CITY COUNCIL– REGULAR MEETING
COUNCIL CHAMBERS
400 MAIN STREET SE
SEPTEMBER 17, 2012 at 6:15 PM

1. CALL TO ORDER – 6:15 P.M.

2. COMMITTEE OF THE WHOLE
   (Due to the confidential nature of the items to be discussed, public attendance is not permitted.)
   2.1. Citizen Appointment to Finance Advisory Committee (Sharon Pollyck)

3. INFORMAL AGENDA – 6:30 P.M.
   (Items in this section are of an educational or informational nature. Public attendance is welcome.)
   3.1. Economic Development Update (Kent Rupert)

4. PUBLIC AGENDA - 7:00 P.M.

5. MINUTES
   5.1. Regular Meeting of Council of September 4, 2012
   5.2. Acknowledgement of Other Minutes
         Environmental Advisory Board of May 9, 2012

6. PUBLIC QUESTION PERIOD

7. APPOINTMENTS/PRESENTATIONS
   7.1. Airdrie Public Library (APL) 2013 Budget (Lucy Wiwcharuk)
         Janine Jevne, Director of the Airdrie Public Library, will present the 2013 Budget.

8. PUBLIC HEARING
   8.1. Bylaw No. B-12/2012 (Mark Spence)
         Bylaw No. B-12/2012 is a bylaw to amend Land Use Bylaw No. B-09/2005 to redesignate 145 East Lake Boulevard NE.

9. BYLAWS
   9.1. Bylaw No. B-12/2012 (Mark Spence)
         Council is being asked to give final readings to Bylaw No. B-12/2012, being a bylaw to amend Land Use Bylaw No. B-09/2005 to redesignate 145 East Lake Boulevard NE.

10. FINANCIAL POSITION
    10.1. Cash and Investment Summary for August 31, 2012 (Lucy Wiwcharuk)
11. BUSINESS ARISING

11.1. Waste Collection for Suited Properties (Susan Grimm)
As requested, Council is being presented with information regarding options for alleyway pickup in Channelside with respect to homes with suites.

11.2. Feasibility of Extending Transit Service to the Fairways (Chris McIsaac)
As requested, Council is being presented with the findings of a feasibility study for transit service to the community of the Fairways.

12. AGENDA REPORTS

12.1. Delay of Fourth Regional Intercity Express (ICE) Trip (Chris McIsaac)
Council is being provided with an update on the delay of the fourth regional ICE trip.

12.2. Response to Bow River Basin Council Request (Amanda Ginn)
Council is being asked to respond to a request from the Bow River Basin Council (BRBC) for financial support and endorsement.

12.3. Boys & Girls Club Lease Renewal (Fiona McCarthy)
Council is being asked to allow the Boys and Girls Club of Airdrie to remain at their current lease location of 1003 Allen Street for another year.

12.4. 2014 Alberta Summer Games Request for Space (Kim Harris)
Council is being provided with information on the use of space at the old Main Fire Hall (805 Main Street) by the Airdrie 2014 Alberta Summer Games Society.

12.5. Annual Review of Franchise Fee Agreements (Lucy Wiwcharuk/Shannon Schindeler)
Council is being asked to increase the franchise fee paid by Fortis Alberta Inc.

13. CORRESPONDENCE

13.1. Airdrie Food Bank (Sharon Pollyck)
Council is being asked to support the 2013 Empty Bowls Event.

13.2. Airdrie & District Victim Assistance Society (Sharon Pollyck)
Council is being asked for a letter of support to the Airdrie & District Victim Assistance Society for the continuation of their Alberta Solicitor General Victims of Crime Funding.

13.3. National Family Week (Sharon Pollyck)
Council is being asked to proclaim October 1 - 7, 2012, as National Family Week.

14. BOARD/MEMBER REPORTS

15. REVIEW OF COUNCIL FOLLOW-UP TO SEPTEMBER 4, 2012 (Paul Schulz)

16. ADJOURNMENT
Minutes of the Regular Meeting of the Municipal Council of the City of Airdrie, in the Province of Alberta, held in Council Chambers with the following:

PRESENT

Mayor P. Brown
Deputy-Mayor M. Buchanan
Alderman G. Alexander
Alderman F. Burley
Alderman R. Chapman
Alderman K. Hegg
Alderman A. Hunter

City Manager – P. Schulz
City Clerk – S. Pollyck
Assistant City Clerk/Recording Secretary – K. Kitiuk

CALL TO ORDER

Mayor Brown called the meeting to order at 7:02 p.m.

MINUTES

Alderman Alexander moved "that Council adopts the minutes of the regular meeting of Council of August 20, 2012, as presented." Carried

PUBLIC QUESTION PERIOD

There were no questions.

APPOINTMENTS/PRESENTATIONS

2013 Airdrie Regional Air Show Committee

Kim Harris, Community Developer, introduced Vice Chairman Chris Gourlie and Director of Sponsorship and Communications Al Jones of the Airdrie Regional Air Show Committee who appeared before Council to request support for the 2013 Airdrie Regional Air Show. She discussed the recent annexation’s inclusion of the Airpark land and its impact on the City’s responsibilities.

Mr. Jones discussed the 2011 Airdrie Regional Air Show including the economic spinoff, and added that the Committee would like to put on an even more spectacular air show in 2013. He provided some background on the gift-in-kind requests of 2009 and 2011. He discussed the air show's alignment with Council Strategic Priorities and AirdrieONE goals.

Mr. Jones reviewed the benefits of the air show and discussed lessening the environmental impact and sustainable transportation. He reviewed the budget and gift-in-kind requests; the total gift-in-kind being requested from the City is $64,721.78.

Mayor Brown noted that although he is the Chair of the Air Show and Alderman Chapman is a director, they are both permitted to vote on this item.
Alderman Chapman moved “that Council

1. endorses the request by the Airdrie Regional Air Show Committee for the use of two (2) Transit buses at a value of two thousand two hundred ($2,200) dollars to be budgeted for in 2013; and

2. approves the request for barricades, signage for road closures, and the Development Permit Fee cost of two thousand seven hundred ($2,700) dollars; dust control of gravel roads around the Airpark cost of four thousand five hundred ($4,500) dollars; Building Safety Codes Permit Fees cost for tents of one hundred forty dollars and fifty cents ($140.50); Airdrie Fire Department support cost of thirty-nine thousand nine hundred ($39,900) dollars; sweeping of the runway cost of three hundred ($300) dollars; Municipal Enforcement support cost of three thousand ($3,000) dollars; and RCMP support cost of eleven thousand nine hundred eighty-one dollars and twenty-eight cents ($11,981.28);

for a total amount of City of Airdrie support of sixty four thousand seven hundred twenty-one dollars and seventy-eight cents ($64,721.78).”

Carried

Boys and Girls Club of Airdrie

Robbie White, Community Developer for Youth, introduced Denisa Sanness, Executive Director of the Boys & Girls Club of Airdrie, who appeared to request permission to lease the former RCMP building from October 8 to November 4, 2012, for the Club’s annual Halloween Haunted House event.

R. White reviewed the report. He noted that a development permit is required, and that this item will likely need to go through the Traffic Advisory Committee.

The Boys & Girls Club presented a video to Council, and Council Chambers was invaded by zombies. Ms. Sanness introduced committee members Crystal Hvidsten, Dan McNeil, and Cara Dore.

Ms. Sanness discussed the success of the activities. The Boys & Girls Club in Airdrie is partnered with local radio station Air 106.1 for this event. On October 27th there will be a family fun event at Iron Horse Park with proceeds being divided fifty-fifty between the Park and the Club.

Mr. McNeil owns a DJ and lighting company and will be focusing on production lighting and sound which will be used for the haunted house; the goal is a fully automated show. He noted that the Boys & Girls Club is going to offer a course on the construction of a production lighting stage as an alternative way to create employment.

In response to a question from Council, Ms. Sanness confirmed the request is for use of the property only, and that programs will not be disrupted.

Alderman Hegg moved “that Council supports the lease of the former RCMP building to the Boys & Girls Club of Airdrie from October 8 to November 4, 2012, and that no fee is charged for the use of the property.”

Carried
BYLAWS

Alderman Hunter moved “that Council gives First Reading to Bylaw No. B-12/2012, being a bylaw to amend Section 2-8 (3) (b) (Land Use Map) of Land Use Bylaw No. B-09/2005 by re-zoning Plan 9911930, Block 8, Lot 5 (145 East Lake Boulevard NE) comprising of 0.809 hectares (2.00 acres) from Industrial Business Park Three District (IB-3) to Industrial Business Park Two District (IB-2).”

Carried

Deputy-Mayor Buchanan moved “that Council tables First Reading of Bylaw No. B-17/2012, being a bylaw to amend Building Inspections Permit Fees Bylaw No. B-30/2008 by replacing Schedule A and D, effective January 1, 2013, to the September 17, 2012, meeting of Council, and that the builders in the community be advised of the proposed bylaw and be provided with an opportunity for input.”

Carried

The Mayor declared a recess at 8:11 p.m. The meeting reconvened at 8:18 p.m.

FINANCIAL POSITION

Alderman Burley moved “that Council accepts for information the Second Quarter Budget Update as presented.”

Carried

BUSINESS ARISING

Alderman Hegg moved “that Council accepts for information the report entitled ‘Information on Off Leash Provisions of Dog Control Bylaw No. 788.’”

Carried

MEMBER/BOARD REPORTS

There were no reports.

Alderman Hegg moved “that Council directs staff to report back on information being received regarding permitting recreational vehicle sales within Industrial Business Park One (IB-1) District.”

Carried
Adjournment

Mayor Brown adjourned the meeting at 8:40 p.m.

________________________________________
Mayor

________________________________________
City Clerk

kk
Minutes of the Regular Meeting of the Environmental Advisory Board of the City of Airdrie, in the Province of Alberta, held at the Environmental Education Centre, with the following:

PRESENT

Deputy-Mayor M. Buchanan (Chair)
Alderman K. Hegg
A. Holmes
A. Jones
T. Minard

Waste & Recycling Services Team Leader – S. Grimm
Waste & Recycling Services Manager - K. Muretti
Community Infrastructure Director - L. Stevens
Recording Secretary – K. Rushford

ABSENT WITH REGRETS

P. Kumai
R. Walinga

Call to Order

CALL TO ORDER

The Chair called the meeting to order at 7:04 p.m. with a quorum present.

Agenda Additions/Deletions

AGENDA ADDITIONS/DELETIONS

The following item was added to the agenda:
10.1 Appreciation Potlucks

Adoption of Minutes

ADOPTION OF MINUTES

2012-EAB-019

A. Holmes moved “that the Environmental Advisory Board adopt the minutes of the regular meeting of April 4, 2012 as presented.”

Carried

Public Question Period

PUBLIC QUESTION PERIOD

There were no questions from the public.

Appointments

APPOINTMENTS

There were no appointments.

Correspondence

CORRESPONDENCE

There was no correspondence.

New Business

NEW BUSINESS

Community Selection for Pilot Program

S. Grimm presented a report entitled Community Selection for Pilot Curbside
Organics Program. S. Grimm introduced Mr. Kelly Podmoroff, owner of RMW Consulting, who worked with staff to discuss which communities would provide the best opportunity for the program. It was questioned whether a community on the east side could have fulfilled the role. Mr. Podmoroff advised that distance or convenience could be a factor.

S. Grimm advised that staff will be collecting information from the participants on their current organic disposal habits as well as how those practices have changed during the pilot program.

Mr. Podmoroff noted that from mid-April on, 30% of the waste picked up at the curb is grass clippings. St. Albert has a high diversion rate which they specifically attribute to organics (kitchen waste as well as grass). K. Muretti advised that staff will capture the scaling of compost which is brought to the transfer site.

A. Jones moved "that the Environmental Advisory Board accept the recommendation to support staff in their selection of communities as outlined in the report for the Curbside Organics Pilot Program."

Carried

OLD BUSINESS

Five Year Waste Management Strategy - Update


Concern was raised whether the proposed drop-off reuse facility will be the same as the previous Take It or Leave It. K. Muretti advised that other municipalities have successful drop-off reuse facilities, and that staff are investigating options and opportunities. S. Grimm confirmed that any drop-off reuse facility would be manned.

It was questioned why the one bag limit is being postponed to 2016. K. Muretti advised that this is the sequence which staff feel is achievable; however, the timing could be moved up if Council so decides.

It was questioned whether moving to bi-weekly collection could be done at the same time as reducing the bag limit to one or moving to a pay-as-you-throw system. K. Muretti advised that one piece must be successful before we move onto the next piece, and ample infrastructure must be in place for the whole recycling/organics piece. L. Stevens noted that the sequence is more important than the actual dates. Implementation dates will be reviewed every year or two and can be updated.

The Waste Management Strategy will be brought back to the Board for review in 2014.

A. Jones moved “that the Environmental Advisory Board endorse the proposed implementation strategies and anticipated timelines as presented.”

Carried
ACTION PLAN

There were no changes to the Action Plan.

BOARD MEMBER REPORTS/QUESTIONS

T. Minard advised that he attended a building solutions class last week and no one in the class was aware of what the City is doing with respect to construction materials. Everything goes in the same bin. Are there any plans to mandate recycling of construction materials at building permit submission time? L. Stevens advised that there had been plans to legislate requirements for construction materials, but it did not go ahead. S. Grimm noted that the City of Red Deer's waste management strategy mandates that all of their haulers must haul their construction materials to their own transfer site facility. Ms. Grimm will check into it further and report back.

A. Jones advised that the annual City Wide Garage Sale and first City Wide Curbside Take It or Leave It will be held on the weekend of May 26-27, 2012.

STAFF INFORMALS

K. Muretti advised that an Appreciation Potluck has typically been held in conjunction with the June Board meeting. It was questioned whether the Board would like to see one at Christmas time as well as in June. The consensus of the Board was to go ahead with both.

S. Grimm advised that the grass clipping bins were opened two weeks earlier this year and several loads have already been taken out to the transfer site. The compost pad has been repaired and last year's compost is being windrowed. Wood chipping was to be done at the commercial woodpile at the transfer site but a mother goose is roosting on top of the woodpile so the chipping has been put on hold. Local media will be taking photos of the nest in the next few days.

S. Grimm advised that the Westside Depot Open House/Shred-It Day will take place on June 16th. A quick survey of residents will be done at the same time.

All bikes recovered by Parks are for sale.

NEXT MEETING

The next meeting will be held on Wednesday, June 6, 2012 starting with a potluck dinner at 6:00 p.m. at the Public Works Building. Spouses and significant others are invited to attend.
ADJOURNMENT

The Chair declared the meeting adjourned at 7:55 p.m.

[Signature]
Chair

[Signature]
Recording Secretary
AGENDA REPORT

Meeting Date (M/D/Y): 9/17/2012

Subject: Airdrie Public Library 2013 Budget Presentation

Boards Routed Through: City Council  
Date: 9/17/2012

Description:

On an annual basis, the Airdrie Public Library Board (APL) presents their board approved budget to Council and makes a request for grant funding.

Background:

The 2013 APL budget has been prepared by library administration and approved by the APL board.

For the 2013 budget year, APL will be making the budget presentation to Council. In prior years, this budget presentation was made to the Finance Advisory Committee with Council members invited to attend the presentation. With this change, the budget presentation process for all City of Airdrie subsidiaries has been aligned. Airdrie Housing Limited presents their budget to Council annually.

Any requests for grants dollars coming from subsidiaries is included within proposed budgets. Finance Advisory Committee will consider the request for grant dollars as budget deliberations get underway in November.

Recommendation: That City Council forward the 2013 Airdrie Library Board request for grant dollars to the Finance Advisory Committee for consideration within the 2013 City of Airdrie operating budget.

Lucy Wiwcharuk  
Director of Corporate Services

Attachments: 2013 Agenda Report (appendix)  
2013 Business Plan  
2013 Budget Summary Notes  
2013 Budget Highlights
Finance Committee and Council - AGENDA REPORT

Meeting Date: September 17, 2012
Subject: Airdrie Public Library (APL) 2013 Budget
Routed Through: City of Airdrie Library Board
Date: August 21, 2012

Issue: Presentation of the Airdrie Public Library 2013 Budget, with a request for a municipal operating grant. The 2014 and 2015 projected budgets are included for information.

Background:

Environment
The attached documents, Growth Charts, Business Plan, and APL’s Report to the Community highlight the exciting and challenging growth that Airdrie Public Library (APL) has experienced over the past five years. The pressures of a library user growth rate that is significantly higher than the population increase for the City combined with a public and staff facility space that is too small, increase each year. In July, almost 17,000 people entered our Library doors. The Summer Reading Program connected children to reading and the library and realized almost 3000 child visits in the seven weeks of the program this year. These statistics support Bannister Research and Consulting’s 2011 Community Needs Assessment where they reported that APL received a 48% visitation rate (46% of people surveyed said they used the Public Library). The researcher presenting the report noted that this percentage is about 20% higher than what is seen in larger municipalities (Tracey With, Consultant).

Despite the crowding and strain on library services, the public is still appreciative of the hard work and expertise of the staff. According to the 2012 Community Satisfaction Survey, APL received an impressive 85% satisfaction rating for those who had used its services.

APL continues to look for opportunities to move out into the community with services, collections and programs to mitigate crowding and serve additional community members. An organization that has moved from 8.73 to 20.3 FTE in five years (2006-11) and is still below average in staff capacity according to provincial standards and benchmarking measures, must work on building organizational infrastructure and leadership.

