginning in 2018, the Fire Department assumed the responsibility of annually inspecting the hydrants in the Spring and Fall while the Utility Services Department oversees the inspection reports and conducts all necessary

repairs. Privately owned hydrants *were* not included in the City's inspection program unless requested by the property owner with a corresponding inspection fee which is collected by the City. Upon approval of this recommendation by Council, Administration will include all private hydrants in its annual inspection program beginning in the Spring of 2019.

FINANCIAL:

At the current time, 136 of 199 private hydrants are included in the City's inspection program with an annual generated revenue of \$13,600. By proceeding with the 63 additional no cost inspections the City will forgo this revenue in lieu of increased Public safety. Funding to cover lost revenue of \$13,600 for 2019 will come from the Water Reserve with the ongoing cost to be imbedded in operational budgets on a go forward basis.

POLICY:

There are no policy implications.

IMPLEMENTATION / COMMUNICATIONS:

Subsequent to approval of the above recommendation, property owners with private hydrants will be notified of the changes to the City's hydrant inspection program. Administration will also state in its' notification that the City will not be collecting an inspection fee and that all hydrant repairs required as a result of the inspection will be the full responsibility of the property owner.

Condominium Board Representatives will be invited to meet with the City for a review of the above findings and Council's decisions on the queries outlined above.

ALTERNATIVES:

- 1) That Council maintain the City's current approach of charging for the inspection of private fire hydrants.

ATTACHMENTS:

- Report #2018-CoW-001 – Condominium Mill Rate Review – March 12, 2018
- Report #2018-CoW-045 – Condominium Tax Update – June 25, 2018
- Report #2018-CoW-054 – City Services to Condominiums – October 15, 2018
- Report #2019-CoW-020 – Private Hydrant Inspection Services – March 19, 2019

Others Who Have Reviewed this Report

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

MEETING DATE: March 12, 2018

SUBMITTED BY: Jennifer Cannon, Director Finance

PREPARED BY: Gino Damo, Manager Revenue Services

REPORT TITLE: Condominium Mill Rate Review

REPORT SUMMARY

The City of Leduc has received inquiries from condominium residents with respect to having a separate mill rate for condominiums. In response to these inquiries Administration has reviewed numerous municipalities across Alberta. Based on the findings Administration is recommending that the City remain status quo as this is a stable and equitable practice for condominium owners.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

May 2, 2005- (Committee-of-the-Whole), Administration presented a financial analysis identifying the impact of a separate mill rate based on information submitted by the Fair Assessment of Condominium Taxes Committee. The City of Leduc's tax rate remained status quo at this time.

KEY ISSUES:

At this time the current practice is that condominiums fall within the residential taxation base; resulting in the same mill rate. Condominiums are treated the same as other residential properties in that the City provides municipal services to the municipal street front of all properties. The City does not access private residential property to provide services or maintenance of infrastructure. All services that the City provides such as FCSS, Parks and Recreation, Police, and Fire Protection are provided for each and every resident of the City on an equal access basis. However, garbage collection is handled differently, condominiums are not charged an environmental fee as they are private and it is paid through their condo fees; whereas all residential properties are charged the environmental fee.

The City of Leduc has received inquiries from condominium residents regarding looking into the feasibility of having a separate mill rate for condominiums. As a result of these inquiries Administration initiated a comprehensive review of various municipalities across Alberta. The table below identifies the municipalities that were reviewed. As part of this review the 2017 Property Tax Bylaws were studied and in an effort to obtain a heightened understanding, many of these municipalities were contacted for further explanation of existing mill rate structure, definitions, property classification, and past condominium mill rate considerations.

COMMITTEE-OF-THE-WHOLE INFORMATION ITEM

- | | | |
|-------------------|---------------------|---------------------|
| • Edmonton | • Calgary | • Medicine Hat |
| • Cold Lake | • Airdrie | • Strathcona County |
| • Drayton Valley | • Fort Saskatchewan | • Grande Prairie |
| • Olds | • St. Albert | • Slave Lake |
| • Red Deer | • Spruce Grove | • Wetaskiwin |
| • City of Camrose | • Devon | • Beaumont |
| • Hinton | • Lloydminster | • Lethbridge |
| • Stony Plain | • Strathmore | |

Comparative Review

During this review Administration was unable to find any municipality that classifies a condominium (that is considered a primary residence) in a separate mill rate class. To clarify, this means that any condominium that is considered a primary residence is classified within the residential assessment classification; which is the current practice of the City of Leduc.

However, it was found that 7 of the 23 municipalities that were scanned had a separate mill rate for multi-family dwellings and this mill rate is higher than the residential mill rate. This separate mill rate has been labelled differently depending on the municipality, but it generally goes by the following: multi-family, multiple family, other residential, or multi-residential.

The below table illustrates the 7 municipalities with differing mill rates

<i>Municipality</i>	<i>2017 Residential Mill Rate</i>	<i>2017 Multi Family Residential Rate</i>
Cold Lake	6.764	7.511
Drayton Valley	5.695	11.437
Edmonton	6.007	6.971
Lethbridge	8.025	11.834
Medicine Hat	6.414	7.980
Red Deer	6.352	6.696
Spruce Grove	5.565	8.489

In an effort to understand why the separate mill rate is higher than the residential mill rate, Administration reviewed the definitions of each of these classifications and the impetus behind this decision to create this separate mill rate. Through discussion with each of these municipalities it was determined that the separate mill rate was for multi-family units that were held by one owner with multiple properties; essentially considered an investment property and not for primary use. The triggering point of whether or not it falls within the residential mill rate or the higher multi-family mill rate differs somewhat for each municipality and is typically determined through ownership (land titles) and exceeding a predetermined minimum number of dwellings. The intent of the higher mill rate classification is for properties that are income generating.

Separating the Condominium Mill Rate

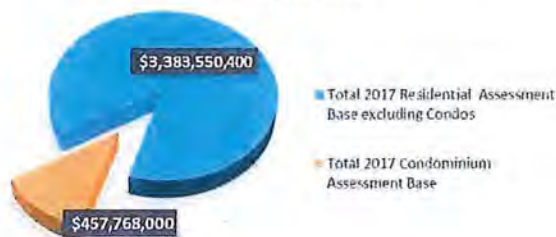
Administration also reviewed the feasibility of separating the condominiums into a separate mill rate. It is important to understand that in order to have a separate mill rate, the condominium assessment base would need to be detached from the overall residential assessment base. At this time the City of Leduc has an overall residential assessment base in the amount of \$3.8 billion (2017), as shown in the chart below.

What does the 2017 Taxable Residential Assessment Base look like?

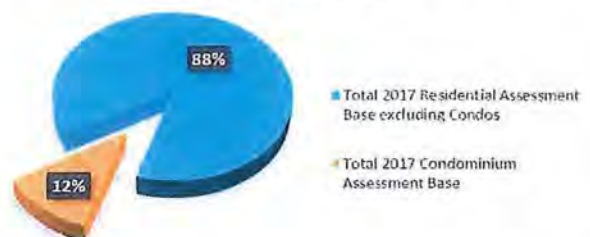


Within the residential assessment base condominiums comprise 12% or \$458 million, as shown in the chart below.

2017 Residential Assessment Base
\$ Condominiums



2017 Residential Assessment Base
% Condominiums



Drawing upon discussions with the comparative municipalities, along with Administrations knowledge of assessment and taxation, separating condominiums into a separate mill rate class will create instability. At this time, condominiums fall within the residential classification and this large assessment base (\$3.8 billion) insulates the small condominium sub-class (\$458 million) from market unpredictability and other influencing factors. Separating the condominium classification will result in increased volatility to this separate classification. To further explain, in a year where the condominium assessment base contracts as a result of market conditions, this will result in a significant mill rate increase if the condominium assessment base is separated. The reason why this would occur is because this separate class is no longer insulated from the larger residential assessment base. If the same contraction to the condominium assessment base occurred within the residential assessment base a minimal mill rate increase will result due to the size of the overall residential tax base it is encompassed within.

The City of Leduc's current assessment structure allows market conditions and other influencing factors to be spread out equitably amongst the entire residential assessment base (which includes condominiums) and provides overall stability.

Concluding Remarks

Through this review of various municipalities, the following important key points emerged:

- Condominium apartments or townhouses that pay condo fees and are individually owned are levied the residential mill rate for all the municipalities.
- Separating condominiums into a separate and smaller assessment class will make condominiums susceptible to market conditions and lose their insulating environment.

RECOMMENDATION

This review reaffirms that keeping the condominiums within the residential assessment class supports a continued stable and equitable practice that benefits condominium owners. Administration recommends that we keep the current property assessment and mill rate structure status the same.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / T. Sasyniuk, General Manager, Corporate Services / J. Cannon, Director, Finance

MEETING DATE: June 25, 2018

SUBMITTED BY: Jennifer Cannon, Director, Finance; Shawn Olson, Director, Engineering; Rick Sereda, Director,
Public Services

PREPARED BY: Gino Damo, Manager, Revenue Services

REPORT TITLE: Condominium Tax Update

REPORT SUMMARY

Administration would like to provide Council an update with respect to the condominium tax inquiries.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

Committee-of-the-Whole- March 12, 2018- Condominium Mill Rate Review report and presentation.

KEY ISSUES:

Introduction

Since March 12, 2018, Administration has received inquiries on several occasions from condominium owners. Administration has responded to these inquiries with the following:

1. **Provided clarity on the March 12, 2018 Report**

- Indicated Administration conducted a review of 23 municipalities across Alberta and no municipalities had a lower tax rate for condominiums.
- Articulated that municipalities with a separate mill rate for multi-family class are investment properties and not for primary use and for these reasons, are in fact a higher rate.
- Mentioned advantages of condominiums being included in the residential assessment class include:
 - Market conditions and other influencing factors are spread out equitably amongst the entire residential assessment base which includes condominiums creating an insulating environment.
 - Provides overall stability for condominiums.
- Clarified that the March 12, 2018 meeting was a public meeting rather than an in-camera meeting.

2. **Verified Overall Assessment Range**

- Addressed the fact that assessment in the City of Leduc is provincially legislated.
- Affirmed that the condominium assessment class meets the quality standard +/-5% range as verified in the recent 2018 Provincial Review.

3. Provincial representative engagement

In an effort to provide education on the overall legislative requirements, Administration reached out to Municipal Affairs to request a provincial representative to participate in an information session with the condominium owners regarding provincial assessment legislation. Unfortunately, Municipal Affairs does not address taxpayers in person.

4. Confirmed assessment with contracted City Assessor

Administration spoke to the contracted City Assessor where there were concerns from condominium owners and verified that these condominium owners' dwellings were assessed correctly. The Assessor confirmed that the condominiums were assessed correctly.

5. Provided clarity on the services provided by the City of Leduc to condominiums

City services such as FCSS, parks and recreation, police and fire protection are provided for each and every resident of the City on an equal access basis. Waste collection is handled differently as the City recognizes that condominiums pay for private waste collection, as a result condominiums do not pay the city an environmental fee.

Communications Strategy

Key Messages to relay to Condominium Owners

1. Administration conducted a comprehensive review and best practice research involving more than 20 Alberta municipalities and the findings show that communities without a separate mill rate for condo owners actually provide a greater benefit for said owners and condo boards.
2. Seven of the 23 municipalities contacted have a separate mill rate for condominiums, or multi-family dwellings, where the mill rate is higher than the residential mill rate. Those seven include Cold Lake, Drayton Valley, Edmonton, Lethbridge, Medicine Hat, Red Deer and Spruce Grove.
3. In Alberta, the current property tax framework shows no correlation between the services provided and taxation levied on properties. In actuality, taxes are based upon assessed value of the property and not on the use or availability of the services.
4. All City of Leduc taxpayers, including condominium owners, receive the same level of service across the board, which includes Family and Community Support Services, parks and recreation, police and fire protection. Condominium owners have the added benefit of falling within the residential mill rate as it provides a more equitable balance throughout all residential properties.

Communication Tactics

The following tactics will be utilized to relay the communication key messages:

- Website
- City Voice - July edition
- Facebook Workplace
- Twitter
- Social media

➤ Info graphics

Assessment and Taxation Framework

The property tax framework in Alberta is built around the fact that there is no correlation between services provided and the level of taxation levied on property. To provide further context, property tax is allocated based upon assessed value of the property and not on the use or availability of the services.

