



2019 QUARTERLY REPORTING

Quarter 3: July 1 – Sept. 30



Quarterly report: Q3, 2019

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Strategic Plan and Operational Plan Indicators

Indicator	Progress description
	Action complete or is proceeding as anticipated and will be completed within established timelines
	Action has some factor(s) impacting its completion and/or expected progress at time of reporting
	Action is significantly delayed or in some form of jeopardy of completion in the reporting year

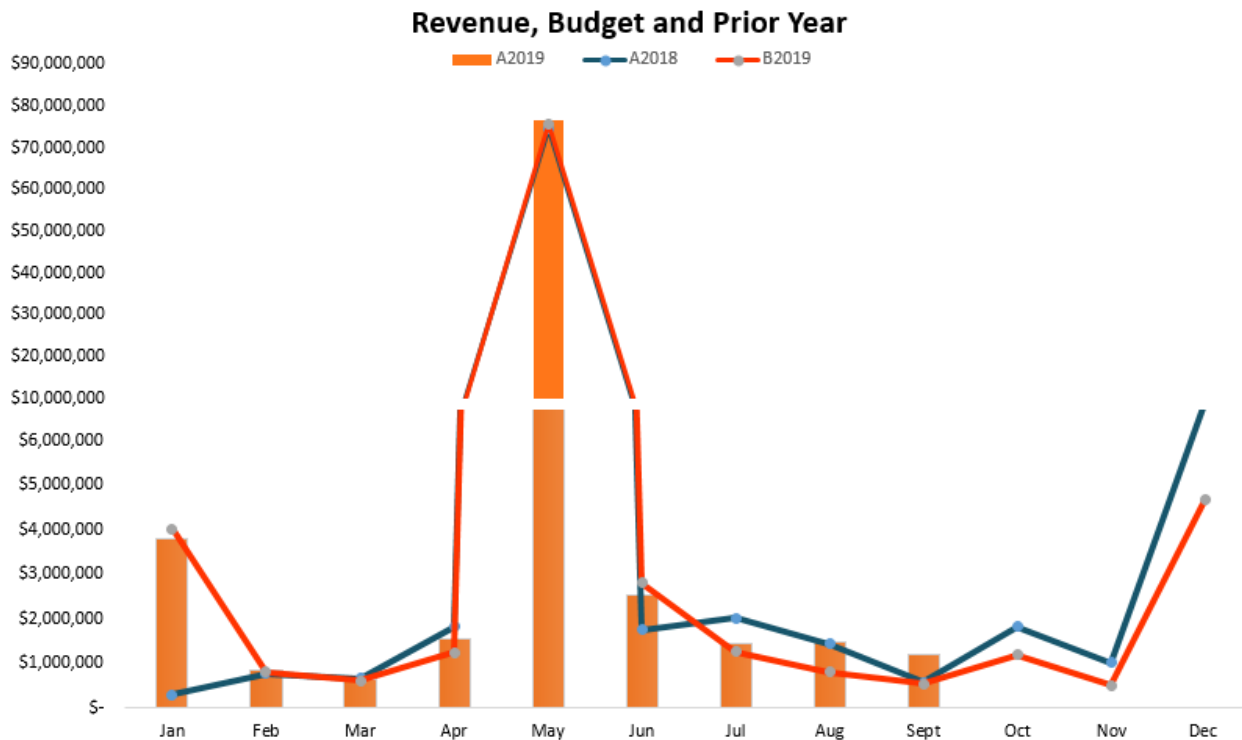


County Highlights: Q3, 2019

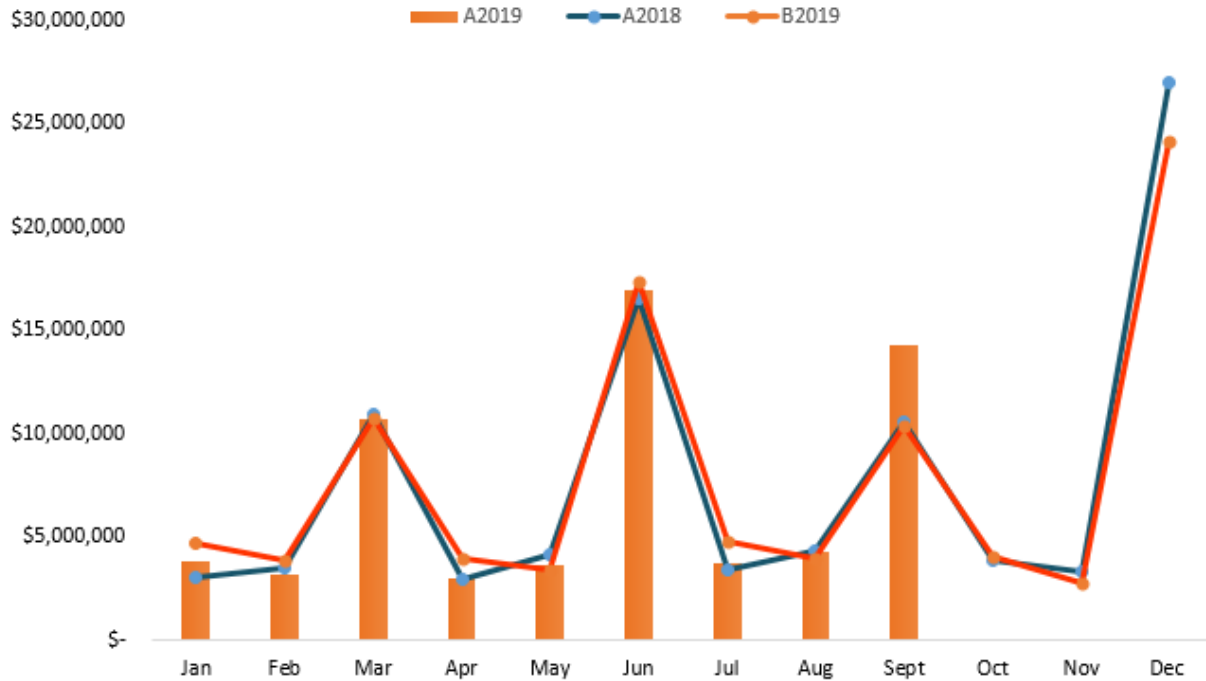
Highlights from this quarter

- A debt management policy was approved by council on July 23, 2019
- Continued public engagement to inform the Social Framework
- Camping season saw more than 10,000 nights booked in our campgrounds and 117 nights in the comfort cabins
- Continued work on the 2019 rural road initiative which is anticipated to be completed 20 per cent under budget
- First reading of bylaw for new electoral boundaries on September 10
- A mid-term check-in was facilitated with council, on July 3. This allowed councillors to review roles and responsibilities, examine the team's effectiveness, provide a team-building opportunity and examine the existing structure of council meetings. As a result of this exercise, a new meeting structure was approved by council on Oct. 22 for implementation in November 2019.
- Supporting Active Aging Older Adults conference, which was held in Leduc for 196 attendees

Revenues and expenditures

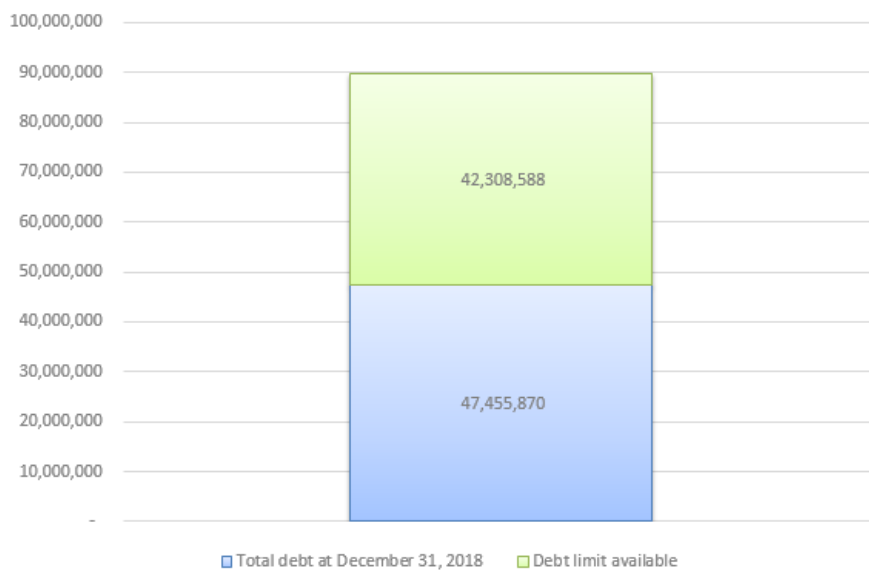


Expense, Budget and Prior Year



Debt service limit

Debt Limit Availability



Development highlights

Project	Update
Amazon	Exterior cladding in progress, underground plumbing in progress, some concrete floors are poured
Aurora Sky facility (Cold Storage Addition)	Cold storage addition is complete & ready for final inspection
Destiny Bioscience facility	Dry walling in progress, new mechanical drawings, concrete floors poured, paving complete
Monarch Lands (York Realty)	Roof and walls progressing on the two buildings
Aurora Polaris (Distribution Centre)	Progressing for partial occupancy
One Properties (commercial/industrial lease bay facility)	Site preparation underway

Permits

Development permits

	Q3 Totals	YTD
Received	91	253
Issued	86	240
Refused	2	7
Processing	3	3
Closed/withdrawn	0	3

Building permits

	Q3 Totals	YTD
Issued	96	242
Construction value	\$53,974,199	\$100,746,309
Fees	\$352,139	\$688,543

Safety codes permits

	Q3 Issued	YTD Issued	Q3 Fees	YTD Fees
Electrical	176	476	\$41,899	\$124,041
Gas	90	295	\$9,752	\$34,174
Plumbing	77	205	\$12,481	\$31,677
Private sewage	31	66	\$5,032	\$10,361
Total	374	1042	\$69,164	\$200,253

Real estate market activity*

This chart offers an overview of local real estate activity – both residential and non-residential – this quarter.

Division	# of vacant sales	Property type	Parcel size (acres)	Median value/acre	# of improved sales	Property type	Median improved value
1***	4	Residential parcel	2-3	\$54,335	10	Rural Multi-Lot	\$599,000
		Farmland	40 150	\$6,940 \$2,785		Large Rural Parcel	\$592,500
						New Sarepta	\$250,000
2	2	Residential parcel	2 to 3	\$73,240	8	Residential/Multi-lot Subdivisions	\$810,600
						Large Rural Parcel	\$700,810
3**	4	Diamond & Royal Oaks	<1	\$312,500/lot	11		
		Residential Parcel	2.47	\$85,020		Diamond & Royal Oaks & Rural Residential	\$660,000
		Farmland	63	\$3,730			
4	2	Rural Residential	4.15	\$74,700	2	Rural Residential <5 Acres	\$608,800
		Farmland	160	\$4,875		Large Parcel Rural <140 Acres	\$850,000
5	4	Residential parcels	3-11	\$40,815	9	Rural Residential	\$432,000
		Farmland	40	\$9,218		Large rural parcel	\$650,000
						Lakefront	\$529,900
6	1	Farmland	160	\$2,719	7	Rural Residential	\$285,000
						Lakefront	\$290,000
						Off-lake	\$260,000
						Large Parcel Rural	\$617,500
7	2	Farmland	120-160	\$2,645	4	Rural residential	\$190,000
						Large rural parcel	\$350,000
Nisku	1	Industrial	1.79	\$462,382	1	Industrial/Commercial	2,800,000.00 (multi-parcel sale)
Total sales	20				52		

** Division 3 does not include Nisku Business Park

*** Division 1 sales are not similar property type, so details of the two sales have been provided

Nisku vacancy rates

- Nisku Business Park vacancy rates remain at approximately 6 per cent, no change from Q2
- Rental rates for multi-tenant and single tenant, larger buildings are ranging from \$12.00 to \$13.00 per square foot and smaller single tenant buildings are ranging from \$10.00 to \$13.00 per square foot

Emergency management

- In response to Bill 8, ongoing discussions with bordering municipalities to explore the possibility of one inclusive county wide regional emergency management agency
 - Draft agreement is with municipalities for comment, grant funding has been secured to move forward with a project manager to coordinate the work once/if an agreement is reached
- Met with Alberta Health Services to identify Emergency Social Services (ESS) reception sites that would meet public health criteria, ongoing work with ESS to finalize appropriate sites throughout the county
- The updated Municipal Emergency Plan is in draft form and will be reviewed by Alberta Emergency Management Association for compliance in November

Health and Safety

- Mandatory first aid, defensive driving, and two Alberta Municipal Health and Safety Association's (AMHSA) training sessions (one for Incident Investigation and the second Supervisor's Role) were delivered to staff
- Safety coordinator and two Joint Health, Safety and Wellness committee members completed AMHSA auditor training in preparation for the Q4 Safety Audit
- All departments completed quarterly safety meetings
- All required site inspections completed

Recordable Incidents— incidents for which reporting is required include lost time, modified work and medical aid

Incidents	Q1	Q2	Q3	Year to Date
Lost time – incidents that have resulted in time away from the workplace due to injury	1	1	2	4
Modified work – incidents where the employee has been injured and is able to remain in the workplace with modified duties	0	1	3	4
Medical aid – incidents that have required the injured employee to seek medical attention	0	1	1	2
Total	1	3	6	10

Whistleblower complaints

	Q3 Total	YTD
Number of complaints received	0	0








Quarterly report to council

Reporting period: Q3 - 2019


Corporate Plan



Strategic Plan Q3 2019 Deliverables update

Goal 1: Promote the county's enriched quality of life and business opportunities.		
Strategy 1.1: Develop a Corporate Identity Program (CIP) and Brand Strategy to enhance, promote and market the County's philosophy, corporate culture and brand.		
Actions	Deliverables/KPIs	Status
Complete review of corporate identity including logo and brand standards.	Report to council.	▲
Status update: <ul style="list-style-type: none"> A brand project was initiated with an external service provider, eSolutions Group Limited, in July 2019. Input was gathered through internal focus groups and internal/external survey. Work is ongoing on this initiative and a report will be coming to council in Q4. 		
Engage public input and council consultation in the development of the corporate identity.	Facilitated sessions with council and public.	▲
Status update: <ul style="list-style-type: none"> A corporate identity workshop was held with council February 27. The input from this session as well as survey results from council members were used to inform this project. A brand survey was distributed to all households/businesses in Leduc County through the County Chronicle's August edition. Participation in the survey was advertised through social media, website and in print ads. Thirty-two responses were received. 		

Goal 2: Build and nurture collaborative leadership capacity by enhancing relationships with municipal and provincial partners.		
Strategy 2.1 Develop plans and strategies for regional initiatives to support economic development.		
Actions	Deliverables/KPIs	Status
Involvement in the various working groups for the Airport Accord.	Ongoing progress reports to council.	
Status update: <ul style="list-style-type: none"> Regular Airport Accord updates provided to council. Completed the Land Use, Servicing and Transportation Framework and the result was accepted by the oversight committee. Continued work on the Shared Investment for Shared Benefit (SISB) Framework. The SISB framework will be delivered to the oversight committee on November 15 and phase one of the accord will be completed in mid-Q4. Ongoing working group discussions to determine the scope of work in phase two. 		
Involvement in Edmonton Global.	Edmonton Global protocol for lead generation.	
Status update: <ul style="list-style-type: none"> Continued work by our Economic Development Coordinator with Edmonton Global on the following: <ul style="list-style-type: none"> Met to advise on regional advocacy and the need to make recommendations to the Provincial and Federal governments. Participated in Blue Ribbon Panel to inform the upcoming budget. Shared information on a common Customer Relationship Management tool (Salesforce). Looking to benchmark communities for investment readiness. 		
Investigate sub-regional economic development opportunities and initiatives.	Establish new external relationships.	
Status update: <ul style="list-style-type: none"> Continue work by our Economic Development Coordinator on the following initiatives: <ul style="list-style-type: none"> Working with Beaumont and City of Leduc economic development representatives on hemp and labour issues. Working with Export Development Canada to identify companies that export or may want to export in the future. Supporting a medical cannabis producer to connect to other business in the region Working on the HEMP file with Edmonton International Airport, Northern Alberta Hemp Alliance, to create a cluster and connect stakeholders. 		

Strategy 2.2 Advocacy and relationship building with other orders of government and agencies to raise awareness for Leduc County initiatives.		
Actions	Deliverables/KPIs	Status
Lobbying efforts for grant support of Leduc County projects and initiatives.	Successful grant applications.	▲
Status update: <ul style="list-style-type: none"> Administrative meetings were held with Western Diversification on potential funding opportunities. Future discussions are planned post-federal election. 		
Advocate for Leduc County residents and businesses on specific issues.	Inform other orders of government.	▲
Status updates: <ul style="list-style-type: none"> Leduc County has partnered with Parkland County and Sturgeon County on a agriculture study and communication plan project through an approved Alberta Community Partnerships grant. <ul style="list-style-type: none"> The scope of the project is to identify and attract agri-business best suited for Leduc County, Parkland County, and Sturgeon County and raise public awareness of the contributions of the agricultural sector to the Alberta economy. A Request for Quotes was completed and and proposals are being reviewed. 		
Strengthening relationship with other orders of government.	Increased levels of participation.	▲
Status update: <ul style="list-style-type: none"> Leduc County along with Parkland County, Sturgeon County and Strathcona County met with Minister Dreeshen, Ministry of Agriculture and Forestry on August 28. Meetings with Members of the Legislated Assembly, Mr. Brad Rutherford, Mr. Rick Wilson, and Mr. Mark Smith, have been held throughout Q3. Meetings were held with Minister Sohi and Member of Parliament Mike Lake. 		

Goal 3: Engage citizens and businesses to influence municipal services, programs and practices.		
Strategy 3.1 Encourage public participation in local government.		
Actions	Deliverables/KPIs	Status
Identify new/alternative opportunities for public engagement that are accessible and convenient to the public.	Take consultation activities outside of county office to places convenient for public; provide informal opportunities for stakeholders to provide feedback (online forums, polls, etc.). Hold open houses and/or town hall meetings that provide opportunities for public to ask questions about county matters.	
Status update: <ul style="list-style-type: none"> Alternative opportunities for citizen engagement were undertaken in 2019 for the project to develop a Social Framework. <ul style="list-style-type: none"> Project committee attended multiple community events, conducted a survey that was distributed to all program sites, and workshops were held with council and advisory committee to gather input. 		

