1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. ADOPTION OF PREVIOUS NOTES
   3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday, January 27, 2020

4. DELEGATIONS & PRESENTATIONS

5. BUSINESS ARISING FROM PRESENTATIONS

6. CLOSED SESSION
   6.1 Regional Transit Service Commission Update for February 3, 2020
       FOIP s. 16, 21, 24 & 25
       (K. Wenzel / M. Hay / J. Cannon - 1 hour)

7. RISE AND REPORT FROM CLOSED SESSION

8. REPORTS FROM COMMITTEE & ADMINISTRATION
   8.1 Business Licence Update
       (H. Wilson - 15 minutes)
   8.2 Economic Development Update
       (H. Wilson - 30 minutes)
       (Presentation Attached)

9. INFORMATION ITEMS
10. ADJOURNMENT
NOTES OF THE CITY OF LEDUC
COMMITTEE-OF-THE-WHOLE MEETING

Monday, January 27, 2020

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

Absent: Councillor B. Beckett, Councillor G. Finstad

Also Present: I. Sasyniuk, A/City Manager, S. Davis, City Clerk

1. CALL TO ORDER
Mayor B. Young called the meeting to order at 5:02 pm.

2. APPROVAL OF AGENDA
MOVED by Councillor B. Hamilton
That Committee-of-the-Whole approve the agenda with the following additions:
8. REPORTS FROM COMMITTEE & ADMINISTRATION
8.5 Maclab Centre for the Performing Arts
8.6 65th Avenue Update

Motion Carried Unanimously

3. ADOPTION OF PREVIOUS NOTES
3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday, January 20, 2020
MOVED by Councillor T. Lazowski
That the notes of the Committee-of-the-Whole meeting held on Monday, January 20, 2020, be approved as presented.

Motion Carried Unanimously
4. **DELEGATIONS & PRESENTATIONS**

There were no delegations or presentations.

5. **BUSINESS ARISING FROM PRESENTATIONS**

6. **CLOSED SESSION**

   **MOVED by** Councillor L. Hansen

   That Committee-of-the-Whole move into Closed Session at 5:40 pm.

   **Motion Carried Unanimously**

6.1 **Airport Vicinity Protection Area ("AVPA") Update for January 27, 2020**

   **MOVED by** Councillor L. Hansen

   That Committee-of-the-Whole move into Open Session at 6 pm.

   **Motion Carried Unanimously**

7. **RISE AND REPORT FROM CLOSED SESSION**

7.1 **Airport Vicinity Protection Area ("AVPA") Update for January 27, 2020**

   Also in attendance:

   Executive Team

   S. Losier, Manager, Long Range Planning

   D. Peck, Manager, Current Planning

   M. Hay, Director, Government Relations and Corporate Planning Strategy

   M. Tobin, Communications Officer, Corporate

   G. Klenke, City Solicitor

   S. Davis, City Clerk

   S. Losier made a verbal presentation and answered the Committee’s questions.

   Committee members agreed with the comments made by Administration.
8. REPORTS FROM COMMITTEE & ADMINISTRATION

8.1 Parks, Open Space and Trails ("POST") Master Plan / Landscape Standard Update

R. Yeung, Manager, Community Development, introduced M. Nolan, M. Barton and J. Simituk, IBI Group. Members of IBI Group made a PowerPoint presentation (Attached to the Agenda), which outlined the "POST" master plan and landscape standard update. A summary of the responses from resident engagement was provided as well as opportunities to improve.

Members of IBI Group and D. Melvie, General Manager, Community and Protective Services, answered the Committee's questions.

8.2 Media Training

I. Sasyniuk, A/City Manager, spoke to the request made by Committee Members to be provided with media training. The overall cost would be $3,500 for the day.

Committee members indicated that evenings or weekends would be preferred and confirmed that Administration would be welcome to participate in the same session.

S. Haughian, Lead, Marketing and Visual Design, answered the Committee's questions.

8.3 2020 Budget Debrief

J. Cannon, Director, Finance, C. Dragan-Sima, Manager, Financial Planning and Budgets, I. Sasyniuk, A/City Manager, made a PowerPoint presentation (Attached to Agenda).

A discussion was held as to how to improve public engagement in the budget process. Administration confirmed that the Budget Survey does garner a large number of responses.