The City of Leduc's contracted assessor assesses all properties in the community resulting in an assessment value. This assessment value is applied to the approved mill rate to calculate the amount of property taxes owing. For the residential assessment class, the City has historically utilized a uniform rate (single rate of taxation) across all property types - this is in large part due to the fact that the City has not differentiated services to the property line between single family and multi-family residences.

Servicing Condominiums

Current Practice

At this time the current practice is that condominiums are treated the same as other residential properties in that the City provides municipal services up to the property line of all properties. The City does not access private residential property to provide services such as waste collection or road clearing or maintenance of infrastructure. All services that the City provides such as FCSS, Parks and Recreation, Police, and Fire Protection are provided for each and every resident of the City on an equal access basis. However, waste collection is handled differently, condominiums are not charged an environmental fee as they are private and it is paid through their condo fees; whereas all residential properties are charged the environmental fee.

The City of Leduc Engineering department also provides a higher level of service such as assisting with Substantial Completion inspections for parking lots within private developments including condominiums. This service is equivalent to providing driveway inspections, which the City does not currently conduct.

The City of Leduc offers private developments including condominiums the service to inspect fire hydrants in the spring for \$100 per hydrant and in the fall for \$50 per hydrant. The spring check includes testing the pressure of the hydrant. The fall check is ensuring the hydrant is ready for the winter. Keep in mind that this service is not provided to all private developments as these services are only provided by request only and major repairs and replacements are still the responsibility of the private development.

Consideration for Changes in Service

The City of Leduc has received inquiries from condominium owners to provide additional services above and beyond what is currently being provided. These services include waste collection and road maintenance at this time. Providing these services brings forward some concerns such as some condominiums do not have the necessary turning radius or adequate turn-around facilities for large vehicles or equipment such as waste trucks or snow clearing equipment therefore requiring the City to purchase new equipment.

Another concern in providing these services is the fact that private property such as condominiums are not required to meet City of Leduc Engineering standards therefore many do not meet standards; as a result, inadequate road bases are being done in parking lots which can potentially lead to City and/or contractor vehicles or equipment causing damage to these parking lots. The City of Leduc Engineering department typically reviews and provides comments to condominiums in regards to following the Engineering standards for their developments however given that it is private property, there is no way to enforce these standards.

If the City of Leduc is to consider providing additional services to condominiums without taking on additional liability, at a minimum these condominiums should have to meet City standards. This could be attained for future developments if the City started mandating that City standards are followed, however this is largely unattainable for existing developments without removing and replacing existing services and roads. Further evaluations from a liability standpoint will need to occur between providing services to public and private properties.

In terms of waste collection, if the City approves the additional environmental assistance that is being requested through budget, one of the actions of the Environmental Sustainability department is to start working with condominium associations on waste management to determine what options are available. There is no one size fits all solution for condominiums as many do not have appropriate turning radius for waste collection trucks and as previously mentioned, not all have adequate road base for the trucks to drive on. This would be an ongoing exercise that will require much consultation and site specific solutions.

Financial Implications

Providing additional services such as road clearing will lead to a requirement to increase the operational budget. There is also the consideration that there will need to be an investment into equipment that can navigate through the smaller road access within condominiums. As these additional services are not currently budgeted a separate business case will need to be brought forward to Council as this is an enhancement to service levels.

Another important note to make is if the City provides waste collection as a service, the environmental fee of \$22.50 per month will be applied to all condominium owners through their utility bills.

Best Practice Measure

As a best practice measure, Administration reached out to Strathcona County inquiring on how they offer fire hydrant inspection services to private developments. In the past, similar to the City of Leduc, Strathcona County would offer the fire hydrant inspection services at a cost to the condominiums on a request only basis. In 2016, as a result of feedback and request from condominium owners, the County offered fire hydrant inspection services to all condominiums and absorbed the costs associated with conducting these services however major hydrant repairs and replacements are still the responsibility of the condominiums. At this time, Strathcona County does not offer any other services to condominiums other than the fire hydrant inspection service.

ATTACHMENTS:

- Committee of the Whole March 12, 2018 Condominium Mill Rate Review Report

RECOMMENDATION

Administration presents this report to Council as information only.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / B. Loewen, City Solicitor / I. Sasyniuk, General Manager, Corporate Services / M. Pieters, General Manager, Infrastructure & Planning / G. Damo, Acting Director, Finance

COMMITTEE-OF-THE-WHOLE INFORMATION ITEM



MEETING DATE: March 12, 2018

SUBMITTED BY: Jennifer Cannon, Director Finance

PREPARED BY: Gino Damo, Manager Revenue Services

REPORT TITLE: Condominium Mill Rate Review

REPORT SUMMARY

The City of Leduc has received inquiries from condominium residents with respect to having a separate mill rate for condominiums. In response to these inquiries Administration has reviewed numerous municipalities across Alberta. Based on the findings Administration is recommending that the City remain status quo as this is a stable and equitable practice for condominium owners.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

May 2, 2005- (Committee-of-the-Whole), Administration presented a financial analysis identifying the impact of a separate mill rate based on information submitted by the Fair Assessment of Condominium Taxes Committee. The City of Leduc's tax rate remained status quo at this time.

KEY ISSUES:

At this time the current practice is that condominiums fall within the residential taxation base; resulting in the same mill rate. Condominiums are treated the same as other residential properties in that the City provides municipal services to the municipal street front of all properties. The City does not access private residential property to provide services or maintenance of infrastructure. All services that the City provides such as FCSS, Parks and Recreation, Police, and Fire Protection are provided for each and every resident of the City on an equal access basis. However, garbage collection is handled differently, condominiums are not charged an environmental fee as they are private and it is paid through their condo fees; whereas all residential properties are charged the environmental fee.

The City of Leduc has received inquiries from condominium residents regarding looking into the feasibility of having a separate mill rate for condominiums. As a result of these inquiries Administration initiated a comprehensive review of various municipalities across Alberta. The table below identifies the municipalities that were reviewed. As part of this review the 2017 Property Tax Bylaws were studied and in an effort to obtain a heightened understanding, many of these municipalities were contacted for further explanation of existing mill rate structure, definitions, property classification, and past condominium mill rate considerations.

COMMITTEE-OF-THE-WHOLE INFORMATION ITEM



- | | | |
|-------------------|---------------------|---------------------|
| • Edmonton | • Calgary | • Medicine Hat |
| • Cold Lake | • Airdrie | • Strathcona County |
| • Drayton Valley | • Fort Saskatchewan | • Grande Prairie |
| • Olds | • St. Albert | • Slave Lake |
| • Red Deer | • Spruce Grove | • Wetaskiwin |
| • City of Camrose | • Devon | • Beaumont |
| • Hinton | • Lloydminster | • Lethbridge |
| • Stony Plain | • Strathmore | |

Comparative Review

During this review Administration was unable to find any municipality that classifies a condominium (that is considered a primary residence) in a separate mill rate class. To clarify, this means that any condominium that is considered a primary residence is classified within the residential assessment classification; which is the current practice of the City of Leduc.

However, it was found that 7 of the 23 municipalities that were scanned had a separate mill rate for multi-family dwellings and this mill rate is higher than the residential mill rate. This separate mill rate has been labelled differently depending on the municipality, but it generally goes by the following: multi-family, multiple family, other residential, or multi-residential.

The below table illustrates the 7 municipalities with differing mill rates

<i>Municipality</i>	<i>2017 Residential Mill Rate</i>	<i>2017 Multi Family Residential Rate</i>
Cold Lake	6.764	7.511
Drayton Valley	5.695	11.437
Edmonton	6.007	6.971
Lethbridge	8.025	11.834
Medicine Hat	6.414	7.980
Red Deer	6.352	6.696
Spruce Grove	5.565	8.489

In an effort to understand why the separate mill rate is higher than the residential mill rate, Administration reviewed the definitions of each of these classifications and the impetus behind this decision to create this separate mill rate. Through discussion with each of these municipalities it was determined that the separate mill rate was for multi-family units that were held by one owner with multiple properties; essentially considered an investment property and not for primary use. The triggering point of whether or not it falls within the residential mill rate or the higher multi-family mill rate differs somewhat for each municipality and is typically determined through ownership (land titles) and exceeding a predetermined minimum number of dwellings. The intent of the higher mill rate classification is for properties that are income generating.

COMMITTEE-OF-THE-WHOLE INFORMATION ITEM



Separating the Condominium Mill Rate

Administration also reviewed the feasibility of separating the condominiums into a separate mill rate. It is important to understand that in order to have a separate mill rate, the condominium assessment base would need to be detached from the overall residential assessment base. At this time the City of Leduc has an overall residential assessment base in the amount of \$3.8 billion (2017), as shown in the chart below.

What does the 2017 Taxable Residential
Assessment Base look like?

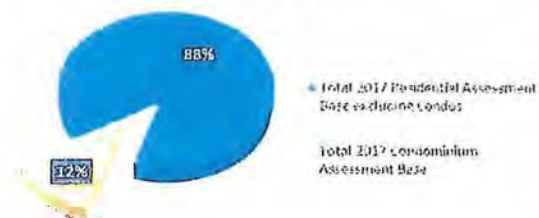


Within the residential assessment base condominiums comprise 12% or \$458 million, as shown in the chart below.

2017 Residential Assessment Base
\$ Condominiums



2017 Residential Assessment Base
% Condominiums



Drawing upon discussions with the comparative municipalities, along with Administrations knowledge of assessment and taxation, separating condominiums into a separate mill rate class will create instability. At this time, condominiums fall within the residential classification and this large assessment base (\$3.8 billion) insulates the small condominium sub-class (\$458 million) from market unpredictability and other influencing factors. Separating the condominium classification will result in increased volatility to this separate classification. To further explain, in a year where the condominium assessment base contracts as a result of market conditions, this will result in a significant mill rate increase if the condominium assessment base is separated. The reason why this would occur is because this separate class is no longer insulated from the larger residential assessment base. If the same contraction to the condominium assessment base occurred within the residential assessment base a minimal mill rate increase will result due to the size of the overall residential tax base it is encompassed within.

The City of Leduc's current assessment structure allows market conditions and other influencing factors to be spread out equitably amongst the entire residential assessment base (which includes condominiums) and provides overall stability.

Concluding Remarks

Through this review of various municipalities, the following important key points emerged:

- Condominium apartments or townhouses that pay condo fees and are individually owned are levied the residential mill rate for all the municipalities.
- Separating condominiums into a separate and smaller assessment class will make condominiums susceptible to market conditions and lose their insulating environment.

RECOMMENDATION

This review reaffirms that keeping the condominiums within the residential assessment class supports a continued stable and equitable practice that benefits condominium owners. Administration recommends that we keep the current property assessment and mill rate structure status the same.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / I. Sasyniuk, General Manager, Corporate Services / J. Cannon, Director, Finance

COMMITTEE-OF-THE-WHOLE INFORMATION ITEM



MEETING DATE: October 15, 2018

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

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

REPORT TITLE: City Services to Condominiums

REPORT SUMMARY

On July 3, 2018, City of Leduc Council and administration attended a meeting with condominium owners to discuss City services to condominium properties that, in the opinion of owners, do not receive adequate services. Council has directed administration to look into the concerns raised at the meeting and to report back to Council.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

March 12, 2018. Committee of the Whole – VII b) Condominium Mill Rate Review. It was decided to leave the condominium mill rate status quo.

KEY ISSUES:

Condominium owners state that they are not receiving some city services that they are entitled to as taxpayers. City of Leduc provides services such as snow removal and road maintenance on public properties. Utility services and roads are provided to the property line of private properties which includes condominiums. Condominium complexes collect fees from the owners of the units to cover the cost of maintenance, repairs, and security of buildings and common areas. The amount of the fee is determined by the association and usually represents a proportionate share of total expenses based on the size of the condominium unit.

The following is extracted from a report provided by City of St. Albert administration to their Council on February 13, 2012.