Airdrie is a very young community. Whereas a public library has a mandate to serve all ages, APL is under pressure to provide more for young children and their caregivers. This is the number one goal of APL’s Plan of Service 2012-2015. Preschool literacy programs usually fill up on registration day and community members continually request more collections, programs and services for this group.

The importance of APL’s preschool literacy programs is underscored by the recent Early Childhood Mapping Project. Using a standardized tool that measures the development of populations of five-year-old children, Alberta results for 2009 to 2011, for more than 40,000 kindergarten children indicate that . . . 27 per cent are experiencing great difficulty in one or more areas of the five areas of development measured” (https://www.ecmap.ca/Findings-Maps/Alberta-Results/Pages/default.aspx)

“What happens during the early years — from before birth to about age three — has lifelong implications on everything from learning to school success, family life and other relationships, and mental and physical health”
APL is a member of the EC Mapping coalition and with its expertise in preschool literacy, is uniquely positioned to support preschool children and their families.

The literacy, support network and socialization support that our programs provide to families is one way for the community to improve children’s development in some of the critical five areas being assessed. Preschool partnerships promote sharing of resources and talents and avoid overlapping services.

Libraries are technology leaders; community members will continue to turn to library staff as guides through the maze of online resources. APL statistics note an ever increasing number of reference questions, the majority of which are technology queries. Technology tutoring and computer courses help our customers understand and evaluate information. Airdrie is the Marigold leader in e-book and audiobook downloads. Behind the scenes, almost every staff task involves technology and requires a high level of skill.

Many not-for-profit organizations compete for donation and grant dollars. APL needs to develop its fund development capacity and knowledge in order to increase revenue in these areas. Training, mentorship and additional staff hours are necessary to succeed in this environment.

Assumptions
The Library Board and staff are aware that the City has limited resources and many budget requests and appreciate the ongoing City support. The 2013 increase ensures that the library is able to offer the community the quality of service it deserves.

Growth in all output areas will continue at a rate that is higher than Airdrie’s population growth rate. APL will continue to plan for outreach opportunities (taking the library into the community) and for using offsite venues for larger events to alleviate crowding. Partnerships will continue to be maintained and developed to increase effectiveness, and to reduce costs and duplication.

With respect to the Library’s requested 2013 increase, expenditures have been maintained or reduced whenever possible. Planned capital purchases have been reduced or moved to a fund raising initiative. Outreach programs, which have the added benefit of alleviating crowding, promote preschool literacy to neighbourhoods in the east and west. All these programs are being delivered through partners with shared goals, reducing costs for APL, as well as its partner organizations.

The frustration of the community with the inadequate size of the facility will continue and increase as library usage continues to grow rapidly. The Library’s surveys contain a growing number of comments expressing dissatisfaction with lack of space to work and study, with the inability to access preschool programs which fill up within a few days of registration, and with noise and the crowded parking lot.

Municipalities are the primary funders of public libraries. The services of the public library are provided on the basis of equality of access for all, regardless of age, ethnicity, sex, religion, economic status, language or social status. As a municipal service committed to accessible collections, programs, and services, APL has limited options for revenue sources.

However, project grants, fund development events, and donations are sources of additional dollars. In the 2013 budget, APL is committed to significantly increasing the funds raised through these means, but will move these funds into a facility expansion reserve. It is critical to build a fund to serve as matching dollars for a number of large facility grants, rather than continuing to rely on these inconsistent dollars for operating.

In 2013, APL will access fund development training opportunities and in 2014 will follow Community Links’ lead in applying for a FT Fund Development Professional contract position through a CIP grant with the goal of developing capacity, auditing for best practice and ultimately increasing fund development dollars. The Board is committed to raising funds to assist with the additional furniture, technology and shelving needed in a new building.
The main increase to the 2013 budget lies with the personnel line. The increase in the personnel line is another step towards developing organizational excellence and the leadership strengths necessary to manage continuing and ongoing growth.

**Personnel Line Details**

**Salary Survey**
- 2013 is the first full year of increments to the four bands that were instituted in late February in 2012.
- The planned 2.3% COLA supports ongoing goal of paying APL staff at the 50th percentile.

**Deputy Director:**
- The cost of this new staff member has been mitigated by introducing the new deputy director in August as a part time position, moving to FT in 2014.
- Once this position is in effect more time and energy is available for developing infrastructure and leadership.
- This position is critical in terms of succession planning, not only for future leadership, but in terms of having someone to step in for the Director as needed for board liaison, vacation, or illness.

**IT Coordinator:**
- Additional IT hours (8 per week) are necessary to manage a technology organization, from maintenance, repair, planning, and purchasing to the increasingly important role as technology training facilitator for staff and public.

**Preschool Literacy Facilitator Increments**
- A review of partner organizations with which we share programs, noted a significant difference between the hourly wage and this budget addresses that inequity.

**Volunteer Coordinator:**
- APL has been working very hard at recruiting and training volunteers. Additional hours for our volunteer coordinator will allow this important focus to continue (5 per week).
- Volunteers serve the Library in many ways and APL is developing their roles and increasing the hours of service. Projection for 2012: 1.65 FTE in volunteer service.

<table>
<thead>
<tr>
<th>Salary Line Increased by $16,946</th>
<th>Wage Line Increased by $75,883</th>
<th>Benefits Increased by $69,829</th>
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</thead>
<tbody>
<tr>
<td>Salary Grid Increments</td>
<td>Addition of Deputy Director: begin PT and move to FT in 2014.</td>
<td>Increase in employer costs in providing staff benefits</td>
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<tr>
<td>COLA</td>
<td>Increase IT Coordinator from 20 to 28 hrs.</td>
<td>IT Coordinator and Deputy Director position 25 hrs. and over so entitled to benefits</td>
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<td>Added additional minimal staff hours to address priorities in the strategic plan, while reducing some hours in other departments.</td>
<td>Increase due to increments and COLA</td>
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<td>Additional open hours: 2 hrs. every Friday.</td>
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<td></td>
<td>Increments to preschool literacy facilitators to bring the wage up to our partner facilitator wage.</td>
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<td></td>
<td>Salary Grid Increments</td>
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Personnel Budget Increase

<table>
<thead>
<tr>
<th></th>
<th>2011 Actual</th>
<th>2012 Budget</th>
<th>2013 Projected</th>
<th>2014 Forecast</th>
<th>% increase 2011 to 2012</th>
<th>% increase 2012 to 2013</th>
<th>% increase 2013 to 2014</th>
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<tr>
<td></td>
<td>$983,285</td>
<td>1,100,464</td>
<td>1,262,681</td>
<td>$1,433,477</td>
<td>11.9%</td>
<td>14.7%</td>
<td>13.5%</td>
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Full Time Equivalent (FTE) Staff

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<td></td>
<td>20.3</td>
<td>20.74</td>
<td>22.32</td>
<td>23.5</td>
<td>24.5</td>
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2010 BENCHMARKS (Other public libraries)

<table>
<thead>
<tr>
<th>BENCHMARKS</th>
<th>Airdrie</th>
<th>Grande Prairie</th>
<th>St. Albert</th>
<th>Medicine Hat</th>
<th>Lethbridge</th>
<th>Strathcona County</th>
<th>Red Deer</th>
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</thead>
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<tr>
<td>FTE Staff</td>
<td>19.00</td>
<td>32.78</td>
<td>33.24</td>
<td>31.57</td>
<td>59.35</td>
<td>69.00</td>
<td>45.5</td>
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Revenue

Grant and User Fee Revenue: Increased $155,124
- Marigold Services Grant: increased by $13,533
- Alberta Government Library Grant increased by $1991
- User Fees: increased by $5,000
- City of Airdrie Grant: increased by $160,124
- Rocky View County: decreased by $6,668
- City of Airdrie Grant for Common Costs: decreased by $18,156

Adopt Program and Fund Development Events: Decrease $2500
- APL will be working at increasing the number of fund development events and looking for opportunities that allow us to minimize fund development costs and maximize any profits.
- The popular Adopt Program and July 1st Barbeque will remain in operations, while all other revenue from events will be moved to a reserve to support a new facility.

Donations and Other Revenue: Increased $10,150
- This budget commits APL to an expanded plan to approach service clubs, local business and individuals for support.

Expenditures

Operating

Administration: Increased $23,242
- Marigold Services Fee: increased by $11,502 due to population increase
- Staff and Board Development: increased by $2590
• Technology Purchases (Software, Hardware, Peripherals): increased by $9450.
  o Includes $8000 for a donor software program to assist with fund development
  o Includes a $1200 necessary upgrade to our Toshiba copier, fax, scanner

FEC (Facility Expansion Committee): Reduced from $30,900 to $2500.
• In 2012, the Facility Needs Assessment (augmented by a matching CIP grant) was expensed out of this budget line.

Library Materials and Cataloguing: Reduced $10,640
• Reduced local materials budget will help ease in the capital dollars for the shelving project.
• Marigold will be increasing our materials allotment in 2013 due to increased population, which will help mitigate the reduced local budget.
• APL’s collection size as expressed as items per capita has grown considerably in number and quality since the City joined Marigold. However, the items per capita in 2011, at 1.54, remains very low. In order to serve a rapidly growing population and increase usage, thereby providing the best possible return for investment, the drive to increase the number of items in the collection needs to continue.
• 2010 benchmarks for communities of like size range from 2.49 to 5.01 items per capita.
• In 2015, ongoing, collection increases will be critical to prepare for the additional shelving in our new facility. The budget proposed for 2015 will include an increase.

Building Expense: Reduced $16,410
• Building Common Costs decreased as per Main St. Sq.’s estimate: $18,160
• Facility Maintenance increased due to age of the building and the required painting and repairs: $2150

Utilities Expense: Increased $3440
• Custodian increased to cover an additional day of cleaning and more supplies, due to high usage of facility: $3050
• Increased Power costs: $1070

Capital Expenditures: $32,100
• Technology: $12,100
  o Evergreen plan will ensure all computers are well maintained and up-to-date
    ▪ Replacement staff computers 8 x $650= $5200
    ▪ Staff Notebook for meetings, workshops= $100
    ▪ Replacement public computers 7 x $600= $4200
    ▪ E-readers: 3x $200= $600
    ▪ Purchase the Toshiba Copier: lease contract ends 2013. $2000
• Furniture/Equipment/Shelving: $20,000
  o Magnetic Strip Signage for Shelves: $1000
  o Phase 6, Shelving Project to maximize space: $19,000 (augmented by a matching CIFF grant: $9,500)
  o A second CD Gondola Unit is urgently needed, but APL will look for donations or other options for this expense

Capital
**Public Library Services Branch, Municipal Affairs: Formula for Assessing Municipal Grant Per Capita**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>$ increase</th>
<th>% increase</th>
<th>2013</th>
<th>$ increase</th>
<th>% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Airdrie Grant</td>
<td>$837,062.00</td>
<td>$976,090.00</td>
<td></td>
<td></td>
<td>$1,136,214.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...Common Costs/Lease</td>
<td>$198,624.00</td>
<td>$201,770.00</td>
<td></td>
<td></td>
<td>$183,614.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$35,000.00</td>
<td>$35,000.00</td>
<td></td>
<td></td>
<td>$35,000.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Grant less Lease</td>
<td>$1,070,686.00</td>
<td>$1,212,860.00</td>
<td></td>
<td></td>
<td>$1,354,828.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$135,624.00</td>
<td>$135,624.00</td>
<td></td>
<td></td>
<td>$135,624.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$935,062.00</td>
<td>$1,077,236.00</td>
<td></td>
<td></td>
<td>$1,219,204.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population Used</td>
<td>43,155</td>
<td>45,711</td>
<td></td>
<td></td>
<td>48,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant per capita</td>
<td>$21.67</td>
<td>$23.57</td>
<td>$1.90</td>
<td>8.78%</td>
<td>$25.14</td>
<td>$1.57</td>
<td>6.67%</td>
</tr>
</tbody>
</table>

**2010 BENCHMARKS**

<table>
<thead>
<tr>
<th>(Other public libraries)</th>
<th>Airdrie</th>
<th>Grande Prairie</th>
<th>*St. Albert</th>
<th>Medicine Hat</th>
<th>Lethbridge</th>
<th>*Strathcona County</th>
<th>*Red Deer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Grant Per Capita</td>
<td>$20.77</td>
<td>$27.90</td>
<td>$46.83</td>
<td>$29.14</td>
<td>$48.34</td>
<td>$61.09</td>
<td>$30.25</td>
</tr>
</tbody>
</table>

*Not part of a library system. Subtract 2010 City payment ($4.50) to Marigold to give a fair comparison.

**Recommendation:** That the Finance Committee approve the Library Board request for a $1,136,214 operating grant and a $183,614 grant to cover lease and common cost payments to Main Street Square.

Janine Jevne, Director

**Presenters:**
Director, Janine Jevne.
APL Board Member- Finance Committee, Dustin Fedun
Reviewed by: City of Airdrie Library Board August 21, 2012

**Package:**
Part 1: Agenda Report and Appendix
Part 2: APL 2013 Business Plan
### Appendix: APL Growth

<table>
<thead>
<tr>
<th>City Population</th>
<th>APL Growth</th>
<th></th>
<th></th>
<th></th>
<th>Interlibrary Loans</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Visits</td>
<td>Cardholders</td>
<td>Programs</td>
<td>Circulation</td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>27,069</td>
<td>40,800</td>
<td>5,668</td>
<td>3,194</td>
<td>90,984</td>
</tr>
<tr>
<td>2006</td>
<td>29,036</td>
<td>55,950</td>
<td>6,678</td>
<td>6,490</td>
<td>123,144</td>
</tr>
<tr>
<td>2007</td>
<td>31,512</td>
<td>64,867</td>
<td>7,363</td>
<td>9,045</td>
<td>141,658</td>
</tr>
<tr>
<td>2008</td>
<td>34,116</td>
<td>119,708</td>
<td>11,127</td>
<td>14,387</td>
<td>188,137</td>
</tr>
<tr>
<td>2009</td>
<td>38,091</td>
<td>130,782</td>
<td>13,809</td>
<td>15,321</td>
<td>245,661</td>
</tr>
<tr>
<td>2010</td>
<td>39,822</td>
<td>131,206</td>
<td>16,227</td>
<td>21,598</td>
<td>301,766</td>
</tr>
<tr>
<td>2011</td>
<td>43,155</td>
<td>143,318</td>
<td>*16,376</td>
<td>22,917</td>
<td>347,590</td>
</tr>
<tr>
<td>2012 Projection</td>
<td>45,711</td>
<td>153,000</td>
<td>*17,000</td>
<td>25,500</td>
<td>368,000</td>
</tr>
<tr>
<td>2013 Forecast</td>
<td>48,500</td>
<td>163,500</td>
<td>***18,000</td>
<td>27,030</td>
<td>392,800</td>
</tr>
</tbody>
</table>

*Joined Marigold **System-wide purge of cardholder database. ***Purge continues, but tipping point has been reached. Rising numbers in the future.

### APL Percentage Growth

<table>
<thead>
<tr>
<th>City Percentage Growth</th>
<th>APL Percentage Growth</th>
<th></th>
<th></th>
<th></th>
<th>Interlibrary Loans</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Visits</td>
<td>Cardholders</td>
<td>Programs</td>
<td>Circulation</td>
<td></td>
</tr>
<tr>
<td>05 to 06</td>
<td>7.26%</td>
<td>37.13%</td>
<td>17.82%</td>
<td>103.19%</td>
<td>35.35%</td>
</tr>
<tr>
<td>06 to 07</td>
<td>8.53%</td>
<td>15.94%</td>
<td>10.26%</td>
<td>39.37%</td>
<td>15.03%</td>
</tr>
<tr>
<td>07 to 08</td>
<td>8.26%</td>
<td>84.54%</td>
<td>51.12%</td>
<td>59.06%</td>
<td>32.81%</td>
</tr>
<tr>
<td>08 to 09</td>
<td>11.65%</td>
<td>9.25%</td>
<td>24.10%</td>
<td>6.49%</td>
<td>30.58%</td>
</tr>
<tr>
<td>09 to 10</td>
<td>4.54%</td>
<td>3.24%</td>
<td>17.51%</td>
<td>40.97%</td>
<td>22.84%</td>
</tr>
<tr>
<td>10 to 11</td>
<td>8.37%</td>
<td>9.23%</td>
<td>*0.92%</td>
<td>6.11%</td>
<td>15.19%</td>
</tr>
<tr>
<td>11 to 12 projection</td>
<td>5.92%</td>
<td>6.76%</td>
<td>3.81%</td>
<td>11.27%</td>
<td>5.87%</td>
</tr>
<tr>
<td>05 to 12 Average</td>
<td>7.79%</td>
<td>23.73%</td>
<td>17.93%</td>
<td>38.07%</td>
<td>22.52%</td>
</tr>
</tbody>
</table>
### Appendix: FTE Provincial Benchmark

Benchmarking supports this request, as in terms of FTE staff members, APL remains below average for its size, growth and service excellence. To provide essential library service the formula is .5 times the population. For exemplary service the formula is .7 times the population. The Chart below includes the suggested staffing levels as noted in the document: Standards and Best Practices for Public Libraries in Alberta. Access at: http://www.albertalibraries.ca/standards/

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Personnel (FTE) Airdrie Public Library</td>
<td>20.3</td>
<td>20.69</td>
<td>22.43</td>
<td>23.5 + 1 contract</td>
<td>24.5</td>
</tr>
<tr>
<td>Essential Service = .5 FTE/1000 x population</td>
<td>21.58</td>
<td>22.86</td>
<td>24.25</td>
<td>25.6</td>
<td>27.0</td>
</tr>
<tr>
<td>Exemplary Service = .7 FTE/1000x population</td>
<td>30.20</td>
<td>31.99</td>
<td>33.95</td>
<td>35.84</td>
<td>37.8</td>
</tr>
<tr>
<td>Airdrie Population</td>
<td>43,155</td>
<td>45,711</td>
<td>48,500</td>
<td>51,200</td>
<td>54,000</td>
</tr>
</tbody>
</table>

### APL Salaries as % of Operating Expenditures

<table>
<thead>
<tr>
<th>Year</th>
<th>Salaries as % of Operating Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>64.35%</td>
</tr>
<tr>
<td>2012</td>
<td>63.48%</td>
</tr>
<tr>
<td>2013</td>
<td>67.63%</td>
</tr>
<tr>
<td>2014</td>
<td>66.75% Additional: FT Fund Develop. Contract Position</td>
</tr>
<tr>
<td>2015</td>
<td>69%</td>
</tr>
</tbody>
</table>

### Appendix: 2010 Facility Size Sq. Meters

<table>
<thead>
<tr>
<th>2010 BENCHMARKS</th>
<th>Airdrie</th>
<th>Fort Saskatchewan</th>
<th>Leduc</th>
<th>Grand Prairie</th>
<th>St. Albert</th>
<th>Medicine Hat</th>
<th>Lethbridge</th>
<th>Strathcona County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Census Date</td>
<td>01-Apr-10</td>
<td>13-May-10</td>
<td>3-May-10</td>
<td>1-Apr-07</td>
<td>1-Apr-10</td>
<td>1-Jun-09</td>
<td>1-Apr-10</td>
<td>1-May-09</td>
</tr>
<tr>
<td>Population</td>
<td>39,822</td>
<td>18,653</td>
<td>23,293</td>
<td>50,227</td>
<td>60,138</td>
<td>61,097</td>
<td>86,659</td>
<td>87,988</td>
</tr>
<tr>
<td>Facility Size</td>
<td>974</td>
<td>*1,000</td>
<td>1,080</td>
<td>3437</td>
<td>2,287</td>
<td>2,790</td>
<td>**6,456</td>
<td>5,400</td>
</tr>
</tbody>
</table>

* Ft. Saskatchewan's Library Expansion Project will include a 6,400 sq. ft. increase in library space (will be completed in 2012).
** Main Library Size. New branch opened in 2010.

