



2019 QUARTERLY REPORTING

Quarter 4: Oct. 1 - Dec. 31



Quarterly report Q4, 2019

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Strategic Plan and Operational Plan Indicators

Indicator	Progress Description
	Action completed.
	Action not completed at December 31, 2019.

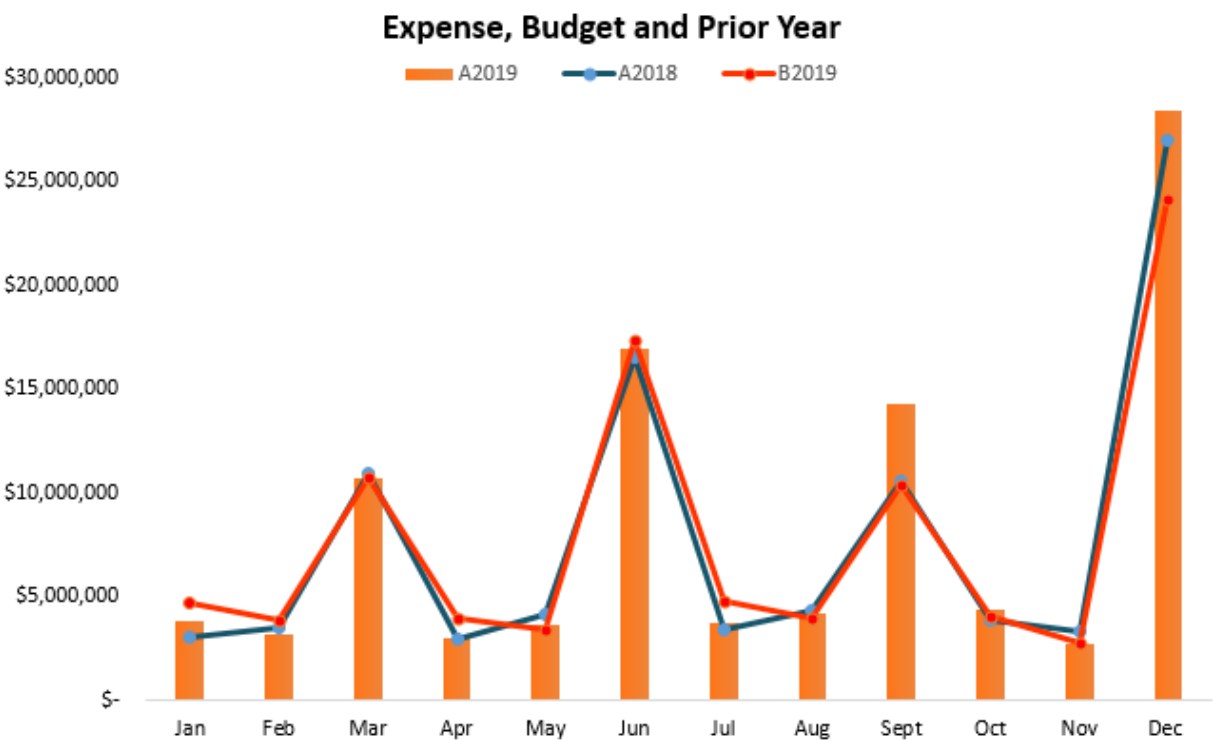
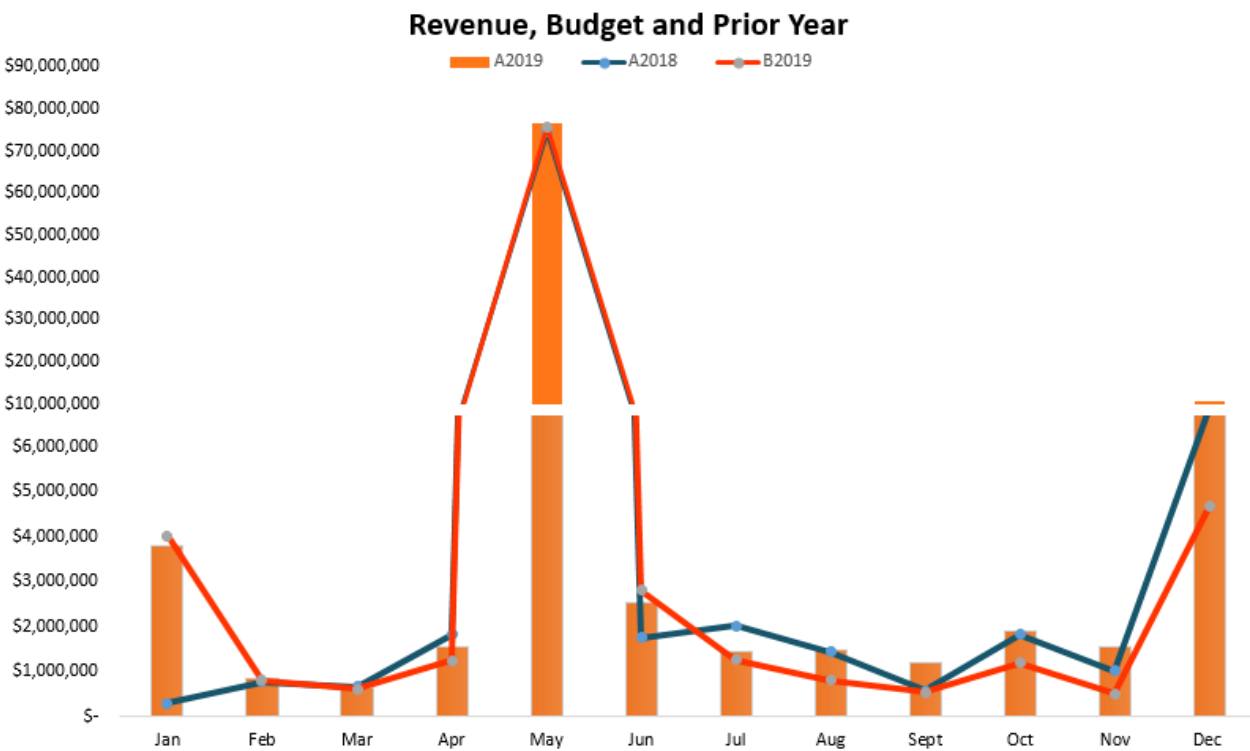