"The property tax system in Alberta is such that there is no correlation between services provided and the level of taxation levied on property. The system is based on the "Ad Valorem" principle, being that the tax burden is allocated based upon assessed value of the property - not on the use or availability of services.

Using the ad valorem principle, the City assesses all properties in the community and applies the approved mill rate to calculate the amount of property taxes owing. For the residential assessment class, the City has historically utilized a uniform rate (single rate of taxation) across all property types - this is in large part due to the fact that the City has not differentiated services to the property line between single family and multi family residences.

Yet property owners, in general, often believe that they are unfairly taxed as a result of paying for services they do not utilize. In particular, owners of residential condominiums suggest that they do not receive an equivalent level of service and that this should be reflected in a preferential property tax rate. Common arguments include that the condominium owners do not receive some of the services that other properties do, including services inside of their condominium property such as snow removal, maintenance, and other items.

As noted above, the property tax system in Alberta is such that there is no correlation between services provided and the level of taxation levied on property. Unlike user fees, tax rates are equally set to provide a general level of

service for all ratepayers. Property taxes are not a fee for service, and owners take the responsibility to provide and maintain infrastructure on their private property.

While municipal services are generally available to all citizens, individuals may choose not to, or be unable to, utilize a specific service. An example of this may be public transit whereby the City provides for the service, funded from the general population in order to maintain its affordability to those who require it and support economic activity, but various residents may not access it directly. Another example is the education system for which all properties contribute through their property taxes, whether or not the property houses children who access the system. Again, it would be prohibitively expensive if only the taxpayers with children in school contributed to the education tax, and the argument could be made that all residents benefit from the system directly and indirectly over time.

Furthermore, the services that the municipality provides (public road maintenance, emergency services, public transit, recreation facilities and services, cultural facilities and services, administrative services, libraries, etc.) offers a quality of life to the whole community. These services are available to condominium properties in the same way that they are available to single family properties or others."

A copy of this document is attached to this report.

With respect to the items raised at the meeting:

1. Condominium Board Contact Information – The City has communicated via advertisements in The Leduc Rep and through social media in order to develop a comprehensive contact list for condominium boards. Carol Doucette, Administrative Assistant at Public Services will maintain a contact list as requested. Condominium Boards will need to contact her to update information when changes occur.
2. Streetlights – The City has an agreement with Fortis to maintain streetlights for public roads. It was requested that the City take over the care of streetlights on condominium properties. If streetlights aren't up to standard a grant is being requested to bring them up to standard.
 - a. Fortis advised that they can transfer billing of Fortis Approved Street Lighting in condo developments to the municipality easily. In the event that they are non standard, Fortis would require the lighting to be upgraded at the municipality's or condo owner's cost and then the monthly billing could be redirected to the City. If streetlights aren't up to standard a grant is being requested to bring them up to standard.
 - b. City Administration reviewed the request and do not recommend either the grant or taking over the care of lights. The lights are located on private property and to assume responsibility for a select group of private properties would be unfair to other properties, such as industrial or commercial businesses, who are required to pay for lighting on their private roads and parking lots.
3. Outside lights on the individual units – A question was raised as to whether a grant could be provided to replace these. Administration does not recommend this as this is a service level that is not provided to other residents in the City. If exterior lighting improvements are required, the condo board should implement.
4. Water meter minimum charges for meters only used in summer for lawn care – The Suntree Point representative indicated that they have 18 meters that are charged all year long but only utilized in summer for lawn care, and are also concerned that they had to pay for wastewater when the water was being used for lawn care. Utilities billing confirmed that the only charges for these meters are for July and August. Wastewater fees are charged on a per

m³ of water by the commission therefore these costs are passed on to the consumer. All other months show \$0 billing.

5. Fire Hydrants inspections – Condominiums are required to inspect their hydrants semi-annually. Currently there are 67 private residential hydrants of which the City inspects 58 at a cost of \$50/inspection. The amount of revenue that the City receives for providing this service is \$5800. The additional 9 hydrants could be accommodated within current resourcing. If council determines that the fees for this service be waived, an adjustment could be made during the budget process to reflect the loss of revenue.
6. Blue bag and waste pickup - A question was raised as to whether the City could provide waste and blue bag pickup at no cost to the condominium owners. Administration does not recommend waste and blue bag pickup at no cost to condo owners as this is a service level provided to other residents on a fee for service basis. If we were to provide this service, administration recommends the owners would be required to pay the same environmental fee as other residents. At the meeting one of the condo owners indicated they are paying \$12.50 for private service and wouldn't want to pay more than that; environmental fees are currently \$ 22.50 going up to \$23.50 in 2019. Condo owners can use the eco-station services the same as any other resident. At this time, even if the condo owners wished to have pick-up services, each site would have to be looked at on a case-by-case basis to determine how to pick up waste and blue bags as infrastructure generally is not designed for this type of traffic.
7. Snow removal - A question was raised as to whether the City could provide snow removal to all condominium owners. The infrastructure standards for roads are different and there is risk of damage to equipment and infrastructure. Administration does not recommend undertaking this even if a waiver would be signed for a number of reasons:
 - a. Risk of damage to equipment and operator along with associated downtime if repairs are required;
 - b. The City has resources to clean the public roadways and other spaces. If these are diverted to private properties either the service levels would have to be lowered or additional resources would be required to meet current service level;
 - c. Administration would not be able to provide rationale for providing this service to private residential condo properties but not other private residential, commercial or industrial properties. The maintenance of infrastructure throughout the city stops at the property line of private properties.
 - d. Significant resources would be required to co-ordinate movement of vehicles to allow for clearance. No authority to move or ticket vehicles on private property if they fail to move them.
 - e. City would probably require an increase in smaller equipment such as bobcats due to tighter spaces.
8. Snow disposal - A concern was raised that it is very costly for the condominium owners to pay for snow removal as the snow has to be trucked to Edmonton. Mayor Young advised that he has been in discussions with the Rodeo Association with regard to options to dump snow on their land located by the Antique Society. This will be explored further by the City to determine if this may be an option.

The City sometimes uses temporary non-designed sites for snow which is not contaminated. These sites are handled separately. As the condo sites may use salts and such, they should be disposing of their snow at engineered snow storage facilities as per Alberta Environment Parks (AEP) snow disposal guidelines. This would preclude them utilizing the Leduc County land proposed.
9. Road Maintenance- A question was raised as to whether the condominiums could "piggyback" off our contractors in order to receive better rates. The City has concerns with this. There are issues with liability and timing and quality of work which may make it unrealistic for the City to undertake this work. The only way to take advantage of the rates the City receives for paving works would be to include those projects in the larger capital project tenders. The City receives favorable rates due to the large volume of work being put out in a single tender. The pitfalls of including the condo association roads in our tender include;

- a. Ownership of the condo site – the condo association would have to turn the paved surface over to the city for the duration of the project. The City, through its contractor would then be liable for all work on the site. This is an unnecessary liability to the City as it has no way of knowing what condition the site was originally built to.
- b. Difficulty collecting additional money in the event there are cost overruns. On occasion, contractors run into unexpected conditions and the scope of work increases, therefore increasing costs. Coordination through the condo association to approve change orders would cause projects delays as well as create a situation of adversity with the City and condominium association when more money is required with limited notice.
- c. The standards the City of Leduc uses would be applicable to the condo sites and may represent a higher level of service (thicker asphalt, testing requirements, etc.) than the condo association wants to build, which could actually increase their costs. To include the work in the City's tender package would also require the condo association to utilize the City's Engineering consultant to design the improvements and conduct geotechnical investigations where required.
- d. Timing issues associated with requirements in advance of construction. In order to pave a site, the condo association would have to enter into a legal agreement with the city, provide funding and notice 2 years prior to construction so that a design could be done, and update anticipated costs 1-year prior.
- e. As the contract is through the City of Leduc, all future warranty concerns would have to be handled by the City. This may also lead to unrealistic expectations of warranty work outside the 2-year warranty period that contractors provide.
- f. Working with smaller entities like condo associations may actually increase city rates as contractors' spike prices due to the added difficulty of working with these 3rd party entities.

City administration appreciates the time taken by the participants in the July 3, 2018 meeting to express their concerns to Council.

ATTACHMENTS:

City of St. Albert Standing Committee on Finance Agenda Report – Condominium Taxes dated February 13, 2012

Ad placed in The Leduc Rep

RECOMMENDATION

This report is provided to Committee of the Whole for their information.

Others Who Have Reviewed this Report

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

STANDING COMMITTEE ON FINANCE

AGENDA REPORT

Subject: CONDOMINIUM TAXES

Recommendation(s):

That the report entitled "Condominium Taxes", dated February 13, 2012, be received as information.

Legislative History:

On November 19, 2007, Council passed the following motion:

(C624-2007)

That Administration provide to Council by December 24, 2007 a report as to the treatment of condominium taxation compared to other forms of property taxation with respect to the question of "Are Condominium taxes fair?" The report must include:

- a. property taxation in Alberta;
- b. Council's authority;
- c. trends in this regard in Alberta;
- d. survey information;
- e. programs and services information;
- f. residential property tax;
- g. condominium property tax (residential and non-residential condos); and
- h. recommended changes, if any

On December 17, 2007, Council passed the following motion:

(C675-2007)

That the Agenda Report entitled "Condominium Taxes" dated December 17, 2007, be received and that the City continue with a single tax rate for all residential properties.

At the February 14, 2011 meeting of the Standing Committee on Finance, during discussion of the 2011 Workplan, the issue of Condominium Taxes was added to the 2012 Workplan.

Report:

The property tax system in Alberta is such that there is no correlation between services provided and the level of taxation levied on property. The system is based on the "Ad Valorem" principle, being that the tax burden is allocated based upon assessed value of the property - not on the use or availability of services.

Using the ad valorem principle, the City assesses all properties in the community and applies the approved mill rate to calculate the amount of property taxes owing. For the residential assessment class, the City has historically utilized a uniform rate (single rate of taxation) across all property types - this is in large part due to the fact that the City has not differentiated services to the property line between single family and multi family residences.

Yet property owners, in general, often believe that they are unfairly taxed as a result of paying for services they do not utilize. In particular, owners of residential condominiums suggest that they do not receive an equivalent level of service and that this should be reflected in a preferential property



tax rate. Common arguments include that the condominium owners do not receive some of the services that other properties do, including services inside of their condominium property such as snow removal, maintenance, and other items. A map of condominium locations in St. Albert is provided (**Attachment 1**).

Taxation Philosophy

As noted above, the property tax system in Alberta is such that there is no correlation between services provided and the level of taxation levied on property. Unlike user fees, tax rates are equally set to provide a general level of service for all ratepayers. Property taxes are not a fee for service, and owners take the responsibility to provide and maintain infrastructure on their private property.

While municipal services are generally available to all citizens, individuals may choose not to, or be unable to, utilize a specific service. An example of this may be public transit whereby the City provides for the service, funded from the general population in order to maintain its affordability to those who require it and support economic activity, but various residents may not access it directly. Another example is the education system for which all properties contribute through their property taxes, whether or not the property houses children who access the system. Again, it would be prohibitively expensive if only the taxpayers with children in school contributed to the education tax, and the argument could be made that all residents benefit from the system directly and indirectly over time.

Furthermore, the services that the municipality provides (public road maintenance, emergency services, public transit, recreation facilities and services, cultural facilities and services, administrative services, libraries, etc.) provide a quality of life to the whole community. These services are available to condominium properties in the same way that they are available to single family properties or others. A listing of many of the services that the City provides, based on the percentage of \$1.00 of property tax that the service costs, was provided during Council's recent budget presentations. This listing may provide a useful example of the many services that a municipality provides, available to all residents (see below).