Goal 4: Serve residents and businesses through efficient, effective and comprehensive municipal services.		
Strategy 4.1 Ongoing evaluation of the municipality's levels of service.		
Actions	Deliverables/KPIs	Status
Review of organizational structure effectiveness	Ongoing corporate strategy meetings.	
Status update: <ul style="list-style-type: none"> Organizational change within the Corporate Services department was approved to move the functions of records management and geographical information systems under the umbrella of "Information Management and Technology". This change will allow for the better coordination of internal resources to deliver external services to our residents and customers as well as provide internal support to organizational priorities and projects. 		
Annual completion of corporate plan, departmental operational plans and the establishment of levels-of-service through the budgeting process.	Successful budget process.	

Status update:

- Workshop was held with council on September 26 to discuss proposed major operating and capital projects for 2020 budget.
- Ongoing work is being completed by administration to complete 2020 budget to be deliberated by council in Q4.

Strategy 4.2 Ongoing evaluation of fiscal management practices.

Evaluate financial practices to maximize opportunities for the effective use of county funds.


Reports to council.

**Status update:**

- A Request for Proposal was posted for external audit services.
 - Committee was formed comprised of a council member, the County Manager, General Manager of Financial and Corporate Services and the Director of Finance to evaluate the submissions and interview potential proponents.
 - Selection of a service provider was completed by the committee and a report to council was presented on October 8.

Goal 5: Continue to build on a corporate culture that inspires staff to excel in their roles and contribute to organizational success.

Strategy 5.1 Establish programs to support and motivate staff and supports professional development.


Actions	Deliverables/KPIs	Status
Create opportunities to support team building.	One team event per department per year.	

Status update:

- Executive leadership team attended three department staff meetings in Q3.
- Planning for the annual staff appreciation event occurred in Q3 with the event taking place on October 4.

Goal 5: Continue to build on a corporate culture that inspires staff to excel in their roles and contribute to organizational success.

Strategy 5.2 Continued commitment to an effective health and safety program.

Actions	Deliverables/KPIs	Status
County manager's office participation in health and safety initiatives, such as toolbox meetings and site inspections.	10 activities per year.	

Status update:

- The Executive Leadership team participated in six health and safety meetings in Q3 which included a committee meeting, toolbox meetings and a shop inspection.

Complete an external council remuneration review.	Report to council.	
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Status update:

- An external council remuneration review was launched in July.
 - Meetings were held with council on July 23rd and September 24th.
 - Work has been ongoing throughout Q3 with a final report being presented to council on October 22.

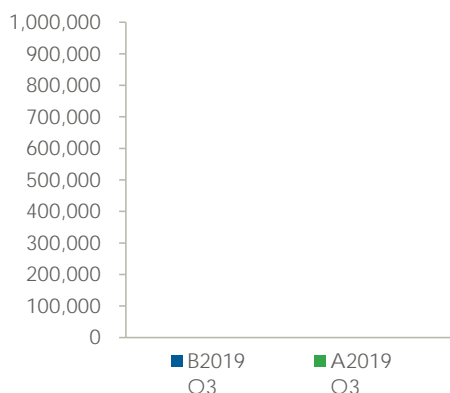
Legislative

Q3 - 2019 Financial Reporting

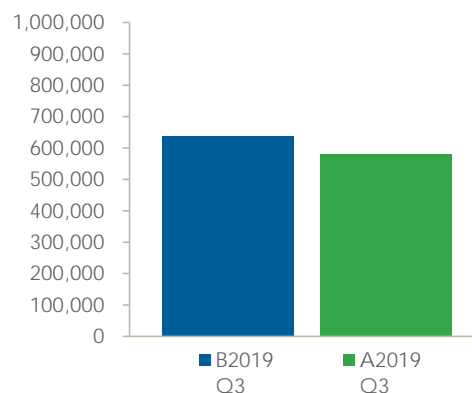
Summary

VARIANCE YTD
(\$58,211)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	700	700	-	(700)	0%
TOTAL REVENUE	700	700	-	(700)	0%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	699,043	511,289	505,914	(5,375)	72%
GENERAL SERVICES-CONTRACTED	116,155	100,938	69,279	(31,659)	60%
GOODS,SUPPLIES & MATERIALS PURCHASED	12,450	5,331	4,454	(877)	36%
MP&CP TRANSACTIONS	30,000	21,000	-	21,000	0%
TOTAL EXPENSE	857,648	638,558	579,647	(37,911)	68%

SURPLUS/ (DEFICIT)	(856,948)	(637,858)	(579,647)	58,211	68%
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VARIANCES

• General services - contracted - Less conferences than anticipated.



Quarterly report to council

Reporting period: **Q3 - 2019**



Department: **Administration - Assessment**

Highlights from this quarter

- Completed the 20% general re-inspection cycle.
- 12 assessment appeals were filed and all of the appeals were withdrawn.

Strategic Plan Q3 2019 Deliverables update

Goal 3: Project and maintain a stable assessment base in order for Leduc County to have stable funding to continue to improve and maintain transportation infrastructure and provide access to public transportation options.		
Strategy 3.1 The Assessment Department will continue to provide assessments that are stable and provide the base for solid funding of this infrastructure.		
Actions	Deliverables/KPIs	Status
Attend assessment education seminars that further develop various valuation skills and knowledge.	Attend AAA, CPTA, and IAAO education events that increase levels of expertise in order to continue to produce a stable and predictable assessment roll.	▲
Status update: Assessment staff attended the Alberta Assessors Association (AAA) Symposium in Camrose. Some educational topics included: <ul style="list-style-type: none"> • Review of the Special Purpose Properties Valuation Guide • Legal issues workshop • Taxation recovery • Calgary assessment update • Tour of willow farm and building that utilizes willow as the heating fuel source The various educational conferences provide an opportunity for assessors to discuss current assessment issues and valuation techniques.		
Goal 4: Provide consistent and stable assessment and taxation policy that facilitates an economic development friendly environment. Leduc County has a very competitive taxation policy that should continue to promote activity and growth in our region. The Assessment Department engages with internal departments and our customers so that we understand the market trends and pressures.		

Strategy 4.1 The Assessment Department is committed to strong customer relations and engagement. We will continue to focus on connecting with our customers to confirm property information and gain insight into their business so that we may produce an assessment that is fair and equitable.		
Actions	Deliverables/KPIs	Status
Continue to act as a resource for market information and trends for our various customer types.	The Assessment Department will continue to have strong relationships with all of our stakeholders and the assessment roll will be considered credible.	
Status update: <ul style="list-style-type: none"> Completed the 20% general re-inspection cycle. The general reinspection cycle focuses on ensuring that any status changes to properties are updated. These inspections also allow the assessors to discuss assessment issues with the ratepayers. 		
Strategy 4.2 The Assessment Department is committed to collaborating with the internal function of economic development in order to develop a dynamic understanding of the market and taxation trends in Leduc County and the region.		
Actions	Deliverables/KPIs	Status
Develop and maintain relationship with Manager of Economic Development.	Coordinated report to Council on market conditions in Leduc County.	
Status update: <ul style="list-style-type: none"> The Economic Development and Assessment areas collaborate on market trends, assessment and taxation information. We work together to develop responses to site selector inquiries. 		

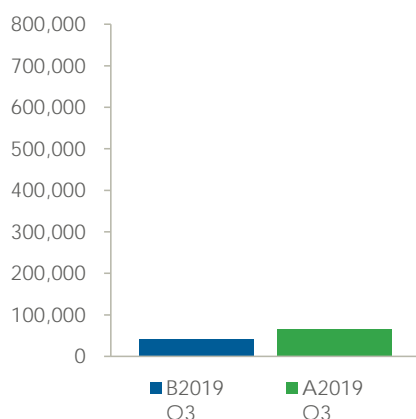
Assessment

Q3 - 2019 Financial Reporting

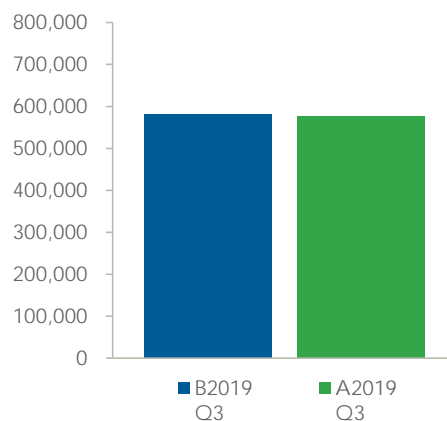
Summary

VARIANCE YTD
(\$28,335)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	54,765	41,074	65,994	24,920	121%
SALES OF GOODS & SVS TO INDIVIDUALS	500	500	50	(450)	10%
TOTAL REVENUE	55,265	41,574	66,044	24,470	120%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	626,720	474,508	473,004	(1,504)	75%
GENERAL SERVICES-CONTRACTED	122,264	102,329	100,478	(1,851)	82%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,760	3,360	2,850	(510)	49%
TOTAL EXPENSE	754,744	580,197	576,332	(3,865)	76%

SURPLUS/ (DEFICIT)	(699,479)	(538,623)	(510,288)	28,335	73%
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VARIANCES

• *Sales of goods & svs to other gov* - Designated industrial property contract revenue was realized in Q1 and Q2 and contract is completed, however, the budget was split over the entire year. Appeal preparation and assistance to the Provincial Assessor generated approximately \$10,000 in unbudgeted revenue.



Quarterly report to council

Reporting period: **Q3 - 2019**




Department: **Administration – Corporate Services**





Highlights from this quarter

- Completed and rolled out the Information Technology Strategic Plan to senior management and Council
- Aligned Information Technology, Records Management and Geographic Information System functions under the new Information Management & Technology organizational structure
- Rolled out a new process for employee professional development to ensure training solutions meet organizational needs
- Implemented a new procedure for password management as recommended in the cyber security review
- Developed an employee mental health strategy, that supports our employees' psychological health and well being and aligns with our new legislative requirements

Operational Plan Q2 2019 Deliverables update

<i>Goal 1: Corporate Services will identify and collaborate with our regional partners to provide effective training and development opportunities to employees while ensuring financial responsibility.</i>		
Strategy 1.1 Develop and formalize a training and development strategic plan that includes options for regional training initiatives to be implemented in 2020.		
Actions	Deliverables/KPIs	Status
Identify potential regional training partners, their offerings and potential vendors and resources.	Regional partners are identified and offerings catalogued. KPI's # of partners Annual Savings	▲
Draft a training plan for 2019/20 for review and approval and communicate to staff and identified regional partners.	Plan is approved, budgeted for and communicated to staff and identified regional partners.	▲

Status update: <ul style="list-style-type: none"> Developed and rolled out a new training and development plan, process and templates to all staff. Completed and approved training and development plans for staff, that form the basis for our 2020 corporate training budget request. Identified regional partners who may be willing to share training costs in an effort to reduce the funds required to train our staff. 		
Goal 3: We support the business needs of the organization by providing safe, secure, innovative and sustainable systems.		
Strategy 3.2 Finalize the IT strategic plan and communicate recommendations for consideration by administration and council.		
Actions	Deliverables/KPIs	Status
Finalized the Strategic Plan and recommendations are presented to Administration for consideration.	TBD	
Finalized the Strategic Plan and Administration's recommendations presented to Council for review and consideration.	TBD	
Status update: <ul style="list-style-type: none"> Strategic Plan completed and presented to Council as information on October 8, 2019. Organizational structural changes to Information Technology, have been implemented as recommended in the IT Strategic Plan. GIS, Records and IT, now known as Information Management and Technology, are aligned to implement the recommendations of the plan. 		
Strategy 3.3 Research, review and identify potential opportunities to build and enhance our GIS system.		
Actions	Deliverables/KPIs	Status
Prepare a report of recommendation for consideration by Senior Management and Council through the 2020 budget process.	TBD	
Status update: <ul style="list-style-type: none"> Met with all departments to gather information on their needs. Met with consultants to discuss how GIS strategies can be incorporated into the IT strategic plan. Gathered GIS information from peer organizations for consideration. Researched and recommended an external/internal viewer for consideration and inclusion into the IT Strategic Plan. GIS Strategic plan development has been identified as a 2021 strategic priority. 		

Strategy 4.2 Develop and roll out a Records Management Strategy to ensure that the organization's information is protected and easily retrieved.		
Actions	Deliverables/KPIs	Status
Prepare a report for senior management that includes feedback from the organization and recommendations from the IT consultant for their consideration.	Report is prepared and delivered.	
Incorporate recommendations to improve the records system into the 2020 budget for Council's consideration.	N/A	
Status update: <ul style="list-style-type: none"> Tantus, our IT Strategic Plan consultant, has reviewed and gathered feedback on our current Records program and reviewed how the County uses the Onbase program. Both a Strategic Records Review and an OnBase review are recommended through the strategic plan for completion in 2020. 		
Strategy 4.3 Working with our partners, Black Gold Regional Schools (BGRS) to gather information to form the basis of the development of a building lifecycle plan that includes a maintenance schedule, identification of short and long-term recommendations and a space utilization plan.		
Actions	Deliverables/KPIs	Status
As part of the building lifecycle plan, work with GIS to Map Leduc County's existing space to identify future space requirement and costs.	Plan is ready to implement and fully funded by both partners by January 2020.	
Prepare and present both the recommended maintenance plan, space plan, and building lifecycle plan to the Executive Team for consideration.	Present to Senior Management.	
Status update: <ul style="list-style-type: none"> In 2018, Black Gold and Leduc County completed building reviews for our shared properties. Using the building reviews, we identified and agreed to lifecycle projects for the next three years. Using the recommendations, we identified and agreed to a three-year routine maintenance plan for our shared properties. Both lifecycle and maintenance projects will be presented as part of the 2020 Corporate Services Budget. Space planning principles have been developed. Office space in County Centre, Services Building and Community Operations Centre have been mapped and analyzed. All future space planning will be considered based on the identified principles. 		

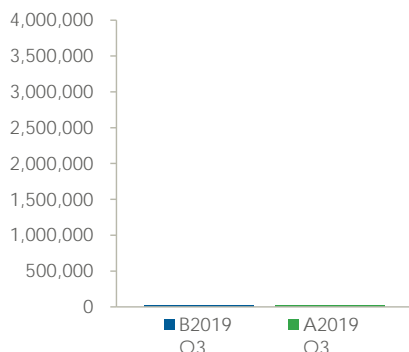
Administration - Corporate Services

Q3 - 2019 Financial Reporting

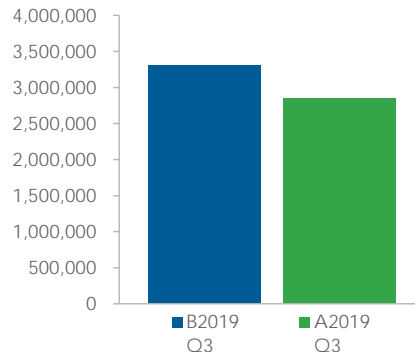
Summary

VARIANCE YTD
(\$471,442)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	4,100	3,074	3,951	877	96%
OTHER REVENUE FROM OWN SOURCES	10,112	7,584	8,810	1,226	87%
OTHER TRANSACTIONS	104,823	7,645	7,645	-	7%
MP&CP TRANSACTIONS	218,420	-	-	-	0%
	337,455	18,303	20,406	2,103	6%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	2,216,618	1,686,476	1,667,818	(18,658)	75%
GENERAL SERVICES - CONTRACTED	1,037,413	832,713	576,752	(255,961)	56%
PURCHASES FROM PROVINCIAL GOVERNMENT	11,100	8,325	5,572	(2,753)	50%
GOODS,SUPPLIES & MATERIALS PURCHASED	453,651	378,108	271,484	(106,624)	60%
RESERVES,TRANSFERS & GRANTS	85,400	-	-	-	0%
FINANCIAL SERVICE CHARGES	333,691	166,846	160,689	(6,157)	48%
MP&CP TRANSACTIONS	296,731	240,406	161,221	(79,185)	54%
TOTAL EXPENSE	4,434,604	3,312,874	2,843,535	(469,339)	64%

TOTAL EXPENSE	(4,097,149)	(3,294,571)	(2,823,129)	471,442	69%
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VARIANCES

- *General services - contracted* - The County has not been invoiced for GIS photography work completed in June. Project management training scheduled for 2019 has been cancelled. The number of approved courses was less than anticipated resulting in savings in registrations and subsistence. Facility maintenance projects such as concrete work, doors and patio pavers for County Centre and the new scan card access, have been started but not invoiced as of the time of this report.
- *Goods, supplies & materials purchased* - Funds budgeted for employee corporate wear and software licensing in Q3 will be spent in Q4. Toner costs were budgeted in IT but are being expensed to individual departments. These costs will be centralized in IT in 2020. Some costs associated with the fall staff event will be invoiced in Q4. The overall 2019 budget is expected to be utilized by the end of Q4.



Quarterly report to council

Reporting period: **Q3 - 2019**

Department: **Administration - Finance**

Highlights from this quarter


- Department office renovation completed
- Held a Finance open house on September 17th to showcase the renovation and provide an opportunity to learn more about the services provided by the staff in the department
- Continued work with departments to prepare the interim 2020 budget
- Council workshop held on September 26th to begin discussions on 2020 major and capital project plans
- Request for proposals for external audit services was initiated in Q3

Strategic Plan Q3 2019 Deliverables update

No deliverables on focus areas for this quarter.

Operational Plan Q3 2019 Deliverables update

Goal 1: Enhance financial and organizational sustainability		
Strategy 1.1: Continue to develop internal controls to mitigate risk and safeguard assets.		
Actions	Deliverables/KPIs	Status
Review current internal control processes within each finance function.	Create administrative procedures to strengthen internal controls as needed.	▲
Status update: <ul style="list-style-type: none">• Internal control processes have been reviewed for each function and a list of improvements has been documented. Administrative procedures are being developed and will be completed in Q4.		