County Highlights: 2019

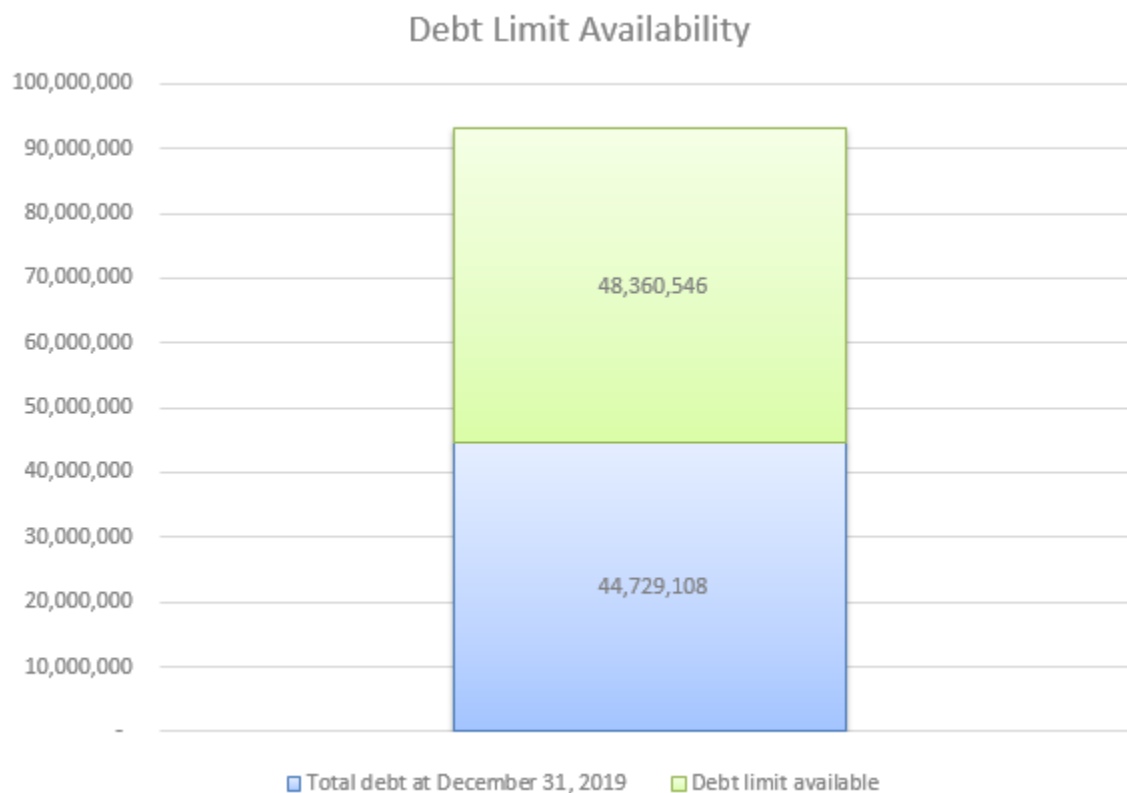
Q4 Highlights

- Continued involvement in regional initiatives:
 - Edmonton Metropolitan Region Board – formed a rural caucus to advocate for governance reform
 - Airport Accord – developed three frameworks and a Shared Investment Shared Benefit (SISB) model
 - Intermunicipal Planning Framework – completed land use/servicing strategy and SISB model
- Approved an Agriculture Impact Assessment policy and tool, in support of our Agricultural Strategy, to facilitate a comprehensive understanding and rationale for development while protecting agriculture lands within the county
- Launched a new Leduc County website on December 19 with new brand visuals. Website awarded a Gold award, in the international competition to honor excellence in creative web design, held by Hermes Creative Awards.
- Completed a utility rate model review throughout 2019 with a new rate structure approved as part of the 2020 budget
- Conducted an electoral boundary review over multiple council workshops with new boundaries approved November 26
- Established the governance and priorities committee in October to support the prioritization of work and presentation of reports on intergovernmental and economic development matters with council.
- Organizational restructuring within our Corporates Services, Public Works & Engineering and Agricultural Services departments
- Conducted Leduc County's first staff satisfaction survey

Revenues and expenditures



Debt service limit



Development highlights

Project	Update
Amazon	Exterior cladding in progress, underground plumbing in progress, some concrete floors are poured. Interior office framing started
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. Construction suspended, waiting for revised design plans
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

	Q4 Totals	YTD
Received	40	293
Issued	36	277
Refused	0	7
Processing	2	3
Closed/withdrawn	2	6

Building permits

	Q4 Totals	YTD
Issued	49	290
Construction value	\$ 25,630,484	\$ 126,371,793