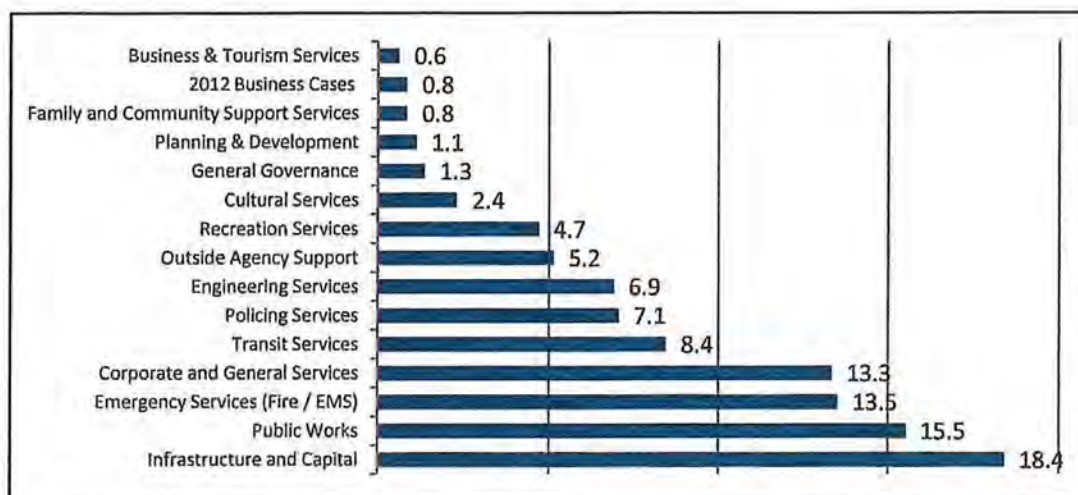


Figure 1 - Cost of Services Provided by the City of St. Albert (% of \$1.00 in taxation)

The nature of the ad valorem principle also leads to a different rate of property taxation per resident. For example, a \$450,000 property with only two residents pays more property taxes than a \$300,000 property with five residents, despite the fact that the more valuable property may use significantly less municipal services overall. In the same respect, condominiums are typically assessed lower than single family residential properties and therefore contribute less tax revenue.

This results in a higher tax burden on single family residential ratepayers, who pay for the same access to infrastructure, programs and services. For example, in 2011 the City of St. Albert had:

- 94 condominium complexes with 4340 units for a total assessed value of \$1,084,218,000. The average assessment value for condominiums is \$250,000, which equates to an average municipal property tax bill of \$1,742 for 2011.
- 16,733 single-family detached dwelling units, for a total assessed value of \$6,883,694,000. The average assessment value for single-family units is \$411,000, which equates to an average municipal property tax bill of \$2,864 for 2011.

This average net difference resulted in the average condominium homeowner paying \$1,122 less in municipal property taxes in 2011, despite enjoying the same access to community infrastructure and services as single-family homeowners.

Trends in Alberta

Administration conducted a survey of 19 other municipalities in Alberta (**Attachment 2**), which suggests that no municipality in the group had a separate tax rate for condominiums. While the City of Spruce Grove and Town of Beaumont recently offered a preferential rate for condominiums, these communities removed that provision in 2009.

While none of the municipalities offer a preferential tax rate to condominiums, seven of the communities (including the City of Edmonton) currently tax rental apartments and vacant multi-family residential lands at a higher rate. Taxing multi-family properties at a higher rate is somewhat common both in Alberta and across Canada. The surveyed municipalities advised that this approach was taken for a variety of reasons, including:

- to reflect that these properties are quasi-commercial in nature, and are operated as investment properties, and thus in many respects are more akin to a commercial entity;
- to reflect that income producing properties offer the owner(s) an opportunity to expense the property tax; and
- to reflect that these properties tend to place greater demands on services such as public transit and fire protection – again, these costs are subsidized by single family residential ratepayers.

Financial Implications:

A decision to change the condominium tax rate would have no effect on the City's revenue capacity, as any change in property tax rates targeted at one property group would result in a shifting of the tax burden to the remaining assessment sub-classes.

For example, a reduction in condominium tax rates would increase tax rates for other residential properties – essentially, single family properties would face higher taxes to subsidize a decrease in condominium taxes.

Legal Implications:

The *Municipal Government Act* (MGA) has provisions that give local governments the authority to enact differing tax rates for various classes of assessment as follows:

- Firstly, a Council may by bylaw divide Class 1-Residential into sub-classes on any basis it considers appropriate [MGA s. 297(2)(a)].
- Secondly, a Council must establish a tax rate for each assessment class or sub-class and the tax rate may be different for each assessment class or sub-class referred to in section 297 [MGA s.354(2) and MGA s. 354(3)].

These sections of the legislation effectively allow local governments the flexibility to provide for a different rate for Condominium properties. For example, Council could approve a bylaw that breaks the residential class into sub classes; however, all properties having the same characteristics must be treated the same.

Attachments:

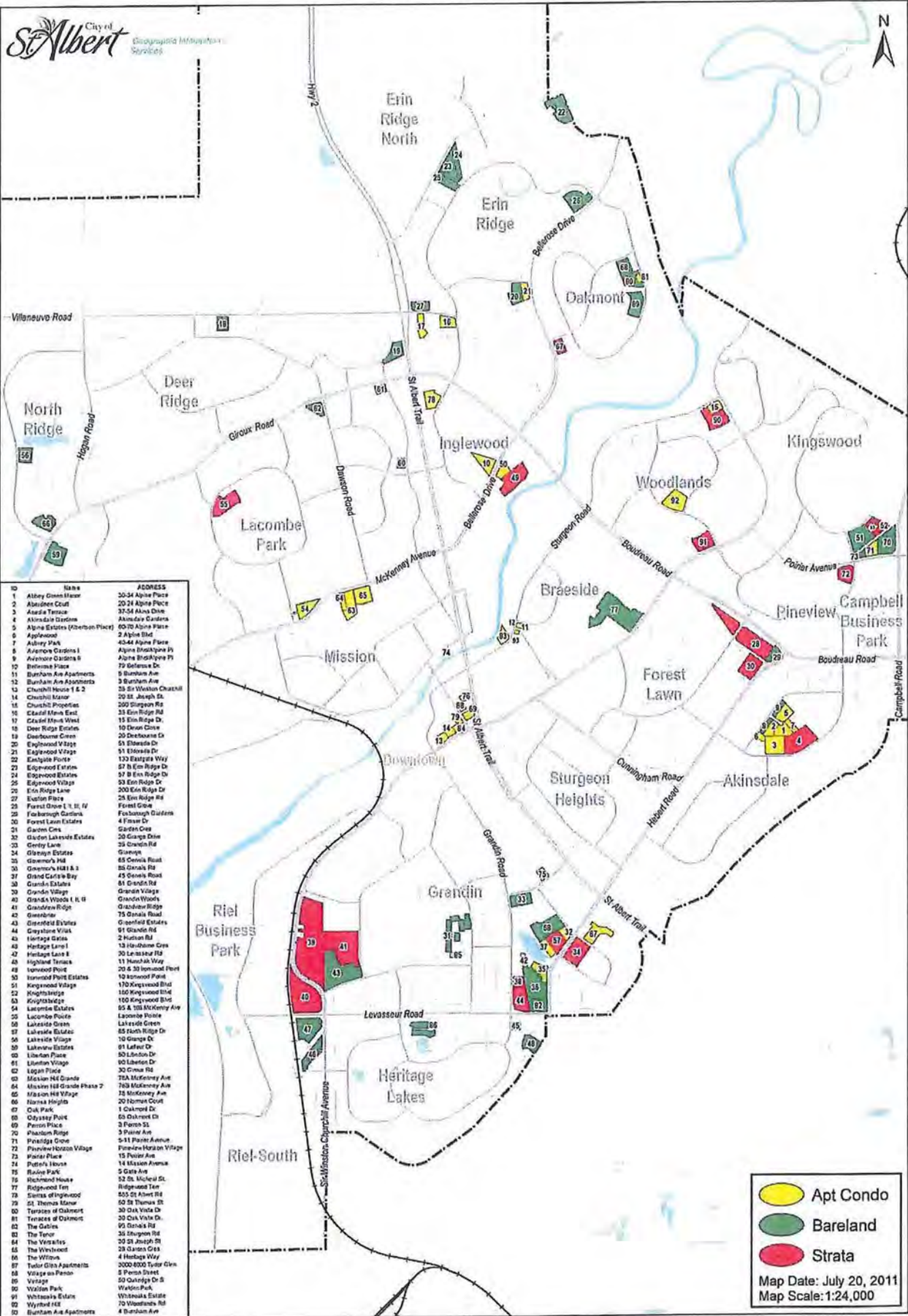
1. 2011 Map of St. Albert's Condominium Locations
2. 2011 Tax Rate Survey

Report Date	January 16, 2012
Originating Department	Assessment and Taxation Services / City Manager's Office
City Manager Review	Chris Jardine (acting)

St. Albert Condominium Housing



Geographic Information Services



ID	Name	ADDRESS
1	Abbey Green Manor	30-34 Alpine Place
2	Abraham Court	20-24 Alpine Place
3	Alexia Terrace	30-34 Alpine Drive
4	Alexia Gardens	Alexia Gardens
5	Alpine Estates (Kerbyon Place)	60-70 Alpine Place
6	Appland	2 Alpine Blvd
7	Ashley Park	43-44 Alpine Place
8	Aurora Gardens I	Alpine Brookside Pl
9	Aurora Gardens II	Alpine Brookside Pl
10	Bellissimo Place	79 Bellissimo Dr
11	Burnham Ave Apartments	9 Burnham Ave
12	Burnham Ave Apartments	3 Burnham Ave
13	Churchill House 1 & 2	25 St. Winston Churchhill
14	Churchill Manor	20-21 Joseph Dr
15	Churchill Properties	200 Sturgeon Rd
16	Catalina Manor East	33 Erin Ridge Rd
17	Catalina Manor West	13 Erin Ridge Dr
18	Deer Ridge Estates	10 Deer Ridge Dr
19	Deer Ridge Estates	20 Deer Ridge Dr
20	Edgewood Village	51 Edgewood Dr
21	Edgewood Village	133 Edgewood Way
22	Edgewood Village	57 B Erin Ridge Dr
23	Edgewood Village	53 Erin Ridge Dr
24	Edgewood Village	200 Erin Ridge Dr
25	Edgewood Village	25 Erin Ridge Rd
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**2011 Residential Tax Rate Comparison
St. Albert and Selected Alberta Municipalities**

Municipality	A Separate Tax Rate for Condominiums?	B Separate Tax Rate for Rental Apartments?	C Separate Tax Rate for Vacant Res Land?	D Separate Tax Rate for Farmland?
St Albert <i>Bylaw 17-2011</i>	No	No	No	No
Leduc <i>Bylaw 766-2011</i>	No	No	No	No
Fort Saskatchewan <i>Bylaw C10-11</i>	No	No	No	No
Stony Plain <i>Bylaw 2428-2011</i>	No	No	No	No
Strathcona County <i>Bylaw 23-2011</i>	No	No	No	No
Parkland County <i>Bylaw 12-2011</i>	No	No	No	No
Airdrie <i>Bylaw B-15/2011</i>	No	No	No	No
Camrose <i>Bylaw 2677/11</i>	No	No	No	No
Okotoks <i>Bylaw 05/11</i>	No	No	No	No
Wetaskiwin <i>Bylaw 1799/11</i>	No	No	No	No
Beaumont <i>Bylaw 760/10</i>	No	No	No	No
Spruce Grove <i>Bylaw C-784-11</i>	No	Yes <i>Higher rate used</i>	Yes (Multi-Fam only) <i>Higher rate used</i>	No
Grande Prairie <i>Bylaw C-1258</i>	No	Yes <i>Higher rate used</i>	Yes (Multi-Fam only) <i>Higher rate used</i>	No
Lethbridge <i>Bylaw 5593</i>	No	Yes <i>Higher rate used</i>	Yes (Multi-Fam only) <i>Higher rate used</i>	No
Wood Buffalo <i>Bylaw 2011-012</i>	No	Yes <i>Higher rate used</i>	Yes (Multi-Fam only) <i>Higher rate used</i>	No
Edmonton <i>Bylaw 15602</i>	No	Yes <i>Higher rate used</i>	Yes (Multi-Fam only) <i>Higher rate used</i>	Yes <i>Higher rate used</i>
Red Deer <i>Bylaw 3470-2011</i>	No	Yes <i>Higher rate used</i>	Yes (Multi-Fam only) <i>Lower rate used</i>	Yes <i>Higher rate used</i>
Medicine Hat <i>Bylaw 4038</i>	No	Yes <i>Higher rate used</i>	Yes (Multi-Fam only) <i>Higher rate used</i>	Yes <i>Higher rate used</i>
Sturgeon County <i>Bylaw 1245-2011</i>	No	No	Varies <i>Higher rate used</i>	Yes <i>Higher rate used</i>
Calgary <i>Bylaw 15M-2011</i>	No	No	No	Yes <i>Higher rate used</i>



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MEETING DATE: March 18, 2019

SUBMITTED BY: Rick Sereda - Director Public Services / George Clancy – Fire Chief

PREPARED BY: Rick Sereda, Director Public Services

REPORT TITLE: Private Hydrant Inspection Service

REPORT SUMMARY

The purpose of this report is to provide information to Council regarding the expansion of the City's annual hydrant inspection program. The program is to now include Spring and Fall inspection services for all privately owned hydrants at no additional cost to the property owner.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

Currently the City's Utility Services and Fire Department are responsible for the inspection and care of all 1,165 municipally owned fire hydrants. Beginning in 2018, the Fire Department assumed the responsibility of annually inspecting the hydrants in the Spring and Fall while the Utility Services Department oversees the inspection reports and conducts all necessary repairs. Privately owned hydrants are not included in the City's inspection program unless requested by the property owner with a corresponding inspection fee which is collected by the City. Presently 136 of 199 private hydrants are included in the City's inspection program with an annual generated revenue of \$13,600. By proceeding with the 63 additional no cost inspections the City will forgo this revenue in lieu of increased Public safety. Any repairs required to private hydrants as a result of the inspections are the responsibility of the property owner at their own cost.