Goal 2: Support the business needs of the organization by providing accurate, timely, secure and innovative solutions.		
Strategy 2.3: Continue to develop internal controls to mitigate risk and safeguard assets.		
Actions	Deliverables/KPIs	Status
Review current general ledger structure and reorganize where appropriate.	Simplified account structure.	
Status update: <ul style="list-style-type: none"> The general ledger structure review has been completed. Additional discussion with senior management and software provider is required prior to implementing the new structure. In order to ensure there are no disruptions to the 2020 budget process, the system changes will take place after approval of the 2020 interim budget. 		



Administration - General (includes County Manager's Office and Finance)

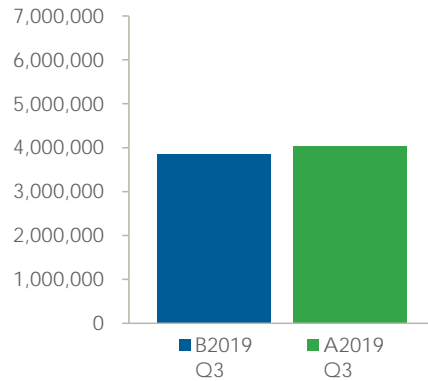
Q3 - 2019 Financial Reporting

Summary

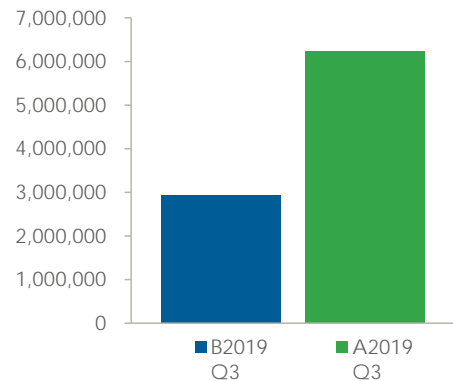
VARIANCE YTD

\$3,109,423

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	3,751,071	3,750,321	3,750,321	0	100%
SALES OF GOODS & SVS TO INDIVIDUALS	34,150	25,707	28,599	2,892	84%
OTHER REVENUE FROM OWN SOURCES	103,000	64,460	236,681	172,221	230%
OTHER TRANSACTIONS	18,012	13,012	14,072	1,060	78%
MP&CP TRANSACTIONS	88,960	-	-	-	0%
TOTAL REVENUE	3,995,193	3,853,500	4,029,673	176,173	101%

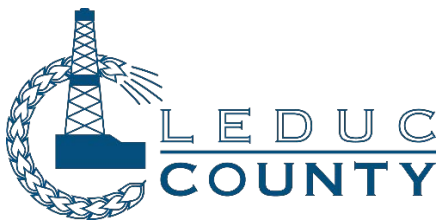
EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	2,430,350	1,811,113	1,765,764	(45,349)	73%
GENERAL SERVICES-CONTRACTED	902,045	718,925	508,761	(210,163)	56%
GOODS,SUPPLIES & MATERIALS PURCHASED	74,200	61,201	34,876	(26,324)	47%
RESERVES,TRANSFERS & GRANTS	3,878,497	148,497	3,863,340	3,714,843	100%
FINANCIAL SERVICE CHARGES	9,400	7,135	7,304	169	78%
MP&CP TRANSACTIONS	288,960	192,399	44,819	(147,580)	16%
TOTAL EXPENSE	7,583,452	2,939,269	6,224,865	3,285,596	82%

SURPLUS/ (DEFICIT)	(3,588,259)	914,231	(2,195,192)	(3,109,423)	61%
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VARIANCES

- *Other revenue from own sources* - Land rental and drilling equipment permits have been higher than anticipated.
- *Earnings & benefits* – Change in pay points/benefits, one vacant position for four months and one vacant casual position.
- *General services - contracted* - Costs for public participation, citizen surveys and advertising are less than expected due to finding new ways to engage with residents. Legal fees for the County Manager's office have been less than anticipated.

- *Goods, supplies & materials purchased* - Promotional purchases and stationery have been less than expected.
- *Reserves, transfers & grants* - Contribution to reserve for annexation proceeds was budgeted in Q4 however, the transaction was completed in Q3.



Quarterly report to council

Reporting period: **Q3 - 2019**


Department: **Enforcement Services**


Highlights from this quarter


- Participated in the Canada Day Boat Parade at Wizard Lake on July 1
- Assisted RCMP with scene security at the sunken boat incident on Wizard Lake on July 28
- Hosted an Impaired Boating Awareness Event with regional partners at Wizard Lake on August 10
- Assisted regional partners with road safety for the opening of the Canadian Derby on August 18
- Successful traffic speed operations throughout the county
- Assisted Public Works with county special events (Tour d'Alberta, Pigeon Lake Road Race)

Strategic Plan Q3 2019 Deliverables update

Goal 1: Promote and enhance traffic safety		
Strategy: 1.2 Responding to concerns and data from the Traffic Advisory Committee and general public (ie: complaint line). Using the patrol report to record hot spots for occurrences and requests for increased patrols.		
Actions	Deliverables/KPIs	Status
Traffic operations	Participation in and facilitate at least two traffic violation operations within the County per year	▲
Status update: <ul style="list-style-type: none"> • Assisted regional partners with road safety for the first annual Canadian Derby at Century Mile Casino and Racetrack on August 18 • Conducted six traffic safety violation operations throughout the county 		


Respond to complaints by conducting quad patrols on municipal reserves near creeks, pathways and river valleys as needed.	Minimum of six to eight quad patrols per year, during peak season (May 1 to Sept 30)	
Status update: <ul style="list-style-type: none"> Annual ATV safety presentations were conducted to New Sarepta and Warburg high school students. Due to wet weather, only one quad was conducted. No other ATV patrols are scheduled until next year. 		

Goal 2: Assisting emergency services (police, fire, EMS and emergency management)		
Strategy: 2.2 Provide instruction for regional partners, in accordance with Leduc County's strategic priority of "regional leadership"		
Actions	Deliverables/KPIs	Status
RADAR/LIDAR course	Provide one radar/lidar instruction course for the region per year	
Status update: <ul style="list-style-type: none"> Instruction to regional partners in the use of speed measuring devices was completed in Q1. Director of Enforcement Services recertified as Radar/Lidar instructor in September. 		

Goal 3: Community relationships and support meaningful community engagement		
Strategy: 3.1 Develop and maintain public relationships through awareness programs		
Actions	Deliverables/KPIs	Status
Provide the RCMP school resource officer with information that may be used for public awareness presentations in schools and other public forums. For example brochures containing municipal bylaw regulations, farm vehicle requirements and general public safety topics.	During the first year, record baseline results, to assist with setting specific performance indicators the following year	
Status update: <ul style="list-style-type: none"> Proper Cargo Securement information was distributed throughout the county. Recent wet weather has created unfavorable road conditions therefore an information sheet was created to educate the rural community about farm vehicles and traffic on local roads. Discussion and collaboration with Public Works on revisions to the Traffic Bylaw. 		

Goal 4: Public safety on bodies of water

Strategy: 4.1 Summer boat patrol program

Actions	Deliverables/KPIs	Status
Promote boat safety through education, compliance and enforcement	A minimum of five high-visibility community-based patrols per year at Wizard Lake and Pigeon Lake	
Status update: <ul style="list-style-type: none">• Hosted an Impaired Boating Awareness event, on August 10, along with regional partners to focus on increasing awareness about the legalities, risks and consequences of impaired operation and alcohol/drug consumption on a vessel.• Five boat patrols were conducted throughout peak season.• Assist the Parks department with setup and take down of water buoys on Pigeon Lake.		

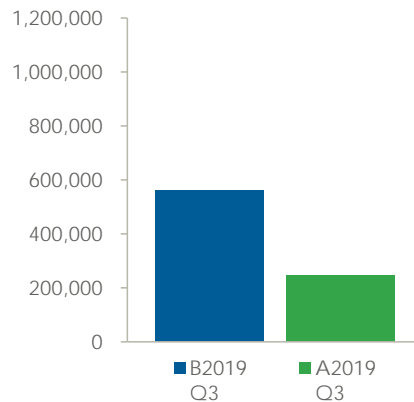
Enforcement Services

Q3 - 2019 Financial Reporting

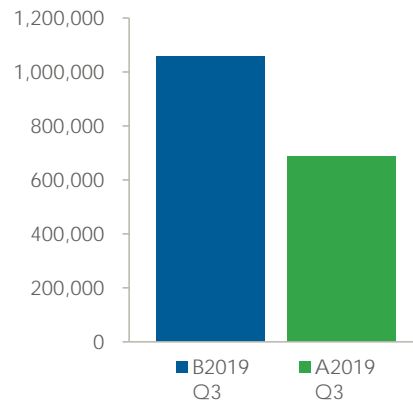
Summary

VARIANCE YTD
(\$57,339)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	7,500	7,000	10,377	3,377	138%
OTHER REVENUE FROM OWN SOURCES	626,500	434,817	195,183	(239,634)	31%
OTHER TRANSACTIONS	158,600	118,950	39,650	(79,300)	25%
TOTAL REVENUE	792,600	560,767	245,210	(315,557)	31%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	760,164	581,227	523,289	(57,937)	69%
GENERAL SERVICES-CONTRACTED	109,767	86,352	52,528	(33,824)	48%
PURCHASES FR OTHER GOV & AGENCIES	436,995	334,570	74,909	(259,661)	17%
GOODS,SUPPLIES & MATERIALS PURCHASED	75,170	57,601	36,127	(21,474)	48%
TOTAL EXPENSE	1,382,096	1,059,750	686,853	(372,896)	50%

SURPLUS/ (DEFICIT)	(589,496)	(498,983)	(441,643)	57,339	75%
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VARIANCES

- *Other revenue from own sources* - Staff shortages have resulted in lower fine revenue than anticipated.
- *Other transactions* - At the time of this report, the Q2 and Q3 operating reserve transfers for the school resource officer position had not been completed.
- *Earnings & benefits* - One vacant position for Q3 and a second vacancy for two months.
- *General services - contracted* - Registrations, subsistence for conventions, and data entry for tickets have been lower than anticipated. Fall/winter maintenance on vehicles will be completed in Q4. Less data has been used in patrol cars due to having two less officers, resulting in lower phone/internet charges than expected.
- *Purchases from other governments & agencies* - At the time of this report, the County had not received invoices for the criminal analyst position, the Leduc detachment position, the RCMP enhanced position, or the school resource officer.

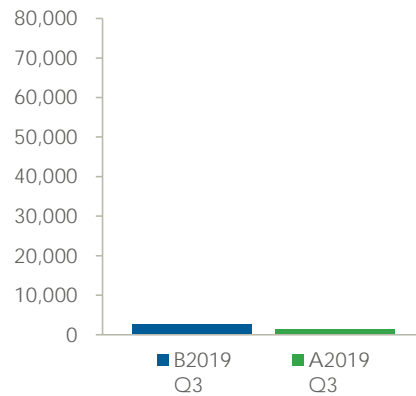
Bylaw Enforcement

Q3 - 2019 Financial Reporting

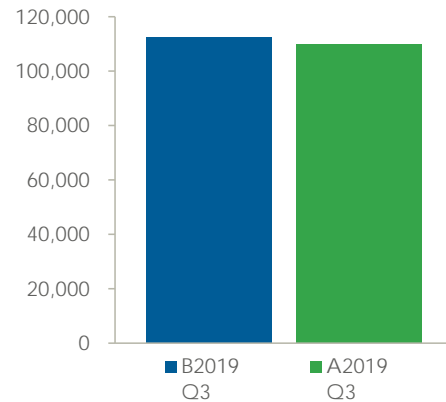
Summary

VARIANCE YTD
(\$1,266)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	2,900	2,620	1,410	(1,210)	49%
TOTAL REVENUE	2,900	2,620	1,410	(1,210)	49%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
GENERAL SERVICES-CONTRACTED	149,665	108,964	106,675	(2,289)	71%
GOODS,SUPPLIES & MATERIALS PURCHASED	250	187	-	(187)	0%
RESERVES,TRANSFERS & GRANTS	3,100	3,100	3,100.00	-	100%
TOTAL EXPENSE	153,015	112,251	109,775	(2,476)	72%

SURPLUS/ (DEFICIT)	(150,115)	(109,631)	(108,365)	1,266	72%
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VARIANCES

- No significant variances.



Quarterly report to council

Reporting period: **Q3 - 2019**

Department: **Fire Services**

Highlights from this quarter

- Continued discussion for a regional emergency management agency
- Team building meeting and workshop to develop mission, vision, and values for Fire Services
- Recruited additional firefighter peer support team members
- Completed updates to the Municipal Emergency Plan
- Continued work on revisions to standard operating procedures and standard operating guidelines manuals while ensuring National Fire Protection Association compliance


Strategic Plan Q3 2019 Deliverables update

No deliverables on focus areas for this quarter.




Operational Plan Q3 2019 Deliverables update

Goal 1: Foster the development of fire management outreach and leadership across Leduc County.		
Strategy 1.1 Develop updated department mission, vision and values statements		
Actions	Deliverables/KPIs	Status
Ensure that department mission, vision and values is aligned with and complimentary to corporate mission, vision and values	Clarity of purpose	▲
Status update: <ul style="list-style-type: none">• Held a half-day mission, vision and values development and half-day team building session on September 5, 2019.• Developed a draft mission, vision and values statements and presented to Protective Services Committee in October for feedback• Draft mission, vision and values will be circulated to the the firefighters for feedback• Final draft will be presented to council in Q4		

Goal 1: Foster the development of fire management outreach and leadership across Leduc County.**Strategy 1.4 Enhance partnerships and ensure currency of agreements with neighboring municipalities**


Actions	Deliverables/KPIs	Status
Review and update all mutual- and/or direct-aid agreements with existing partners bi-annually or as required to ensure agreements are current and up to date	Ensure effective open lines of communication with internal and regional partners	
Status update: <ul style="list-style-type: none">As we have a number of agreements that require regular updates, this will be an ongoing item.Alberta Health Services (AHS) lease agreement for the use of the Calmar station was signed with an expiry of Dec 2021.Alberta Health Services lease agreement for the use of the Warburg Trailer was signed with an expiry of Mar 2022City of Beaumont and Leduc County Fire Services mutual aid agreement was updated and signed with a commitment to review every two years.Work was done on the Town of Calmar and the Leduc County Fire Services agreement.		

Goal 3: Enhance emergency and disaster management and preparedness**Strategy 3.2 Maintain regular emergency management meetings and exercises**

Actions	Deliverables/KPIs	Status
Ensure adequately supplied and prepared emergency coordination center(s)	Emergency Preparedness is effective	
Conduct, collaborate on and participate in regular stakeholder meetings and tabletop scenario training that will support Leduc County during a large-scale emergency activation. (Two regional partner exercises annually)	Emergency preparedness is effective.	
Support and coordinate regular quarterly agency meetings.	Emergency preparedness is effective.	
Status update: <ul style="list-style-type: none">Ongoing discussion with bordering municipalities to explore the potential of one county wide regional emergency management agency.<ul style="list-style-type: none">Draft agreement is with municipalities for comment, grant funding has been secured to move forward with a project manager to coordinate the work once/if an agreement is reachedDraft emergency management bylaw changes have been presented to the Protective Services Committee and will be brought forward to the municipal policy review committee.Met with AHS to identify Emergency Social Services (ESS) reception sites that would meet public health criteria, ongoing work with ESS to finalize appropriate sites throughout the county.The Municipal Emergency Plan has been revised and will be reviewed by Alberta Emergency Management Agency for compliance in November.		

Goal 4: Improve firefighter recruitment, development and retention

Strategy 4.4 Reduce firefighter exposure to toxins and carcinogens during training, as well as after fire responses

Actions	Deliverables/KPIs	Status
Investigate expanded use of natural gas or propane-fired training props on the live fire training site thereby reducing long-term exposure to carcinogens; provide a business case for gas-fired live fire training props to be presented as part of the 2020 budget.	Reduce exposure to carcinogens will result in reduced incidence of firefighter presumptive cancer diagnosis	
Status update: <ul style="list-style-type: none">• Upon further investigation by administration, this initiative will be revisited in 2020 for a possible business case being presented in 2021.• Other carcinogen exposure reduction strategies are being or have been put in place in 2019, but the live fire propane training props are not moving forward at this time.		

Fire Services

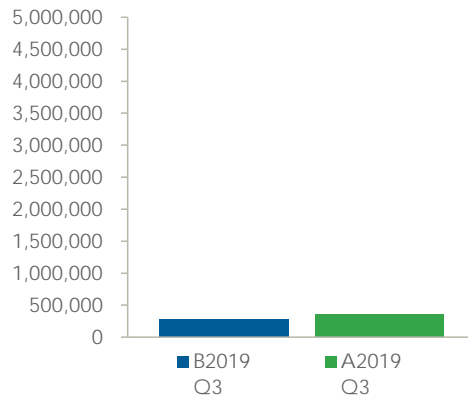
Q3 - 2019 Financial Reporting

Summary

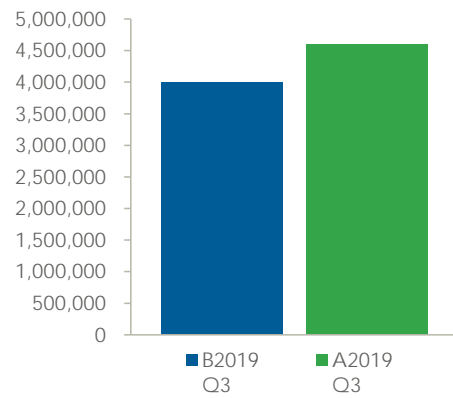
VARIANCE YTD

\$529,677

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	233,718	109,649	103,912	(5,737)	44%
SALES OF GOODS & SVS TO INDIVIDUALS	158,200	118,654	210,861	92,207	133%
OTHER REVENUE FROM OWN SOURCES	58,684	44,239	42,612	(1,627)	73%
MP&CP TRANSACTIONS	56,250	6,250	-	(6,250)	0%
TOTAL REVENUE	506,852	278,792	357,385	78,593	71%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	1,917,183	1,437,074	1,573,459	136,385	82%
GENERAL SERVICES-CONTRACTED	489,936	376,963	311,257	(65,706)	64%
PURCHASES FR OTHER GOV & AGENCIES	190,497	142,872	40,761	(102,111)	21%
GOODS,SUPPLIES & MATERIALS PURCHASED	620,532	481,975	427,749	(54,226)	69%
RESERVES,TRANSFERS & GRANTS	2,826,558	1,416,279	2,121,419	705,140	75%
FINANCIAL SERVICE CHARGES	243,798	121,899	115,356	(6,543)	47%
MP&CP TRANSACTIONS	128,778	18,778	14,108	(4,670)	11%
TOTAL EXPENSE	6,417,282	3,995,840	4,604,109	608,269	72%

SURPLUS/ (DEFICIT)	(5,910,430)	(3,717,048)	(4,246,725)	(529,677)	72%
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VARIANCES

- *Sales of goods & svs to individuals* - The number of cost recoverable motor vehicle collisions were higher than anticipated.
- *Earnings & benefits*- All regions except Thorsby had increased fire alarm hours, training, and maintenance costs. Additional costs include the High Level fires to be invoiced to the Government of Alberta.