Comparative measures are taken from the statistics provided by Public Libraries Branch (PLSB), Municipal Affairs.
MISSION STATEMENT

Airdrie Public Library (APL) is an accessible centre of information that enhances quality of life and provides opportunities through its inclusive services, programs, collections and spaces that support literacy, lifelong learning, leisure and cultural connections within the community.

CORE VALUES

Literacy and learning
Intellectual Freedom
Accessibility and Inclusiveness
Adaptability
Service Excellence

CORE SERVICES (from the 2011-14 APL Plan of Service)

PRIORITY 1 – Create and Support Opportunities to Develop and Maintain Early and Childhood Literacy

Vision Statement: A literate community supported by collaborative partnerships, where everyone is able to contribute and succeed.

Service Response Description: Children from birth to age five will have programs and services designed to ensure they will enter school ready to learn. Children aged five to 12 will have programs and services designed to ensure they will maintain their reading skills.

PRIORITY 2 – Connect to the Online World: Public Internet Access

Vision Statement: A technologically skilled community that is comfortable and effective in using the online world to support its needs.

Service Response Description: Community members will have high-speed access to the digital world with no unnecessary restrictions of fees to ensure that everyone is able to take advantage of the ever-growing resources and services available through the Internet.

PRIORITY 3 – Understand How to Find, Evaluate and Use Information: Information Fluency

Vision Statement: A knowledgeable community whose decisions are based on accurate information and effective evaluative skills.

Service Response Description: Community members will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.
**Priority 4 – Visit a Comfortable Place: Physical and Virtual Spaces**

**Vision Statement:** Destination of choice – an accessible, welcoming, intergenerational gathering place where community members are able to meet and connect.

**Service Response Description:** Community members will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible spaces that will support social networking.

**Key Success Indicators**
Each one of the objectives in the Plan of Service has a corresponding measurement instrument to measure success. Some samples follow:

**Priority 1 – Create and Support Opportunities to Develop and Maintain Early and Childhood Literacy**

<table>
<thead>
<tr>
<th>Preschool Literacy Program Attendance</th>
<th>Baby Time</th>
<th>Toddler Time Three to Get Ready</th>
<th>Story Time</th>
<th>Drop In Programs</th>
<th>Outreach</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 Projection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>11,500</td>
</tr>
<tr>
<td>2012 (to August 17)</td>
<td>639</td>
<td>2374</td>
<td>1447</td>
<td>1500</td>
<td>477</td>
<td>6343</td>
</tr>
<tr>
<td>2011</td>
<td>1342</td>
<td>3674</td>
<td>2846</td>
<td>1736</td>
<td>222</td>
<td>9820</td>
</tr>
<tr>
<td>2010</td>
<td>1201</td>
<td>3328</td>
<td>2942</td>
<td>1922</td>
<td>36</td>
<td>9429</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summer Reading Program (SRP) 7 week Attendance</th>
<th>Monday to Thursday Sessions</th>
<th>Fun Fridays</th>
<th>SRP Finale</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1957</td>
<td>1032</td>
<td>428</td>
<td>3417</td>
</tr>
<tr>
<td>2011</td>
<td>1487</td>
<td>577</td>
<td>307</td>
<td>2371</td>
</tr>
<tr>
<td>2010</td>
<td>1430</td>
<td>650</td>
<td>256</td>
<td>2336</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2012 Summer Reading Program Evaluation Results</th>
<th>Less</th>
<th>Same</th>
<th>More</th>
<th>More and Same Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>My child has read:</td>
<td>4.69%</td>
<td>39.06%</td>
<td>56.25%</td>
<td>95.31%</td>
</tr>
<tr>
<td>I have read to my child:</td>
<td>9.68%</td>
<td>64.52%</td>
<td>25.81%</td>
<td>90.32%</td>
</tr>
<tr>
<td>My child was interested in reading:</td>
<td>3.13%</td>
<td>32.81%</td>
<td>64.06%</td>
<td>96.88%</td>
</tr>
<tr>
<td>My child signed out library books:</td>
<td>0%</td>
<td>21.88%</td>
<td>78.13%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Overall Satisfaction:** 90.94%

**Priority 2 – Connect to the Online World: Public Internet Access**

**Computer Satisfaction Survey Results**

| Month/Year | Environment | Speed and Performance | Access | Print/Scan | Speed and Access of Wireless | Space for laptop use | Staff assistance | Logging in process | Overall Satisfaction |
|------------|-------------|-----------------------|--------|------------|-------------------------------|----------------------|------------------|--------------------|----------------------|---------------------|


Nov. 2011  | 4.43 | 4.21 | 4.59 | 4.19 | 4.34 | 4.15 | 4.52 | 4.35 | 4.59
*August 2012 | 4.00 | 3.57 | 4.30 | 4.36 | 3.81 | 4.08 | 4.38 | 4.10 | 4.38

*Summer 2012 was the busiest two months in history for APL in terms of most of our output measures. We suspect that the crowding, noise of the many children and the line-ups for computers at peak times negatively influenced the August 2012 results.

KEY SUCCESS INDICATORS

2012 Airdrie Citizen Satisfaction Survey
Dropped from 80% reporting satisfied or very satisfied in 2009 to 73% in 2012. However, for those who had contact with the Library, this satisfaction percentage rose to 85.

2011 City of Airdrie Community Needs Assessment
The Library received a very high 48% visitation (usage) rate and a 4.31 usage/effectiveness rating. This placed APL at #5 out of 35 facilities in terms of (high) usage and effectiveness.

*APL's goal is retain this 2012 result going forward, as lack of space and dissatisfaction with crowding and parking affect the community's library experience

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Measure</th>
<th>(Stretch) Target</th>
<th>2012 Projected</th>
<th>2011 Actual</th>
<th>2010 Actual</th>
<th>2009 Actual</th>
<th>2008 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Province (Public Library Services Branch, Municipal Affairs, Government of Alberta) requires that public libraries complete and submit Customer Satisfaction Survey results each year. All comments are collected and analyzed.</td>
<td>Customer Satisfaction Survey</td>
<td>(5=Completely Satisfied, 4=Satisfied, 3=Moderately Satisfied, 2=Somewhat Satisfied, 1= Not at all Satisfied). APL distributes close to 500 surveys a year in March and Oct.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library staff (knowledge, helpfulness)</td>
<td></td>
<td>4.9</td>
<td>4.80</td>
<td>4.75</td>
<td>4.76</td>
<td>4.72</td>
<td>4.64</td>
</tr>
<tr>
<td>Library collections</td>
<td></td>
<td>4.3</td>
<td>4.2</td>
<td>4.25</td>
<td>4.21</td>
<td>4.01</td>
<td>3.97</td>
</tr>
<tr>
<td>Information services (reference)</td>
<td></td>
<td>4.6</td>
<td>4.58</td>
<td>4.55</td>
<td>4.53</td>
<td>4.56</td>
<td>4.46</td>
</tr>
<tr>
<td>Hours</td>
<td></td>
<td>4.8</td>
<td>4.25</td>
<td>4.26</td>
<td>4.37</td>
<td>4.17</td>
<td>4.24</td>
</tr>
<tr>
<td>% of users who found what they were looking for</td>
<td></td>
<td>90%</td>
<td>88%</td>
<td>88%</td>
<td>90%</td>
<td>87%</td>
<td>87%</td>
</tr>
</tbody>
</table>
DESIRED OUTCOMES FOR 2011-2014

PRIORITY 1 – Create and Support Opportunities to Develop and Maintain Early and Childhood Literacy

Service Response Description: Children from birth to age five will have programs and services designed to ensure they will enter school ready to learn. Children aged five to 12 will have programs and services designed to ensure they will maintain their reading skills.

Goal 1: Preschool children will develop early literacy skills.
  - Objective 1: By 2014, the library will offer at least 10 new preschool literacy programs.
  - Objective 2: By 2014, there will be a 20 per cent increase in the number of children attending the library’s preschool literacy programs.

Goal 2: Parents and caregivers will have the skills and resources they need to support early literacy.
  - Objective 1: By 2014, there will be a 25 per cent increase in the number of household and individual* library memberships.
  - Objective 2: Each year of the plan of service, 80 per cent of parents and caregivers of preschool children surveyed will respond that they have the skills and resources necessary to support early literacy.

*With the purchase of an individual card, children 12 and under receive free cards.

Goal 3: Children from birth to age 12 will develop awareness and enjoyment of the library and its resources.
  - Objective 1: Each year of the plan of service, there will be a 20 per cent increase in the number of preschool and school-aged children who attend library presentations and tours.
  - Objective 2: Each year of the plan of service, there will be a 15 per cent increase in the circulation of the children’s collection.
  - Objective 3: Each year of the plan of service, 80 per cent of parents and caregivers of children in the summer reading program surveyed will respond that their children maintained or increased the amount of time they spent with books over the summer.

PRIORITY 2 – Connect to the Online World: Public Internet Access

Service Response Description: Community members will have high-speed access to the digital world with no unnecessary restrictions of fees to ensure that everyone is able to take advantage of the ever-growing resources and services available through the Internet.

Goal 1: All community members will feel comfortable and supported in connecting to the online world.
  - Objective 1: Each year of the plan of service, 80 per cent of computer users surveyed will respond that they are satisfied or very satisfied with the staff support they receive when using computers and accessing the Internet; and that they feel comfortable working in the library when using the computers and accessing Internet.
  - Objective 2: Each year of the plan of service, there will be a 10 per cent increase in the number of hits on the library’s website.

Goal 2: All members of the community will have effective, efficient and equitable access to the online world without unnecessary restrictions or fees.
  - Objective 1: By 2014, there will be a 25 per cent increase in the number of people who use the library’s computers or network.
  - Objective 2: Each year of the plan of service, at least 80 per cent of computer users surveyed will respond that they find it easy to access the computers; that they have an adequate computer sign-up time to complete their tasks; and that the library’s hardware and software meet their needs.
  - Objective 3: Each year of the plan of service, there will be a 10 per cent increase in the amount of time the public access terminals and user laptops are in use.

PRIORITY 3 – Understand How to Find, Evaluate and Use Information: Information Fluency

Service Response Description: Community members will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.

Goal 1: Adults and seniors will enjoy opportunities to develop the skills needed to use technology effectively to access information.
  - Objective 1: Each year of the plan of service, 80 per cent of technology course participants surveyed will respond that they improved their technology skills, allowing them to more effectively access information.
Objective 2: By 2014, there will be a 25 per cent increase in the number of people accessing technology tutoring sessions.

Goal 2: Adults and teens will receive services and support to develop their information-gathering and evaluation skills.

Objective 1: Each year of the plan of service, the library will offer at least five informational sessions with community partners during established teen programs on how to find, evaluate and/or use information.

Objective 2: By 2014, the library will offer multiple delivery methods of educational opportunities on how to find, evaluate and use information.

PRIORITY 4 – Visit a Comfortable Place: Physical and Virtual Spaces

Vision Statement: Destination of choice – an accessible, welcoming, intergenerational gathering place where community members are able to meet and connect.

Service Response Description: Community members will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible spaces that will support social networking.

Goal 1: All community members will have opportunities for cultural and social integration in both physical and virtual spaces.

Objective 1: By 2014, there will be a 15 per cent increase in the number of library visits.

Objective 2: By 2014, there will be a 50 per cent increase in library-sponsored social media participation.

Objective 3: By 2014, there will be a 25 per cent increase in the number of library-sponsored arts and culture opportunities offered.

Goal 2: Community members of all ages will feel welcome to gather, learn and interact informally in an inviting and neutral environment.

Objective 1: Each year of the plan of service, 80 per cent of library users surveyed will respond that the library is an inviting environment in which to gather, learn and interact.

Objective 2: By 2014, there will be a 20 per cent increase in the number of unique groups, clubs and individuals booking community space.

Objective 3: By 2014, 50 per cent of library users surveyed will respond that their sense of community has increased through their use of the library.

<table>
<thead>
<tr>
<th>2013, 2014, and 2015 Desired Outcome</th>
<th>Initiative/Strategy</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present a detailed facility plan to Council and City staff.</td>
<td>Apply for a CFEP grant to assist with hiring a professional to plan and deliver a facility needs assessment. Work with the Facility Expansion Committee and City staff to prepare the plan.</td>
<td>Conduct survey: January to March 2013. Complete plan: June 2013</td>
</tr>
<tr>
<td>Build the facility expansion reserve fund By the end of 2015: $400,000</td>
<td>-Purchase Donor Software -Fund Development Workshops for Board and Staff -Adjust job duties and assign increased fund development duties to designated staff. -Hire FT prof. fund development consultant on contract -Increased fund development initiatives</td>
<td>2013 2013-14 2014 2013-15</td>
</tr>
<tr>
<td>Increase and develop organizational excellence and effectiveness</td>
<td>-Hire and train a Deputy Director -Increase IT and Volunteer Coordinator Hours</td>
<td>PT: 2013 FT: 2014 2013</td>
</tr>
<tr>
<td>Increase outreach and offsite programs, services and events.</td>
<td>-Develop and expand the Community Links, RVSCPL, APL Preschool Literacy Outreach</td>
<td>2013: Four to Six sessions each in Winter, Spring, Fall</td>
</tr>
<tr>
<td>Initiative.</td>
<td>Book Talks, You're Booked, Family Literacy Celebration, Membership Drive</td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>---------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>-Partner with one school for outreach initiatives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PERFORMANCE MEASURES**

**Work Process Outputs which relate to Customer Benefits.** A better and larger collection, an adequate number of well-trained staff, and additional high quality programs that are responsive to community needs, will benefit Airdrie citizens. These benefits will be measured through increased use of our collection, services and programs, as projected in the following chart.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Library Visits Equates to 3.32 visits per resident per year in 2011; 3.35 in 2012; 3.4 in 2013.</td>
<td>163,500</td>
<td>153,000</td>
<td>143,318</td>
<td>131,206</td>
<td>130,782</td>
<td>119,708</td>
</tr>
<tr>
<td>Cardholders *Evaluates to 37.9% of the population in 2011; 26.9% in 2012 and in 2013.</td>
<td>18,000</td>
<td>17,000</td>
<td>16,376</td>
<td>16,227</td>
<td>13,809</td>
<td>11,127</td>
</tr>
<tr>
<td>Collection Size Equates to 1.54 items per capita in 2011; 1.64 in 2012; 1.65 in 2013</td>
<td>80,000</td>
<td>75,000</td>
<td>66,441</td>
<td>63,534</td>
<td>59,022</td>
<td>50,821</td>
</tr>
<tr>
<td>Circulation of Materials Equates to 8.05 circulations per capita in 2011; 8.05 in 2012; 8.10 in 2013</td>
<td>392,800</td>
<td>368,000</td>
<td>347,590</td>
<td>301,766</td>
<td>245,812</td>
<td>188,137</td>
</tr>
<tr>
<td>Program Participation</td>
<td>27,030</td>
<td>25,500</td>
<td>22,917</td>
<td>21,598</td>
<td>15,321</td>
<td>14,387</td>
</tr>
<tr>
<td>Information Services: Reference Interactions, Technology Assistance (including computer sign-in) average per DAY</td>
<td>135</td>
<td>120</td>
<td>112</td>
<td>85</td>
<td>37</td>
<td>33</td>
</tr>
<tr>
<td>Public Computer/Internet Access: Daily Sign-In tabulated from 20 public computers (does not include laptop/wireless use) average per DAY</td>
<td>75</td>
<td>70.5</td>
<td>69.5</td>
<td>53</td>
<td>51</td>
<td>50</td>
</tr>
<tr>
<td>Exam Proctoring per YEAR</td>
<td>165</td>
<td>135</td>
<td>104</td>
<td>92</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Wireless (available from Marigold for 6 months in 2010): Average log-ins per MONTH</td>
<td>2200</td>
<td>1468</td>
<td>993</td>
<td>460</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Downloadable audio and e-book (available from Marigold for s: Average transactions per MONTH</td>
<td>1200</td>
<td>950</td>
<td>642</td>
<td>158</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

*Regular TRAC-wide PURGE of all cardholder databases began in January 2011 and will continue each January, which accounts for the decrease. Over 2000 cardholders were removed from APL's database in January 2011 and again in January 2012. Actual new cardholder increases continue an average of 200 per month. Cardholder totals will reflect the actual increases by 2015 when purges have stabilized.