In 2018, Administration was asked by Council to review the feasibility of expanding its hydrant inspection program to include private hydrants located in condominiums and apartments with no additional charges administered for the inspections. From this review, it was determined that the benefits to the community of expanding the hydrant inspection program to include all private hydrants including commercial/industrial properties outweighed any revenue loss from the collection of inspection fees.

Administration will be including private hydrants in its annual inspection program beginning in the Spring of 2019. Subsequently, property owners with private hydrants will be notified to the changes of the City's hydrant inspection program including the waiving of the City's inspection fee. Administration will also state in its notification that although the City will not be collecting any inspection fee, any hydrant repairs required as a result of the inspection will be the full responsibility of the property owner.

KEY ISSUES:

The primary benefit of including private hydrants in the City's hydrant inspection program is increased safety for the Community in both life and property. The Fire Department will have accurate operational information as well as familiarity with the location of all hydrants located within the City.

ATTACHMENTS:

1. All Hydrants PDF
2. All Private Hydrants PDS

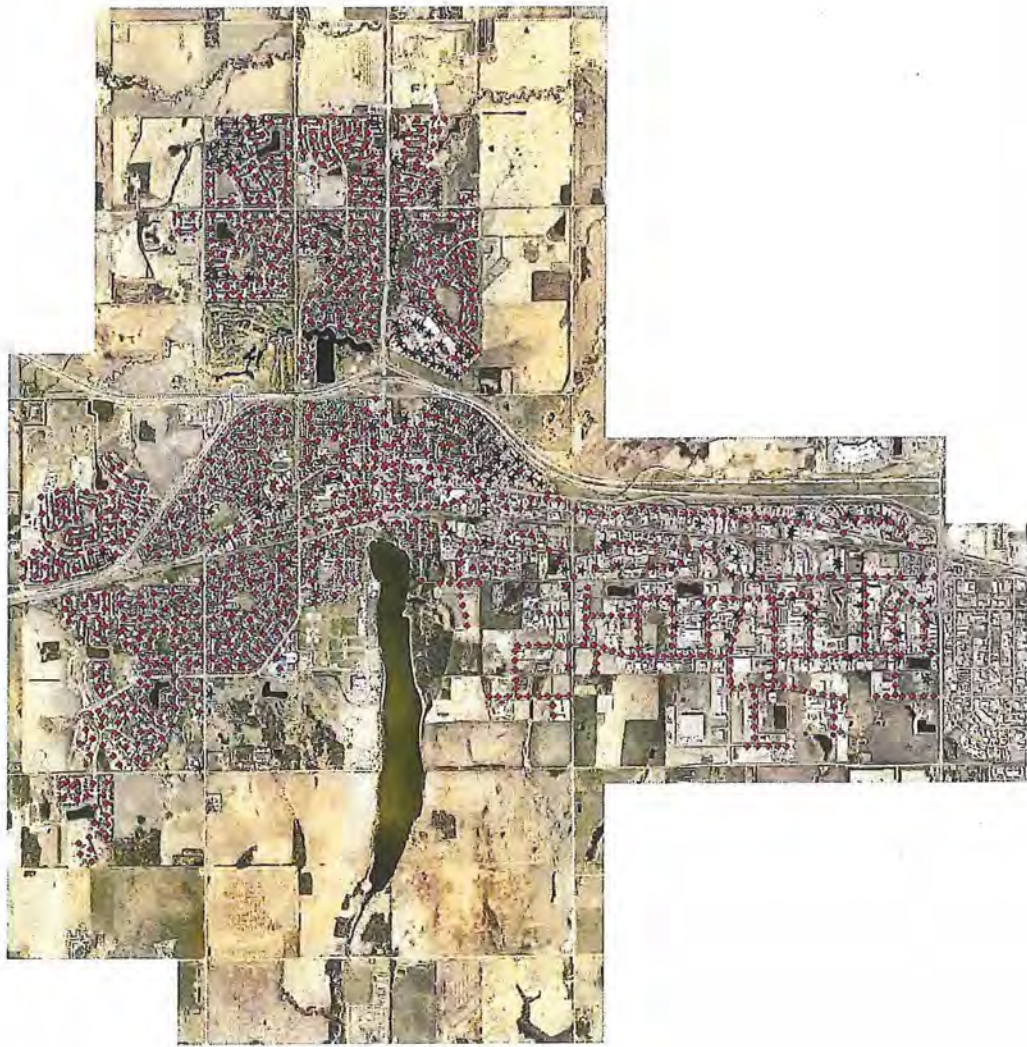
RECOMMENDATION

That Committee review the information as provided and that Administration proceed with the expanded hydrant inspection service to include all private hydrants at no additional cost to the property owner.

Others Who Have Reviewed this Report

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





Condominium Tax & Services Review

Regular Meeting of Council
April 29, 2019

Presented by:
Irene Sasyniuk, GM, Corporate Services



Prior Council CoW Considerations

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

Request for separate mill rate

Research revealed that of 23 Alberta municipalities reviewed

- None have a separate mill rate for condos that are primary residences
- 7 of the 23 have higher mill rates for condos that are income generating
- Current mill rate structure helps shelter condos from major market swings in assessment

Property Taxation Framework

- No correlation between the services provided and taxation levied on properties
- **Taxes are based upon assessed value of the property and not on the use or availability of the services**
- From 2019 onward, the approach by our contracted assessor has been refined to reflect market conditions for specific condo neighborhoods (rather than all condos within the City)

Provision of City Services

- All services are provided to all residents on an equal basis, including snow removal (done on all public streets)
- Condo owners do not receive waste collection and are not charged the \$22.50/mo environmental fee

July 3/18 Meeting w/Condominium Owners - Requests

The following requests have been or can be accommodated:

- ✓ Creation of Condominium Board contact list/database
- ✓ LED Street lights
- ✓ Water meter minimum charges for meters only used in summer for lawn care
- ✓ Fire hydrant inspections

July 3/18 Meeting w/Condominium Owners - Requests

It would be very difficult and inequitable to accommodate the following requests for private residences/property:

- Outside lights on individual units
- Blue bag and waste pickup – infrastructure limitations and requires a \$22.50/mo charge
- Snow removal – on private property
- Snow disposal – requirement for engineered snow disposal sites
- Road maintenance contracts – could increase condo owners' costs (see additional reasons cited in report)

July 3/18 Meeting w/Condominium Owners - Requests

Request to inspect all condo fire hydrants:

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

Latest Request

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

It is recommended that the above requests be denied as all other homeowners within the City would incur substantial increases to their taxes to offset these reductions.

Improvements / Requests that have been accommodated

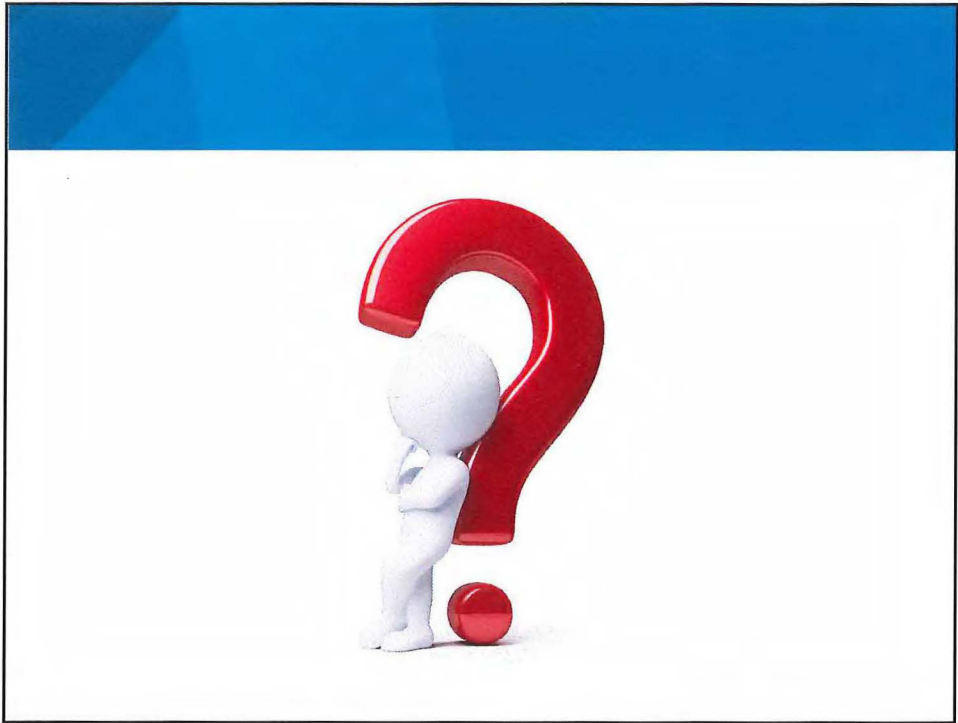
- ✓ Condominium Board contact list/database
- ✓ LED Street lights
- ✓ Water meter minimum charges for meters only used in summer for lawn care
- ✓ Fire hydrant inspections
- ✓ Assessment approach refined (within legislated parameters)

Recommendations

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

Recommendations

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



COUNCIL REQUEST FOR DECISION

MEETING DATE: April 29, 2019

SUBMITTED BY: Jennifer Cannon, Director, Finance; Bruce Knisley, Director Facility and Property Services

PREPARED BY: Gino Damo, Manager, Revenue Services

REPORT TITLE: Bylaw No. 1015-2018– Energy Efficiency Project Debenture Bylaw 1st Reading

REPORT SUMMARY

To continually strive for improvements in energy efficiency and the opportunity to enhance City of Leduc owned buildings, the City of Leduc is proposing to take out a debenture to fund the energy efficiency project for various City of Leduc owned buildings.

RECOMMENDATION

That Bylaw 1015-2018 for the debenture of funds for the energy efficient project receive first reading.

BACKGROUND

KEY ISSUE(S) / CONTEXT:

The City of Leduc is continually striving for improvements in energy efficiency and the opportunity to enhance our properties. Council has approved an environmental sustainability plan for the City, energy efficiency is part of that overall program. These funds will promote energy efficiency in our buildings in support of the overall Environmental Sustainability Plan primarily in the way of lighting upgrades. This project is projected to have a payback of between 9 and 10 years, leaving us with equipment that will function well past that time with little to no maintenance.