Fees	\$ 167,226	\$ 835,328

Safety codes permits

	Q4 Issued	YTD Issued	Q4 Fees	YTD Fees
Electrical	167	640	\$ 47,037	\$ 170,679
Gas	152	445	\$19,711	\$ 53,666
Plumbing	59	264	\$ 11,376	\$ 43,053
Private sewage	41	106	\$ 7,168	\$ 17,445
Total	419	1455	\$ 85,292	\$ 284,843

Nisku vacancy rates

- Nisku Business Park vacancy rates remain at approximately 6 per cent, no change from Q3
- 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 with a deadline of March 30, 2020, grant funding has been secured to move forward with a project manager to coordinate the work once/if an agreement is reached
- The Emergency Management Bylaw, to establish an emergency management agency and committee, approved by council on December 10.

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	2	New Sarepta	.42	\$147,619	10	Residential/ Multi-Lot Subdivisions	\$440,000
		Farmland	71.5	\$4,685		Large Rural Parcel	\$590,000
						New Sarepta	\$178,000
2	0				6	Residential/ Multi-lot Subdivisions	\$760,000
						Large Rural Parcel	\$1,000,000
3**	0				8	Diamond & Royal Oaks /Residential Multi-Lot	\$672,500
						Rural Residential	\$1,284,000
4	1	Farmland	72.25	\$7,243	1	Large Rural Parcel	\$585,000
5	4	Residential parcels	5.86	\$38,396	4	Large rural parcel	\$460,000
		Farmland	160	\$4,366		Lakefront	\$410,000
6	2	Farmland	20	\$6,403	3	Large Rural Parcel	\$562,000
			160	\$2,719			
7	0				7	Rural Residential	\$427,250
						Large Rural Parcel	\$550,000
Nisku					4	Industrial/ Commercial	2,482,500
Total sales	9				43		

** Division 3 does not include Nisku Business Park

Health and Safety

- Mental Health first aid, emergency first aid, and one Alberta Municipal Health and Safety Association's (AMHSA) training session - *Supervisor's Role* were delivered to staff
- The Co-chairs of the Joint Health, Safety and Wellness committee completed mandatory AMHSA, Co-Chair training
- The qualification and maintenance internal safety audit was completed and submitted to AMHSA.
- Reasonable suspicion training rolled out to all supervisory staff.