Fire Services

Q3 - 2019 Financial Reporting

- *General services - contracted* - Recruitment costs to date are less than budgeted but the recruitment drive begins in Q4 and the budget will be used by the end of Q4. Registrations for courses and conventions are under budget due to staff vacancy. The Fire Department has not hosted as many internal and external training sessions as anticipated due to availability of instructors. The funds will be used in Q4 for the mental health awareness audit and evaluations on cancer prevention.
- *Purchases from other governments & agencies* - Cost share invoices for the shared Fire Prevention Officer have not been received at the time of this report. The City of Leduc, Towns of Calmar and Millet have responded to less calls than anticipated resulting in lower mutual aid agreement payments.
- *Goods, supplies & materials purchased* - Turnout gear was ordered in Q3 however the invoices have not been received. Fuel, power and tires are over budget and natural gas has been less than anticipated.
- *Reserves, transfers & grants* - Grants to organizations were budgeted to be paid in October but were paid in September.

Disaster Services

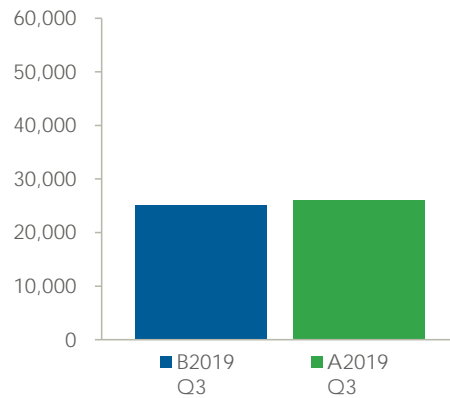
Q3 - 2019 Financial Reporting

Summary

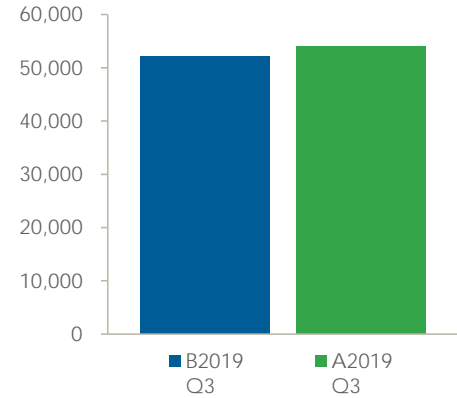
VARIANCE YTD

\$1,089

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	20,000	10,000	10,280	280	51%
OTHER REVENUE FROM OWN SOURCES	17,457	15,081	15,699	618	90%
TOTAL REVENUE	37,457	25,081	25,979	898	69%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
GENERAL SERVICES-CONTRACTED	49,800	37,467	18,240	(19,227)	37%
GOODS,SUPPLIES & MATERIALS PURCHASED	19,500	14,625	28,603	13,978	147%
MP&CP TRANSACTIONS	18,000	-	7,236	7,236	0%
TOTAL EXPENSE	87,300	52,092	54,079	1,987	62%

SURPLUS/ (DEFICIT)	(49,843)	(27,011)	(28,100)	(1,089)	56%
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VARIANCES

- *General services - contracted* - Costs related to repairs and maintenance, consulting, advertising and conventions are less than anticipated.
- *Goods, supplies & materials purchased* - Tires for the incident command post needed to be replaced and this was an unbudgeted expense. Building supplies were over budget due to the purchase of security equipment for St. Francis Tower. The County was required to purchase emergency response manuals which was an unbudgeted expense.



Quarterly report to council


Reporting period: **Q3 -2019** Department: **Public Works and Engineering**


Highlights from this quarter


- Completed the 2019 Rural Roads initiative program and is projected to be 20% under budget
- Completed the carry forward (2018) shoulder pull program and is projected to be 28% under budget. The current year (2019) shoulder pull program is complete and projected to be 20% under budget
- The second application dust suppression was completed as part of the Dust Suppression Program
- The surfacing program is underway, with good progress in the New Sarepta and the country residential subdivisions. The South Wizard Lake Road project will be delayed until 2020 due to the delay with TELUS utility relocates


Strategic Plan Q3 2019 Deliverables update

Goal 2: Ensure the safety of customers travelling in and around the county		
Strategy 2.2: Increase and maintain intersection safety		
Actions	Deliverables/KPIs	Status
Review collision data and determine problem areas.	Long-term reduction of operating and capital dollars.	▲
Status update: <ul style="list-style-type: none">• Leduc County has requested an updated data set from the RCMP to determine if there are new collision areas that may need to be examined in more detail. The RCMP is determining if a new data set is available, and if so, it will be analyzed to determine if there are new problem areas.		
Actions	Deliverables/KPIs	Status

Investigate problem areas as identified from the collision data	Strategies developed to address problem areas.	
Status update: <ul style="list-style-type: none"> Subject to the acquisition of updated data and the subsequent analysis, this may not be completed in 2019. 		

Strategy2.3: Develop and implement a traffic safety program.		
Actions	Deliverables/KPIs	Status
Continue with Traffic Advisory Committee (TAC) work to address problem areas.		
Status update: <ul style="list-style-type: none"> Public Works and Engineering (PW&E) has not called a meeting of the TAC due to capacity within the PW&E department. A meeting will be scheduled in Q4 to discuss the results of the speed sign data collection, and identified areas of concern. 		

Goal 3: <i>Develop a long-term utilities infrastructure management plan (UMP).</i>		
Strategy3.1: Develop and implement a utility master plan (UMP).		
Actions	Deliverables/KPIs	Status
Work with the Public Works Committee to develop priorities for a utility master plan.	Work with the Public Works Committee to develop priorities for a utility master plan.	
Status update: <ul style="list-style-type: none"> This strategy was to be a Q3 2020 deliverable, but during the operational plan development, it was transposed to a 2019 project. Understanding that the Transportation Master Plan will be developed in 2019/2020, organizational capacity would not be available to develop a Utilities Master Plan in the same timeframe, therefore it was moved one year. 		
Strategy 3.2: Fund the infrastructure replacement program while balancing customer affordability.		
Actions	Deliverables/KPIs	Status

Develop a funding strategy for the five-year utilities capital plan based on the Utility Fiscal Policy.	Five-year utilities capital plan funding strategy.	
Status update: <ul style="list-style-type: none"> Utilities, Engineering and Finance have not developed the plan at this time. It is intended to be completed by Q4. Please note that the recent provincial budget will likely have significant impacts on the plan in regards to availability of grant funding. 		



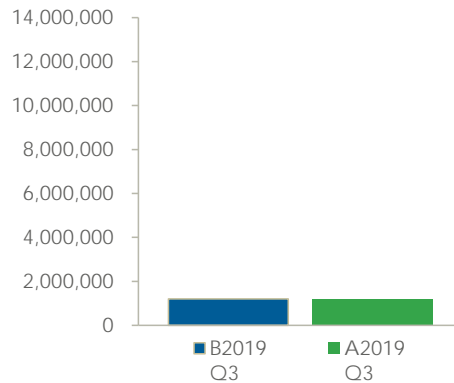
Public Works

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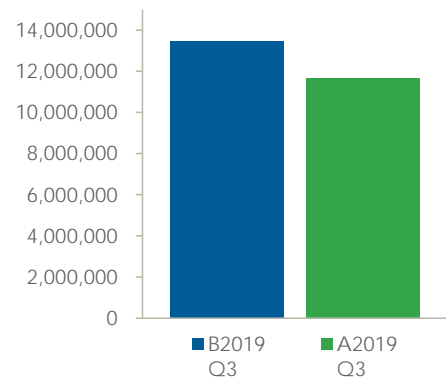
Summary

VARIANCE YTD
(\$1,787,456)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	51,379	51,379	-	(51,379)	0%
SALES OF GOODS & SVS TO INDIVIDUALS	315,000	315,000	298,051	(16,949)	95%
OTHER REVENUE FROM OWN SOURCES	118,205	92,624	136,629	44,005	116%
CONDITIONAL GRANTS FR OTHER GOV	497,174	-	-	-	0%
OTHER TRANSACTIONS	1,776,265	745,426	754,911	9,485	42%
MP&CP TRANSACTIONS	812,925	-	-	-	0%
TOTAL REVENUE	3,570,948	1,204,429	1,189,590	(14,839)	33%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	5,025,402	3,778,808	3,615,220	(163,588)	72%
GENERAL SERVICES-CONTRACTED	3,782,443	3,485,778	2,792,213	(693,565)	74%
PURCHASES FR OTHER GOV & AGENCIES	500	500	-	(500)	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	4,899,852	4,187,436	3,805,940	(381,497)	78%
RESERVES,TRANSFERS & GRANTS	770,000	-	-	-	0%
FINANCIAL SERVICE CHARGES	1,455,850	727,924	703,075	(24,849)	48%
MP&CP TRANSACTIONS	6,215,106	1,283,341	745,044	(538,297)	12%
TOTAL EXPENSE	22,149,153	13,463,787	11,661,492	(1,802,295)	53%

SURPLUS/(DEFICIT)	(18,578,205)	(12,259,358)	(10,471,902)	1,787,456	56%
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VARIANCES

- *Sales of goods & svcs to other governments* - Crushed concrete sales have been less than anticipated.
- *Earnings & benefits* - Three vacant positions, one vacant position for seven months and increased overtime.

Public Works

Q3 - 2019 Financial Reporting

- *General services - contracted* - The cost of hauling gravel was less than anticipated due to the proximity of the pits to the haul areas. The final invoices for major asphalt repair work had not been received at the time of this report. Traffic counts are behind schedule due to staff vacancies. Staff opted to attend local courses and conferences; therefore subsistence has been less than expected. Insurance costs were under budgeted and the annual cost of cleaning one fuel tank was not budgeted in 2019. The County has had to outsource more repairs and maintenance of vehicles than anticipated. Gravel exploration and costs to survey the crushed concrete pile were higher than expected. Engineering and consulting are less than anticipated due to the nature of ad hoc consulting.
- *Goods, supplies, materials purchased* - The "investment" in Battle River REA streetlights has been completed and distribution charges have been significantly reduced to exclude the investment rate. Less dust suppression material, tires, signs and grader blades than anticipated for the first three quarters. There have been some significant equipment and machine parts purchases required. One D7 caterpillar needed transmission repairs, one grader needed a new alternator and radiator and another grader needed a swivel and gasket replacement.

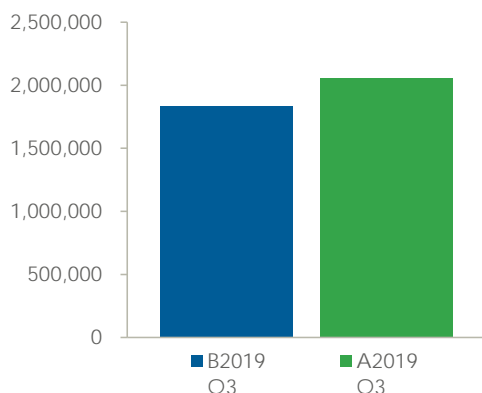
Water Distribution

Q3 - 2019 Financial Reporting

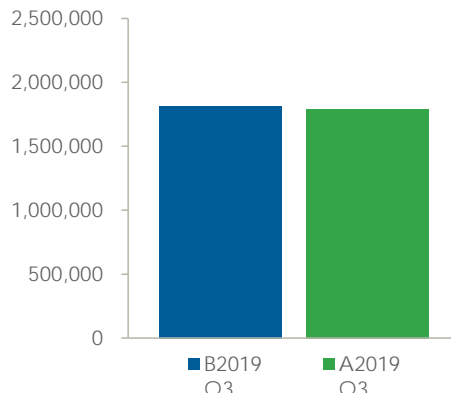
Summary

VARIANCE YTD
(\$248,443)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	-	-	-	-	0%
SALES OF GOODS & SVS TO INDIVIDUALS	2,521,509	1,745,691	1,951,409	205,718	77%
OTHER REVENUE FROM OWN SOURCES	12,700	9,523	34,035	24,512	268%
CONDITIONAL GRANTS FR OTHER GOV	4,200	4,200	-	(4,200)	0%
OTHER TRANSACTIONS	149,949	74,974	74,974	-	50%
MP&CP TRANSACTIONS	6,195	-	-	-	0%
TOTAL REVENUE	2,694,553	1,834,388	2,060,418	226,030	76%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	406,149	304,572	296,493	(8,080)	73%
GENERAL SERVICES-CONTRACTED	429,102	315,661	261,522	(54,139)	61%
PURCHASES FR OTHER GOV & AGENCIES	1,085,388	826,793	845,290	18,497	78%
GOODS,SUPPLIES & MATERIALS PURCHASED	169,978	142,683	153,431	10,748	90%
RESERVES,TRANSFERS & GRANTS	334,620	-	17,184	17,184	5%
FINANCIAL SERVICE CHARGES	494,386	219,127	212,500	(6,627)	43%
MP&CP TRANSACTIONS	6,195	6,195	6,199	4	100%
TOTAL EXPENSE	2,925,818	1,815,031	1,792,619	(22,412)	61%

SURPLUS/ (DEFICIT)	(231,265)	19,357	267,799	248,443	-116%
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VARIANCES

- *Sale of goods & svs to individuals* - Hydrant sales are \$295,000 over budget. Bulk water sales have been \$90,000 lower than anticipated.
- *General services - contracted* - Repairs to the distribution system have been less than prior years. Some repair work invoices had not been posted at the time of this report.

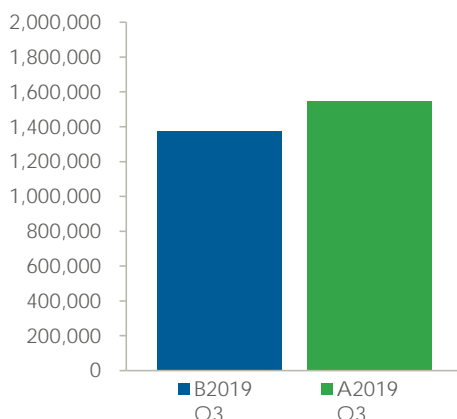
Wastewater System

Q3 - 2019 Financial Reporting

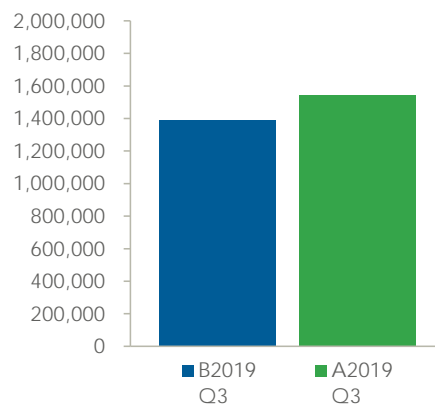
Summary

VARIANCE YTD
(\$17,419)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	1,907,885	1,340,075	1,488,252	148,177	78%
OTHER REVENUE FROM OWN SOURCES	40,688	30,298	58,130	27,832	143%
CONDITIONAL GRANTS FR OTHER GOV	4,200	4,200	-	(4,200)	0%
MP&CP TRANSACTIONS	88,609	-	-	-	0%
TOTAL REVENUE	2,041,382	1,374,573	1,546,381	171,808	76%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	302,859	227,123	241,169	14,046	80%
GENERAL SERVICES-CONTRACTED	149,412	92,447	102,963	10,516	69%
PURCHASES FR OTHER GOV & AGENCIES	1,120,804	802,322	964,034	161,712	86%
GOODS,SUPPLIES & MATERIALS PURCHASED	42,535	31,270	36,576	5,306	86%
RESERVES,TRANSFERS & GRANTS	4,200	-	5,460	5,460	130%
FINANCIAL SERVICE CHARGES	317,254	162,943	148,658	(14,285)	47%
MP&CP TRANSACTIONS	369,912	72,605	44,238	(28,367)	12%
TOTAL EXPENSE	2,306,976	1,388,710	1,543,099	154,389	67%

SURPLUS/ (DEFICIT)	(265,594)	(14,137)	3,282	17,419	-1%
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VARIANCES

- *Sale of goods & svs to individuals* - Airport overstrength and consumption based revenues are higher than anticipated.
- *Other revenue from own sources* - Land rental revenue was budgeted throughout the year but was received in January. Interest on investments has been higher than anticipated.
- *Purchases from other governments & agencies* - Total purchases for Q3 are over budget due to higher than anticipated consumption at the airport.