This project will see significant reductions in energy consumption which are guaranteed by the Energy Services Company and are reflected in the significant reduction in the utility operating budgets in 2020 and forward, in the range of \$200,000 per year. Some grants are available to assist with the project, applications will be submitted for grant applications where ever possible to help reduce the overall cost of the project and reduce the payback period. The energy efficiency project will take place at two different locations as shown below:

086.303-Various City of Leduc Buildings Energy Efficiency Project	\$580,791
086.372- LRC energy efficiency project	<u>\$1,252,519</u>
Total	<u>\$1,833,310</u>

LEGISLATION AND/OR POLICY:

The Municipal Government Act (MGA), R.S.A. 2000, Chapter M-26, as amended, grants a municipality the authority to enact a bylaw to authorize the borrowing of money for the purpose of financing the construction or improvement of a capital property. Furthermore, Section 606 and 231 of the MGA outline the requirements for advertising and the petition requirements.

PAST COUNCIL CONSIDERATION:

At the Council meeting of December 3, 2018, the following motion was approved:

The adoption of the 2019 operating budget and the 2019 capital budget.

CITY OF LEDUC PLANS:

1. 2019-2028 Capital Budget Plan
2. 2019 Operating Budget

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

There are no organizational implications.

FINANCIAL:

During the 2019 budget deliberations, Council approved The Energy Efficiency Project project # 086.303 to the amount of \$580,791 and the LRC Energy Efficiency Project project # 086.372 to the amount of \$1,252,519. Below is the breakdown:

086.303-Various City of Leduc Buildings Energy Efficiency Project	\$580,791
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086.372- LRC energy efficiency project	<u>\$1,252,519</u>
--	--------------------

Total Debenture Amount	<u>\$1,833,310</u>
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This project is to be funded by a debenture and as a result of annual cost savings achieved by energy efficiency the annual payment for the debenture is offset by the savings; resulting in no tax impact.

POLICY:

There are no policy implications.

LEGAL:

The City of Leduc will enter into a promissory note agreement with the Alberta Capital Finance Authority (ACFA) or other financial institution. The City will have to abide to the all the terms and conditions within the agreement.

IMPLEMENTATION / COMMUNICATIONS:

1. After first reading of the bylaw the municipality must publish a notice of the proposed bylaw based on estimated or tendered costs in at least one newspaper circulating within the limits of the municipality once a week for two consecutive weeks (once in each period of seven days commencing with the date of the first publication and not once in each of two successive calendar weeks - Section 606 of the Municipal Government Act). If tendered costs are more than 15% higher than advertised costs, re-advertising may be required.
2. The electors may, within 15 days from the date of the last publication of the notice, petition Council for a vote on the money bylaw (Refer to Section 223 of the Municipal Government Act regarding the percentage of electors that must sign the petition).
3. If a valid petition is presented to Council within the specified time period, Council may abandon the project or, if it decides to proceed with the bylaw, shall first submit the bylaw to a vote of the electors, and if assented to by the vote, may proceed.
4. If no petition for a vote is presented, the municipality may pass the borrowing bylaw.

ALTERNATIVES:

N/A

ATTACHMENTS:

1. Bylaw-1015-2018

Others Who Have Reviewed this Report

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

CITY OF LEDUC

Bylaw No. 1015-2018

PAGE 1

APPROVED
As to Form
G. K.

City Solicitor

ENERGY EFFICIENCY INITIATIVES BORROWING BYLAW

Being a bylaw authorizing a borrowing to finance an energy efficiency improvement initiative

WHEREAS the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended, grants a municipality the authority to enact a bylaw to authorize the borrowing of money for the purpose of financing capital improvements;

AND the City of Leduc plans to undertake a project to improve energy efficiency in various City-owned buildings (the "Project");

AND the estimated total cost of the Project is \$1,833,310.00 (One Million Eight-Hundred and Thirty-Three Thousand and three hundred and ten dollars);

AND in order to construct and complete the Project, it will be necessary for the City of Leduc to borrow up to the sum of \$1,833,310.00 (the "Indebtedness") by the issuance of a debenture on the terms and conditions referred to in this Bylaw;

AND the amount of the existing debenture debt of the City of Leduc as at December 31, 2018 is \$61,685,928, no part of which is in arrears;

AND the estimated lifetime of the project is twenty (20) years; and all required approvals for the Project have been obtained and the project is in compliance with all acts and regulations of the Province of Alberta;

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

PART I: APPLICATION

1. For the purpose of undertaking and completing the Project, the sum of up to One Million Eight-Hundred and Thirty-Three Thousand and three-hundred and ten dollars (\$1,833,310.00) be borrowed from the Alberta Capital Finance Authority ("ACFA") or other financial institution by way of debenture on the credit and security of the City of Leduc at large, of which the full amount borrowed is to be paid by the City of Leduc at large.

CITY OF LEDUC

Bylaw No. 1015-2018

PAGE 2

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2. The debentures to be issued under this bylaw shall be in any denomination not exceeding the amount authorized by this bylaw and shall be dated having regard to the date of the borrowing.
 3. The debentures shall bear interest during the currency of the debentures, at the interest rate fixed from time to time by the ACFA or other financial institution at a rate not exceeding five per cent (5%) per annum, payable semi-annually.
 4. The debentures shall be issued in such manner that the principal and interest will be combined and be made payable in, as nearly as possible, equal semi-annual installments over a period of up to ten (10) years, in accordance with the schedule attached and forming a part of each debenture.
 5. The debentures shall be payable in lawful money of Canada at the Bank of Montreal in the City of Leduc or at such other bank or financial institution as Council may authorize as its banking agency during the currency of the debenture.
 6. The Mayor and a Designated Officer of the City of Leduc shall authorize such bank or financial institution to make payments to the holder of the debentures, on such date and in such amounts as specified in the repayment schedule forming part of each debenture, and shall affix the corporate seal of the City of Leduc to the debenture documents.
 7. There shall be levied and raised in each year of the currency of the debentures a rate or rates on the assessed value of all lands and improvements shown on the assessment roll, sufficient to provide an annual tax adequate to pay the principal and interest falling due in such year on such debentures. The said rates and taxes are collectible at the same time and in the same manner as other rates and taxes.
 8. The Indebtedness is contracted on the credit and security of the City of Leduc at large.
 9. The net amount realized by the issue and sale of debentures authorized under this bylaw shall be applied only for the purposes of undertaking and completing energy efficiency project.

CITY OF LEDUC

Bylaw No. 1015-2018

PAGE 3

PART II: ENACTMENT

10. 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 2019.

READ A SECOND TIME IN COUNCIL THIS ____ DAY OF _____, AD 2019.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS ____ DAY OF _____, AD 2019.

Bob Young
MAYOR

Paul Benedetto
CITY MANAGER

Date Signed

COUNCIL REQUEST FOR DECISION

MEETING DATE: April 29, 2019

SUBMITTED BY: Jennifer Cannon, Director, Finance

PREPARED BY: Carmen Dragan-Sima, Manager Budgets and Financial Analysis

Gino Damo, Manager, Revenue Services

REPORT TITLE: BYLAW NO. 1017-2019 - 2019 PROPERTY TAX RATE BYLAW (2nd and 3rd READING)

REPORT SUMMARY

The 2019 property tax bylaw is built upon the 2019 budget. This budget aligns to Council's four Strategic Goals along with maintaining the high service levels that the City of Leduc provides. In addition to this there were four enhanced service levels, and they are:

- Youth Wellness Initiative
- LRC Seniors Facility Access Initiative
- FCSS Enhanced Client Service Levels
- Waste Diversion Public Education Initiative

This budget also incorporated a dedicated multiyear tax strategy to fund the Enhanced Transit services that was implemented in May 2018. Administration is asking Council to consider the Second and Third Reading of Bylaw 1017-2019.

RECOMMENDATION

1. That Council amend Bylaw 1017-2019 as follows:

- I. On page 1, delete the Alberta School Foundation Fund (ASFF), Opted-Out School Boards and Total School Requisitions sections in its entirety and replace with the following:

Alberta School Foundation Fund (ASFF)	
Residential/Farm land	\$9,920,137
Non-Residential	\$7,680,537
Opted Out School Boards	
Residential/Farm land	\$730,590
Non-Residential	\$1,657,523
Total School Requisitions	\$19,988,787

II. On page 2 and 3, Part III: Application, delete Section 3 in its entirety and replace with the following:

PART III: APPLICATION

3. a. Council authorizes the City Manager to impose taxes for the purpose of raising revenue to be used towards the payment of expenditures and transfers set out in the budget of the City and for the purpose of raising funds for the school requisition. As a consequence taxes are hereby imposed on each class of assessed property within the City, whether listed in the assessment roll or supplementary assessment roll, at the rates for each class shown below:

	Tax Levy	Assessment	Tax Rate
General Municipal			
Residential	\$29,611,258	\$3,990,934,690	7.425
Non-Residential	\$18,371,229	\$2,156,914,120	8.517
Machinery and Equipment	\$ -	\$ -	8.517
Supplemental	\$150,000		
	<u>\$48,132,487</u>	<u>\$6,147,848,810</u>	
ASFF			
Residential/Farm Land	\$9,920,137	\$3,717,170,688	2.669
Non-Residential	\$7,680,537	\$1,744,093,350	4.404
	<u>\$17,600,674</u>	<u>\$5,461,264,038</u>	
Opted-Out School Boards			
Residential/Farm Land	\$730,590	\$273,759,002	2.669
Non-Residential	\$1,657,523	\$376,389,770	4.404
	<u>\$2,388,113</u>	<u>\$650,148,772</u>	
Requisition Allowance	\$75,000	\$6,152,193,500	0.012
Includes Machinery & Equipment			
Foundation	\$164,650	\$6,115,757,500	0.027
Includes Machinery & Equipment			
Requisition Designated Industrial Properties	\$6,712	\$61,420,460	0.109

b. Notwithstanding the tax rate set for machinery and equipment, Council completely exempts from taxation machinery and equipment used for manufacturing or processing, pursuant to section 364(1.1) of the *Municipal Government Act*.

2. That Council give Bylaw 1017-2019 Second and Third Reading.

BACKGROUND

PREVIOUS COUNCIL ACTION:

First Reading of 2019 Property Tax Rate Bylaw 1017-2019 was approved on April 8, 2019.

KEY ISSUE(S) / CONTEXT:

The 2019 – 2021 budget is built to align with Council's Strategic Goals that were identified in their Strategic Plan 2019 – 2022. The budget is the financial tool that supports Council and Administration in collaboratively reaching these goals.

Council's four Strategic Goals are:

1. A City Where People Want to Live, Work and Play
2. A City with a Plan for the Future
3. An Economically Prosperous City and Region
4. A Collaborative Community-Builder and Regional Partner

The budget delivers a balanced approach to achieve short term goals and long term fiscal sustainability. Challenges that arose while developing the 2019 budget included:

- Stagnant non-residential growth
- Increasing inflation
- Incorporating enhanced transit into the 2019 budget, which was previously one time funded in 2018

The following table identifies the multi-year mill rate strategy that was approved on December 3, 2018.

December 3, 2018 budget approval

	2019	Projected 2020	Projected 2021
Base Operational & Capital Requirements	0.83%	2.39%	3.15%
RCMP	1.32%	1.32%	-
Enhanced Transit	0.74%	0.74%	0.74%
Partnership Opportunities	-	-	1.16%
Proposed Tax Revenue Increase	2.89%	4.45%	5.05%

Since this approval Administration is recommending a decrease to the 2019 and 2020 tax revenue requirements as the actual costs for the Enhanced Transit initiative have come in \$100,000 lower than anticipated. This will decrease the tax revenue requirement from 2.89% to 2.78% in 2019, with a projected 4.34% (2020) and 5.05% (2021). Administration has only adjusted the 2019 and 2020 dedicated Enhanced Transit tax revenue increase, as transit needs are negotiated on an annual basis; providing Administration the ability to review 2021 at a later point. Moving forward as part of the 2020 budget process Administration and Council are working collaboratively towards achieving a tax revenue increase of 2% – 3% in the upcoming years.

Revised multi-year tax revenue requirement

	2019	Projected 2020	Projected 2021
Base Operational & Capital Requirements	0.83%	2.39%	3.15%
RCMP	1.32%	1.32%	-
Enhanced Transit	0.63%	0.63%	0.74%
Partnership Opportunities	-	-	1.16%
Proposed Tax Revenue Increase	2.78%	4.34%	5.05%

Proposed Target	2.00% to 3.00%	2.00% to 3.00%
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What the 2019 Budget Includes

The City of Leduc is situated within the Edmonton Metropolitan Region and as a result, it is important that the City continues to retain its high quality of living for its residents while maintaining and attracting commercial and industrial businesses. This will help to support a healthy assessment base while enabling the high value proposition that the City of Leduc residents have come to appreciate. Equally important is the need to remain focused on keeping tax increases competitive within the region and investing in economic development initiatives.