**BENCHMARKS:**

<table>
<thead>
<tr>
<th>Public Libraries</th>
<th>Airdrie 39,822</th>
<th>Grande Prairie 60,133</th>
<th>St. Albert 61,097</th>
<th>Medicine Hat 85,659</th>
<th>Lethbridge 87,998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardholders</td>
<td>16,227</td>
<td>19,406</td>
<td>10,385</td>
<td>19,164</td>
<td>19,677</td>
</tr>
<tr>
<td>Collection Size expressed as items per capita</td>
<td>1.6</td>
<td>2.71</td>
<td>3.5</td>
<td>3.31</td>
<td>5.01</td>
</tr>
</tbody>
</table>
**EMERGING TRENDS AND ISSUES**

The pressures of a library user growth rate that is significantly higher than the population increase for the City combined with a public and staff facility space that is too small, increase each year. Despite the crowding and strain on library services, the public continues to be appreciative of the hard work and expertise of the staff. APL continues to look for opportunities to move out into the community with services, collections and programs to mitigate crowding and serve additional community members.

An organization that has moved from 8.73 to 20.3 FTE in five years (2006-11) and is still below average in staff capacity according to provincial standards and benchmarking measures, must work on building organizational infrastructure and leadership. This is especially important to address as planning and fund raising for a new facility becomes a focus of the Library Board and the staff.

Airdrie is a very young community. Whereas a public library has a mandate to serve all ages, APL is under pressure to provide more for young children and their caregivers. This is the number one goal of APL’s Plan of Service 2012-2015. Preschool literacy programs usually fill up on registration day and community members continually request more collections, programs and services for this group.

The importance of APL’s preschool literacy programs is underscored by the recent Early Childhood Mapping Project. Using a standardized tool that measures the development of populations of five-year-old children, Alberta results for 2009 to 2011, for more than 40,000 kindergarten children indicate that . . . 27 per cent are experiencing great difficulty in one or more areas of the five areas of development measured" [1](https://www.ecmap.ca/Findings-Maps/Alberta-Results/Pages/default.aspx).

"What happens during the early years — from before birth to about age three — has lifelong implications on everything from learning to school success, family life and other relationships, and mental and physical health" [2](https://www.ecmap.ca/Early-Childhood-Development/Pages/Why-ECD-is-Important.aspx). APL is a member of the EC Mapping coalition and with its expertise in preschool literacy is uniquely positioned to support preschool children and their families.

The literacy, support network and socialization support that our programs provide to families is one way for the community to improve children’s development in some of the critical five areas being assessed. Preschool partnerships promote sharing of resources and talents and avoid overlapping services.

Libraries are technology leaders; community members will continue to turn to library staff as guides through the maze of online resources. APL statistics note an ever increasing number of reference questions, the majority of which are technology queries. Technology tutoring and computer courses help our customers understand and evaluate information. Airdrie is the Marigold leader in e-book and audiobook downloads. Behind the scenes, almost every staff task involves technology and requires a high level of skill.

Many not-for-profit organizations compete for donation and grant dollars. APL needs to develop its fund development capacity and knowledge in order to increase revenue in these areas. Training, mentorship and additional staff hours are necessary to succeed in this environment.
## The City of Airdrie Library Board

### Budget Summary Notes

Run Date: 9/12/12 8:33 AM

### Revenues

<table>
<thead>
<tr>
<th>Activity</th>
<th>$$+(-)</th>
<th>Explanation of Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Fees</td>
<td></td>
<td>Overestimated the value of memberships in 2011 and 2012. Will not increase in 2013 so that we're able to have a more accurate number.</td>
</tr>
<tr>
<td>User Fees</td>
<td>(5,000)</td>
<td>Increased circulation + increased fines=(2000), estimated increase due to higher grants ($3000.)</td>
</tr>
<tr>
<td>Donations</td>
<td>(4,200)</td>
<td>Increase in general Donations ($4,200)</td>
</tr>
<tr>
<td>Fund Development</td>
<td>3,800</td>
<td>Reduced. APL will retain three dependable fund development events in its operational budget. Funds from other events,</td>
</tr>
<tr>
<td>Operating Grant (City of Airdrie)</td>
<td>(160,124)</td>
<td>160,124 increase to support personnel increases</td>
</tr>
<tr>
<td>Building Grant (City of Airdrie)</td>
<td>18,156</td>
<td>decrease $18,156 as per Airdrie Mainstreet Square</td>
</tr>
<tr>
<td>Other Grants</td>
<td>(8,156)</td>
<td>Province paying slightly more per capita. $0.05 increase from $5.40 to $5.45. $5.45 x (2010 population) 39,822= $217,030, up from $215,039. will apply for the same grants as in 2012. Switch out two matching grants: CIP ($15,000) in 2012 for Facility needs assessment. Try for a federal CIFF ($11,500) grant in 2013 for a shelving project. increase $13,533 due to population increase .</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>(5,950)</td>
<td>Plan to increase our requests for support to service clubs and local businesses.</td>
</tr>
<tr>
<td>Adopt−a−Program</td>
<td>(1,300)</td>
<td>plan to reach out to more businesses for adopt-magazine program</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>(162,774)</td>
<td></td>
</tr>
</tbody>
</table>

### Expenditures

<table>
<thead>
<tr>
<th>Activity</th>
<th>$$</th>
<th>Explanation of Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>162,217</td>
<td>The increase to the personnel line is explained in detail in the agenda report.</td>
</tr>
<tr>
<td>Administration</td>
<td>23,242</td>
<td>Increase $11,002 due to population increase. $2590. Additional staff and board means increased development opportunities are needed.$9450 increase due to $8000 budgeted for a donor software program to assist with fund development and a $1200 necessary upgrade to our Toshiba copier, fac, scanner</td>
</tr>
<tr>
<td>FEC</td>
<td>(28,400)</td>
<td>Expensed a $30,000 CIP grant (Facility Needs Assessment) in 2012. No CIP grant expensed here in 2013.</td>
</tr>
<tr>
<td>Material Costs</td>
<td>(10,640)</td>
<td>Marigold will provide additional collection this year due to significant population growth. APL still have a very low books per capita for its size, so this line will be increased again in 2014,15. Necessary to be ready with a larger collection for the new facility.</td>
</tr>
<tr>
<td>Building Costs</td>
<td>(16,410)</td>
<td>Reduced $18,160 as per Airdrie Mainstreet Square. estimate.</td>
</tr>
<tr>
<td>Utility Costs</td>
<td>3,440</td>
<td>Extra day of cleaning increase of $3500 and additional supplies due to heavy use: Power increases $1070</td>
</tr>
<tr>
<td>Other Costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adopt-a-Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers</td>
<td>29,325</td>
<td>Transfer to Capital Fund</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td>162,774</td>
<td></td>
</tr>
</tbody>
</table>

### Net Increase(Decrease)

<table>
<thead>
<tr>
<th>Activity</th>
<th>$$</th>
<th></th>
</tr>
</thead>
</table>


### The City of Airdrie Library Board

**Financial Summary**

**2013 Budget Highlights**

<table>
<thead>
<tr>
<th>Activity</th>
<th>2011 Actual</th>
<th>2012 Budget</th>
<th>2013 Budget</th>
<th>%+/−</th>
<th>2014 Budget</th>
<th>2015 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Memberships</td>
<td>(59,607)</td>
<td>(74,500)</td>
<td>(74,500)</td>
<td></td>
<td>(78,335)</td>
<td>(82,255)</td>
</tr>
<tr>
<td>User Fees</td>
<td>(47,759)</td>
<td>(50,700)</td>
<td>(55,700)</td>
<td>9.86%</td>
<td>(60,117)</td>
<td>(63,622)</td>
</tr>
<tr>
<td>Donations</td>
<td>(10,400)</td>
<td>(12,100)</td>
<td>(16,300)</td>
<td>34.71%</td>
<td>(18,500)</td>
<td>(20,700)</td>
</tr>
<tr>
<td>Fund Development</td>
<td>(8,973)</td>
<td>(9,800)</td>
<td>(6,000)</td>
<td>(38.78%)</td>
<td>(7,200)</td>
<td>(34,500)</td>
</tr>
<tr>
<td>Grants</td>
<td>(368,857)</td>
<td>(369,996)</td>
<td>(378,152)</td>
<td>2.20%</td>
<td>(420,000)</td>
<td>(491,245)</td>
</tr>
<tr>
<td>Operating Grant (City of Airdrie)</td>
<td>(837,062)</td>
<td>(976,090)</td>
<td>(1,136,214)</td>
<td>16.40%</td>
<td>(1,347,799)</td>
<td>(1,335,630)</td>
</tr>
<tr>
<td>Building Grant (City of Airdrie)</td>
<td>(198,624)</td>
<td>(201,770)</td>
<td>(183,614)</td>
<td>(9.00%)</td>
<td>(185,362)</td>
<td>(187,174)</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>(38,220)</td>
<td>(37,600)</td>
<td>(43,550)</td>
<td>15.82%</td>
<td>(48,150)</td>
<td>(51,950)</td>
</tr>
<tr>
<td>Adopt-a-program</td>
<td>(3,237)</td>
<td>(3,700)</td>
<td>(5,000)</td>
<td>35.14%</td>
<td>(8,000)</td>
<td>(10,000)</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>(1,572,739)</td>
<td>(1,736,256)</td>
<td>(1,899,030)</td>
<td>9.38%</td>
<td>(2,173,463)</td>
<td>(2,277,076)</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Services</td>
<td>983,285</td>
<td>1,100,464</td>
<td>1,262,681</td>
<td>14.74%</td>
<td>1,433,477</td>
<td>1,573,409</td>
</tr>
<tr>
<td>Administration Expense</td>
<td>241,779</td>
<td>261,593</td>
<td>284,835</td>
<td>8.88%</td>
<td>295,399</td>
<td>321,120</td>
</tr>
<tr>
<td>FEC Expenses</td>
<td>30,900</td>
<td>2,500</td>
<td>(91.91%)</td>
<td></td>
<td>101,550</td>
<td>1,500</td>
</tr>
<tr>
<td>Material Expenses</td>
<td>35,716</td>
<td>46,320</td>
<td>35,680</td>
<td>(22.97%)</td>
<td>37,000</td>
<td>47,000</td>
</tr>
<tr>
<td>Building Expense</td>
<td>182,634</td>
<td>206,674</td>
<td>190,264</td>
<td>(7.94%)</td>
<td>188,287</td>
<td>189,327</td>
</tr>
<tr>
<td>Utilities</td>
<td>49,418</td>
<td>52,480</td>
<td>55,920</td>
<td>6.55%</td>
<td>56,900</td>
<td>59,870</td>
</tr>
<tr>
<td>Other expenses</td>
<td>35,000</td>
<td>35,050</td>
<td>35,050</td>
<td></td>
<td>35,050</td>
<td>35,050</td>
</tr>
<tr>
<td>Transfers</td>
<td>12,846</td>
<td>2,775</td>
<td>32,100</td>
<td>1,056.76%</td>
<td>25,800</td>
<td>49,800</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSE</strong></td>
<td>1,540,678</td>
<td>1,736,256</td>
<td>1,899,030</td>
<td>9.38%</td>
<td>2,173,463</td>
<td>2,277,076</td>
</tr>
<tr>
<td><strong>Net(Surplus)/Deficit</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(32,061)</td>
<td></td>
</tr>
</tbody>
</table>

**Personnel - Year Equivalents**

- **YEAR EQUIVALENT - FULL TIME**
  - 2011: 6
  - 2012: 7
  - 2013: 16.67%
  - 2014: 8
  - 2015: 8

- **YEAR EQUIVALENT - PART TIME**
  - 2011: 15
  - 2012: 15
  - 2013: 16
  - 2014: 17
  - 2015: 17

- **Total Personnel**
  - 2011: 21
  - 2012: 22
  - 2013: 4.76%
  - 2014: 24
  - 2015: 25

- **Population**
  - 2011: 45,841
  - 2012: 48,500
  - 2013: 5.80%
  - 2014: 51,200
  - 2015: 54,000
AGENDA REPORT

Meeting Date (M/D/Y): 9/17/2012

Subject: Bylaw No. B-12/2012

Boards Routed Through: Date:
City Council 9/4/2012
City Council 9/17/2012

Description:

Staff is presenting a proposed Land Use amendment for the parcel at 145 East Lake Boulevard NE from Industrial Business Park Three District (IB-3) to Industrial Business Park Two District (IB-2).

Background:

Proposal

An application has been received from 725991 Alberta Ltd. to amend a parcel of land 0.809 hectares (2.0 acres) in size. The subject parcel is located at 145 East Lake Boulevard NE and is currently zoned IB-3. The proposed amendment would modify the subject parcel to IB-2, thus allowing the applicant with more of a variety in discretionary uses, which the current IB-3 zoning would not otherwise permit.

Application Summary

<table>
<thead>
<tr>
<th>Applicant</th>
<th>725991 Alberta Ltd.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner</td>
<td>725991 Alberta Ltd.</td>
</tr>
<tr>
<td>Legal Description</td>
<td>Plan 9911930; Block 8; Lot 5</td>
</tr>
<tr>
<td>Location</td>
<td>145 East Lake Boulevard NE, in NE Airdrie, in the East Lake Industrial complex.</td>
</tr>
</tbody>
</table>
### Planning Designation Summary

<table>
<thead>
<tr>
<th>Airdrie City Plan</th>
<th>The subject area is shown as Industrial on the Land Use Concept map in the Airdrie City Plan. The proposed amendment complies with the vision and intent of the Airdrie City Plan’s Land Use Concept and its Industrial policies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area Structure Plan</td>
<td>None.</td>
</tr>
<tr>
<td>Land Use Bylaw District</td>
<td>Industrial Business Park Three District (IB-3).</td>
</tr>
<tr>
<td>Existing Uses</td>
<td>Automotive Repair / Servicing</td>
</tr>
</tbody>
</table>

### Vicinity & Site Maps

[Image of map showing the subject site and its vicinity.]
Stakeholder Review

Bylaw No. B-12/2012 was circulated to City Departments, utility companies, and Provincial agencies. No outstanding issues were raised for the proposed land use amendment.

Planning Considerations

The applicant currently owns and operates an automobile repair shop on the premises, which is zoned IB-3. Earlier this year, the applicant was granted a Development Permit approval for a warehouse building to be constructed in the rear portion of the subject site, behind the Smart Automotive building. A potential client was interested in locating their personal fitness business in the new building. However, the applicant was informed by the City that a fitness centre was not a discretionary use under the IB-3 designation. The personal fitness business decided to move to another location due to timing issues. However, the applicant still wishes to pursue a land use amendment to IB-2 with the intention of increasing his ability to attract more service-oriented type businesses on the premises.

In determining the validity of the proposed land use amendment, Planning considered the context of the site – in particular, the uses surrounding the site. The subject parcel is currently surrounded by either service-oriented or light industrial businesses. There are numerous commercial and service businesses north of the subject parcel. A light industrial welding shop exists south of the site, and the former Cam Clark Ford car lot is located to the west. These surrounding uses would be considered as compatible with the proposed IB-2 re-designation and are not likely to hinder or impact the site in any way. Furthermore, Planning would ensure that any subsequent proposed business venture located at this site would conform to the intent and purpose of the IB-2 designation.

The Airdrie City Plan is the only statutory planning document that addresses the East Lake Industrial area. The proposed land use change will not affect the intent of the City Plan since the subject area is already designated as “Industrial.”

Boards Routed Through:

This report was presented to the Municipal Planning Commission (MPC) on August 16, 2012. There were two concerns raised, the first being if the land use amendment would result in other nearby IB-3 businesses wanting to change their zoning to IB-2 as well. Planning addressed this concern by stating that all proposed amendments would be evaluated on a case-by-case basis. The second concern was whether traffic would be significantly increased. Planning feels that there would not be any significant increase in traffic resulting from the proposed land use amendment, and that this kind of concern would be evaluated during the Development Permit stage when the type of business would be known.

MPC recommended that Council should adopt Bylaw No. B-12/2012 by a vote of 5 in favour and 2 opposed.
Public Relations/Marketing Plan:

Newspaper notification ads of the proposed land use amendment were advertised in the City View for two consecutive weeks prior to the Public Hearing, scheduled for September 17, 2012. Onsite signage of the proposed amendment was posted.