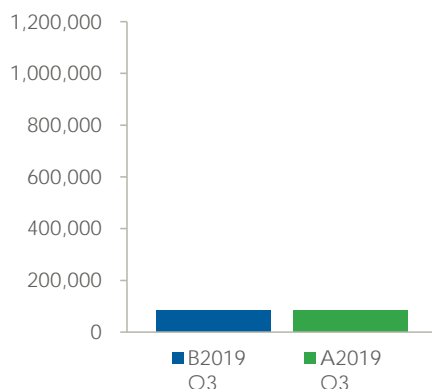
Waste Management

Q3 - 2019 Financial Reporting

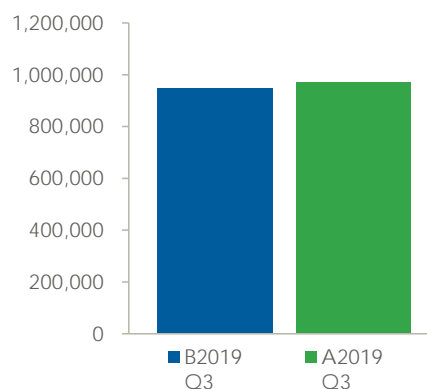
Summary

VARIANCE YTD
\$18,696

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	5,000	4,283	4,000	(283)	80%
SALES OF GOODS & SVS TO INDIVIDUALS	100,000	75,001	74,793	(208)	75%
OTHER REVENUE FROM OWN SOURCES	5,400	3,560	6,020	2,460	111%
CONDITIONAL GRANTS FR OTHER GOV	228,610	-	-	-	0%
MP&CP TRANSACTIONS	118,773	-	-	-	0%
TOTAL REVENUE	457,783	82,844	84,813	1,969	19%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	394,046	295,528	281,704	(13,824)	71%
GENERAL SERVICES-CONTRACTED	425,313	330,028	267,465	(62,563)	63%
PURCHASES FR OTHER GOV & AGENCIES	465,000	238,055	362,416	124,361	78%
GOODS,SUPPLIES & MATERIALS PURCHASED	10,260	6,914	7,486	572	73%
MP&CP TRANSACTIONS	145,273	79,101	51,220	(27,881)	35%
TOTAL EXPENSE	1,439,892	949,626	970,291	20,665	67%

SURPLUS/ (DEFICIT)	(982,109)	(866,782)	(885,478)	(18,696)	90%
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VARIANCES

- *General services - contracted* – September waste collection invoices had not been posted at the time of this report.
- *Purchases fr other gov & agencies* – Tonnages at the landfills have been higher than anticipated. Budgeted cash flow of waste collection does not align with actual expenses.

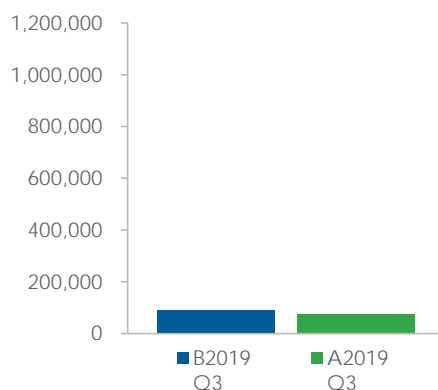
Public Transit

Q3 - 2019 Financial Reporting

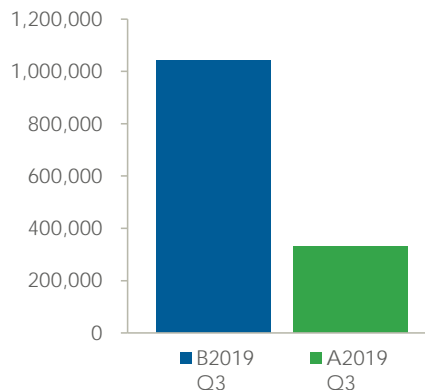
Summary

VARIANCE YTD
(\$698,748)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	131,294	81,768	64,901	(16,867)	49%
SALES OF GOODS & SVS TO INDIVIDUALS	9,000	7,303	11,503	4,200	128%
TOTAL REVENUE	140,294	89,071	76,403	(12,668)	54%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
GENERAL SERVICES-CONTRACTED	25	19	15	(4)	59%
PURCHASES FR OTHER GOV & AGENCIES	1,389,967	1,042,589	329,851	(712,738)	24%
GOODS,SUPPLIES & MATERIALS PURCHASED	400	300	1,637	1,337	409%
FINANCIAL SERVICE CHARGES	100	76	66	(10)	66%
MP&CP TRANSACTIONS	257,217	-	-	-	0%
TOTAL EXPENSE	1,647,709	1,042,984	331,569	(711,415)	20%

SURPLUS/ (DEFICIT)	(1,507,415)	(953,913)	(255,165)	698,748	17%
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VARIANCES

• *Purchases from other governments & agencies* - At the time of this report, the County had not received the Q3 invoice for the transit joint venture or posted the regional transit invoice.



Quarterly report to council

Reporting period: **Q3 - 2019**

Department: **Family & Community Support Services**


Highlights from this quarter

- 2 Home Alone workshops ran in 2 communities with a total of 15 parents and 14 children participating
- New workshop, Confident Parenting, was held in Warburg for 8 participants
- 45 attended a presentation on Alberta Seniors, Service Canada, Good Samaritan Telecare held in New Sarepta
- The focus of this year's International Overdose Awareness Day campaign was prescription opioids and addiction
- The Rural Mental Health Project held community conversations on social connection and community assets
- The Supporting Active Aging Older Adults conference was held in Leduc for 196 attendees
- Parent link extended programs in each community, now offering full day programs in 7 locations once per week
- The Early Childhood Resource Program has implemented a new early literacy program called Rhymes that Bind. This program will be offered in each community throughout the county over the next year, during the last quarter it was offered in Leduc and in Thorsby in partnership with the Thorsby library
- Working in partnership with the food bank and Thorsby senior centre the bridges and family connections program supported participants to attend 5 cooking groups in Thorsby over the last quarter. In each session, participants learned new skills and brought home a minimum of 5 meals per session increasing their food security and reducing barriers while accessing services in their own community
- Family Connections has completed over 120 home visits in the last quarter supporting families in meeting their social needs while increasing awareness of the child developmental needs for their infants and children
- Public and stakeholder engagement to support the development of the Social Services Framework

Strategic Plan Q3 2019 Deliverables update

No deliverables on focus areas for this quarter.

Operational Plan Q3 2019 Deliverables update

Goal 6: Continue to lead regional programs through consistent, collaborative and efficient services and programs.		
Strategy 6.1 Ensure that all regional contracts and programs are meeting the needs of all communities and residents.		
Actions	Deliverables/KPIs	Status
Focus Groups and information sessions will be held with program partners and program participants.	Meetings held, actions and outcomes identified.	
Status update: <ul style="list-style-type: none"> • Various public engagement and stakeholders sessions have been held through developing the Social Services Framework. These have included partner agencies, communities and residents. • Parent Link has completed participants surveys and continue to adapt programming to meet parent needs. These included flexible program hours and housing staff in each community outside of program hours to better support the community. • A regional meeting of FCSS directors was held in Q3 to review regional programs and levels of service. We continue to work to meet the growing needs across this region with available resources. 		

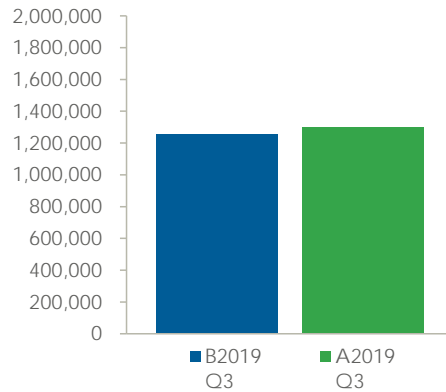
Family and Community Support Services

Q3 - 2019 Financial Reporting

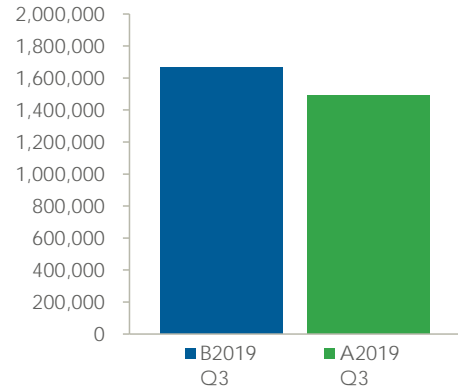
Summary

VARIANCE YTD
(\$217,579)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	6,233	4,127	18,386	14,259	295%
CONDITIONAL GRANTS FR OTHER GOV	1,574,910	1,249,793	1,280,700	30,907	81%
TOTAL REVENUE	1,581,143	1,253,920	1,299,087	45,167	82%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	1,697,334	1,278,732	1,197,507	(81,225)	71%
GENERAL SERVICES-CONTRACTED	256,867	196,529	157,047	(39,482)	61%
GOODS,SUPPLIES & MATERIALS PURCHASED	25,631	19,113	21,832	2,719	85%
RESERVES,TRANSFERS & GRANTS	104,307	101,400	75,035	(26,365)	72%
MP&CP TRANSACTIONS	100,000	70,000	41,940	28,060	42%
TOTAL EXPENSE	2,184,139	1,665,774	1,493,362	(172,413)	68%

SURPLUS/ (DEFICIT)	(602,996)	(411,854)	(194,275)	217,579	32%
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VARIANCES

- *Conditional grants from other governments* - The grants for the FCSS administration, ECD coalition, Early Intervention, Parent Link and Bridges were \$56,000 higher than anticipated because the County received a partial Q4 payment early. At the time of this report, the County had not received \$25,000 in community core funding.
- *Earnings & benefits* - Two vacant positions for Q3. Maternity leave benefits budgeted but casual employees do not qualify for benefits.
- *General services - contracted* - Lower than anticipated demand for counselling services, family support and community support. Outreach services are under budget due to decreased demand for services and County connect assistance payments are over budget. Auditor fees are under budget.



Quarterly report to council


Reporting period: **Q3 - 2019**


Department: **Planning and Development**

Highlights from this quarter



- As of the end of Q3, Planning & Development has issued 253 development permits and 1,284 safety codes permits for a total construction value of \$100.7M, year to date.
- The majority of the outstanding Intermunicipal Collaboration Frameworks and Intermunicipal Development Plans have been completed.
- The Shared Investment for Shared Benefit Framework for Phase 1 of the Airport Accord has been substantially completed; the scope of the Land Use, Servicing & Transportation Framework has been reduced and the work has been concluded.

Strategic Plan Q3 2019 Deliverables update

Goal 1: Planning and Development will continue to lead the county's efforts in regional collaboration and intermunicipal partnerships.		
Strategy 1.1 Lead the county's involvement in the completion of the Airport Accord work as per the direction of county council and the Airport Accord Oversight Committee.		
Actions	Deliverables/KPIs	Status
Completion of phase one of the Airport Accord.	Creation of four frameworks and a Shared Investment Shared Benefit Model (SISB)	
Status update: <ul style="list-style-type: none">• Two of the three frameworks are completed and the SISB framework will be presented to the Oversight Committee at its next meeting.• The partners have agreed on an approach to conclude Phase 1 and transition into next steps, which will be presented to the Oversight Committee at its next meeting.		

Goal 2: Planning and Development will lead economic development activities for the county to grow the non-residential tax base.		
Strategy 2.2 Ensure Leduc County is ready for investment.		
Actions	Deliverables/KPIs	Status
Achieve integration into the regional Economic Development Officer network under the Edmonton Global umbrella.	Relevant protocols reflected in three-year action plan.	
Status update: <ul style="list-style-type: none"> Integration into the regional EDO network by the County's Economic Development Coordinator has been achieved. The Edmonton Global Compact has been created in draft form and has been signed onto by a majority of Edmonton Global shareholders. Discussion is required to develop a common understanding among the 15 municipal administrations about the strength of the Compact and how it will be implemented. 		


Operational Plan Q3 2019 Deliverables update

Goal 4: We will deliver quality and efficient service to our customers; we will be solutions-based in our approach to customer service.		
Strategy 4.1 Institute customer service standards for the Planning and Development Department.		
Actions	Deliverables/KPIs	Status
Develop and implement customer service standards for the Planning and Development department.	Standards implemented.	
Status update: <ul style="list-style-type: none"> Preliminary work has begun on customer service standards; they remain incomplete at this time. Completion is anticipated for Q4, 2019. 		
Strategy 4.2 Improve development approval processes.		
Actions	Deliverables/KPIs	Status
Develop and implement development approval process improvements to reflect a customer-centric approach.	Specific improvements implemented.	

Status update:

- Streamlined development permit application, continue developing a separate urban and rural development permit application to simplify for customers.
- Developed a fillable online application.
- Implemented log books for tracking customer service inquiries.
- Provided Council an overview of the basics of development process.
- Implementing additional reviews of all discretionary use permits.
- Conduct weekly meetings to review current applications.
- A schedule of regular inter-departmental discussions regarding development matters has been implemented.
- Administration's review of processes will remain ongoing.

Goal 7: We will continue to be leaders in safety codes in the province of Alberta.**Strategy 7.1 Ensure the Safety Codes Quality Management Plan (QMP) is kept current and properly operationalized.**

Actions	Deliverables/KPIs	Status
Update the county's safety codes QMP.	New QMP adopted by Council	

Status update:

- Meeting was held with Safety Codes Council to clarify requirements for service provision to other municipalities for Building, Electrical, Plumbing, Gas and Fire.
- Currently Leduc County has one municipal QMP for Building, Electrical, Plumbing & Gas, one municipal QMP for Fire and one agency QMP for Fire Services. Safety Codes Council direction is that the municipal QMPs must be combined into one.
- Planning & Development and Fire Services are actively working on the update to the QMP, which will result in a combined QMP for all Safety Codes disciplines.
- An updated QMP will be ready for Council approval in Q4 2019.

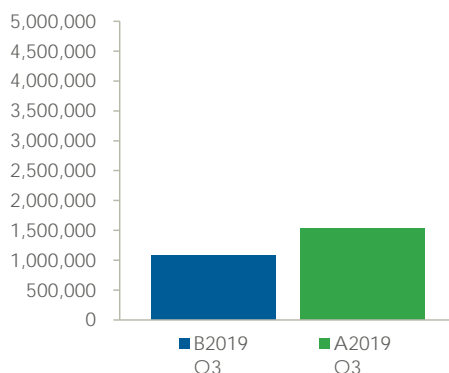
Planning & Development

Q3 - 2019 Financial Reporting

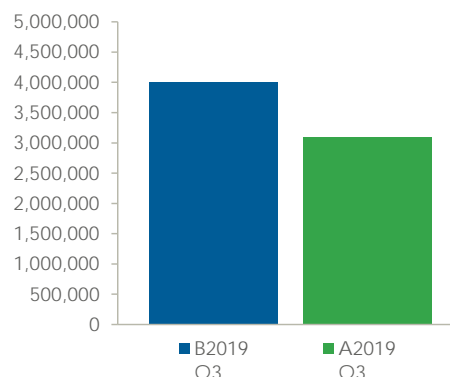
Summary

VARIANCE YTD
(\$1,365,261)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	61,192	46,040	62,021	15,981	101%
SALES OF GOODS & SVS TO INDIVIDUALS	139,500	104,857	81,583	(23,274)	58%
OTHER REVENUE FROM OWN SOURCES	1,202,396	826,743	1,397,188	570,445	116%
CONDITIONAL GRANTS FR OTHER GOV	98,043	73,532	-	(73,532)	0%
MP&CP TRANSACTIONS	709,631	25,000	-	(25,000)	0%
TOTAL REVENUE	2,210,762	1,076,172	1,540,792	464,620	70%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	3,470,052	2,629,148	2,592,638	(36,510)	75%
GENERAL SERVICES-CONTRACTED	1,459,286	1,093,556	345,765	(747,791)	24%
PURCHASES FR OTHER GOV & AGENCIES	314,502	258,593	149,096	(109,497)	47%
GOODS,SUPPLIES & MATERIALS PURCHASED	14,700	11,829	4,039	(7,790)	27%
FINANCIAL SERVICE CHARGES	15,000	11,250	12,196	946	81%
TOTAL EXPENSE	5,273,540	4,004,376	3,103,735	(900,641)	59%

SURPLUS/ (DEFICIT)	(3,062,778)	(2,928,204)	(1,562,943)	1,365,261	51%
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VARIANCES

- *Other revenue from own sources* - Revenues from building and electrical permits have been higher than anticipated due to the Amazon customer fulfilment facility.
- *Conditional grants from other governments* - At the time of this report, the internal transfer of the Alberta Community Partnership grant for the inter-municipal development (IDP) for Calmar, Thorsby and Warburg had not been completed.
- *Earnings & benefits* - Two vacant positions for part of the year.
- *General services - contracted* - Both the Intermunicipal Planning Framework (for Leduc County and the Cities of Edmonton and Beaumont) and Airport Accord projects are currently under budget. Both projects are in the process of concluding and so additional invoices will be received. The Leduc IDP project has not commenced.
- *Purchases from other governments & agencies* - The funds budgeted for LNEDA are underspent and have been earmarked for economic development initiatives in house.



Quarterly report to council

Reporting period: **Q3 - 2019**


Department: **Agricultural Services**



Highlights from this quarter



- Continued Regional Agricultural Master Plan (RAMP) development through the Edmonton Metropolitan Region Board (EMRB) task force and working group
- Local Food Coordinator hired and fall work plan developed and is being implemented
- Additional Alberta Environment approval questions (SIR – Supplemental Information Request) received which has delayed the issuance of the Water Act License for the non-potable water point in the Genesee area
- All seasonal programs were completed in accordance with relevant policies
- Vegetation management plans completed for 2019
- Clubroot of canola inspections were nearly completed by the end of Q3. Remainder of secondary inspections are being completed in Q4


Strategic Plan Q3 2019 Deliverables update


Goal 1: Agricultural Services will improve transportation networks through vegetation control and partner projects with Public Works and Engineering.		
Strategy 1.1: Problem vegetation creates sightline, regular maintenance and snow trap issues for Public Works and Engineering staff and the travelling public		
Actions	Deliverables/KPIs	Status
Control brush less than 10-feet high with selective herbicides in intersections and in the right-of-ways adjacent to the road to improve visibility and promote efficient drainage.	30 intersections controlled in 2019 10/30 intersections that were brushed were sprayed in Q3	▲
Status update: <ul style="list-style-type: none">• Although the KPI for Strategy 1.1 was 30 intersections, all intersections and roadsides that were mulched in the winter of 2018 were controlled through the use of selective herbicides.• Spraying was also completed along roadsides brushed during winter, primarily in the Pigeon Lake area.• Intersections and roadsides which have had brushing work completed will continue to be monitored and sprayed if necessary, for multiple years to prevent regrowth.• No additional intersections will be sprayed in Q4.		

Support the road maintenance program by controlling unwanted vegetation through the application of non-selective herbicides along roadsides to help with activities such as regular grading and shoulder pulls.	16 kms and additional as determined by Public Works No additional applications were requested in Q3	
Status update: <ul style="list-style-type: none"> All requested shoulder pull applications were sprayed (9.6 km), as identified, in Q2. All requested kilometers were sprayed. As such, although KPI number (16 kms) was not met, objectives were met. 		