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

Incidents	Q1	Q2	Q3	Q4	Year to Date
Lost time – incidents that have resulted in time away from the workplace due to injury	1	1	2	1	5
Modified work – incidents where the employee has been injured and is able to remain in the workplace with modified duties	0	1	3	0	4
Medical aid – incidents that have required the injured employee to seek medical attention	0	1	1	1	3
Total	1	3	6	2	12

Whistleblower complaints

	Q4 Total	YTD
Number of complaints received	1	1





2019 Corporate Plan Year-end Report



1: County Manager's Office

1.1: Our mission

Leduc County is dedicated to serving its citizens and will create an enhanced quality of life through effective leadership, committed partnerships and open, transparent communication.

1.2: Lines of business

Corporate leadership

- Oversight of county departments, programs and services.
- Maintain balanced and responsive budgets.
- Continue to build on a corporate culture that values customer service, fairness and equity, and transparency.
- Motivate and inspire the organization to engage strategic vision.

Support to council governance

- Oversee actions required to turn council's vision and priorities into reality.
- Support council in municipal government matters.
- Provide advice and guidance to council.

Responsiveness to residents and businesses

- Respond to citizens' concerns in a timely manner.
- Engage the community to participate in the civic process.

Communications

- Ensure messages and strategies are supportive of civic participation and align with council's strategic plan and county priorities.
- Provide strategic communications counsel and tactical support to council, senior leadership and county departments to create open, transparent, proactive and two-way communication within the county and between the county and the people it serves.
- Protect the county's reputation, corporate identity and brand.
- Plan, develop, design, draft and disseminate valuable information that is timely, accurate, clear and consistent

2: Strategic and Corporate Priorities

Strategic Priority – All County Manager's Office will create an environment that supports department initiatives that move Council's strategic priorities forward.	
Goal 1	Strategic Priority – Economic Development Promote the county's enriched quality of life and business opportunities.
Goal 2	Strategic Priority – Regional Leadership Build and nurture collaborative leadership capacity by enhancing relationships with municipal and provincial partners.
Goal 3	Strategic Priority – Enriched Quality of Life Engage citizens and businesses to influence municipal services, programs and practices.

Organizational Leadership County Manager's Office will create a team environment that empowers individuals and groups to contribute to effective organizational management.	
Goal 4	Corporate Priority Serve residents and businesses through efficient, effective and comprehensive municipal services.
Goal 5	Corporate Priority Continue to build on a corporate culture that inspires staff to excel in their roles and contribute to organizational success.

3: Action Plan

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	Status at Dec 31, 2019	Identified plan deliverables with status update
Complete review of corporate identity including logo and brand standards.	Completed Q4	Report to council. <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.

		<ul style="list-style-type: none"> • Brand visuals were approved by council on December 10. • New brand standards were developed.
Engage public input and council consultation in the development of the corporate identity.	Completed Q3	<p>Facilitated sessions with council and public.</p> <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.
Create and implement corporate identity strategy (if required).	Completed Q4	<p>Launch a phased strategy.</p> <ul style="list-style-type: none"> • A brand strategy was finalized in December.
Develop and implement a brand ambassador program (if required).	Completed Q4	<p>Train and equip brand ambassadors.</p> <ul style="list-style-type: none"> • Brand ambassador training video script developed. • Training will be rolled out in 2020.

Strategy 1.2

Ensure efficient use of resources to maximize economic development opportunities.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Examine current economic development investment and adjust where needed to maximize benefit to Leduc County and the region.	Completed Q3	<p>Development of a three-year action plan by the newly created economic development function.</p> <ul style="list-style-type: none"> • Council workshop held February 27 and action plan approved by council on May 28. • Leduc County hosted an Economic Development Summit October 16.
Analyze current market conditions to attract economic development opportunities to Leduc County.	Completed Q4	<p>Development of a three-year action plan by the newly created economic development function.</p> <ul style="list-style-type: none"> • Council workshop held February 27 and action plan approved by council on May 28. • Leduc County hosted an Economic Development Summit October 16.

Strategy 1.3

Develop a marketing strategy to support economic development.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Create an economic development promotional package.	Completed Q4	Create a toolbox outlining various tactics to promote economic development. <ul style="list-style-type: none">• Material was developed to promote the Economic Development Summit that was held on October 16.
Create metrics to determine the effectiveness of the economic development package.	To be completed 2020	TBD <ul style="list-style-type: none">• As we develop our internal economic development function, metrics will be developed.