Alternatives/Implications:

Council has three alternatives with respect to this Bylaw:

* **Alternative One:** That Council gives Final Readings to Bylaw No. B-12/2012 with or without revision or recommendations.

* **Alternative Two:** That Council tables Bylaw No. B-12/2012 if more information is required.

* **Alternative Three:** That Council defeats Bylaw B-12/2012 if Council does not agree with the proposal.

**Recommendation:** That City Council gives Final Readings to Bylaw No. B-12/2012 as presented.

Mark Spence  
Senior Planner

| Presenter: | Mark Spence |
| Attachments: | Bylaw B-12/2012 |
BEING A BYLAW of the City of Airdrie, in the Province of Alberta, to amend Bylaw No. B-09/2005, the City of Airdrie Land Use Bylaw.

WHEREAS under the authority and subject to the provisions of the Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26, and amendments thereto, the Council of the City of Airdrie has adopted Land Use Bylaw No. B-09/2005; and

WHEREAS Council deems it desirable to enact that the said Land Use Bylaw be amended in the manner outlined below, and illustrated in the attached Schedule A;

NOW THEREFORE the Municipal Council of the City of Airdrie in Council duly assembled, enacts as follows:

That Section 2-8 (3) (b) (Land Use Map) of Land Use Bylaw No. B-09/2005 be amended with Bylaw No. B-12/2012 by re-zoning Plan 9911930; Block 8; Lot 5, comprising of 0.809 hectares (2.00 acres), from Industrial Business Park Three District (IB-3) to Industrial Business Park Two District (IB-2).

READ a first time this __________ day of ____________________, 2012.

READ a second time this _______ day of ____________________, 2012.

READ a third time this _________ day of ____________________, 2012.

EXECUTED this _________ day of ______________, 2012.

________________________________________
MAYOR

________________________________________
CITY CLERK
Schedule A
Bylaw No. B-12/2012

Subject Area
145 East Lake Blvd.
Plan 9911930; Block 8; Lot 5
0.809 ha. (2.0 acres)
From IB-3 to IB-2
AGENDA REPORT

Meeting Date (M/D/Y): 9/17/2012

Subject: Cash and Investment Summary for August 31, 2012

Boards Routed Through:  Date:
City Council  9/17/2012
Finance Advisory Committee  9/10/2012

Description:
Council is being presented with the Cash and Investment Summary for August 31, 2012.

Background:
At the end of July the City’s cash and investment balance was $106,226,065 decreasing to $105,309,374 at the end of August.

The balance consists of:

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General bank</td>
<td>$10,638,462</td>
</tr>
<tr>
<td>Genesis Place Account</td>
<td>$427,099</td>
</tr>
<tr>
<td>Nesbitt Burns Cash Account</td>
<td>$507,079</td>
</tr>
<tr>
<td>TD Waterhouse Cash Account</td>
<td>$182,707</td>
</tr>
<tr>
<td><strong>Total Cash</strong></td>
<td><strong>$11,755,347</strong></td>
</tr>
<tr>
<td>Investments</td>
<td>$93,554,027</td>
</tr>
<tr>
<td><strong>Total Cash and Investments</strong></td>
<td><strong>$105,309,374</strong></td>
</tr>
</tbody>
</table>

During the month of August, the following provides details of the primary sources and uses of cash.

Primary sources of cash:
- $2,639,255 tax/utility payments and other
- $2,313,259 for preauthorized tax & utility payments
- $149,756 Town of Cochrane for assessment contract
- $265,315 in building permits
- $107,101 from Alberta Government for fines
- $101,072 in Fortis franchise fees
- $274,994 in developer levies
- $37,092 in GST rebates

Primary uses of cash:
- $2,848,422 for payroll costs
- $834,917 for power/utilities
- $575,144 for BMO PO purchases
- $1,802,226 for capital costs
- $992,455 for other expenditures
- $44,653 for debenture payments
- $145,845 for RMW Consulting for waste collecting
- $116,925 for Cardinal Coach lines for contracted transit services

**Interest Earned**
The following is a summary of the estimated interest earned compared to budget estimates:

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating</td>
<td>$1,593,340</td>
<td>$1,593,340</td>
</tr>
<tr>
<td>Capital</td>
<td>$561,000</td>
<td>$561,000</td>
</tr>
<tr>
<td>Total</td>
<td>$2,154,340</td>
<td>$2,154,340</td>
</tr>
</tbody>
</table>

**Rates of Return**
The following table demonstrates that the annualized rates of return from the previous month have remained essentially unchanged.

<table>
<thead>
<tr>
<th>Annualized Rate of Return</th>
<th>July 2012</th>
<th>August 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonds</td>
<td>4.13%</td>
<td>4.13%</td>
</tr>
<tr>
<td>Managed Funds – TD</td>
<td>4.97%</td>
<td>4.97%</td>
</tr>
<tr>
<td>Managed Funds – BMO</td>
<td>5.10%</td>
<td>5.10%</td>
</tr>
</tbody>
</table>

**Alternatives/Implications:**
1. Council can accept the report for information.
2. Council can table the report and request additional information.

**Boards Routed Through:**
The Cash and Investment Summary for August 31, 2012 was presented to Finance Advisory Committee on September 10, 2012 and accepted for information.
Public Relations/Marketing Plan: NA

**Recommendation:** That City Council Accept the Cash and Investment Summary for August 31, 2012 for information.

Lucy Wiwcharuk, CMA
Director of Corporate Services

<table>
<thead>
<tr>
<th>Presenter:</th>
<th>Lucy Wiwcharuk</th>
</tr>
</thead>
</table>
| Attachments:     | August 31, 2012 Cash Chart  
|                  | August 31, 2012 Investments |
City of Airdrie
Comparative Cash Position
As at August 31, 2012

Cash Position = Bank Balances + Investments

Investment Balances

<table>
<thead>
<tr>
<th>Account</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>General account</td>
<td>10,638,462.33</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreation &amp; Wellness Centre</td>
<td>427,098.69</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nesbitt Burns Account</td>
<td>507,079.20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TD Evergreen Account</td>
<td>182,707.09</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>93,554,027.02</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Type</td>
<td>Book Value</td>
<td>This Year's Interest</td>
<td>Annualized Rate of Return</td>
<td>Benchmark Measure</td>
<td>YTD Benchmark % of Portfolio</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-------------</td>
<td>-----------------------</td>
<td>---------------------------</td>
<td>-------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Operating Portfolio (Maturity less than 1 year)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>$689,786.34</td>
<td>$0.00</td>
<td>NA</td>
<td>0.73%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Bonds</td>
<td>$18,932,678.10</td>
<td>$157,351.23</td>
<td>1.22%</td>
<td>Short-term Gov't bond/Corp AAA/AA 2.39%</td>
<td>20.09%</td>
</tr>
<tr>
<td>Step-up Bonds</td>
<td>$39,000,000.00</td>
<td>$626,206.90</td>
<td>Step up Bonds</td>
<td>41.38%</td>
<td></td>
</tr>
<tr>
<td>Non-Operating Portfolio (Maturity greater than 1 year)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds</td>
<td>$23,918,929.36</td>
<td>$515,540.74</td>
<td>4.13%</td>
<td>Short-term Gov't bond/Corp AAA/AA 2.39%</td>
<td>25.38%</td>
</tr>
<tr>
<td>Managed Funds TD</td>
<td>$4,405,602.06</td>
<td>$186,750.43</td>
<td>4.97%</td>
<td>Midterm Gov't Bond/Corp AAA/AA 6.65%</td>
<td>7.74%</td>
</tr>
<tr>
<td>Managed Funds BMO</td>
<td>$7,296,817.51</td>
<td>$322,194.08</td>
<td>5.10%</td>
<td>Bond/Corp AAA/AA 6.65%</td>
<td>7.74%</td>
</tr>
<tr>
<td>Total</td>
<td>$35,621,348.93</td>
<td>$1,024,485.25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$94,243,813.37</td>
<td>$1,808,043.38</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Investment Mix - All funds**

<table>
<thead>
<tr>
<th>Investment Vehicle</th>
<th>Book Value</th>
<th>% of Portfolio</th>
<th>Maximum % of portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$689,786.34</td>
<td>0.73%</td>
<td></td>
</tr>
<tr>
<td>Federal / Provincial Government</td>
<td>$13,861,980.25</td>
<td>14.71%</td>
<td>10.00%</td>
</tr>
<tr>
<td>Canadian Chartered Banks</td>
<td>$60,784,712.66</td>
<td>64.50%</td>
<td>50.00%</td>
</tr>
<tr>
<td>Corporate Bonds</td>
<td>$7,204,914.55</td>
<td>7.64%</td>
<td>25.00%</td>
</tr>
<tr>
<td>Managed Funds</td>
<td>$11,702,419.57</td>
<td>12.42%</td>
<td>15.00%</td>
</tr>
<tr>
<td>Total</td>
<td>$94,243,813.37</td>
<td>100.00%</td>
<td></td>
</tr>
</tbody>
</table>

**Investments based on Book Value**

<table>
<thead>
<tr>
<th>Investment Vehicle</th>
<th>Book Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>$689,786.34</td>
</tr>
<tr>
<td>BMO - Bonds</td>
<td>15,709,772.61</td>
</tr>
<tr>
<td>BMO - Managed Funds</td>
<td>7,296,817.51</td>
</tr>
<tr>
<td>TD - Bonds</td>
<td>66,141,834.85</td>
</tr>
<tr>
<td>TD Managed Funds</td>
<td>4,405,602.06</td>
</tr>
<tr>
<td>Total</td>
<td>94,243,813.37</td>
</tr>
</tbody>
</table>

**Investment Activity**

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>31-Jul-12</td>
<td>Investments Beginning Balance</td>
<td></td>
<td>$93,554,027.02</td>
</tr>
<tr>
<td></td>
<td></td>
<td>31-Aug-12</td>
<td>Investments Closing Balance</td>
</tr>
</tbody>
</table>

New Bond 125 9,000,000.00
SELL BOND 102 (9,000,000.00)
# City of Airdrie
## Investment Portfolio Summary
### August 31, 2012

### Cash Activity

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>31-Jul-12</td>
<td>Cash Beginning Balance</td>
<td></td>
<td>$567,962.31</td>
</tr>
<tr>
<td></td>
<td>Interest</td>
<td>Bank accounts</td>
<td>$740.60</td>
</tr>
<tr>
<td></td>
<td>Interest</td>
<td>Bond 100</td>
<td>$4,750.00</td>
</tr>
<tr>
<td></td>
<td>Interest</td>
<td>Bond 104</td>
<td>$19,479.20</td>
</tr>
<tr>
<td></td>
<td>Interest</td>
<td>Bond 102</td>
<td>$27,000.00</td>
</tr>
<tr>
<td></td>
<td>Interest</td>
<td>Bond 97</td>
<td>$23,625.00</td>
</tr>
<tr>
<td></td>
<td>Interest</td>
<td>Bond 109</td>
<td>$9,479.17</td>
</tr>
<tr>
<td></td>
<td>Interest</td>
<td>Bond 121, 122</td>
<td>$36,750.06</td>
</tr>
<tr>
<td>31-Aug-12</td>
<td>Cash Closing Balance</td>
<td></td>
<td>$689,786.34</td>
</tr>
<tr>
<td>31-Aug-12</td>
<td>Total Investments &amp; Cash</td>
<td></td>
<td>$94,243,813.36</td>
</tr>
</tbody>
</table>
AGENDA REPORT

Meeting Date (M/D/Y): 9/17/2012

Subject: Waste Collection for Suited Properties

Boards Routed Through: City Council

Date: 9/17/2012

Description:

At the regular meeting of June 18, 2012, Council made a resolution to direct staff to report back to Council regarding options for alleyway pickup in Channelside with respect to homes with suites.

Background:

Two issues will be addressed within this report. The first is the location for waste pick-up and the second is acceptable bag limits.

Waste pick-up location

Regardless of whether an alleyway exists or not, in newly constructed areas, waste pick-up is on the front street.

During construction, alleyways can be in various stages of completeness. If they are unfinished there is the potential for damage to vehicles from uneven surfaces (pot holes etc). If they are partially finished the heavy trucks can damage surfaces.

After construction, a mutual inspection by the developer’s representative and the City of Airdrie is conducted to ensure that the infrastructure is substantially complete and a maintenance period begins. Near the expiry of the maintenance period another mutual inspection is conducted to identify any deficiencies. When all deficiencies have been corrected City of Airdrie issues a Final Acceptance Certificate (FAC) to the developer and the City of Airdrie will take over the maintenance of the alleyway.

Once the FAC has been issued, placement of waste receptacles follows the Waste bylaw (section 11).
(b) Where refuse is to be collected from premises situated on land abutting a lane and there is space on the land next to the lane the owner or occupants of the said premises shall place and keep the refuse receptacles at the edge of or near the lane.

(c) Where premises do not abut a lane or where there are special conditions which make it impractical to keep and place refuse receptacles at the rear of the premises, the owner or occupier shall place the refuse receptacles:

(i) in an area adjacent to the front property line or elsewhere as directed by the City.

Staff has identified 78 lots within the Canals where the main residence is located closest to the front street and there is a suite overtop of the rear detached garage. Currently, these properties receive collection street side. Front street collection was maintained to service the primary residence. Homes were constructed on these lots from 2008 – 2012 (with 11 lots still vacant).

There is a block of 29 lots located in Silver Creek where 15 of these homes have suites built overtop the rear detached garage. These properties receive alleyway collection. Homes were constructed on these lots between 2000 and 2002 and most of the suites were built after the original house construction.

In the past, exceptions have been made with regards to waste collection location based on community feedback. Specific to the Channelside properties, staff could seek input from those owners affected as to whether there is a preference for back alley vs. front street waste collection. In seeking input, the City would attempt to determine the preference of the majority of the community.

**Bag Limits**

The waste collection fee allows for two units of waste per week, with the option to purchase additional tags (up to three per week).

Each of the suited properties identified in both the Canals and Silver Creek have one single utility account associated with the lot and pay one waste utility fee and therefore the unit limit is shared between the main residence and the suite.

Staff recently asked the waste collection contractor whether there is a pattern of extra bags left for collection at these properties and feedback was that the majority of suited residences stay within the two bag limit and that there are rarely extra tagged bags.

The current rate charged for waste collection is $20.34 every two months. Additional garbage collection fees for properties with legal suites would be possible to administer; however, the amount of an additional fee would have to be determined as well as the number of units that would be acceptable under the additional fee. For operational and administrative reasons, the fee would need to be consistently applied to every suited home identified and would apply whether the suite was occupied or not.

**Boards Routed Through:**

N/A
Alternatives/Implications:

1. Council could accept this report for information and direct staff to maintain the current two bag limit and collection location.

2. Council could direct staff to seek input from those residents affected as to:
   - Whether there is a preference for back alley versus front street waste collection (in the Canals) and
   - Whether affected residents (both Canals and Silver Creek) would support an additional fee for additional units of waste. If there is support for the additional fee, staff would seek further direction from Council in establishing an acceptable rate.

Corporate Communications:

N/A

Recommendation:

That City Council directs staff to seek input from those residents affected in the Canals as to whether there is a preference for back alley versus front street waste collection and whether those residents, along with the affected Silver Creek residents, would support an additional fee for additional units of waste.

Susan Grimm
Team Leader, Waste & Recycling Services
AGENDA REPORT

Meeting Date (M/D/Y): 9/17/2012

Subject: Feasibility of Extending Transit Service to the Fairways

Boards Routed Through: Date:
Community Service Advisory Board 9/10/2012
City Council 9/17/2012
Corporate Planning Team 8/30/2012

Description:

Transit administration is presenting the findings of a feasibility study for transit service to the community of the Fairways.

Background:

At the July 16, 2012 Council meeting, Administration was directed to report back on the feasibility of extending transit service to the Fairways. Administration has completed a comprehensive community and operational assessment to determine the feasibility of this service adjustment.

As this request was specific to local transit, the report does not include the feasibility of extending the regional Intercity Express (ICE) service into the Fairways.

Community Assessment

To understand the demand in the local environment, Transit administration prepared an online survey to gauge community support. A mailout to the Fairways was completed in early August with residents asked to complete a short online survey to assess feasibility of local transit service. Of the 344 homes that received the mailout, 43 completed the survey online for a response rate of 12.5%. A complete report of the findings has been attached. A summary of the key findings have been listed below:

- 8 respondents (19%) indicated they have used local transit service
- 38 respondents (89%) typically travel using their own vehicle
• 30 respondents (70%) indicated they were aware or somewhat aware of local transit service
• 22 respondents (52%) indicated they would likely start using local transit if transit stops were closer to their home
• 11 respondents (25%) indicated they would use local transit service daily/few times a week if service were extended into the Fairways
• 22 respondents (51%) indicated they would rarely or never use local transit service if it were extended into the Fairways

Operational Assessment

Administration reviewed a number of transit service standards and other operational components in completing the feasibility study. These included current service design, existing service levels provided, transit service coverage (walking distance to a transit stop), community design, potential route alignment and timing and consultation with the contracted service provider.

Current Service Design

When designing a transit network there are two primary philosophies – ridership and coverage. A system designed to achieve ridership objectives has increased frequency on high demand routes regardless of their service coverage. An example of such a route would be Calgary Transit’s Route 301 BRT from Country Hills to downtown Calgary. In contrast, a network designed for coverage deploys resources to achieve the best geographic coverage of an area without regard to demand and frequencies on high-use routes. An example of a coverage-based network design would be the local routes within Airdrie.