Strategy 1.2 Through the mechanical removal of grass and brush, improve Leduc County's transportation networks.		
Actions	Deliverables/KPIs	Status
Rural roadside mowing on prescribed problem areas.	971/1000 linear kms mowed in Q3	
Status update: <ul style="list-style-type: none"> Although weather conditions were not ideal for mowing, a significant amount of mowing was accomplished in Q3. A combined total of 1,230 linear kms was mowed in Q2 and Q3. Target KPI was 2,000 km for both Q2 and Q3. Mowing of specific areas will continue in Q4. 		
Utilizing large rotary mowers, identify large brush within Leduc County right-of-ways that can be mowed in coordination with the Agricultural Service main road mowing program.	1/30 intersections mowed 4.5 km of roadside mowed for brush control	
Status update: <ul style="list-style-type: none"> The primary focus of the main roadside mowing program has been to mow grass along Leduc County's paved road network. Although primary mowing requirements were met in spite of unfavorable weather conditions, there was minimal opportunity to conduct additional brushing operations with the large rotary mowers. Additional intersections have been identified for control work in Q4. 		

Goal 2: Agricultural Services will develop a plan framework for supporting local food initiatives, small-holding agricultural activity and be an advocate for the agricultural industry		
Strategy 2.1 Partner with local food experts to bring attention and foster this opportunity in Leduc County		
Actions	Deliverables/KPIs	Status
Coordinate five local food workshops within Leduc County.	Five workshops (Q1 – Q4 deliverable)	
Status update: <ul style="list-style-type: none"> Planning for the following Q4 Workshops occurred in Q3: <ul style="list-style-type: none"> Working Well Workshop – October 16 – 25 participants Mountain Pine Beetle Information Session – November 13 Verified Beef Producers workshop – November 20 Raising Chickens in the County – November 27 Feed Quality Concerns in Livestock Rations – TBA 		
Promote events that bring awareness to local food and agri-tourism.	Local Food Coordinator fall work plan being implemented.	
Status update: <ul style="list-style-type: none"> Confirmed the Farm to Market to Table Conference will be in Nisku February 26 and 27, 2020 Planning and supporting the Chamber's Growing from Here conference on November 1, 2019. Promoted and participated in Alberta Open Farm Days - August 17-18, 2019. Leduc County's Economic Development Summit – October 16, 2019 (buffet was locally sourced). Promote Agriculture and Forestry Events: <ul style="list-style-type: none"> Market Opportunities Workshop Series (encourage farmers to attend, learn basics) <ul style="list-style-type: none"> For Fruit (Alberta Agriculture and Forestry) – October 28 For Vegetables (Alberta Agriculture and Forestry)- October 29 For Greenhouse (Alberta Agriculture and Forestry) – November 8 Working with and supporting local Farm to Table dinners throughout 2019. Print and distribute more "What's on your plate, we are all in agriculture" bumper stickers and window clings. Support the showing of the film "Before the Plate" – Q4 with Leduc Chamber of Commerce. 		

Strategy 2.2 Be an advocate for the agricultural industry by continuing to roll out the 2016 Agricultural Strategy and support the small-holding agricultural industry		
Actions	Deliverables/KPIs	Status
Continue to develop tactics that align with the 2016 Agricultural Strategy that advocate for agriculture in Leduc County.	Fostering agriculture as a stated key policy area in the County's Strategic Plan.	
Status update: <ul style="list-style-type: none"> The development of specific agriculture-supportive policies and developing regional sub-areas as part of the RAMP Working Group that will align with Leduc County's newly adopted Municipal Development Plan. Support the development of Agricultural Impact Assessments. Continue to be an Alternative Land Use Services Community, managing ecosystem services and agricultural impacts within our municipality. 		

Goal 3: Agricultural Services will work with regional partners to elevate agriculture, protect agricultural land and support regional agricultural initiatives.		
Strategy 3. Working with members of the Edmonton Metropolitan Regional Board (EMRB), support the regional agricultural industry.		
Actions	Deliverables/KPIs	Status
Provide technical expertise to the RAMP task force to support the development of a Regional Agricultural Master Plan.	Leduc County should set specific and stated goals to work with municipal partners and the EMRB to establish a consistent and agriculture-supportive approach to food and agriculture throughout our region.	
Status update: <ul style="list-style-type: none"> Using a planning framework, the RAMP Task Force and working group are defining permanent agricultural areas within the EMRB. A Land Evaluation Site Assessment tool (LESA) has been developed and currently tabled until such time that these areas are defined and the tool can be used. 		

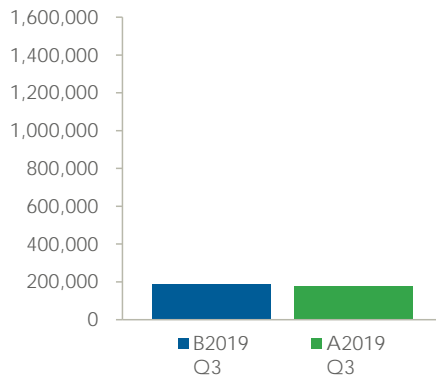
Agricultural Services

Q3 - 2019 Financial Reporting

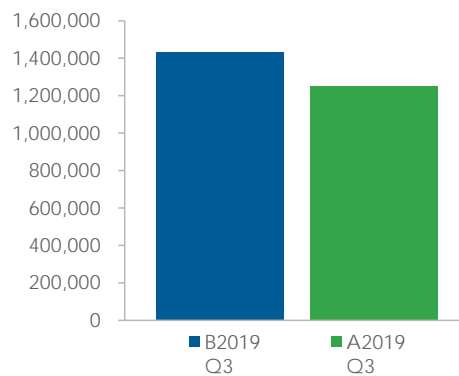
Summary

VARIANCE YTD
(\$172,282)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	24,000	12,508	5,876	(6,631)	24%
OTHER REVENUE FROM OWN SOURCES	2,000	1,982	3,448	1,466	172%
CONDITIONAL GRANTS FR OTHER GOV	172,559	172,559	168,359	(4,200)	98%
OTHER TRANSACTIONS	20,000	-	-	-	0%
TOTAL REVENUE	218,559	187,049	177,683	(9,365)	81%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	1,272,814	984,187	970,504	(13,683)	76%
GENERAL SERVICES-CONTRACTED	181,458	141,668	85,691	(55,977)	47%
GOODS,SUPPLIES & MATERIALS PURCHASED	327,806	295,777	181,156	(114,621)	55%
RESERVES,TRANSFERS & GRANTS	22,500	8,789	11,000	2,211	49%
MP&CP TRANSACTIONS	-	-	423	423	0%
TOTAL EXPENSE	1,804,578	1,430,421	1,248,774	(181,647)	69%

SURPLUS/ (DEFICIT)	(1,586,019)	(1,243,373)	(1,071,091)	172,282	68%
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VARIANCES

- *General services - contracted* - Publications, printing and binding, as well as rental of equipment for beaver dam removal and weed notice enforcement were under budget. Bumper stickers, signs, etc. will be printed and distributed once the new branding guidelines are complete. Registrations and mileage for conventions are under budget because staff did not attend summer professional development that had been budgeted. \$25,750 was budgeted for a non-potable water point, however the County is waiting for the water license approval and therefore construction will not begin in 2019.
- *Goods, supplies and materials purchased* - Herbicides are under budget due to the poor spraying conditions. September fuel purchases of \$17,000 had not been posted at the time of this report. Equipment & machine parts are less than anticipated.

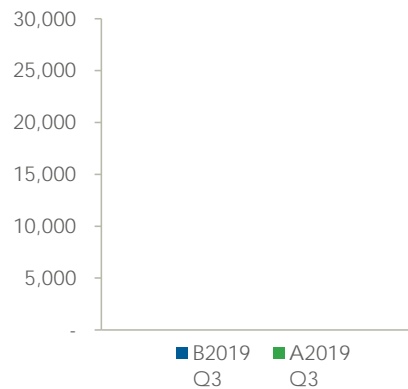
Drainage

Q3 - 2019 Financial Reporting

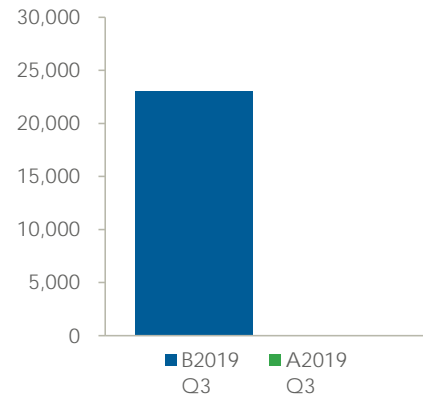
Summary

VARIANCE YTD
(\$22,999)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
OTHER TRANSACTIONS	1,500	-	-	-	0%
MP&CP TRANSACTIONS	25,000	-	-	-	0%
TOTAL REVENUE	26,500	-	-	-	0%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
GENERAL SERVICES-CONTRACTED	8,010	8,007	8	(7,999)	0.1%
MP&CP TRANSACTIONS	25,000	15,000	-	(15,000)	0%
TOTAL EXPENSE	33,010	23,007	8	(22,999)	0.03%

SURPLUS/ (DEFICIT)	(6,510)	(23,007)	(8)	22,999	0.13%
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VARIANCES

• *General services - contracted* - The county has not received any drainage requests from landowners or drainage improvement levy requests from the Cameron or Big Hay Lakes drainage districts.



Quarterly report to council

Reporting period: **Q3 - 2019**

Department: **Parks and Recreation**

Highlights from this quarter


- More than 10,000 nights booked at Leduc County campgrounds this season
- 117 nights booked at Jubilee park comfort cabins
- \$14,410 collected in park improvement fees this season
- More than 20 community events attended both in partnership with community groups or hosted by Leduc County
- 13 youth programs hosted with over 200 participants from across the County
- Grounds maintenance operations provided to New Sarepta, Centennial Park, East Vistas community, Mission Beach, Sunnybrook, Genesee and other local community parks



Strategic Plan Q3 2019 Deliverables update

No deliverables on focus areas for this quarter.

Operational Plan Q3 2019 Deliverables update

Goal 1: Parks and Recreation will create a new, shared vision for Parks and Recreation in Leduc County.		
Strategy 1.2 Begin implementation of the Vistas Parks Strategy.		
Actions	Deliverables/KPIs	Status
Review Vistas Plan with key stakeholders and internal departments	N/A	▲

Status update: <ul style="list-style-type: none"> Internal meetings have taken place and will continue as we work in cooperation to effectively develop this area. Meetings have included discussions with Public Works staff about planned road infrastructure projects as well as future detailed planning of storm pond locations and how they will work in cooperation with passive transportation corridors and park areas. Meetings have also been held with Agriculture Services to review future operating impacts and resources required to action this plan. Meetings will continue with Public Works, Agriculture Services and Planning and Development to ensure effective collaboration in communication in development of the East Vistas. Project update meetings will be established with key stakeholders as we develop new policies as identified in the plan of action. Key stakeholders include landowners and developers, many of which were involved in reviewing the plan through development. Plan of action meetings will be held in Q1 2020 and continue as required as new policy or actions are established. 		
Develop plan of action and priorities for plan implementation	N/A	
Status update: <ul style="list-style-type: none"> A plan of action was prepared in Q3 and presented to council on October 15th. Parks will continue to update council as we implement this plan of action. 		

Goal 4: Parks and Recreation will continue efforts to expand access to the North Saskatchewan River valley.		
Strategy 4.1 Work with agencies and groups to promote river valley access in the region.		
Actions	Deliverables/KPIs	Status
Continued conversations with the River Valley Alliance to support publically accessible opportunities within their service area.	TBD	
Status update: <ul style="list-style-type: none"> We continue to communicate on a regular basis with River Valley Alliance (RVA) administration. They regularly communicate progress on their plan of action in this south region and together we share opportunities for partnership and shared promotion of the river valley. RVA administration will present a progress update to council in Q4, which will include project development and board development actions in 2019. 		
Strategy 4.2 Investigate further, unexplored opportunities to promote expanded North Saskatchewan River Valley access in the region.		
Review and possible implementation of the Genesee bridge boat launch study.	Genesee bridge access opportunities will be presented to council in Q1 for consideration.	

Status update:

- Project concepts continue to be reviewed by Alberta Transportation (AT). Project will be delayed until AT completes their review. Once project scope has been determined, it will be brought forward to council for budget consideration.



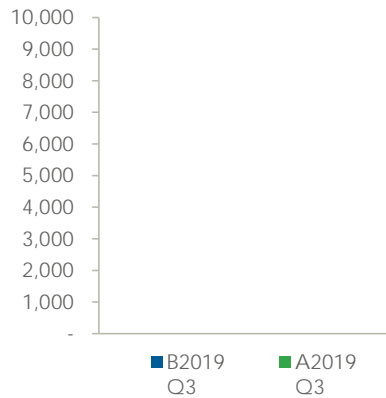
Recreation & Parks Board

Q3 - 2019 Financial Reporting

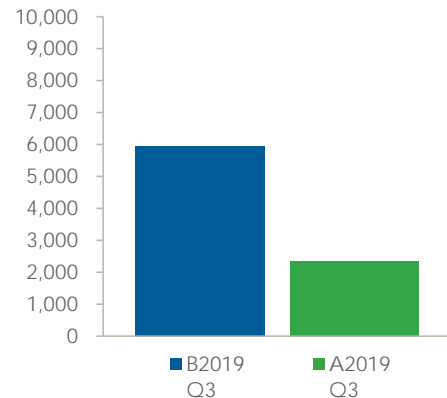
Summary

VARIANCE YTD
(\$3,603)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
TOTAL REVENUE	-	-	-	-	0%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	1,300	945	765	(180)	59%
GENERAL SERVICES-CONTRACTED	4,963	4,860	1,496	(3,364)	30%
GOODS,SUPPLIES & MATERIALS PURCHASED	150	150	91	(59)	60%
TOTAL EXPENSE	6,413	5,955	2,352	(3,603)	37%

SURPLUS/ (DEFICIT)	(6,413)	(5,955)	(2,352)	3,603	37%
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VARIANCES

• *General services - contracted* - Registrations, mileage and subsistence for conventions has been less than anticipated.

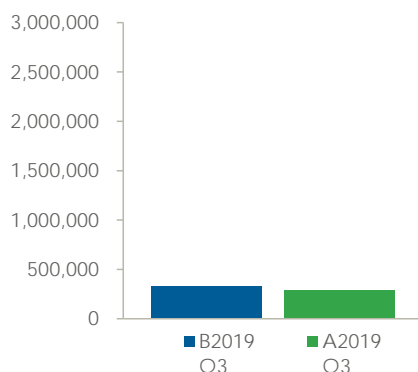
Recreation

Q3 - 2019 Financial Reporting

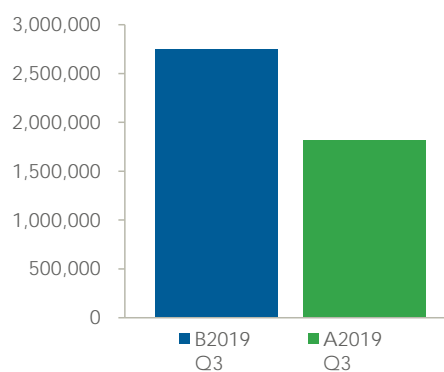
Summary

VARIANCE YTD
(\$892,124)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	285,827	266,522	278,748	12,226	98%
OTHER REVENUE FROM OWN SOURCES	-	-	85	85	0%
CONDITIONAL GRANTS FR OTHER GOV	8,400	8,400	10,000	1,600	119%
OTHER TRANSACTIONS	18,804	-	-	-	0%
MP&CP TRANSACTIONS	1,095,000	50,000	-	(50,000)	0%
TOTAL REVENUE	1,408,031	324,922	288,833	(36,089)	21%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	622,770	470,726	451,752	(18,974)	73%
GENERAL SERVICES-CONTRACTED	170,417	134,992	116,570	(18,422)	68%
GOODS,SUPPLIES & MATERIALS PURCHASED	157,700	132,045	124,916	(7,129)	79%
RESERVES,TRANSFERS & GRANTS	1,574,754	995,950	579,702	(416,248)	37%
FINANCIAL SERVICE CHARGES	423,460	213,547	205,080	(8,467)	48%
MP&CP TRANSACTIONS	1,345,000	800,000	341,027	(458,973)	25%
TOTAL EXPENSE	4,294,101	2,747,260	1,819,047	(928,213)	42%

SURPLUS/(DEFICIT)	(2,886,070)	(2,422,338)	(1,530,214)	892,124	53%
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VARIANCES

- *Earnings & benefits* –Nisku Recreation Centre (NRC) casual customer service representatives worked less hours.
- *General services - contracted* – Savings are primarily from the NRC ending security, advertising, publication and linen services. It also has reduced building maintenance and janitorial costs. Costs to support facilitators for Leduc County and not-for-profit events are slightly higher than budget, however it allows Leduc County to support an increased number of event requests without additional staff supports.
- *Reserves, transfers & grants* - No operating or capital cost share payments have been made to the Cities of Leduc and Beaumont or the Town of Devon. These transactions have been delayed as the result of a delay in signing new agreements.