8.4 Enforcement Action - Digital Sign

D. Peck, Manager, Current Planning, made a verbal presentation on enforcement action relative to digital signage covered by the City of Leduc Zoning Bylaw. D. Peck stated that enforcement is a difficult, but an important, part of the Zoning Bylaw. It is necessary to keep bylaws current and amendments will be coming forward in the near future.
D. Peck and D. Melvie, General Manager, Community and Protective Services, answered the Committee's questions.

8.5 **Maclab Centre for the Performing Arts**

Mayor B. Young made a presentation.

**MOVED by** Councillor T. Lazowski

That Committee-of-the-Whole direct Administration to bring forward a report on the current fee structure of Maclab Centre for the Performing Arts, including examples relative to group rental rates.

*Motion Carried Unanimously*

The Committee recessed at 6:58 pm.

The Committee reconvened at 8:16 pm.

8.6 **65th Avenue Update**

Mayor B. Young provided an update on 65th Avenue advising that the Honourable M. Garneau, Minister of Transport, will be out to tour the Edmonton International Airport on February 10, 2020. Councillor B. Hamilton will represent the City of Leduc.

9. **INFORMATION ITEMS**

There were no information items.

10. **ADJOURNMENT**

The meeting adjourned at 8:22 pm.

_________________________
B. YOUNG, Mayor

_________________________
S. DAVIS, City Clerk
EXECUTIVE SUMMARY

Council has requested Administration to review the business licencing practice. This report is a review of the City's business licencing, which includes the purpose of the licence, the financial contribution, and the rationale on how it supports economic development. There is also a comparison with other communities in the Edmonton region, and surrounding areas.

BACKGROUND

The Manager, Economic Development, for the City of Leduc has taken on responsibility for the City of Leduc Business Licencing since May, 2019. Part of the consideration for this move was to better utilize the information on businesses gained through the licencing process, as well as to identify ways to enhance the value for the business community, while maintaining the financial returns to the City of Leduc.

Issuing a business license is part of a process, wherein a municipality reviews and authorizes a company to operate a business within the municipality. Prior to issuing a licence, the Business Licence Administrator forwards the application to City Safety Codes and Fire Safety, as well as the Development Officer if applicable. A copy of the business’s incorporation certificate or trade name registration is also requested. A business licence is required to operate a business in the City of Leduc, whether it be a home occupation, retail store, a mobile truck or a booth at a special event.

WHY LICENSE?

THE City of Leduc’s Business Licensing By-law 767 – 2011 is in place for the following purposes:

- To identify your business;
- To enable inspection, enforcement and nuisance control;
- To protect the public health and safety;
- To compile, keep track of data and monitor the local business market;
- To protect the consumer and make sure the business is accountable; and,
- To support the City’s Strategic Plan.

The completed application will be circulated to City departments for approval, which includes development, building and fire. This review determines whether the type of business, and location, are in compliance with the Municipal, Provincial and Federal regulations.

The fee assigned to the business licence depends on whether a resident or non-resident business. Home based businesses have the same fee as all General businesses in Leduc. New business owners may be asked to provide a current criminal records check.
The fees are established to offset the cost of the related Administration, enforcement and inspection programs; the cost of administering and enforcing the associated regulations should be borne by the regulated trades and not the public at large through tax revenues. The licence is in effect from January 1st to December 31st each year.

**BUSINESS BENEFITS:**

Business licensing, also provides the owner and their company the following benefits:

- They give your business “bragging rights.” There is value in being able to say I’m the owner of a “licensed business” which gives the customer a feeling of security.
- In 2019 the cost for a local business was $150.00 and $300.00 for non-resident business.
- Licenses can protect you and your business, as the process to apply requires an Administration review of the enterprise, and that safety codes has reviewed the business.

Your business can join the Better Business Bureau (BBB). The ability to include a BBB badge on your company website or window will increase customer confidence about buying from you. The City of Leduc also benefits from issuing business licences which includes the revenues generated to offset City services. In addition, starting with the 2020 licences, businesses were asked to provide information on their employment levels, full time, part time and seasonal. This will provide us with an opportunity to analyze the labour force within our various sectors, both at a point in time, and to measure changes. This in turn can assist in identifying opportunities to support businesses, either through workforce development initiatives, or through our promotional efforts for economic development.

We are also seeing to better ‘drill down” with the types of businesses within our sectors. This can help identify opportunities to attract new industry, and to support business development opportunities, both local and through the region, possibly through Edmonton Global.