There is no one way to design a transit network and many factors must be considered prior to planning and implementation. Transit administration currently plans for a coverage based service and this is reflective of the existing service levels, routes and proposed capital investments.

Existing Service Levels

Currently Airdrie Transit does not provide direct local transit service within the community of the Fairways (direct service is described as a local route circulating a collector roadway within a community).

Access to local transit service is available from two local transit stop locations; a westbound Route 1 stop along 1st Avenue at Fairways Drive and a northbound Route 2 stop at 24th Street and Veterans Boulevard. These stops account for a portion of the homes in north and south area of the Fairways with the majority of homes beyond a five-minute walk from the nearest transit stop.

Local transit services operate on the approved operating standards of regular service Monday to Friday with 30-minute frequencies during the peak morning and afternoon trips.
and one-hour frequency during the mid-day. Evening and Saturday service is provided via the shared ride Dial-A-Bus with no transit services provided during Sundays or holidays.

**Transit Service Coverage**

A widely accepted standard within the Transit industry is the relationship between ridership and proximity to a transit stop. Research completed by the industry suggests that customers are most likely to use public transit when a stop is less than a five minute walk (approximately a distance of 400 metres). This applies to all residential and non-residential areas.

An analysis of the Fairways community indicates that approximately 30% of homes fall within a transit service coverage zone of 400 metres. Transit service coverage within the Fairways would be described as poor with less than half of homes in the Fairways falling within a generally accepted transit service coverage area. Other communities with poor or very poor transit service coverage within Airdrie include Willowbrook, Bayside, Bay Springs, Windsong, Hillcrest, Morningside, Thorburn, Meadowbrook, Ravenswood, East Lake Industrial, Highland Park Industrial, Channelside and King’s Heights Industrial.

**Community Design**

Transit systems operate most efficiently in communities designed on a grid-based street network. This minimizes distance and time for a route to circulate and the convenience to the transit customer. The Fairways community does not comply with the principles of a grid network and would require a curvilinear routing increasing the time required to circulate within the community. In addition, the community is designed with many forward-facing driveways. This limits the opportunity to implement safe transit stops.

**Potential Route Alignment**

Administration evaluates a number of factors prior to implementing a transit network design. This includes origins and destinations within a community, existing infrastructure, accessibility barriers, safety concerns for bus operation or transit customers, road network design and City snow and ice control.

Taking these factors into consideration, Transit has identified one potential transit route within the Fairways. This routing would follow the Fairways Circle collector route which is a priority two snow route (all local transit services are provided on priority one or priority two snow plow routes for service reliability and safety). Unfortunately, the designated route would not satisfy the industry standard of 400 metres coverage as it would circulate Fairways Circle via 24th Street with only one potential transit stop at Fairways Circle and Fairways Crescent (green space). Route testing identified this loop would require approximately three minutes of travel time.
Consultation with Service Provider

A final component of the operational assessment was a consultation with the contracted service provider to understand any suggestions, comments, concerns, or limitations of expanding the existing network design of Route 1 to include the community of the Fairways. The service provider identified a significant concern regarding the current route design and schedule as there is limited opportunity to add any additional communities without making additional service changes.

While both Route 1 and 2 operate near the Fairways they would require approximately a three-minute loop to add transit coverage within the community. Given the current schedules and the need to provide recovery time for the buses and sufficient breaks for the operators, it would be a challenge to make additions to either Route 1 or 2. Efforts could be made to add Fairways to Route 1 but this would require route adjustments to provide the necessary circulation time.

Supplementary Transit Services in Similar Communities

Service coverage in a rapidly growing community is not a new challenge for transit properties in Canada. Cities such as Calgary have adopted policies related to build-out rates (based on occupied dwellings) or in other instances have worked in partnership with the developer to provide transit service in areas without transit service coverage for a cost (Skyview Ranch – Walton Development).

In other municipal jurisdictions areas with poor service coverage are provided with a supplementary service provided using taxi-cabs. These shared-ride services are used in communities such as the City of Hamilton (Hamilton Street Railway) and Town of Milton (Milton Transit) to reflect areas without transit service cover or areas where fixed route service may not be viable for a number of reasons (new communities, rural areas, demographics, etc). Such supplementary services are designed to provide a public transit option for more residents through a service that includes a transfer from a taxi-cab to a local transit bus at designated locations at specific times.

Alignment with Current Priorities/Policies/Principles

Transit is captured within sustainable Transportation of the AirdrieONE Plan - moving people, goods and vehicles in a way that improves sustainability, safety and convenience. The benefits of Transit touch upon three sustainability objectives - Economic Prosperity (improving access to work), Social & Cultural well-being (facilitating access to learning opportunities/improving access to services, shops, facilities and amenities) and Environmental Health (reducing residents’ greenhouse gas emissions through a more sustainable transportation alternative).
Alternatives/Implications:

Alternative #1

Maintain current transit network and service design. This would not include a service revision into the community of the Fairways. This would have no impact on budget and addresses the operational challenges associated with adding new segments to the local routes.

Alternative #2

Direct Administration to implement a change in the route network design to include routing through the community of Fairways. This would have an impact on the current schedules and have the potential to create service reliability problems with customers and issues with Airdrie’s service provider to provide sufficient breaks to transit operators.

Alternative #3

Invest additional resources to address the concerns of transit service coverage in the Fairways and other communities with poor or very poor service coverage. This would require investment in capital infrastructure and operational service hours. To achieve approximately 85-90% service area coverage city wide, one additional route would be required. This would require the capital acquisition of one additional bus (approximately $160,000) and annual operating costs of approximately 5,020 service hours for a cost of approximately $283,000.

Alternative #4

To address the service coverage concerns of residents in the Fairways and other poorly served communities, direct staff to report back to Council on a supplementary service model of providing door-to-transfer point service via taxi-cabs. This would include a comprehensive study on operational requirements, financial model (anticipated expenditures and revenues), and the effectiveness of such services in other communities. The process would also include an expression of interest be tendered to the private sector and also a request for pre-qualification to ensure private providers with requested qualifications be available. The findings of this report would be presented to the Community Services Advisory Board City Council in Q2 2013 with a proposed implementation in 2014 conditional on service and budget approvals.

Public Relations/Marketing Plan:

Transit administration would continue with a public process to gather additional data from communities without service coverage as part of Alternative #4. This would include an unaddressed mailout to homes within communities without service coverage to complete an online survey.
Boards Routed Through:

On August 30, 2012, the Corporate Planning Plan endorsed staff’s alternative with additional information regarding the supplementary service delivery model be included in the report background.

At the September 10, 2012 meeting of the Community Services Advisory Board, the Board endorsed Alternative #4. The Board requested more clarity on the data presented from the community survey and also an explanation on the process to report back to both the Community Services Advisory Board and City Council.

Recommendation: That Council endorses the recommendation of the Community Service Advisory Board of Alternative #4 to direct staff to report back on a supplementary service model of providing door-to-transfer point service via taxi-cabs. This would include a comprehensive study on operational requirements, financial model (anticipated expenditures and revenues), and the effectiveness of such services in other communities. The findings of this report would be presented to City Council in Q2 2013 with proposed implementation in 2014 conditional on service and budget approvals.

Chris MacIsaac
Transit Coordinator

Presenter: Chris Maclsaac
Attachments: Transit Service Coverage Area Map
Fairways Transit Survey Results
### Fairways Transit Survey

#### 1. Have you used local transit within Airdrie?

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>18.6%</td>
<td>8</td>
</tr>
<tr>
<td>No</td>
<td>81.4%</td>
<td>35</td>
</tr>
</tbody>
</table>

- answered question: 43
- skipped question: 0

#### 2. How often do you use local transit service within Airdrie?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost every day</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Once a week</td>
<td>25.0%</td>
<td>2</td>
</tr>
<tr>
<td>2-3 times a month</td>
<td>12.5%</td>
<td>1</td>
</tr>
<tr>
<td>Once a month</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>A few times a year</td>
<td>50.0%</td>
<td>4</td>
</tr>
<tr>
<td>Never</td>
<td>12.5%</td>
<td>1</td>
</tr>
</tbody>
</table>

- answered question: 8
- skipped question: 35
### 3. How do you typically travel to work/shopping within Airdrie?

<table>
<thead>
<tr>
<th>Travel Method</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drive own car</td>
<td>88.4%</td>
<td>38</td>
</tr>
<tr>
<td>Walk</td>
<td>2.3%</td>
<td>1</td>
</tr>
<tr>
<td>Carpool</td>
<td>2.3%</td>
<td>1</td>
</tr>
<tr>
<td>Local transit</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Bike</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Taxi</td>
<td>2.3%</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>4.7%</td>
<td>2</td>
</tr>
</tbody>
</table>

Other (please specify): 3

Answered question: 43

Skipped question: 0

### 4. Are you familiar with the local transit service within Airdrie?

<table>
<thead>
<tr>
<th>Familiarity</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>18.6%</td>
<td>8</td>
</tr>
<tr>
<td>Somewhat</td>
<td>51.2%</td>
<td>22</td>
</tr>
<tr>
<td>No</td>
<td>30.2%</td>
<td>13</td>
</tr>
</tbody>
</table>

Answered question: 43

Skipped question: 0
5. How would you rate the availability of local transit service within Airdrie?

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Good</td>
<td>11.6%</td>
<td>5</td>
</tr>
<tr>
<td>Fair</td>
<td>20.9%</td>
<td>9</td>
</tr>
<tr>
<td>Poor</td>
<td>11.6%</td>
<td>5</td>
</tr>
<tr>
<td>Don't Know</td>
<td>55.8%</td>
<td>24</td>
</tr>
</tbody>
</table>

answered question 43
skipped question 0

6. Do any other members of your household use local transit service within Airdrie?

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>14.3%</td>
<td>6</td>
</tr>
<tr>
<td>No</td>
<td>85.7%</td>
<td>36</td>
</tr>
</tbody>
</table>

answered question 42
skipped question 1
<table>
<thead>
<tr>
<th></th>
<th>Very Likely</th>
<th>Unlikely</th>
<th>Neutral</th>
<th>Likely</th>
<th>Very Likely</th>
<th>N/A</th>
<th>Rating Average</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>If bus routes served more areas within Airdrie</td>
<td>34.9% (15)</td>
<td>4.7% (2)</td>
<td>20.9% (9)</td>
<td>27.9% (12)</td>
<td>11.6% (5)</td>
<td>0.0% (0)</td>
<td>2.77</td>
<td>43</td>
</tr>
<tr>
<td>If the price of gas increases</td>
<td>37.2% (16)</td>
<td>14.0% (6)</td>
<td>23.3% (10)</td>
<td>16.3% (7)</td>
<td>7.0% (3)</td>
<td>2.3% (1)</td>
<td>2.40</td>
<td>43</td>
</tr>
<tr>
<td>Travel time by bus was competitive with travel by car</td>
<td>30.2% (13)</td>
<td>9.3% (4)</td>
<td>14.0% (6)</td>
<td>23.3% (10)</td>
<td>18.6% (8)</td>
<td>4.7% (2)</td>
<td>2.90</td>
<td>43</td>
</tr>
<tr>
<td>Transit stops located closer to your home</td>
<td>26.2% (11)</td>
<td>9.5% (4)</td>
<td>11.9% (5)</td>
<td>28.6% (12)</td>
<td>23.8% (10)</td>
<td>0.0% (0)</td>
<td>3.14</td>
<td>42</td>
</tr>
<tr>
<td>Transit stops located closer to demanded destinations (work)</td>
<td>25.6% (11)</td>
<td>14.0% (6)</td>
<td>16.3% (7)</td>
<td>16.3% (7)</td>
<td>20.9% (9)</td>
<td>7.0% (3)</td>
<td>2.93</td>
<td>43</td>
</tr>
<tr>
<td>Buses are scheduled to arrive at stops more frequently</td>
<td>25.6% (11)</td>
<td>16.3% (7)</td>
<td>16.3% (7)</td>
<td>20.9% (9)</td>
<td>20.9% (9)</td>
<td>0.0% (0)</td>
<td>2.95</td>
<td>43</td>
</tr>
<tr>
<td>Better informed about how to use the bus system</td>
<td>25.6% (11)</td>
<td>14.0% (6)</td>
<td>18.6% (8)</td>
<td>18.6% (8)</td>
<td>18.6% (8)</td>
<td>4.7% (2)</td>
<td>2.90</td>
<td>43</td>
</tr>
<tr>
<td>Employer provided incentives to ride the bus</td>
<td>25.6% (11)</td>
<td>14.0% (6)</td>
<td>14.0% (6)</td>
<td>11.6% (5)</td>
<td>16.3% (7)</td>
<td>18.6% (8)</td>
<td>2.74</td>
<td>43</td>
</tr>
</tbody>
</table>

answered question 43

skipped question 0
8. If local transit services within Airdrie were extended into the Fairways how often would you use this service?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost everyday</td>
<td>11.6%</td>
<td>5</td>
</tr>
<tr>
<td>A few times a week</td>
<td>14.0%</td>
<td>6</td>
</tr>
<tr>
<td>2-3 times a month</td>
<td>9.3%</td>
<td>4</td>
</tr>
<tr>
<td>Once a month</td>
<td>14.0%</td>
<td>6</td>
</tr>
<tr>
<td>Rarely or never</td>
<td>51.2%</td>
<td>22</td>
</tr>
</tbody>
</table>

answered question 43
skipped question 0

9. How many people live in your household including you?

<table>
<thead>
<tr>
<th>Number of People</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>7.1%</td>
<td>3</td>
</tr>
<tr>
<td>Two</td>
<td>35.7%</td>
<td>15</td>
</tr>
<tr>
<td>Three</td>
<td>21.4%</td>
<td>9</td>
</tr>
<tr>
<td>Four</td>
<td>28.6%</td>
<td>12</td>
</tr>
<tr>
<td>Five or more</td>
<td>7.1%</td>
<td>3</td>
</tr>
</tbody>
</table>

answered question 42
skipped question 1
### 10. How many vehicles does your household currently own or have available?

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>One</td>
<td>16.3%</td>
<td>7</td>
</tr>
<tr>
<td>Two</td>
<td>60.5%</td>
<td>26</td>
</tr>
<tr>
<td>Three or more</td>
<td>23.3%</td>
<td>10</td>
</tr>
</tbody>
</table>

- answered question: 43
- skipped question: 0

### 11. Please share any additional comments you may have regarding Airdrie Transit services:

<table>
<thead>
<tr>
<th>Response</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16</td>
</tr>
</tbody>
</table>

- answered question: 16
- skipped question: 27
AGENDA REPORT

Meeting Date (M/D/Y): 9/17/2012

Subject: Delay of Fourth Regional Intercity Express (ICE) Trip

Boards Routed Through: Date:
Corporate Planning Team 9/6/2012
Community Service Advisory Board 9/10/2012
City Council 9/17/2012

Description:

Staff are providing an update on the delay of the fourth regional Intercity Express (ICE) trip.

Background:

The City of Airdrie launched the regional Intercity Express (ICE) service in October 2010. The service provides two-way public transit between Airdrie and downtown Calgary during peak weekday morning and afternoons. Since launching, ridership on the regional ICE service has experienced steady growth and has now reached near capacity on morning inbound trips to Calgary and afternoon outbound trips to Airdrie.

To alleviate the capacity constraints and provide additional opportunities for ridership and transit culture growth, Transit administration presented the report, “Regional Intercity Express (ICE) Service Expansion” at the May 10, 2012 Council meeting. City Council unanimously approved service expansion from three weekday trips to four, introduction of the current mechanical spare into active service and working with external partners to procure a bus to operate as a mechanical spare.

To prepare for the introduction of a fourth regional ICE trip, Transit administration have been involved in planning for service expansion (routing and schedules) and have entered into conversations with potential fleet providers of a mechanical spare including Calgary Transit and First Canada (current contracted service provider). From these conversations Transit administration is providing an update on service expansion.
Fleet Procurement

The most important component of expanding current service levels from three to four regularly scheduled trips is the ability to secure a fifth bus for the regional ICE service. This fifth bus would be designated as a mechanical spare in the event of scheduled or unscheduled maintenance to the regular fleet. Similar to the existing regional ICE fleet, a mechanical spare would be required to meet the regulatory criteria set in place by Alberta Transportation including a monthly Commercial Vehicle Inspection Program (CVIP) and daily pre and post trip inspections as per the National Safety Code (NSC).

In early August, staff from the City’s Transit and Fleet Departments inspected a unit available from Calgary Transit. This bus was in regular service with Calgary Transit on urban transit routes within the City of Calgary. The bus was not subjected to the same regulatory requirements set out by Alberta Transportation for regional public transit such as ICE (CVIP and NSC). The inspection process identified a number of deficiencies that would require attention prior to the vehicle being introduced into service as a mechanical spare. The City’s Fleet department indicated such a unit would have an impact on service reliability and recommended alternative arrangements for provision of a mechanical spare be considered.

First Canada

Prior to securing a fourth bus owned by the City of Airdrie, Transit contracted the service provider, First Canada, to provide a mechanical spare. First Canada supplied a highway coach at a cost of $3,250 per month as cost of capital plus hourly operating costs for provision of a mechanical spare.