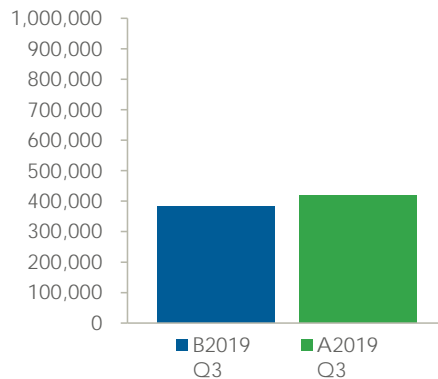
Parks

Q3 - 2019 Financial Reporting

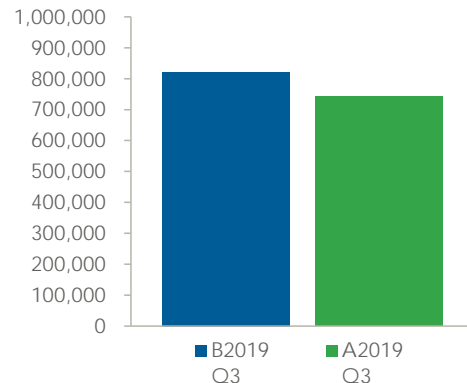
Summary

VARIANCE YTD
(\$116,233)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	341,400	337,515	367,040	29,525	108%
OTHER REVENUE FROM OWN SOURCES	20,000	19,946	21,638	1,692	108%
OTHER TRANSACTIONS	-	-	9,030	9,030	0%
MP&CP TRANSACTIONS	114,145	24,619	22,086	(2,533)	19%
TOTAL REVENUE	475,545	382,080	419,794	37,714	88%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	545,125	472,043	452,339	(19,703)	83%
GENERAL SERVICES-CONTRACTED	190,059	181,396	153,199	(28,196)	81%
GOODS,SUPPLIES & MATERIALS PURCHASED	102,635	91,855	90,022	(1,833)	88%
RESERVES,TRANSFERS & GRANTS	14,000	-	-	-	0%
FINANCIAL SERVICE CHARGES	6,800	6,439	6,632	193	98%
MP&CP TRANSACTIONS	80,496	70,203	41,223	(28,980)	51%
TOTAL EXPENSE	939,115	821,935	743,416	(78,519)	79%

SURPLUS/ (DEFICIT)	(463,570)	(439,855)	(323,622)	116,233	70%
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VARIANCES

- *Sales of goods & svcs to individuals* - Increased campground revenues are a result of strong attendance at both campgrounds and 2019 rate increases.
- *Earnings & benefits* – Seasonal employees worked less hours.
- *General services - contracted* - Cash flow of maintenance to grounds, building, equipment and professional services.

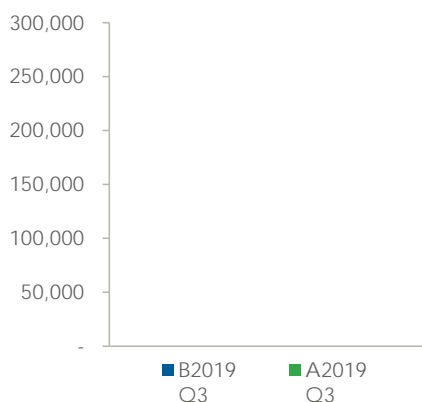
Cultural & Library Board

Q3 - 2019 Financial Reporting

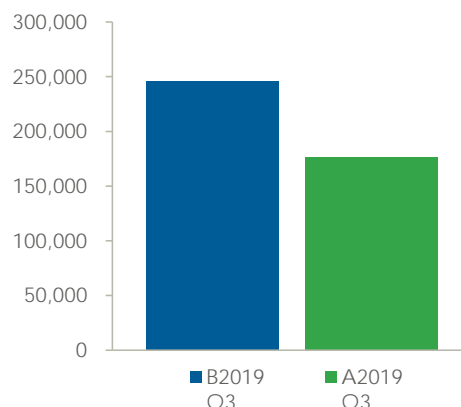
Summary

VARIANCE YTD
(\$68,939)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
TOTAL REVENUE	-	-	-	-	0%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
GENERAL SERVICES-CONTRACTED	60,000	60,000	59,254	(746)	99%
GOODS,SUPPLIES & MATERIALS PURCHASED	250	250	-	(250)	0%
RESERVES,TRANSFERS & GRANTS	325,190	185,190	117,247	(67,943)	36%
TOTAL EXPENSE	385,440	245,440	176,501	(68,939)	46%

SURPLUS/ (DEFICIT)	(385,440)	(245,440)	(176,501)	68,939	46%
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VARIANCES

• *Reserves, transfers & grants* - At the time of this report, cost share payments to the Cities of Leduc and Beaumont and Town of Devon had not been made. These payments will be made in early Q4.

Fiscal Services

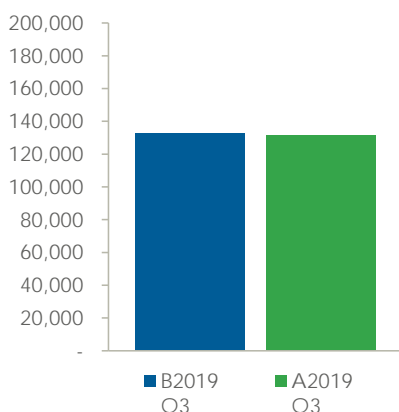
Q3 - 2019 Financial Reporting

Summary

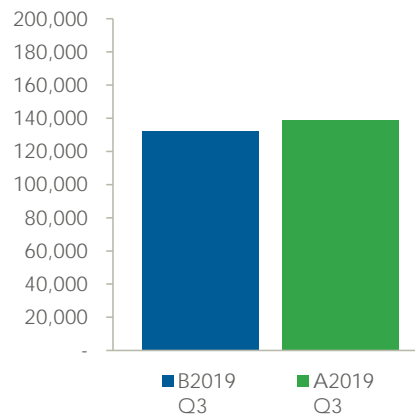
VARIANCE YTD

\$7,200

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
OTHER TRANSACTIONS	264,836	132,418	131,463	(955)	50%
TOTAL REVENUE	264,836	132,418	131,463	(955)	50%

REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
RESERVES, TRANSFERS & GRANTS	488,000	-	-	-	0%
FINANCIAL SERVICE CHARGES	264,836	132,418	128,005	(4,413)	48%
OTHER TRANSACTIONS-GENERAL	29,705	-	10,658	10,658	36%
TOTAL EXPENSE	782,541	132,418	138,663	6,245	18%

SURPLUS/ (DEFICIT)	(517,705)	-	(7,200)	(7,200)	1%
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VARIANCES

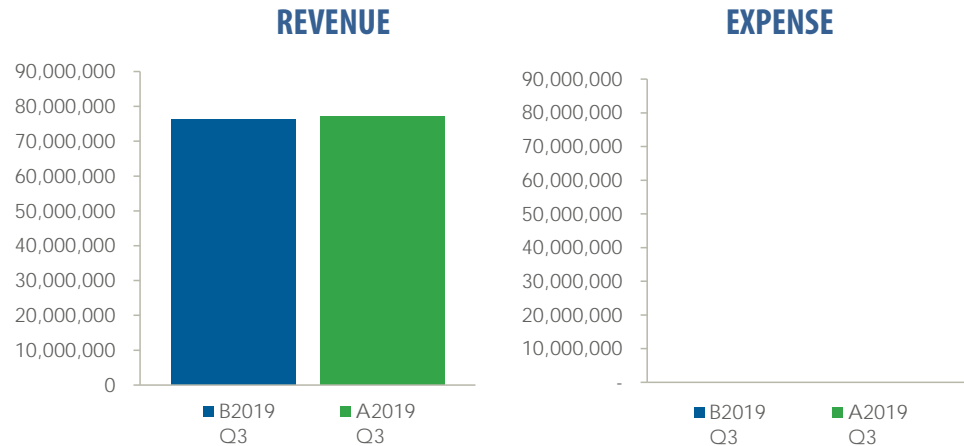
• No significant variances.

Non-Departmental

Q3 - 2019 Financial Reporting

Summary

VARIANCE YTD
(\$732,299)



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
TAXES	75,038,085	75,441,573	75,318,458	(123,115)	100%
TAXES-GRANT IN LIEU	102,762	102,762	103,272	510	100%
OTHER REVENUE FROM OWN SOURCES	784,000	585,311	1,453,896	868,585	185%
UNCONDITIONAL GRANTS FR OTHER GOV	146,960	146,960	133,279	(13,682)	91%
TOTAL REVENUE	76,071,807	76,276,606	77,008,905	732,299	101%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
TOTAL EXPENSE	-	-	-	-	0%

SURPLUS/ (DEFICIT)	76,071,807	76,276,606	77,008,905	732,299	101%
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VARIANCES

- *Taxes* - Variance is a result of assessment adjustments for 2017 -2019 completed to date.
- *Other revenue from own sources* - There was more interest income than anticipated due to conservative budgeting. Penalty revenue on taxes was higher than anticipated.

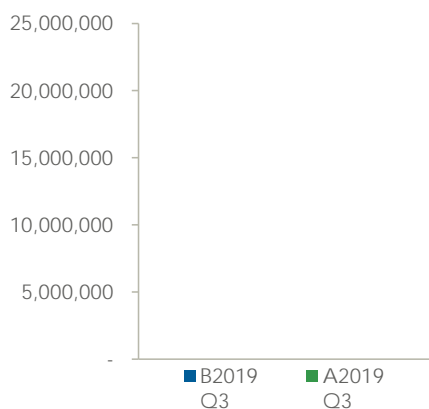
Requisitions

Q3 - 2019 Financial Reporting

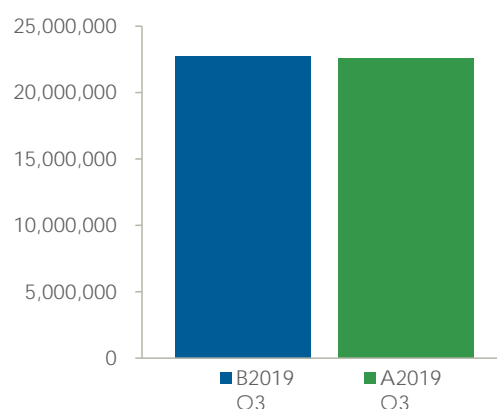
Summary

VARIANCE YTD
(\$181,986)

REVENUE



EXPENSE



REVENUE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
TOTAL REVENUE	-	-	-	-	0%

EXPENSE	Budget 2019	B2019 Q3	A2019 Q3	Variance (\$)	% of Total Budget
RESERVES, TRANSFERS & GRANTS	29,047,998	22,751,717	22,569,731	(181,986)	78%
TOTAL EXPENSE	29,047,998	22,751,717	22,569,731	(181,986)	78%

SURPLUS/ (DEFICIT)	(29,047,998)	(22,751,717)	(22,569,731)	181,986	78%
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VARIANCES

• *Reserves, transfers & grants* - Government of Alberta school requisitions to date reflect 2018 rates and will be adjusted on the December invoice.



2019 Major Project Plan - Quarter 3 Funding & Expenditures Summary

Major Project Summary	Budget	Actual	Variance
Major Projects	3,604,333	792,805	2,811,528
Total Expenditures - Major Projects	3,604,333	792,805	2,811,528

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	12,528	12,528	-
Grants			
Fire Service Training Program (FSEPP) (Note 1)	6,250	6,250	-
Canada 150 Community Infrastructure Program Grant	985	985	-
Other			
Reserve	179,830	152,624	27,207
Reserve - MRT	32,215	10,066	22,150
Total Funding	231,808	182,452	49,356

Note 1 - The remaining FSEPP grant dollars have been returned to the funder.



2019 Major Project Quarter 3

As at September 30, 2019

Lead Dept	Project Name	2019 Final Budget
Utilities-Sewer	Sewer Infiltration and Inflow Assessment - Nisku Sewer	\$ 50,000
Utilities-Sewer	New Sarepta Lift Station Upgrade Option Analysis	\$ 35,000
Public Works- General	Range Road 263 And Highway 39/60 Intersection Upgrade - Contribution To Alberta Transportation	\$ 1,010,000
Utilities-Solid Waste	Solid Waste Transfer Station Attendant Shelters X4	\$ 26,500
Recreation	Beaumont Aquafit Contribution	\$ 500,000
Recreation	2019 Recreation Cost Share - Partners' Capital Projects	\$ 550,000
General Administration	Leduc County Website Redevelopment	\$ 100,000
Recreation	CCBCC Beaumont Hall - Contribution Payment 5 of 5	\$ 50,000
Corporate Services	Furniture and Office Improvements - P&D Front Counter Upgrade and Finance Carpet Replacement	\$ 64,500
General Administration	Employee Compensation Review	\$ 50,000
Fire Services	Alberta Fire Responder Radio Communication System (AFRRCS) - Radios for Pump 8 and Tanker 4 in the Leduc Rural District	\$ 12,528
Corporate Services	Building Lifecycle Maintenance	\$ 78,311
Parks	Campground Shower House Flooring and Wall Improvement	\$ 30,000
FCSS	Social Services Framework	\$ 100,000
General Administration	Leduc County Branding	\$ 50,000
Legislative	Council Electoral Boundaries and Remuneration Review	\$ 30,000
Utilities-Sewer	Sewer Infiltration and Inflow Assessment - Nisku Sewer	\$ 8,855

Actual Expense as at September 30, 2019	Total Cost Variance	Project Indicator	Status	Variance Explanation/ Notes
\$ 13,460	\$ 36,540		In Progress	Sewer flow monitoring underway. Final report scheduled to be completed in Q4.
\$ 33,940	\$ 1,060		In Progress	Engineering work is in progress, project will complete in Q4.
\$ -	\$ 1,010,000		In Progress	Construction work is completed, awaiting invoices from Alberta Transportation.
\$ 24,793	\$ 1,707		In Progress	Project completed, awaiting final invoices.
\$ -	\$ 500,000		In Progress	Cheque will be sent out by the end of October.
\$ 108,027	\$ 441,973		In Progress	The budget submission and initial payment requests for Leduc, Beaumont and Devon will be presented to Council in Q4.
\$ 19,170	\$ 80,830		In Progress	Website project progressing, go-live date will be December 19th.
\$ 50,000	\$ -		Complete	
\$ 26,001	\$ 38,499		In Progress	Finance renovation completed. The remaining funds were approved for the front counter in Planning and Development, and will be assessed in Q4.
\$ -	\$ 50,000		In Progress	A consultant has been hired to complete this initiative. The project will be completed in Q4.
\$ 12,528	\$ -		Complete	
\$ 5,089	\$ 73,222		In Progress	This project includes building sealant, front foyer design, concrete work and landscaping. An updated scope and budget for the building sealant will be submitted through the 2020 budget process as costs have escalated (2020-MP-006). Tree pruning costs of \$4,500 will be deferred until 2020. The other components of the project will be completed by the end of Q4.
\$ 26,781	\$ 3,219		Complete	
\$ 43,055	\$ 56,945		In Progress	Draft document to be presented in Q4.
\$ 12,715	\$ 37,285		In Progress	Branding initiative was launched in July. Focus groups have been held and a survey conducted. Brand strategy report will be presented to council in Q4.
\$ -	\$ 30,000		In Progress	A consultant has been hired to complete the remuneration review and their report was presented to council on October 22nd. Workshops with Council were held and new electoral boundaries are being considered. First reading of the amended electoral boundary bylaw occurred September 10th.
\$ 8,847	\$ 8		Complete	



2019 Major Project Quarter 3

As at September 30, 2019

Lead Dept	Project Name	2019 Final Budget
Recreation	Warburg Arena Upgrade Phase I Contribution	\$ 245,000
Finance	Employee Self Service Software Module Implementation - Finance	\$ 13,960
Corporate Services	Annual Furniture and Office Improvement	\$ 48,000
Drainage	Clearwater Creek License Cleanout	\$ 25,000
Parks	Genesee River Recreation Access Assessment Study	\$ 7,988
Parks	Vistas Parks Plan	\$ 32,215
Public Works- General	Rural Area Water Distribution Feasibility Study	\$ 12,066
Corporate Services	Cyber Security Review & IT Strategic Plan	\$ 30,000
Fire Services	2017/18 Fire Service Training Program	\$ 6,250
Corporate Services	Telephone System Upgrades for Satellite Offices	\$ 15,000
Utilities-Water	Nisku Bulk Water Site Improvements - Engineering	\$ 6,195
Public Works- General	Rural Road Program Development	\$ 51,979
Public Works- General	Kavanagh Landfill Reclamation	\$ 62,240
County Manager	Asset Management Planning	\$ 75,000
Corporate Services	IT Strategic Initiatives	\$ 60,920
Fire Services	Regional Fire Services Frameworks	\$ 50,000
Parks	New Sarepta Property Clean up	\$ 10,293

Actual Expense as at September 30, 2019	Total Cost Variance	Project Indicator	Status	Variance Explanation/ Notes
\$ 183,000	\$ 62,000		In Progress	Final invoice will be completed in Q4. Project indicator change to yellow due to anticipated completion date changing from Q3 to Q4 2019.
\$ -	\$ 13,960		Complete	This project will be completed in house with internal resources.
\$ 48,000	\$ -		Complete	
\$ -	\$ 25,000		In Progress	Deadfall has been removed by internal staff. However, it has been too wet this summer to get a track hoe in to remove some of the silt in areas. Anticipated completion date is Q4 2019.
\$ 4,377	\$ 3,612		In Progress	Concepts are currently under review by Alberta Transportation.
\$ 10,066	\$ 22,150		Complete	
\$ 14,042	\$ (1,976)		Complete	Engineering report was completed within budget, over budget due to public consultation expenses charged to this project.
\$ 20,000	\$ 10,000		Complete	
\$ 6,250	\$ -		Complete	Project completed, remaining funds have been returned as part of grant agreement.
\$ -	\$ 15,000		No Activity	Project cancelled, the department has been waiting for Canadian Radio-television and Telecommunication (CRTC) approval for 2 years and it still has not been approved. Department will be able to secure a temporary solution for Calmar through out current operating budget. A project plan through a future budget will be submitted should the approval be granted.
\$ 6,199	\$ (4)		Complete	
\$ 12,932	\$ 39,047		In Progress	Project will be completed in Q4.
\$ 22,843	\$ 39,397		In Progress	This is an ongoing project to meet the Alberta Environment Regulations. Alberta Environment requires the testing report be submitted every year for five years.
\$ 12,934	\$ 62,066		In Progress	On-going work being done by the Asset Management Committee. The committee is working through the development of an asset management plan for a specific asset class. It is anticipated that these funds will be carried forward to next year as work is being done internally for 2019.
\$ 60,383	\$ 537		In Progress	Project completed, waiting for final invoice (\$900).
\$ -	\$ 50,000		In Progress	Approval to utilize the Alberta Community Partnership (ACP) grant from the LRFS Project has been granted, to develop a "Standard of Cover Document" for the City and County. The request for proposal (RFP) is being developed and will be managed by the City of Leduc. The project is expected to be completed by Q4 2020.
\$ -	\$ 10,293		In Progress	Additional costs are required for hazardous material removal. A report will be presented to Council in Q4.