The 2019 budget delivers on Council's four strategic goals while maintaining current service levels. Identified below are some highlights found within the budget.



- Protective Services Building Expansion
- Telford Lake Trails
- Increased focus on arts and culture within Leduc



- Energy Efficiency Initiatives
- Implementing the IT Strategic Plan (supporting open government, open data, smart cities)



- Sport Tourism Events (e.g. Rogers Hometown Hockey)
- 65th Avenue Interchange – Detailed Design
- Continued focus on Economic Development



- Leduc Transit-Regional Collaboration
- LED Streetlight Conversion Partnership
- Continued focus on Regional Partnerships

Enhanced Service Levels

As part of the 2019 budget Council approved the following enhanced service levels; these go above and beyond the operational base:

Youth Wellness Initiative

Using the information obtained in the youth survey as well as learnings from the 2018 Youth Wellness pilot, a variety of youth programming and events will be planned and offered annually. These initiatives will be phased in over two years with \$43K required in 2019 and an additional \$28K in 2020 for a total of \$71K.

LRC Seniors Facility Access Initiative

The Facility Access for Seniors has been identified as a priority, as regular physical activity promotes a variety of health benefits, helps individuals to stay independent, contributes to stronger muscles, increases flexibility which can help prevent falls and injury and to help speed up recovery following surgery or injury. This initiative will have an annual operational impact of \$46K.

Since implementing the Seniors Facility Access Initiative, the City has seen a significant uptake in memberships (over 500 new memberships in the first month) as well as seniors expressing their gratitude towards this initiative.

FCSS Enhanced Client Service Levels

Council requested an enhanced service level to support the 2014 – 2018 Strategic Plan. FCSS received an increase in provincial funding in the amount of \$199,485 which supports the enhanced service level of an additional Client Support Worker.

Waste Diversion Public Education Initiative

Initiative for three stream waste receptacles at special events hosted within the City of Leduc. This pilot project will require \$5K for two staff to monitor and change the three stream waste receptacle at 3 – 5 large City sponsored events.

2019 Mill Rate in Detail

The Municipal Government Act requires a bylaw to establish property tax mill rates against assessed property, to raise sufficient tax revenue to fund the 2019 Operating and Capital budgets and to provide for various flow through requisitions from outside organizations such as the Provincial Education Property Tax Requisition and Leduc Foundation.

As part of the taxation process, it is important to understand some factors that play a role.

Assessment in Review

Assessment is a key component of the taxation process. Changes in property assessment over the prior year are the result of either:

- a) Assessment growth, which results from new developments such as renovations and/or new buildings (generating new tax revenue), and
- b) Market value adjustments, which are changes to property assessments resulting from market forces such as supply, demand and inflation. Within Leduc, on an overall basis, market value adjustments do not generate

new tax revenue, as the City's practice has been to reduce property tax mill rates in an amount equivalent to offset overall market value increases. It is important to note that properties whose market value has increased or decreased at a rate different from the overall average will be impacted by their change in market value compared to the average.

2019 Property assessments changes:

- Total new residential assessment growth is 2.90%
- Total new non-residential assessment growth is 1.70%

With respect to the existing assessment base:

- 76% of residential tax rolls fall within the 3% and below assessment adjustment range. This means that the majority of residents will see a minimal change in assessment over last year.
- 70% of non-residential tax rolls fall within the 5% and below assessment adjustment range.

Municipal Property Tax

The 2019 municipal property tax revenue is \$48,132,487 (\$45,753,226 in 2018). This increase in the revenue requirement will be funded by a \$29,686,258 in residential and \$18,446,229 in non-residential taxation.

Residential: The 2019 municipal tax revenue requirement results in a tax mill rate of 7.425 for 2019 which is up from 7.155 in 2018.

Non-residential: The 2019 municipal tax revenue requirement results in a tax mill rate of 8.517 for 2019 which is down from 8.568 in 2018.

Leduc Foundation

The 2019 Leduc Foundation requisition is \$165,090 (\$115,563 in 2018). The 2019 Foundation tax mill rate will be 0.027 which is up from 0.020 in 2018. For clarity, this requisition is also a flow through tax that is collected on behalf of the Foundation by the municipality.

Provincial Education Property Tax

Due to the recent provincial election there has been a delay in the issuance of the annual 2019 Provincial Education Requisition (requisition) and will not be available for the creation of this bylaw. Typically the City of Leduc receives this requisition in April and this flow through tax is embedded within the property tax rate bylaw. The timelines surrounding the issuance of the assessment / tax notice (typically mailed around May 15) is sensitive as there are legislated deadlines and timeframes to take into consideration with respect to the assessment appeal process. Based on the best information available it appears that the city will not get their requisition in time to ensure that we meet our legislated requirements and as such there is a need to estimate the requisition for 2019 to meet the timelines. It is important to recognize that if the city chooses to use last year's requisition numbers this is highly disadvantageous as there is a requirement for the city to collect and pass on to the province the requested amount (once known). This will likely lead to a large increase in the education mill rate in 2020 as the shortfall will be collected at that time. In an effort to prevent a compounding increase next year Administration suggests that the 2019 requisition be estimated. This property tax rate bylaw uses the average five year-over-year increase (residential and non-residential) to determine an estimated requisition.

Based on the methodology mentioned above, the residential portion of the requisition will increase by 6% (five year average), from \$10,023,461 in 2018 to \$10,639,973 in 2019; this equates to a mill rate of 2.669 for 2019 up from 2.558 in 2018. The non-residential portion of the requisition increases by 14% (five year average) from \$8,205,632 in 2018 to \$9,341,950 in 2019; this equates to a mill rate of 4.404 for 2019 up from 4.065 in 2018.

A consideration to take into account with the methodology proposed above is the fact the requisition is a flow through tax that is collected on behalf of the Province by the municipality. This means if the City of Leduc collects more or less provincial tax, the difference will be factored into the calculations of the 2020 residential and non-residential education mill rates.

Designated Industrial Property Tax

In the past designated industrial properties (DI Properties) were assessed at the municipal level. In 2018, the assessment of DI properties were changed from a municipal responsibility to a provincial responsibility with the revision of the MGA. At this time the City of Leduc has 40 non-residential DI properties as they are assessed by the provincial government the city is issued a requisition which is then flowed through to the applicable property. The 2019 annual DI property requisition is \$4,836 (\$1876 for 2018).

2019 Property Taxes

Based on Bylaw 1017-2019, total taxes levied (municipal, provincial, and foundation) for 2019 are \$66,490,276.

A residential property based on an average market value of \$350,000 will see their property tax increase (including municipal, education and foundation) by approximately \$136 for the year or \$11 per month.

LEGISLATION AND/OR POLICY:

The Municipal Government Act Part 10, Section 353(1) requires a Bylaw (Attachment 1) to establish property tax rates, against assessed property, to raise sufficient tax revenue to fund the 2019 Operating and Capital budgets and to provide for various requisitions from outside organizations such as School Boards and the Leduc Foundation. Each year Council sets a mill rate taking into consideration new assessment growth, market value changes and inflationary increases in property values.

PAST COUNCIL CONSIDERATION:

Predecessor - 2018 Property Tax Rate Bylaw 975-2018

- 1st reading approved on April 9th, 2018
- 2nd and 3rd reading approved on April 23th 2018.

CITY OF LEDUC PLANS:

None

IMPLICATIONS OF RECOMMENDATION

GENERAL:

The City of Leduc determines its revenue requirements through a public budget process each fall. If the market value of assessable property has increased more than the revenue requirements, then the tax mill rate decreases. However, if the revenue requirement increase exceeds the market value changes, a tax mill rate increase occurs.

ORGANIZATIONAL:

None

FINANCIAL:

Approval of the 2019 Property Tax Rate Bylaw will provide funding as per the 2019 Municipal Budgets. As the Budget is developed and approved in December prior to finalization of the assessment, assessment growth projections are based on best available information at the time. Final property assessments were completed February 28, 2019 as per the Municipal Government Act and resulted in an overall new growth of 4.60% (combined residential and non-residential) which aligned with the 2019 projected growth rates. As a result there was no change in the required tax revenue with respect to growth assumptions.

POLICY:

None

LEGAL:

The Municipal Government Act requires that tax rates for a municipality be set by bylaw (s.353). The tax rate must be set for each assessment class (s.354 (2)) and it may be different for each assessment class (s.354 (3)). The Act requires that the tax rate be calculated by dividing the amount of revenue required by the total assessment of all property on which that rate will be imposed (s. 355). The amount of tax due from a specific property will be calculated by multiplying the assessment for that property by the tax rate contained in the bylaw (s.356). If a council did not meet the obligations in the Act it would be unable to pay the expenditures and transfers set out in the budget or other requisitions.

Section 364 of the Municipal Government Act, allows Council to pass a bylaw that exempts machinery and equipment used for manufacturing or processing to the extent they consider appropriate. This bylaw creates a 100% exemption for this category of assessment.

IMPLEMENTATION / COMMUNICATIONS:

It is the intention that the combined assessment/tax notices will be sent out mid-May 2019.

ALTERNATIVES:

1. That Council defeats Bylaw No. 1017-2019 Second and Third Reading.

ATTACHMENTS:

1. Bylaw No. 1017-2019 – 2019 Property Tax Rate Bylaw.

Others Who Have Reviewed this Report

P. Benedetto, City Manager / G. Klenke, City Solicitor / I. Sasyniuk, General Manager, Corporate Services / Jennifer Cannon, Director, Finance

Bylaw No. 1017-2019
2019 PROPERTY TAX RATE BYLAW

PAGE 1

A BYLAW OF THE CITY OF LEDUC IN THE PROVINCE OF ALBERTA, TO AUTHORIZE THE RATES OF TAXATION TO BE LEVIED AGAINST ASSESSABLE PROPERTY FOR THE 2019 TAXATION YEAR.

The *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended, grants a Municipality the authority to adopt a Property Tax Rate Bylaw annually to authorize Council to impose a tax on property in the Municipality to raise revenue to pay for expenditures and transfers set out in the City's budget, and to pay for requisitions.

AND: in accordance with the Act, Council approved the final 2019 budget at the Council meeting of April 29, 2019 calculated for Municipal purposes at \$100,325,790 and for capital purposes at \$72,508,814.

AND: it has been estimated that the sum of \$52,118,303 will be collected by the City from sources other than from current property taxes.

AND: the revenue requirements for requisitions received by the City from other authorities are:

Alberta School Foundation Fund (ASFF)

Residential/Farm land	\$9,920,137
Non-Residential	\$7,680,537

Opted Out School Boards

Residential/Farm land	\$730,590
Non-Residential	\$1,657,523

Total School Requisitions	<u>\$19,988,787</u>
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Requisition Allowance MGA (359(2))	\$75,000
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Leduc Foundation	\$164,650
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Requisition Designated Industrial Properties	\$6,712
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AND: the *Municipal Government Act* provides for each Municipality to prepare an assessment for each property in the municipality except for the properties identified in the Act that no assessment is to be prepared for those properties.

AND: the total assessable value of property in the City is:

Residential/Farmland	\$3,990,934,690
Non-Residential	\$2,156,914,120
Machinery and Equipment	\$4,344,690
	<u>\$6,152,193,500</u>

APPROVED
As to Form
G. K

City Solicitor

Bylaw No. 1017-2019
2019 PROPERTY TAX RATE BYLAW

PAGE 2

AND: Council has passed Bylaw 1020-2019 being a Bylaw authorizing the supplementary assessment of all improvements to properties which are completed or occupied or moved into The City in 2019, but not including machinery and equipment

AND: taxation rates and taxation revenue for certain properties were brought into The City of Leduc as a result of annexation governed by:

- Order in Council 258/2013

THEREFORE: the Council of the City of Leduc in the Province of Alberta enacts as follows:

PART I: BYLAW TITLE

1. That this Bylaw shall be known as the '2019 Property Tax Rate Bylaw'.

PART II: DEFINITIONS

2. In this bylaw, unless the context otherwise requires:
 - a. "City": means the municipal corporation of the City of Leduc
 - b. "City Manager": means the chief administrative officer of the City or his or her delegate.