With the understanding the unit from Calgary Transit was no longer appropriate for the regional ICE service, Transit administration opened discussions with First Canada regarding their availability to supply a mechanical spare. First Canada indicated they would have the ability to provide a 2004 model transit type bus (48 passenger seating) at a cost of $2,000 per month as cost of capital plus hourly operating costs.

2013 Transit Capital Budget

Fleet expansion of the regional ICE service has been identified within the 2013 Transit capital budget as a priority for investment to meet market demand. Current service levels are not meeting the current level of demand resulting in lost ridership. Additional fleet (capacity) will assist in meeting the latent demand for service.

Recognizing there currently some uncertainty with respect to capital infrastructure programs for public transit through the provincial government, Transit administration has structured the 10 year capital plan to leverage capital investment funds through the federal gas tax fund. In the past this fund has been leveraged as the City’s portion of funding for purchasing the transit fleet, facilities and amenities not covered by the provincial GreenTRIP Fund.
Should the opportunity present itself, Transit administration will leverage grant funding from other eligible capital investment funds (ie. GreenTRIP year 2).

Through discussions with one of the City’s current fleet vendors (Nova Bus), there is an opportunity to initiate procurement of a bus with a projected delivery time in late Q1 or early Q2 2013 should an order be placed by the end of September 2012. This would be a conventional 40’ urban bus with seating capacity for 39 passengers. The projected cost would be $440,000 with funds leveraged from the federal gas tax fund as per the 10-year Transit capital investment plan. In comparison, placing an order for this similar bus in January would result in a delivery of the unit in late Q3 or early Q4 2013. The manufacturer has indicated there will be no difference in price based on the delivery time.

Cost Recovery Policy

Provision of a mechanical spare by the contracted service provider would have an impact on the transit operating budget. The cost of capital expense of $2,000 would be incurred monthly and additional service hours costs would be incurred when the contracted mechanical spare was in service. These costs were not included in the approved 2012 operating budget and would require a variance should service be expanded in 2012.

This would also have an impact on the cost recovery model. Preliminary analysis shows ICE generating a modest profit on a monthly basis. The cost of capital to lease this unit on a short-term basis would neutralize this profit with the service operating on a cost-recovery basis with the addition of a fourth trip and the cost of carrying a leased mechanical spare.

Alternatives/Implications:

Alternative #1

Delay the launch of the approved service hours for a fourth regional ICE trip until such time that the business model for cost-recovery can be achieved. This would have an impact on meeting the current level of demand based on the current level of service. The long-term implication is lost ridership due to lack of passenger capacity.

Alternative #2

Advance with the introduction of a fourth regional ICE trip with the contracted service provider leasing a mechanical spare for $2,000 per month as cost of capital plus the service hourly costs. This would have an impact on the Transit operating budget as the $2,000 per month was not approved under the 2012 Transit operating budget. This short-term lease opportunity would be in place until such time that a City owned asset could be deployed in its place conditional on the approval of the 2013 Transit capital budget. A projected timeline would see such a City asset available in Q3 2013.

This alternative would assist in meeting the current demand for service and provide opportunities to make minor service revisions to attract new riders and decrease dependence on the Sierra Springs Terminal, more specifically, the parking situation at the Airdrie Co-op. The cost to lease would be incurred as an operational cost to the regional
ICE service which was not approved in the 2012 transit operating budget. This cost would be covered from revenues generated from user fees of the service and would maintain the cost recovery policy adopted in February 2012. No increase to the current fare structure would be required to meet the cost recovery target.

Alternative #3

Advance with the introduction of a fourth regional ICE trip with a leased mechanical spare from the contracted service provider at a cost of $2,000 per month plus service hour costs and amend the approved 2012 Transit capital budget to include the purchase of additional fleet for the regional service. This would provide the opportunity to place an order for an urban bus by the end of September with a projected delivery from the manufacturer in late Q1 or early Q2 2013. This would decrease the lead time of procurement by six-to-eight months with additional cost savings in terms of a shortened lease for the mechanical spare from the contracted service provider. These savings would equate to an estimated $12,000.

This alternative would assist in meeting the current demand for service and provide opportunities to make minor service revisions to attract new riders and decrease dependence on the Sierra Springs Terminal, more specifically, the parking situation at the Airdrie Co-op.

Boards Routed Through:

On September 6, 2012, the Corporate Planning Team endorsed Alternative #3 and requested Administration include additional information on the implications of each alternative be considered.

At the September 10, 2012 meeting of the Community Services Advisory Board, the board endorsed Alternative #3 and commented on their support to grow the regional ICE service ridership through continued investment.

Recommendation: That Council endorses the recommendation of the Community Services Advisory Board of Alternative #3 which includes:

- Introduction of a fourth regional ICE trip with a leased mechanical spare from the contracted service provider at a cost of $2,000 per month plus service hour costs;
- Amend the approved 2012 Transit capital budget to include the purchase of an additional fleet for the regional service in the amount of $460,000;
- Directing staff to procure a City owned asset by the end of September with a projected delivery from the manufacturer in late Q1 or early Q2 2013.

Chris MacIsaac
Transit Coordinator
AGENDA REPORT

Meeting Date (M/D/Y): 9/17/2012

Subject: Response to Bow River Basin Council Request

Boards Routed Through: Date:
Corporate Planning Team 7/26/2012
Environmental Advisory Board 9/5/2012
City Council 9/17/2012

Description:
This report responds to a request from the Bow River Basin Council (BRBC) for financial support and endorsement. A similar request was made to Council along with a staff report presented at the February 6, 2012, regular meeting. The decision at the time was to continue to support watershed stewardship through work with the Nose Creek Watershed Partnership and to not provide financial contribution to the BRBC for the 2012 fiscal year due to timing of the request. Correspondence back to the BRBC at that time indicated that the best timing for submitting future financial contribution requests was the month of June for consideration during the City’s annual budget process.

Background:
The Bow River Basin Council (BRBC) is a multi-stakeholder, non-profit organization that is dedicated to conducting activities for the improvement and protection of the waters spanning across the entire Bow River Basin. Airdrie is situated within the Nose Creek Watershed, which is one of the fifteen watersheds of the Bow River Basin (see Figure 1).
In 2004, the BRBC was designated by Alberta Environment as the Watershed Planning and Advisory Council (WPAC) for the Bow River Basin in Alberta’s Water for Life strategy. The role of the BRBC includes:

- Assessing the conditions of the Bow River Basin
- Developing watershed management plans
- Fostering collaborative action with various stakeholders and local stewardship groups across the Bow River Basin
- Providing advice, technical expertise and funding to support community level action by Watershed Stewardship Groups across the Bow River Basin
- Advocating for the various Watershed Stewardship Groups at the Provincial level

The BRBC was originally established in 1991 as a Task Force for the Provincial Government and at that time was fully funded by the Province. Over time the BRBC has become a non-profit organization that receives about half their funding from the Province, so they look to financial support from their members and partners (individuals, commercial groups and municipalities) as another source of funding for their work.
Airdrie’s Current Support of Watershed Stewardship

The Nose Creek runs through the middle of the Airdrie community and is a highly visible and accessible natural feature that is valued by both the municipality and Airdrie citizens. This value is reflected in the AirdrieONE Sustainability Plan (adopted by Council in March 2012) which outlines protection of Nose Creek watershed as one of ten sustainability goals that require action.

Currently, the City supports regional watershed stewardship initiatives through participation in the Calgary Regional Partnership. Additionally, Airdrie supports many of the goals associated with the BRBC at a local level through the City’s financial support of and staff representation in the Nose Creek Watershed Partnership. The Nose Creek Watershed Partnership is the Watershed Stewardship Group for the Nose Creek Watershed (see Figure 2).

![Figure 2: Map of Nose Creek Watershed](map-from-bow-river-basin-council-website.png)

The on-the-ground actions implemented by the Nose Creek Watershed Partnership align with the objectives outlined by the BRBC and are focused on improving the water quality and riparian areas of the Nose Creek. Examples of action by the Nose Creek Watershed Partnership include:

- Organizing annual clean up events like the one in Airdrie’s Nose Creek Park
- Engaging community volunteers in tree planting and restoration projects along the creek
- Coordinating studies to help member municipalities benchmark and track health of the creek (e.g. water quality monitoring and riparian health assessments)
The Nose Creek Watershed Partnership is currently re-assessing its mandate and roles in light of the coordinator’s recent departure from the organization. At this time, Airdrie has agreed to continue with previously approved support and funding to the end of 2012, while options for future direction of the Partnership are explored. Depending on the Partnership’s decision for future direction, Airdrie may need to explore other options for filling any gaps in watershed expertise and technical support, as well as community level watershed stewardship work. The BRBC could help fill the technical guidance and expertise gap, but traditionally has not focused on community level stewardship work.

Financial Implications

The City’s financial contribution to the Nose Creek Watershed Partnership is currently $10,760, which helps support on-the-ground initiatives such as the current Nose Creek Water Monitoring Program and the Annual Nose Creek Clean Up.

Financial contributions to the BRBC are voluntary and municipal contributions typically range from $0.15 to $0.70 per capita. Based on this range and Airdrie’s 2012 population of 45,711, a contribution from Airdrie would be in the range of $6,857 to $31,998.

Given the recent adoption of the AirdrieONE Sustainability Plan with 10 sustainability goals and limited resources with which to implement action, the City must be strategic in how it invests in order to achieve its goals. The City’s work with the Nose Creek Watershed Partnership has played a major role in on-the-ground action in Airdrie, so with limited resources for watershed stewardship staff is recommending Airdrie continues focusing on local work with the Nose Creek Watershed Partnership and not provide a financial contribution to the BRBC at this time. Should the nature of Airdrie’s relationship with the Nose Creek Watershed Partnership change in the future it is recommended that this decision be re-evaluated at that time.

Boards Routed Through:

The Corporate Planning Team reviewed this report at their July 26, 2012 meeting. They were supportive of alternative 2: endorse the work of the Bow River Basin Council, but do not provide a financial contribution to the BRBC at this time.

The Environmental Advisory Board reviewed this report at their September 5, 2012 meeting. They were also supportive of alternative 2 and continuing to focus on community level action with the Nose Creek Watershed Partnership, but did express concerns over implications of a potential shift in direction by the Partnership. It was suggested that working with the BRBC could be something to explore in the future depending on what the Nose Creek Partnership decides for its direction moving forward.
Alternatives/Implications:

Alternative 1
Council endorses the work of the Bow River Basin Council and directs staff to include a financial contribution for the BRBC in the City’s 2013 budget. A contribution amount of $10,760 would match the financial support currently given to the Nose Creek Watershed Partnership and would be roughly $0.24 per capita.

Alternative 2
Council endorses the work of the Bow River Basin Council, but does not provide a financial contribution to the BRBC at this time. Given limited resources with which to support watershed stewardship, the City chooses to continue focusing on community level work with the Nose Creek Watershed Partnership. Airdrie will also continue to collaborate on regional watershed initiatives through participation in the Calgary Regional Partnership.

Public Relations/Marketing Plan:
N/A

Recommendation: Council endorses the work of the Bow River Basin Council, but does not provide a financial contribution at this time.

Amanda Ginn
Sustainability Coordinator
June 07, 2012

Mayor Peter Brown
City of Airdrie
400 Main Street SE
Airdrie, AB T4B 3C3

Subject: City of Airdrie support for the Bow River Basin Council (BRBC)

Your Worship,

I am writing you to convey our sincere appreciation for your continuing support to the Bow River Basin Council (BRBC) and its activities in the Bow Basin. In our capacity as the Watershed Planning and Advisory Council (WPAC) for the Bow Basin, we work to bring all stakeholders together with a goal of meeting the needs of all stakeholders while maintaining the integrity of vibrant Bow Basin ecosystems. We work with members to forge consensus, advocate for focused attention and promote partnerships and collaborative actions. Therefore members support is vital to further these goals. I note, with appreciation, that the successes we achieved in the basin would not have been possible without your substantial commitment and support.

The Bow Basin Watershed Management Plan 2012 (BBWMP 2012), Upper Bow Basin Cumulative Effects Study Phase 3 and Bow River Project are some of the major initiatives currently underway. The BBWMP 2012 is in fact completed and we are preparing for its implementation. This plan, builds on the success of the first phase, is focused on head waters, riparian zone, wetland protection and land use in the basin. We value and count on your support in the implementation of this important initiative.

Last year we were advised by your office that future requests for financial contributions be submitted during the month of June in order for them to be considered in the annual budget process. I would like to underscore the importance of financial support from our municipal partners. It demonstrates that our work is supported and shared by municipal governments and
helps us to reach out and mobilize grass roots organizations. I request, therefore, that you please consider us in your current and future budget deliberations.

We customarily request a voluntary contribution from our members and they decide an amount which reflects their commitment to our watershed. As a guideline, municipalities often determine their support on a 'per capita' basis. Currently, in our watershed, these amounts typically range from about $0.15 - $0.70 per capita. Thank you very much for your time and consideration.

Yours truly,

Mark Bennett
Executive Director
AGENDA REPORT

Meeting Date (M/D/Y): 9/10/2012

Subject: Boys & Girls Club Annual Lease Extension

Boards Routed Through: Date:
Community Service Advisory Board 9/10/2012
City Council 9/17/2012

Description:

Council is being asked to allow the Boys and Girls Club of Airdrie to remain at their current lease location of 1003 Allen Street for another year.

Background:

On July 18, 2011, City Council endorsed the renewal of the lease with Boys and Girls Club of Airdrie (BGCA) at 1003 Allen Street on an annual basis, provided another not-for-profit (NFP) group did not require the same space and that the Rocky View School Division and the City of Airdrie accepted the new tenant. The BGCA is requesting that the lease be renewed for another year.

The terms and conditions of the BGCA lease is similar to the standard lease agreement that the City has for NFP groups but differs in its lease period due to the unique zoning conditions of the municipal school reserve (MSR) lands. Only organizations that fit within the educational continuum may occupy such land, which includes the BGCA via its afterschool programs. However, long-term leasing of MSR lands may constitute disposal of the lands by a municipality. A City policy on municipal reserve land and leasing procedures is forthcoming from staff. This policy, if approved by Council, will provide better direction for future renewals.

The BGCA currently lease the Allen Street lands, but own the building. The lease agreement with them is a net lease with an annual lease rate of $1.00 per year, and the Club is responsible for the payment of utilities and any repairs or upgrades to their building. The BGCA meets the requirements for a NFP group leasing public lands from the City. The City of Airdrie provides water and sewer to all NFP net leases.
The BGCA are currently a member in good standing with the Alberta Societies Act, have submitted current financial statements, continue to care for the leased lands, and they abide by the Public Use Policy with registration open to all residents.

Alternatives:

Option #1

The BGCA lease at 1003 Allen Street is not renewed

Implications:

- The BGCA would be responsible for removing their building and improvements from the site and returning it to the previous condition to the satisfaction of the City and Rocky View School Board as per the lease agreement.
- The BGCA would have to run their children’s programming at their east-side location, or find an alternative space.

Option #2

The BGCA lease at 1003 Allen Street is renewed for an additional year.

Implications:

- The BGCA would continue to run their children’s programming, such as after school programs, at the Allen Street location.
- The BGCA would have to request another annual extension in 2013, at which time a policy should be in place in respect to MSR lands.

Public Relations/Marketing Plan:

N/A

Boards Routed Through:

The Community Services Advisory Board reviewed this proposal, and requested further information on what other groups could occupy this land, and what processes they would need to go through to express interest. The initial report, as presented to CSAB, implied that the City was open to other groups leasing this space. Ideally MSR land would not be leased, something that will be reflected in the upcoming policy on the issue. In the meantime existing MSR leases must be managed, with consideration for long-term use. It is with this in mind that CSAB adjusted staff’s recommendation to reflect the need to revisit the BGCA lease annually.

Recommendation:
That Council renew the Boys and Girls Club of Airdrie lease for an additional year.

Fiona McCarthy
Property Administrator
AGENDA REPORT

Meeting Date (M/D/Y): 9/17/2012

Subject: 2014 Alberta Summer Games Request for Space

Boards Routed Through: Corporate Planning Team
Community Services Advisory Board
City Council

Date: 6/25/2012 and 9/6/2012
7/9/2012 and 9/10/2012
9/17/2012

Description:

Administration has received the feasibility and implications of Airdrie 2014 Alberta Summer Games Society occupying the old Main Fire Hall (805 Main Street) as a shared civic operations space with a not for profit society.

Background:

Airdrie was awarded the 2014 Alberta Summer Games in June 2012 by the Alberta Sport, Recreation, Parks and Wildlife Foundation. A committee was appointed and the process of planning for the games has commenced.

In 2009, the Airdrie 55 Plus Alberta Summer Games Society spent approximately $40,000 renting a commercial space and still needed to find additional storage space for supplies provided by the Alberta Sport, Recreation, Parks and Wildlife Foundation. The Airdrie 2014 Alberta Summer Games Society feels that if space is available through the City of Airdrie that this budget line item could be better spent on facility upgrades and equipment that could be left as a legacy from the games.

Currently there is 744 square feet of administration space on the ground floor at 805 Main Street unoccupied. The Fire Department still occupies the upper floor space and this space will be restricted their use only. Discussions with the Fire Chief and Parks team leader have concluded that the games office would not impact fire operations. Administration is very committed to ensuring confidentiality of all information that each of the civic operations handle through normal operations. As such, it has been determined that any persons that will be in the Games offices on a regular basis would
participate in a City of Airdrie basic FOIP training and sign a confidentiality agreement with the City of Airdrie.