2019 Major Project Quarter 3

As at September 30, 2019


Lead Dept	Project Name	2019 Final Budget
Utilities-Solid Waste	St. Francis Transfer Station Reclamation	\$ 56,533
Public Works- General	Transportation Master Plan	\$ 50,000


Total 2019 Final Approved **\$ 3,604,333**


Actual Expense as at September 30, 2019	Total Cost Variance	Project Indicator	Status	Variance Explanation/ Notes
\$ 7,374	\$ 49,159		In Progress	Construction is complete, pending invoices. The remaining work includes environmental consulting following completion. A carry forward request will be coming forward.
\$ -	\$ 50,000		In Progress	Advertising a request for proposal (RFP) is contingent on 2020 Interim Budget approval.

\$ 792,805 **\$ 2,811,528**


Project Indicator - For Work In Progress projects only

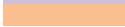
 Green - Project is on track for hitting schedule and budget, and there are no major issues.

 Yellow - Early warning of potential risk to schedule and budget.

 Red - The project schedule and budget are in jeopardy.

Project Indicator - For Completed projects only

 Project completed and under budget

 Project completed and over budget



2019 Capital Project Plan - Quarter 3 Funding & Expenditures Summary

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	7,109,807	2,536,758	4,573,049
	Road Program	9,220,000	3,567,105	5,652,895
	Bridge Program	1,639,295	578,695	1,060,600
Total Expenditures		17,969,102	6,682,558	11,286,544

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	42,500	(3,172)	45,672
Other				
	Reserve	149,036	141,187	7,849
Total Funding		191,536	138,015	53,521



2019 Capital Project Plan Quarter 3

As at September 30, 2019

Lead Dept	Project Name	2019 Final Budget
Utilities-Water	Nisku Bulk Water Station Upgrade	\$ 590,000
Utilities-Water	New Sarepta Reservoir, Pumphouse And Bulk Water Station Upgrade	\$ 50,000
Fire Services	Mobile Air Monitoring System	\$ 60,000
Public Works-General	Signal Installation at 39 Avenue and Nisku Spine Road	\$ 590,000
Public Works-General	Intersection Improvement at 39 Avenue and Nisku Spine Road	\$ 610,000
Transit	Purchase Two Buses For Route 10	\$ 96,000
Disaster Services	Mobile Communications Vehicle Improvement	\$ 18,000
Fire Services	Purchase New Aerial Apparatus - Replace Old Unit	\$ 850,000
Fire Services	Purchase Two New Multi-Use Pumps - New Addition For Calmar District and Replacement For New Sarepta District	\$ 220,000
Public Works-Operations	Purchase Light Duty Truck - Replace Old Unit	\$ 38,000
Utilities	Utilities SCADA Upgrade - For Water And Sewer	\$ 35,000
Public Works-Operations	Purchase Tandem Axle Truck With Winter Equipment And Attachment - Replace Old Unit	\$ 300,000
Public Works-Operations	Selling Spare Grader	\$ (47,500)
Public Works- Roads	2019 Road Program	\$ 9,175,000
Public Works-Bridges	2019 Bridge Program	\$ 1,639,295
Public Works-Operations	Purchase Gravel Pup Trailer - New Addition	\$ 30,000
Fire Services	Purchase New ATV Side by Side	\$ 8,891
Fire Services	Purchase Fire Pumper	\$ 321,794
Fire Services	New Sarepta Fire Station Expansion	\$ 1,071,916
Agriculture	Parade Float Vehicle Improvements	\$ 11,700

Actual Expense as at September 30, 2019	Total Cost Variance	Project Indicator	Status	Variance Explanation/ Notes
\$ 255,091	\$ 334,910		In Progress	Site work construction is in progress. Project will complete in Q4.
\$ 44,349	\$ 5,651		In Progress	Project is in progress, final approval of engineering report is pending.
\$ 59,758	\$ 242		Complete	
\$ -	\$ 590,000		In Progress	Construction is underway for this project with substantial completion before freeze up.
\$ -	\$ 610,000		In Progress	Construction is underway for this project with substantial completion before freeze up.
\$ -	\$ 96,000		No Activity	The project is contingent on receiving grants. Unless new buses are electric or natural gas they are not eligible for current provincial or federal grants. Options relating to moving towards natural gas buses are being explored. Project will request carry forward to 2020.
\$ 7,236	\$ 10,764		In Progress	Equipment arrived and will be installed by the end of Q4. The project is delayed due to back log of projects and equipment repairs being performed by the fleet mechanic.
\$ 827,876	\$ 22,125		In Progress	Anticipated delivery by February 2020. Additional budget dollars of \$850,000 have been requested in 2020 to complete the purchase.
\$ 158,067	\$ 61,933		In Progress	The units have been purchased, and final fit up will be done by the fleet mechanic. The first unit will be ready to place in service in November. The second unit will be started shortly after the first one is completed.
\$ 37,500	\$ 500		Complete	Total purchase price under budget, required additional funds because the old unit trade-in value was less than anticipated.
\$ 32,116	\$ 2,884		In Progress	Project is in progress, final approval of SCADA plan report by Executive Leadership Team (ELT) is pending.
\$ -	\$ 300,000		In Progress	New unit expected to be delivered in October, and old unit will be sold in Q4.
\$ (87,734)	\$ 40,234		Complete	
\$ 3,567,105	\$ 5,607,895		In Progress	See 2019 Road Program - Quarter 3 Summary.
\$ 578,695	\$ 1,060,600		In Progress	See 2019 Bridge Program - Quarter 3 Summary.
\$ 24,805	\$ 5,196		Complete	
\$ 1,580	\$ 7,311		In Progress	Installation of safety equipment anticipated in Q4. The project is delayed due to back log of projects and equipment repairs being performed by the fleet mechanic.
\$ 315,329	\$ 6,465		Complete	The new unit purchase completed and under budget, project required additional funds (\$58,535) due to old unit sale proceeds lower than anticipated.
\$ 10,826	\$ 1,061,090		In Progress	Project bids were over budget. The department provided Council with an updated recommendation in July and are waiting further direction.
\$ 423	\$ 11,277		In Progress	Awaiting the brand identity project to be completed prior to completing the float.



2019 Capital Project Plan Quarter 3

As at September 30, 2019

Lead Dept	Project Name	2019 Final Budget
Utilities-Sewer	New Sarepta Wastewater Lagoon Improvements	\$ 254,245
Public Works-Operations	Purchase Tandem Axle Snow Plow/Sanding Truck	\$ 300,500
Parks	New Sarepta Ball Diamond Relocation	\$ 89,100
Parks	Genesee Group Camping Area Improvement	\$ 80,540
Parks	Diamond Estates - Development of Municipal Reserve - Phase I	\$ 35,230
Utilities-Sewer	Sewer Transfer Station Automation - Nisku	\$ 79,754
Public Works-General	Nisku Spine Rd - Phase 1A-i & 1A-ii 41 Ave to TWP 510	\$ 1,043,738
Recreation	Nisku Recreation Centre Lighting Replacement	\$ 18,804
Disaster Services	Back-up Power Generator for County Centre	\$ 166,482
Public Works-Operations	Diamond Estates Drainage Swale Project	\$ 25,680
Fire Services	New Calmar Fire Station Landscaping & Signage	\$ 52,096
General Administration	Large Format Scanner	\$ 16,400

Total 2019 Final Approved \$ 17,830,665

Actual Expense as at September 30, 2019	Total Cost Variance	Project Indicator	Status	Variance Explanation/ Notes
\$ 169,565	\$ 84,680		In Progress	Lagoon work completed. Remaining work includes access road and drainage improvements. Work underway and will be completed in Q4. Projected to be within budget.
\$ 300,160	\$ 340		In Progress	New truck purchase completed, old unit will sell in Q4 2019.
\$ -	\$ 89,100		In Progress	Department is working on concept development and will complete in Q4.
\$ 75,531	\$ 5,009		Complete	
\$ 2,058	\$ 33,172		In Progress	The project will be adding topsoil, seed, and fertilizer to areas that have yet to establish. Some areas require erosion repair and maintenance as well as tree replacement. The project will be completed in Q4.
\$ 56,929	\$ 22,825		In Progress	Working on the remaining site security work.
\$ -	\$ 1,043,738		In Progress	This project is moving through the expropriation process. Administration is working on final contractual obligations.
\$ -	\$ 18,804		In Progress	The contractor will complete the banquet lighting installation after facility closure so that it will not interrupt operation.
\$ 166,482	\$ -		In Progress	Council Motion 232-19 approved the project to move forward with additional funding of \$93K. Anticipated to be completed by the end of Q4. The new contractor is making good progress.
\$ -	\$ 25,680		In Progress	Fencing project has started, but experiencing delay due to weather. Anticipated completion date is unknown.
\$ 49,965	\$ 2,131		Complete	
\$ 15,691	\$ 709		Complete	

\$ 6,669,402 \$ 11,161,263



2019 Capital Project Plan Quarter 3

As at September 30, 2019

Lead Dept	Project Name	2019 Final Budget
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Changes after 2019 Final Approved

Disaster Services	Back-up Power Generator for County Centre	\$ 93,437
Public Works- Roads	New Sarepta Center Avenue Pavement at CN Crossing	\$ 45,000
Public Works- Bridges	2019 Bridge Program - Reallocate budget amount based on tender costs	

Total changes after 2019 Final approved **\$ 138,437**

Total Capital Projects **\$ 17,969,102**

Actual Expense as at September 30, 2019	Total Cost Variance	Project Indicator	Status	Variance Explanation/ Notes
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\$ 13,156	\$ 80,281		In Progress	Council Motion 232-19: Council approves that project plan and funding in the amount of \$93,437.27 required to complete the installation of the backup generator at the Leduc County Centre with funding to be taken as follows: -Operating Reserve Contingency - \$80,720.87 -County Manager's Office Legal Operating Budget - \$12,716.40
\$ -	\$ 45,000		In Progress	Council Motion 263-19: Council approved that funding in the amount of \$45,000 from Capital Fund Stabilization General Reserve to complete the paving on Center Street in New Sarepta at the CN Crossing.
			In Progress	Council Motion 170-19: Council approved that the 2019 Bridge Maintenance Program be updated and direct administration to proceed with reallocation of funding, see bridge summary for detail information.

\$ 13,156 \$ 125,281

\$ 6,682,558 \$ 11,286,544

Project Indicator - For Work In Progress projects only

	Green - Project is on track for hitting schedule and budget, and there are no major issues.
	Yellow - Early warning of potential risk to schedule and budget.
	Red - The project schedule and budget are in jeopardy.

Project Indicator - For Completed projects only

	Project completed and under budget
	Project completed and over budget



2019 Road Program - Quarter 3 Summary

Project Description	Existing Surface	Proposed Surface	Work Description	2019 Final Approved	Actual Total Expense As at September 30, 2019	Variance	Project Status	Project Indicator	Notes
Rural Roads									
South Wizard Lake - From Hwy 795 to End (Test Section)	Gravel	Gravel	Reconstruction	900,000	6,167	893,833	In Progress		Carry forward request will be completed due to TELUS line relocation.
Spot Repairs for Glen Park Road	Paved/Micro surface	Paved	Repair	150,000	-	150,000	In Progress		Construction work was completed within budget, waiting for final invoices.
Rural Road Initiative				1,000,000	679,636	320,364	In Progress		The shoulder pull, ditching and drainage are complete. The remaining work includes miscellaneous repairs and township road 494 stabilization, which will be completed in October.
				2,050,000	685,803	1,364,197			
Subdivisions									
Hilltop Estates - From RR 232 To Hwy 625	Coldmix	Paved	Rehabilitation	575,000	56,869	518,131	In Progress		Construction work completed, waiting for invoices.
Twin Peaks Ranch Estates - From RR 232 to Airport Road	Paved	Paved	Rehabilitation	700,000	-	700,000	In Progress		Construction work completed, waiting for invoices.
Silver Bear Estate - Twp 505	Paved	Paved	Rehabilitation	375,000	-	375,000	In Progress		Construction work completed, waiting for invoices.
				1,650,000	56,869	1,593,131			
Nisku Roads									
Sparrow Drive - From Airport Road to Hwy 625 - Repair	Paved	Paved	Repair	350,000	-	350,000	In Progress		Repair work completed, line painting work remains.
8 St - From 30 Ave To North End	Gravel	Paved	Rehabilitation	2,600,000	2,388,394	211,606	In Progress		Construction work was completed within budget, waiting for final invoices.
				2,950,000	2,388,394	561,606			
New Sarepta Roads									
Centre Avenue From Centre Street to 2 St South	Gravel	Paved	Rehabilitation	1,000,000	351,440	648,560	In Progress		Project will be over budget by approximately \$500k due to site contamination. Administration is working on the cost variation and a recommendation will be brought to Council.
Drainage				500,000	84,599	415,401	In Progress		Design work is in progress, project may request a carry forward to 2020.
				1,500,000	436,038	1,063,962			
Spine Road									
Spine Road - From TWP 510 To 25 Ave - Design				200,000	-	200,000	No Activity		
Spine Road - From 18 Ave To Airport Road - Design				700,000	-	700,000	In Progress		Request for proposal (RFP) submissions are being reviewed. An update will be provided at the November Public Works Committee meeting.
				900,000	-	900,000			
2018 Carry Forward Projects									
RR 250 Design - Cost share with City of Leduc				125,000	-	125,000	No Activity		
				125,000	-	125,000			
Total 2019 Final Approved				9,175,000	3,567,105	5,607,895			



2019 Road Program - Quarter 3 Summary

Project Description	Existing Surface	Proposed Surface	Work Description	2019 Final Approved	Actual Total Expense As at September 30, 2019	Variance	Project Status	Project Indicator	Notes
Changes after Final Approved									
New Sarepta Center Avenue Pavement at CN Crossing				45,000	-	45,000	In Progress		Council Motion 263-19: Council approved funding of \$45,000 from Capital Fund Stabilization General Reserve to complete the paving on Center Street in New Sarepta at the CN Crossing.
				45,000	-	45,000			



2019 Bridge Program - Quarter 3 Summary

Project Description	2019 Final Approved	Council Motion 170-19 Update Reallocation	Actual Total Expense As at September 30, 2019	Variance	Project Status	Project Indicator	Notes
Replacement - 2018 Carry Forward Projects							
BF 09652 TR 494 Intersection TR 494 & RR 274	442,960	442,960	21,017	421,944	In Progress		Construction is in progress and will be completed by Q4 with weather permitting.
BF 07016 RR 240 BTW APR & HWY 625	456,335	456,335	310,224	146,111	In Progress		Project completed, waiting for final invoices.
	899,295	899,295	331,240	568,055			
Maintenance							
BF 01266 TWP 490 BTW RR 13 & Hwy 778	157,200	111,830	4,846	106,985	In Progress		Project in progress, will complete in Q4 within budget.
BF 07543 RR 20 BTW TWP 494 & TWP 492	81,500	39,950	4,387	35,563	In Progress		Project in progress, will complete in Q4 within budget.
BF 79388 RR 31 BTW TWP 494 & TWP 492	12,500	21,075	19,137	1,938	In Progress		Project in progress, will complete in Q4 within budget.
BF 08075 RR 25 BTW TWP 494 & Hwy 622	65,200	53,950	49,926	4,024	In Progress		Project in progress, will complete in Q4 within budget.
BF 08879 TWP 500 BTW RR 260 & RR 255	81,500	185,325	3,968	181,357	In Progress		Project in progress, will complete in Q4 within budget.
BF 07072 TWP 502 BTW RR 260 & RR 255	75,200	40,450	4,378	36,072	In Progress		Project in progress, will complete in Q4 within budget.
BF 76733 TWP 493 BTW RR 10 & RR 11	68,900	34,800	3,593	31,207	In Progress		Project in progress, will complete in Q4 within budget.
BF 08528 TWP 504 BTW RR 270 & RR 271	116,600	113,760	108,097	5,663	In Progress		Project in progress, will complete in Q4 within budget.
BF 08146 TWP 484 BTW RR 11 & Hwy 778	37,600	41,200	4,646	36,555	In Progress		Project in progress, will complete in Q4 within budget.
BF 71495 RR 40 BTW TWP 490 & TWP 492	43,800	33,450	6,707	26,743	In Progress		Project in progress, will complete in Q4 within budget.
BF 81475 RR 13 BTW Thorsby Bypass & Hwy 39	-	50,000	37,771	12,229	In Progress		Project completed, waiting for final invoices.
	740,000	725,790	247,455	478,335			
Total 2019 Final Approved	1,639,295	1,625,085	578,695	1,046,390			



**Operating Fund Reserve Schedule
For the period ended September 30, 2019**

Operating Fund Reserve

External Agreements

Facilities & Equipment

Stabilization & Contingency

Special Purpose

Regulatory

Utilities

Actual Balance as at December 31, 2018	APPLIED		ADDITIONS		Actual Balance as at September 30, 2019
	2019 Budget	2019 Actual	2019 Budget	2019 Actual	
2,883,843.71	618,804.00	-	85,400.00	-	2,883,843.71
647,044.60	250,145.00	7,645.00	-	-	639,399.60
4,931,045.82	204,441.00	-	1,138,000.00	-	4,931,045.82
4,479,857.16	1,518,386.00	48,680.00	3,730,000.00	3,730,000.00	8,200,827.16
1,347,585.13	192,910.00	39,650.00	134,000.00	-	1,307,935.13
1,555,118.78	94,804.00	-	8,400.00	33,306.71	1,588,425.49
15,844,495.20	2,879,490.00	56,325.00	5,095,800.00	3,763,306.71	19,551,476.91



Capital Fund Reserve Schedule
For the period ended September 30, 2019

Capital Fund Reserve

Asset Lifecycle Management

Stabilization & Contingency

Special Purpose

Statutory

Utilities

Actual Balance as at December 31, 2018	APPLIED		ADDITIONS		Actual Balance as at September 30, 2019
	2019 Budget	2019 Actual	2019 Budget	2019 Actual	
5,707,208.35	903,812.00	-	436,501.00	11,693.70	5,718,902.05
9,159,892.65	3,327,776.00	-	-	-	9,159,892.65
464,057.34	455,336.00	-	-	-	464,057.34
2,030,202.72	511,704.00	22,085.63	-	59,119.92	2,067,237.01
140,740.63	-	-	491,723.00	3,013.96	143,754.59
17,502,101.69	5,198,628.00	22,085.63	928,224.00	73,827.58	17,553,843.64