As of December 2019 the revenue generated from business licences was approximately $440,000, which included licences to 977 General Businesses, 440 Home-based businesses, and 735 Non-resident (NR) businesses.

At Council a suggestion was put forward that consideration be given to allow the Chamber of Commerce to run the process. Leduc County currently does not have a business licence requirement, but has been looking into starting a system with the Leduc Regional Chamber of Commerce; the Chamber would keep the revenue, and share the business information details with the County. We have not heard additional details, beyond a possible start with the Nisku area, including how Non-residential businesses would be licenced.

At a recent Edmonton Global; meeting, it was noted that Parkland County no longer has a business licence, however they do have an “Approval to Operate” permit, which was requested to assist both the County with information on who is operating, and businesses that required an approval for their financial institutions. Strathcona County does not have a Business Licence in place, but have identified shortcomings with knowledge on company operations as a result.

One of the other considerations is what the City may be able to achieve with this revenue from licencing. Used strategically, licences are the only source of direct revenue for downtown improvements. In Q1 2020, the Economic Development Office will be organizing an event geared towards our home-based business, part of an effort to provide services and encouragement to our home-based businesses. This is a direct benefit tied to their licence fees. Having some of these businesses grow to have a ‘store-front” operation will be a greater financial benefit to the City of Leduc.
A major departure from the current practice could have a measurable financial impact on the City which would need to be considered. As noted above, when all of the revenue from licencing within Leduc is considered, the total by the end of December was approximately $440,000. This revenue is approximately equal to a 1% tax revenue requirement. Moreover, those communities that do not currently have a business licence are looking for ways to bring in some form of information gathering on their local businesses.

NEXT STEPS

The benefits of to the City of Leduc’s Licencing program will continue to be improved. The preliminary work by the Leduc Chamber of Commerce with Leduc County will be monitored, and we will discuss the experience with both parties in the fall of 2020.

ATTACHMENTS

2019 Business Licence Comparison
## Business Licence Comparison – December, 2019

<table>
<thead>
<tr>
<th>2019 Fees</th>
<th>Resident Businesses</th>
<th>Non-Resident Businesses</th>
<th>Additional Info</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Albert (2019 pop. 66,000)</td>
<td>$141</td>
<td>$682</td>
<td>Annual increases</td>
</tr>
<tr>
<td>Edmonton</td>
<td>$239</td>
<td>$549</td>
<td>“</td>
</tr>
<tr>
<td>Ft. Saskatchewan (2019 pop. 26,500)</td>
<td>$97</td>
<td>$327</td>
<td>“</td>
</tr>
<tr>
<td>Spruce Grove (pop. 35,800)</td>
<td>$260</td>
<td>$425</td>
<td>“</td>
</tr>
<tr>
<td>Stony Plain</td>
<td>$100</td>
<td>$200</td>
<td>$350 for non-resident contractor</td>
</tr>
<tr>
<td>Beaumont (pop. 19,236)</td>
<td>$95</td>
<td>$106</td>
<td>Annual increases</td>
</tr>
<tr>
<td>Devon</td>
<td>$100*</td>
<td>$250</td>
<td>*$50 annual renewal fee</td>
</tr>
<tr>
<td>Morinville</td>
<td>$100</td>
<td>$200</td>
<td></td>
</tr>
<tr>
<td>Camrose</td>
<td>$150</td>
<td>$300</td>
<td>Also has Seasonal - $100</td>
</tr>
<tr>
<td>Wetaskiwin</td>
<td>$150</td>
<td>$200</td>
<td></td>
</tr>
<tr>
<td>Airdrie (pop. 70,500)</td>
<td>$150</td>
<td>$200</td>
<td></td>
</tr>
<tr>
<td>Red Deer</td>
<td>$108</td>
<td>$420</td>
<td>Short term rates: $50; $175</td>
</tr>
<tr>
<td>Leduc</td>
<td>$150</td>
<td>$300</td>
<td>Set since 2016</td>
</tr>
</tbody>
</table>

Note – with the increase to cover credit card payments 2020 rise to $154 and $308
Economic Development Strategy Update

Our 3 main areas of focus:

**Small Business & DBA**
- Business setup guide
- Support business transitions through The Light House
- Goal: assist 15 new business and 10 transitions
- Attract new business downtown