Due to the large storage and warehousing needs of the Games, this facility provides access to a portion of the bay and use of the storage at the back of the parking lot for Games items. This is a very beneficial aspect of this space.

As the majority of 805 Main Street Fire Hall is occupied by City staff, operating costs would not increase significantly. Staff recommends entering into an agreement that would result in no chargebacks to the Airdrie 2014 Alberta Summer Games Society. City staff will occupy 805 Main Street until the new Parks building and the new fire hall are completed.

Alternatives/Implications:

Option #1:

Enter into an agreement between the City of Airdrie and the Airdrie 2014 Alberta Summer Games Society for the 805 Main Street location. Provide orientation, FOIP training, and an agreement that defines terms and conditions of the office spaces, site operations, parking, etc.

Implications:

- If provided, the Airdrie 2014 Alberta Summer Games Society could redirect savings to important facility improvements.
- Desks and cabinets are already in place.
- The Main Street location has great community visibility, storage and accessibility for the Games office and is easy to find.
- The proximity to Parks staff who will be venue managers for the Games makes a great synergy between Parks and the Games staff.

Option #2:

Do not enter into an agreement with the Airdrie 2014 Alberta Summer Games Society to occupy 805 Main Street and have the Society seek office space in a commercial retail venue and negotiate lease rates as part of a sponsorship contribution to the Games.

Implications:

- If not provided, the Airdrie 2014 Alberta Summer Games Society would have to find an alternate space. Renting a commercial space could be costly and take legacy improvements away from facilities that are required for the Games.
- A location other than the Main Street one may not be as accessible or provide needed exposure and storage.

- A retail space contributed by a commercial partner could leverage other possible business partnerships for the Society.

- Games office in a retail space could bring new traffic and higher profile to commercial location.

Public Relations/Marketing Plan:

N/A

Boards Routed Through:

At the regular meeting of Community Services Advisory Board on July 9, 2012, Alderman Chapman moved “that staff report back to the Board regarding the feasibility of using the old Main Street Fire Hall as the official location of the Airdrie 2014 Alberta Summer Games office.”

At the Corporate Planning Team meeting on September 6, 2012 the Corporate Planning Team discussed the feasibility and impacts to Parks and Fire operations.

The planned facility orientation, FOIP training and other agreements are anticipated to proactively offset any concerns related to shared office use in a civic operations environment. Administration would see the shared use of the unoccupied space as a positive use of space and a valuable contribution to the Games’ success.

At the regular meeting of Community Services Advisory Board on September 10, 2012 it was moved to accept the report as information.

Recommendation:

That City Council accepts this report as information.

_____________________________
Kim Harris, Community Developer

<table>
<thead>
<tr>
<th>Presenter</th>
<th>Kim Harris</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department</td>
<td>Community Development</td>
</tr>
<tr>
<td>Reviewed by</td>
<td>Lorri Laface, Michelle Lock</td>
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</tbody>
</table>
AGENDA REPORT

Meeting Date (M/D/Y): 9/17/2012

Subject: 2013 Franchise Fees

Boards Routed Through: Finance Advisory Committee
Date: 9/10/2012

Description:

Staff is presenting the annual review of the 2013 Franchise Fees.

Background:
What is a Franchise Agreement?

Pursuant to Section 360 of the MGA, municipalities have the authority to charge fees in lieu of property taxes for access to their lands to construct, maintain and operate distribution systems. It also gives them the right to use designated portions of roads, rights-of-way, and other lands owned, controlled or managed by the City necessary to construct, operate and maintain the distribution system, including the necessary removal, trimming of trees, shrubs or bushes or any parts of them. This agreement also gives the privilege of being the sole supplier of a utility service within municipal boundaries. ATCO Gas and Fortis Alberta are the sole providers of natural gas and power within the City of Airdrie.

The agreement states that the companies must remediate all property that they access, damage or otherwise disturb. While this is generally done, it does not always meet acceptable standards; and the City does additional repairs on roads, pathways and boulevards. Remediation is important; however, repairs into paved surfaces can also affect the overall life of the asset. Managing the rights-of-way and determining line assignments with numerous utility companies including gas, power and telecommunications is a significant workload for City staff. The increased number of telecommunication companies is creating more conflicts within the rights-of-way and is resulting in increased width of the rights-of-way, which increases construction costs and maintenance by the City of those spaces. The franchise fees help to pay for consumption of these City resources. While the telecommunication companies create a significant workload, there are limitations on the types of fees that can be charged to these companies as they are regulated and protected by the Canadian Radio and Telecommunications Commission.
Franchise Fees as a Source of Revenue

Canadian municipalities have very few revenue sources compared to our US counterparts. The major sources are property taxes, user fees and grants. US governments are able to implement many forms of taxation such as sales taxes that Canadian municipalities cannot. Franchise fees, are therefore an important source of revenue for the municipality and one that reduces the burden on property taxes. There are important distinctions between this source of revenue and property taxes. First, property taxes are a non-elastic source of revenue for the City. As assessed values increase, the property tax rate decreases, so that the total value of taxes does not increase, unless a tax increase or new properties are added. A franchise fee increases as the customer base increases and distribution costs increase. This is an elastic source of revenue and one municipalities are encouraged to find. This revenue is essentially a user fee as franchise fees apply to a different customer base including renters, schools, churches, senior’s facilities and Federal and Provincial governments that are exempt from taxation. It helps to spread the burden to more than just the property owner.

A review of the rate charged in the Franchise Agreement must be done annually and the decision of Council forwarded to the companies which then initiates a number of regulatory processes.

The franchise fee is charged directly to the ratepayers of the utility company and is shown separately on their bill. This includes City facilities.

Power Franchise

The franchise agreement with Fortis Inc. was established in 2005. The fee was established at 0% upon signing of the agreement and was revised by Council to 5% for 2011 and 8% for 2012. The cap was initially set at 10% in 2005; however, most municipalities have requested their caps be increased to 20% as each franchise fee increase must be approved by Council regardless of what the cap is set at.

The franchise fee revenue for nine months of 2011 was $504,265 and is estimated to be $1.2 million in 2012.

The fees charged by municipalities in the Fortis area range between 0 and 20%. The following is a sample list of municipalities and their franchise fees with Fortis:

<table>
<thead>
<tr>
<th>Spruce Grove</th>
<th>18.75%</th>
<th>Cochrane</th>
<th>15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sylvan Lake</td>
<td>10%</td>
<td>Leduc</td>
<td>16%</td>
</tr>
<tr>
<td>High River</td>
<td>20%</td>
<td>Stony Plain</td>
<td>10%</td>
</tr>
<tr>
<td>Leduc</td>
<td>16%</td>
<td>Wetaskiwin</td>
<td>10%</td>
</tr>
</tbody>
</table>

The City of Red Deer and Lethbridge are not Fortis customers and they charge a 33% and 27.3% Access Fee respectively which is added to every customer’s bill.
Administration has received a letter requesting that Council review and approves any rate changes prior to November 1, 2012.

Fortis Alberta is estimating a 5% distribution rate increase and a 10% transmission increase for January 1, 2013. Based on projections from Fortis these increases will add $4.66 to the average residential bill monthly and will generate an additional $80,000 for the City. The total estimated franchise fees for 2013 are $1.28 million with no franchise fee increase.

An additional 1% franchise fee would generate $159,000 in revenue and would add 46 cents per month to the average bill. The increased franchise fee would add approximately $13,000 to the City’s own power costs and as a result the net increase in revenue would be $146,000.

**Natural Gas Franchise**

The current franchise fee paid by ATCO Gas and Pipelines Ltd. to the City of Airdrie is set by bylaw at 29.6% of delivery revenue recorded by the company.

The Alberta Utilities Commission (AUC) restricts the percentage that can be charged for a franchise fee to 35% of the revenue earned by delivering natural gas.

The current agreement with states that rate to be paid for the next calendar year is to be reviewed by the City of Airdrie and established prior to September 1 of the current year. As the City is near the maximum amount, Administration does not recommend increasing this rate.

Franchise fee revenue since 2009 has been as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$1,578,396</td>
</tr>
<tr>
<td>2010</td>
<td>$1,795,381</td>
</tr>
<tr>
<td>2011</td>
<td>$1,920,913</td>
</tr>
<tr>
<td>2012 (projected)</td>
<td>$2,050,000</td>
</tr>
</tbody>
</table>

The following is a sample list of municipalities and their franchise fees with ATCO Gas:

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red Deer</td>
<td>34%</td>
</tr>
<tr>
<td>Grande Prairie</td>
<td>25%</td>
</tr>
<tr>
<td>Carstairs</td>
<td>25%</td>
</tr>
<tr>
<td>Lethbridge</td>
<td>27%</td>
</tr>
<tr>
<td>Olds</td>
<td>30%</td>
</tr>
<tr>
<td>Edmonton</td>
<td>32.9%</td>
</tr>
</tbody>
</table>

**Municipal Comparisons**

To give the committee some context, below is a chart summarizing the municipal tax and franchise fees per capita from benchmark communities:
Franchise fees is a major source of municipal revenue, any increases to franchise fees will assist with alleviating 2013 Budget pressures. The first draft of the 2013 Operating Budget is indicating a deficit of $5.0MM mainly due to significant cost increases in protective services.

Boards Routed Through:

On September 10, 2012, the Franchise Fee Report was presented to the Finance Advisory Committee. There was a motion made to recommend to Council that the Fortis Franchise Fee be set at 12% and this motion was defeated.

Alternatives/Implications:

1. Leave the franchise fee paid by ATCO Gas at the current rate of 29.6% and the Fortis franchise fee at the current rate of 8%. Increase the Fortis franchise cap from 10% to 20% which is consistent with 109 of 134 municipalities that have set a cap.

2. Leave the franchise fee paid by ATCO Gas at the current rate of 29.6% and increase the franchise fee paid by Fortis to 12% in 2013 increasing estimated net revenue to the City by $584,000. This would increase our combined municipal tax and franchise fee per capita to 757 from 743. This increase would add $1.84 per month to the average customer’s bill. Increase the Fortis franchise cap from 10% to 20%.

3. Leave the franchise fee paid by ATCO Gas at the current rate of 29.6% and increase the franchise fee paid by Fortis to 15% in 2013 increasing estimated net revenue to the City by $1,022,000. This would increase our combined municipal tax and franchise fee per capita to 767 from 743. This increase would add $3.22 per month to the average customer’s bill. Increase the Fortis franchise cap from 10% to 20%.

Corporate Communications:

Any increase approved by council must be advertised in an Airdrie newspaper prior to November 1, 2012.
Recommendation: That City Council approves alternative #3 to increase the Fortis franchise fee to 15%, increase the Fortis franchise cap to 20% and leave the ATCO Gas franchise fee set at current rates.

Shannon Schindeler, CGA
Team Leader, Utility Administration

<table>
<thead>
<tr>
<th>Presenter:</th>
<th>Shannon Schindeler</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachments:</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Airdrie City Council
400 Main Street SE
Airdrie, AB T4B 3C3

August 21, 2012

Dear Airdrie City Council Members,

As in years past The Airdrie Food Bank and our Community Partners have joined together to put on an event for the community called The Empty Bowls Arts Festival. Once again I would like to request your formal support for this year’s Empty Bowls that we plan to hold in Nose Creek Park on Saturday June 22, 2013. This will be our seventh year of providing a festival that will bring the community of Airdrie together, will highlight local artists and performers, will raise awareness of hunger issues in our community and raise funds for the Airdrie Food Bank. This event is our way of saying thanks to our community for all the support they provide to those in needed through our programs. All who attend are given a free lunch! Empty Bowls 2012 was the most successful event to date with 3000 people attending and over $17,000 raised to support our programs.

Again this year the Airdrie Food Bank is requesting funding through the federal program Building Community through Arts and Heritage and requires a letter of municipal support to submit with the application. We are applying for funding through the Festival component of the grant and because of the past success of the festival we believe we will be considered again for this funding. Without this funding we would be unable to put on this festival as we will not use funds from our donors for anything other than to support our hamper programs.

Once again this event will encourage community wide participation. Local restaurants will contribute soup, local artist will demonstrate their art forms, potters will donate their bowls, local celebrities will participate in a bowl painting project and community groups will make bowls to be sold at the event.

The assistance we require from you is financial and/or in-kind donations to show you are in support of this project. This in-kind support could include:

- Permits, Promotion and Signage $300
- Park rental, Set up and Clean up $300
- Event Coordination / Community Development $250
- Total $850
The in-kind support given in the past has totaled $850.00. We again are asking for support, in kind, or monetary as that is a requirement of the federal grant that allows us to put on this festival.

Your assistance with a letter stating the amount of support you are willing to provide would be greatly appreciated.

With the funding we receive through this grant, this event will continue to be a signature event for the Airdrie area and will demonstrate what can be accomplished when we work together to make our community stronger.

Thank you so much for your consideration.

Yours thankfully,

Lori McRitchie
Executive Director
Airdrie Food Bank
Airdrie and District Victim Assistance Society, a community partner of the City of Airdrie is requesting for the City’s support in the form of a letter to include in their application for the continuation of their Alberta Solicitor General Victims of Crime Funding.

The City of Airdrie supports community-based programs that enhance the wellbeing of its residents. The City collaborates with ADVAS by providing them with Family and Community Support Services (FCSS) Program grant funding to assist with their prevention initiatives. With this funding support, ADVAS is able to recruit and train volunteers to become active participants in the community.

ADVAS offers a 24 hour crisis response to provide support, information and referrals to victims of crime and/or tragedy. Emergency services, including the RCMP and fire departments of the communities served, can request our attendance at a critical scene. ADVAS receives referrals from other police services, community agencies, the Crown, other victim services units and self-referrals. Currently, we are the only 24-hour crisis response team in the Airdrie area. ADVAS is staffed by a full-time Executive Director and part-time Volunteer and Court Coordinators and operates under the guidance of a volunteer board of directors. The victims are directly served by volunteer victim advocates, court support volunteers and staff as needed, who generously offer their time and expertise to the program. The victim advocates are screened trained and supervised extensively and work in rotating shifts each month.

Volunteer Advocates provide the majority of direct services to victims of crime and tragedy. The Executive Director and Volunteer Coordinator, in conjunction with the RCMP liaison officer, determine selection, training and on-going supervision of volunteer advocates.

Please address the letter to:
Victims Program, Public Security Division
Solicitor General and Public Security
John E. Brownlee Building
10365 97th Street NW 10th Floor North
Edmonton, Alberta T5J 3W7
September 4, 2012
Mayor Peter Brown
City Council
City of Airdrie

Dear Mayor Brown:

The week of October 1-7, 2012 has been designated as National Family Week. "National Family Week® was proclaimed an official week by the Government of Canada in 1985. It is always the week before Thanksgiving, which is a time of family togetherness." Family Service Canada. This week has traditionally been set aside to honour the family unit and to bring media attention to issues which affect the health and well-being of families today. The theme this year is "The Grandparent Connection".

The Airdrie National Family Week Steering Committee respectfully requests that the City of Airdrie join in the National Celebration by proclaiming this week as Family Week in our city. It is our intention to promote family well being in various ways throughout the weeklong celebration.

If you have any questions, do not hesitate to give me a call @403-945-3900. Thank you for your consideration in this matter.

Sincerely,

Barbara L. Gross
Family Resource Services Manager, Community Links
Airdrie National Family Week Committee Member
## OUTSTANDING COUNCIL FOLLOWUP 2012

### 2012

<table>
<thead>
<tr>
<th>Item</th>
<th>Person</th>
<th>Alderman/ Date</th>
<th>Date Due</th>
<th>Tentative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report back re potential of bylaw for combat sports</td>
<td>M. Lock</td>
<td>Hegg/Jan 16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Report back re future use of Monklands site</td>
<td>M. Locking</td>
<td>Alexander/Feb 21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Report back re issuance of brokerage licenses under Taxi Bylaw</td>
<td>D. Poburan/ C. Kinley</td>
<td>Buchanan/Mar 5</td>
<td></td>
<td></td>
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<tr>
<td>Report back in one year re success of responsible cat ownership education campaign</td>
<td>D. Poburan</td>
<td>Hegg/Mar 19</td>
<td>Mar 2013</td>
<td></td>
</tr>
<tr>
<td>Report back with info on Sagewood pond (circulation, intent, lack of fountain, and fit into City waterway plan)</td>
<td>G. Archer/ B. Neale</td>
<td>A. Hunter/July 16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Report back re Avacab’s request to use City transit stops for shared ride service (ramifications and whether being done in other communities)</td>
<td>C. Maclsaac</td>
<td>Burley/Aug 20</td>
<td>Oct 15</td>
<td></td>
</tr>
<tr>
<td>Report back re Genesis Place therapeutic programs and allowing patrons to pay for use of specific amenities as opposed to full services (informal direction – no motion)</td>
<td>G. Lockert</td>
<td>Brown/Aug 20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Report back on information being received regarding permitting recreational vehicle sales within Industrial Business Park One (IB-1) District</td>
<td>J. Dugdale</td>
<td>Hegg/Sept 4</td>
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Updated to Synopsis September 4, 2012

### 2011

<table>
<thead>
<tr>
<th>Item</th>
<th>Person</th>
<th>Alderman/ Date</th>
<th>Date Due</th>
<th>Tentative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report back on use of sprinkler systems or other fire retardant materials in homes built within the City of Airdrie</td>
<td>M. Locking</td>
<td>Buchanan/May 16</td>
<td>July 2012</td>
<td></td>
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</tbody>
</table>