PART III: APPLICATION

3. a. Council authorizes the City Manager to impose taxes for the purpose of raising revenue to be used towards the payment of expenditures and transfers set out in the budget of the City and for the purpose of raising funds for the school requisition. As a consequence taxes are hereby imposed on each class of assessed property within the City, whether listed in the assessment roll or supplementary assessment roll, at the rates for each class shown below:

	Tax Levy	Assessment	Tax Rate
General Municipal			
Residential	\$29,611,258	\$3,990,934,690	7.425
Non-Residential	\$18,371,229	\$2,156,914,120	8.517
Machinery and Equipment	\$ -	\$ -	8.517
Supplemental	\$150,000		
	<u>\$48,132,487</u>	<u>\$6,147,848,810</u>	
ASFF			
Residential/Farm Land	\$9,920,137	\$3,717,170,688	2.669
Non-Residential	\$7,680,537	\$1,744,093,350	4.404
	<u>\$17,600,674</u>	<u>\$5,461,264,038</u>	

**Bylaw No. 1017-2019
2019 PROPERTY TAX RATE BYLAW**

PAGE 3

Opted-Out School Boards

Residential/Farm Land	\$730,590	\$273,759,002	2.669
Non-Residential	\$1,657,523	\$376,389,770	4.404
	\$2,388,113	\$650,148,772	

Requisition Allowance

Includes Machinery &
Equipment

\$75,000 \$6,152,193,500 0.012

Foundation

Includes Machinery &
Equipment

\$164,650 \$6,115,757,500 0.027

**Requisition Designated
Industrial Properties**

\$6,712 \$61,420,460 0.109

b. Notwithstanding the tax rate set for machinery and equipment, Council completely exempts from taxation machinery and equipment used for manufacturing or processing, pursuant to section 364(1.1) of the *Municipal Government Act*.

PART VI: ENACTMENT

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

READ A FIRST TIME IN COUNCIL THIS _____ DAY OF _____, AD 2019.

READ A SECOND TIME IN COUNCIL THIS _____ DAY OF _____, AD 2019.

READ A THIRD TIME IN COUNCIL THIS _____ DAY OF _____, AD 2019.

**Bob Young
MAYOR**

Date Signed

**Sandra Davis
CITY CLERK**

COUNCIL REQUEST FOR DECISION

MEETING DATE: April 29, 2019

SUBMITTED BY: Donna Brock, Director Community & Social Development

PREPARED BY: Tracy R. Johnson, Community Facilitator

REPORT TITLE: Bylaw No. 1022-2019 - Youth Council Bylaw (2nd & 3rd Reading)

REPORT SUMMARY

At the March 25th, 2019 City Council meeting, first reading of the Youth Council Bylaw was given based on the two requested amendments. Administration has amended the Bylaw (Attachment 1) accordingly for the new Youth Council Committee ("Committee"). The amended Bylaw is being presented for second and third readings.

RECOMMENDATION

1. That Council give Bylaw No. 1022-2019 Second Reading
2. That Council give Bylaw No. 1022-2019 Third Reading.

BACKGROUND

PAST COUNCIL CONSIDERATION:

March 25, 2019, Administration presented Council with a Youth Council Bylaw No. 1022-2019.

At this meeting the following motions were approved:

MOVED that Bylaw No. 1022-2019 be amended as follows:

TERM OF MEMBERSHIP

11. All members of the public will serve as members of the Committee for a term of no more than one year.

be replaced with:

11. All members of the public will serve as members of the Committee for a term of one year.

MOVED that Bylaw No. 1022-2019 be amended as follows:

MULTIPLE TERMS

That 12. A person may be a member of the Committee for more than one term, if so appointed by Council.

be replaced with:

12. Board members may apply for re-appointment to the Board at the conclusion of their term of office

MOVED that Council give Bylaw No. 1022-2019 first reading.

CITY OF LEDUC PLANS:

As part of the 2019-2022 City of Leduc Strategic Plan, Council has identified as a focus area, "A city where people want to live, work & play". Strategy number one is to "enhance citizen engagement, with a focus on youth, in shaping and building our community".

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The establishment of a new Council Committee will require Council members to join the Committee as stated in the proposed bylaw. The Committee will also impact staff workloads in the City Clerk's Office for the recruitment of members and selection process. Finally, staff in Family and Community Support Services will also be impacted for the administrative support to the Committee. Please note: as a new Committee primarily consisting of inexperienced youth members, the amount of Administration's time needed to ensure the Committee is successful will likely be higher than the average Council Committee.

FINANCIAL:

At this time, the recruitment costs for the Committee members is captured within the existing 2019 operating budget.

Moving forward, as part of the 2020 budget process, funds will need to be allocated to cover the on-going food expenses required for Committee meetings. Consideration of additional funds will be needed for the Committee if they are expected to run events and/or initiatives in the community or if Council chooses to incorporate an honorarium/scholarship program for the youth Committee members. It is estimated that the additional costs will be in the range of \$1k-\$8k depending on which initiative Council decides to pursue.

POLICY:

There are no policy implications.

IMPLEMENTATION / COMMUNICATIONS:

Communications and Marketing (CMS) will work with the appropriate areas on the development, approval and execution of a communications strategy that will touch on the areas of recruitment, promotion, branding, etc., following Council's approval to proceed.

This detailed plan will provide tactics related to social media, advertising, and other communications tools and be structured around the timeframes provided by the respective departments and Council. CMS will ensure that Council has appropriate key messaging in order to speak with residents, youth, media, and other stakeholders.

Once all tactics have been executed, the strategy will be evaluated to determine if the prescribed tactics were effective and what may need to be modified as the Committee gets established.

ALTERNATIVES:

Council discuss alternative Youth Council Committee characteristics and direct Administration to return to Council with a Bylaw for second and third readings reflecting that discussion.

ATTACHMENTS:

Youth Council Bylaw No. 1022-2019

Others Who Have Reviewed this Report

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

Bylaw No. 1022-2019 YOUTH COUNCIL BYLAW

PAGE 1

A BYLAW OF THE CITY OF LEDUC IN THE PROVINCE OF ALBERTA, TO ESTABLISH A COUNCIL COMMITTEE NAMED THE YOUTH COUNCIL

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 matter 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;

Leduc City Council enacts:

PART I: PURPOSE, DEFINITIONS AND INTERPRETATION

PURPOSE

1. The purpose of this bylaw is to establish a Council committee named the Youth Council, and to prescribe a mandate, terms of reference, composition and procedural rules for that Committee.

Bylaw No. 1022-2019 YOUTH COUNCIL BYLAW

PAGE 2

DEFINITIONS

2. In this bylaw, unless the context otherwise requires:
 - (a) **"City Manager"** means the chief administrative officer of the municipal corporation of the City of Leduc or their delegate;
 - (b) **"Committee"** means the Youth Council, established by this bylaw;
 - (c) **"Council"** means the municipal council of the municipal corporation of the City of Leduc;

RULES FOR INTERPRETATION

3. The marginal notes and headings in this bylaw are for reference purposes only.
4. Pronouns in masculine, feminine and neuter genders shall be construed to include any other gender, and words in the singular form shall be construed to include the plural and vice versa, unless the context otherwise requires.

PART II: ESTABLISHMENT

ESTABLISHMENT

5. The Youth Council is hereby established as a committee of Council.

MANDATE

6. The mandate of the Committee is to provide a forum for young people to participate in local government by researching, advising, proposing, and planning actions in the community to Council.

TERMS OF REFERENCE

7. The Committee will fulfill its mandate by:
 - (a) gathering and reviewing reports and other evidence relevant to its mandate;
 - (b) planning events and community initiatives relevant to its mandate;
 - (c) providing recommendations to Council on how to engage and support young people; and
 - (d) taking such other actions on matters of special interest to young people that may be reasonably necessary.

**Bylaw No. 1022-2019
YOUTH COUNCIL BYLAW**

PAGE 3

PART III: MEMBERS

MEMBERS

8. The Committee will be comprised of:
- (a) two members of Council; and
 - (b) at least five but no more than 13 members of the public between the ages of 16 and 22 years.

CHAIR

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

APPOINTMENT

10. All members of the Committee will be appointed by Council.

TERM OF MEMBERSHIP

11. All members of the public will serve as members of the Committee for a term of one year.

MULTIPLE TERMS

12. Board members may apply for re-appointment to the Board at the conclusion of their term of office.

ATTENDANCE

13. Any member of the Committee either:
- (a) absent from more than three meetings; or
 - (b) in attendance at fewer than four events identified by the Committee for Committee participation;
- in any calendar year; without the express preapproval of the Committee, is no longer a member of the Committee.

ADMINISTRATIVE SUPPORT

14. The City Manager 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;

Bylaw No. 1022-2019 YOUTH COUNCIL BYLAW

PAGE 4

- (c) any other assistance the Committee may request; and
- (d) assistance in managing any Council approved budget for Committee activity.

PART IV: PROCEDURE

MEETINGS

- 15. The Committee will meet as often as required to fulfill its mandate, and no less than eight times per year.

SCHEDULING

- 16. The Committee will set its meeting schedule each calendar year at its first meeting of the year.

QUORUM

- 17. Quorum is established by the attendance of a majority of the members of the Committee.

PROCEDURES

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

RESOLUTIONS

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

MINUTES AND RECORDS

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

FOIP

- 21. 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

- 22. The Committee will report to Council when requested to do so by Council or at any other time the Committee requests and Council approves.

**Bylaw No. 1022-2019
YOUTH COUNCIL BYLAW**

PAGE 5

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 25TH DAY OF MARCH, 2019.

READ A SECOND TIME IN COUNCIL THIS ____ DAY OF _____, 2019.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS ____ DAY OF _____, 2019.

Bob Young
MAYOR

Sandra Davis
CITY CLERK

Date Signed



Mayor's Report

April 1 - 21, 2019

April 2

- Pre-interview | CBC Radio, Edmonton AM
- #Influencers: Emerging Leaders of Leduc organizing committee
- IT Update w J Graham, CIO and I Sasyniuk, General Manager, Corporate Services

April 3

- Mock Council | Ecole Corinthia Park School
- Fire Services Protection Officer
- Briefing with City Manager
- D Melvie, General Manager, Community & Protective Services
- State of the Region speech preparation and teleprompter testing

April 4

- State of the Region speech preparation and teleprompter testing
- I Sasyniuk, General Manager, Corporate Services weekly update
- Interview | Leduc Rep
- FOIP re: Youth contact
- Edmonton Global CEO, Malcolm Bruce

April 5

- Interview | CBC Radio, Edmonton AM
- Mock Council - Ecole Corinthia Park
- Leduc Regional Leadership Forum

April 8

- Interview | S Dragani, Field Investigator, NWR Departmental Security Section (RCMP)
- Committee-of-the-Whole and Council agenda review
- Committee-of-the-Whole
- Council

April 9

- Northern Alberta Idea Group
- State of the Region speech preparation and teleprompter testing
- Non-Profit Executive Directors working group
- E Schrader (Unified Community Resource Collaboration)
- Breakfast with the Mayor organizing committee

April 11

- Edmonton Metropolitan Region Board
- Traffic Advisory Committee
- Volunteer Appreciation Banquet

April 12

- The Chamber presents: State of the Region

April 13

- The Chamber Business Expo + Trade Fair
- Leduc HUB Seeds of Hope fundraising dinner and auction

April 15

- D Melvie, General Manager, Community & Protective Services
- I Sasyniuk, General Manager, Corporate Services weekly update
- Briefing with City Manager
- Committee-of-the-Whole agenda review
- Council/Executive Assistant update
- Committee-of-the-Whole

April 17

- Mayor Rod Frank's State of the County

April 18

- Strategic Planning Committee
- Capital Region Southwest Water Services Commission | Annual General Meeting

Approved by Mayor Bob Young

"Original Signed"