**Business Attraction**
- Coordinate company and sector data
- Enhance permit delivery
- GIS-based land and property system
- Engage with commercial realtors and developers

**Business Expansions**
- Identify existing and potential exporters in Oil & Gas, Agri-Business and Logistics, Distribution & Transportation
- Assist in new markets
  - Track growth
  - Promote tourism
Economic Development Strategy Update

The Economic Development Strategy builds upon the City of Leduc 2019-2022 Strategic Plan
3. Review and strengthen Leduc’s role, approach and delivery of local and regional economic development

• Business Start-Up support to encourage more local businesses

• Carley Graham’s comprehensive visitation program in support of the DBA. As of late January, she has visited 124 of the approx. 160 businesses.

• Identifies opportunities, gauges near-term business environment and discovers possible business closures and other “Red Flags”
An Economically Prosperous City

2. Encourage economic growth and diversification in Aerotropolis primary clusters.
   - Growing our Current Businesses – Business Expansion (& Retention)
     - Requires and focused and comprehensive visitation program
   - Increased engagement through interactions and communications with businesses in our key identified sectors:
     - Oil & gas supply & services
     - Agri-business
     - Logistics, warehousing & distribution
An Economically Prosperous City

2. Encourage economic growth and diversification in Aerotropolis primary clusters.
   • Business visitation identifies opportunities and challenges:
     • Sectoral and/or geographic expansion
     • Workforce training and attraction
     • Supply chain needs, upstream and downstream
An Economically Prosperous City

1. Maximize Leduc’s geographic location to increase economic prosperity.
   • Attraction of new business in identified key sectors
   • Produce and maintain improved Leduc information for Community Profile info
     • Comprehensive labour information
     • Land and building information, including lease rates and absorption
     • Highlighting specific components of our permitting information
       • Non-residential construction
       • Home-based to commercial
       • Employment growth
“Leduc and Chestermere round out the second and third best tax gaps of the major municipalities. They have a tax gap of 1.20 and 1.39, respectively.”

“Leduc and Spruce Grove ranked second and third best in their efforts to reduce the gap between 2014 and 2018, at 9.1 per cent and 8.7 per cent respectively.”

“Leduc ranked first in reducing the tax gap over the past ten years. The municipality decreased the gap by 38 per cent, lowering it from its 2009 level of 1.77 to 1.22 in 2018.”
An Economically Prosperous City

1. Maximize Leduc’s geographic location to increase economic prosperity.
   • Working with CMS to develop a series of Leduc business testimonials
   • Conduct analyses of the competitive advantages of Leduc
     • Working with Commercial Realtors, Developers and Site Selectors
     • Attend Conferences and Trade Shows targeted to our key Sectors, both individually and with Edmonton Global
OPPORTUNITY

“Parts come from all corners of the globe to Leduc to be repaired by us, and then sent back to those districts.”

Doug Hamre
Excelo-Clad Laser Cladding R&D Manager

INNOVATION

“The speedy permit process, better taxation rate and excellent location have been invaluable to a small business like ours.”

Jacqueline Shan
Polar Bear Canine BioPharma
President & CEO

GROWTH

“The City of Leduc has been fantastic. From the economic development office to the permitting office to the fire office, we have had nothing but help.”

Curtis Hrdlicka
Enerpac Building Systems LTD
General Manager

SCAN THE CODE

To add your story to Leduc, contact Harold Wilson at hwilson@leduc.ca

WWW.LEDUC.CA

CITY OF LEDUC
1. Increase community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region.
   • This involves all departments of the City
   • Business Licensing transferred to Economic Development
     • Enhance value of information collected
       • E.g. Labour force info
     • Better coordination of internal information sources within P & D to ensure timely support and progress on permitting applications
Collaborative Community-Builder & Regional Partner

2. Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities.
   - Working with Edmonton Global on common baseline data, development of lead sharing protocols
   - Continue to support implementation of Inter-jurisdiction Airport Accord Economic Development Framework
Outcomes of Activities - KPIs

Targets will include:

- 10 active leads in development annually
- Track annual investments
- 0.5 % increase – non-residential tax assessment
- Track approval times, etc.
- Track businesses assisted, expanded and retained
  - Growth in exports
  - Growth in # of exporters
  - Growth in employees
  - Business start-ups
  - Home based-businesses that move into commercial facilities