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	Status at Dec 31, 2019	Identified plan deliverables with status update
Involvement in the various working groups for the Airport Accord.	Completed Q4	Ongoing progress reports to council. <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.• The SISB framework was delivered to the oversight committee on November 15 and phase one of the accord was completed in Q4.
Involvement in Edmonton Global.	Completed Q4	Edmonton Global protocol for lead generation. <ul style="list-style-type: none">• Continued work by our Economic Development Coordinator with Edmonton Global.• Edmonton Global compact created in draft and signed by majority of Edmonton Global shareholders in Q3.

		<ul style="list-style-type: none"> • A revised compact is under development by Edmonton Global to address concerns raised by some municipalities.
Investigate sub-regional economic development opportunities and initiatives.	Completed Q4	<p>Establish new external relationships.</p> <ul style="list-style-type: none"> • Continued work by our Economic Development Coordinator to develop external relationships which is demonstrated by <ul style="list-style-type: none"> ○ Integration into the regional EDO network ○ Work on the hemp file with Edmonton International Airport, Northern Alberta Hemp Alliance, to create a cluster and connect stakeholders. • Continued participation in the Regional Transit Services Commission throughout 2019.
Hold joint meetings with other local municipalities.	Completed Q4	<p>Joint meetings held.</p> <ul style="list-style-type: none"> • Leduc County hosted a meeting, on June 26, with Mayors, CAOs, Fire chiefs and provincial representatives to explore establishing a regional emergency management agency to support disaster response sub-regionally as a result of Bill 8 requirements. • Established the rural municipalities caucus which includes Leduc County, Parkland County, Strathcona County and Sturgeon County to bring reform to the Edmonton Metropolitan Region Board and advocate for rural issues provincially. • Joint meetings held with Village of Warburg (Jan 17), Parkland County (April 8) and City of Beaumont (Nov 18).

Strategy 2.2

Advocacy and relationship building with other orders of government and agencies to raise awareness for Leduc County initiatives.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Lobbying efforts for grant support of Leduc County projects and initiatives.	Completed Q4	Successful grant applications. <ul style="list-style-type: none">Met with Minister Sohi to discuss and lobby for funding for coal transition and Nisku Spine Road project.Hosted the Western Diversification/Minister Sohi announcement on June 28th regarding community coal transition funding. Leduc County was successful in receiving \$430K in grant funding for the investment readiness project.
Advocate for Leduc County residents and businesses on specific issues.	Completed Q4	Inform other orders of government. <ul style="list-style-type: none">Worked with Provincial Assessor and Capital Power to resolve outstanding non-linear designated industrial property assessment appeal.Established the rural municipalities caucus which includes Leduc County, Parkland County, Strathcona County and Sturgeon County to bring reform to the Edmonton Metropolitan Region Board and advocate for rural issues provincially.Filed a Statement of Concern with the Alberta Energy Regulator (AER) involving an application to transfer well and facility licences to a resources company that would create hardship for some residents. AER denied the application.Support to Wildland Meadows condominium association issues.Administrative support from our utility and safety codes staff on the issues surrounding the establishment of communal wastewater systems for our country residential subdivisions.
Strengthening relationship with other orders of government	Completed Q4	Increased levels of participation. <ul style="list-style-type: none">Administration attended a meeting on October 4 with Minister Madu along

		<p>with Parkland County, Strathcona County and Sturgeon County.</p> <ul style="list-style-type: none"> • Administration and council members attended October 15 town hall meeting with Minister Schweitzer and MLA Rutherford on the subject of rural crime. • Hosted luncheons with Members of the Legislated Assembly and Member of Parliament.
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Goal 3

Engage citizens and businesses to influence municipal services, programs and practices.

Strategy 3.1

Encourage public participation in local government.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Develop framework to support the public participation policy.	To be completed 2020	<p>Report to council and consistent application of framework across the organization.</p> <ul style="list-style-type: none"> • International Association for Public Participation (IAP2) training for communications team completed. • Framework project was postponed for completion in 2020 due to organizational capacity.
Host events to allow citizens to connect with council.	Completed Q2	<p>A minimum of two events held.</p> <ul style="list-style-type: none"> • Leduc County participated in the following trade shows: <ul style="list-style-type: none"> ○ Leduc & District Chamber of Commerce Business Expo on April 13th. ○ New Sarepta Annual Fair on June 8th.
<p>Identify new/alternative opportunities for public engagement that are accessible and convenient to the public.</p> <p>Take consultation activities outside of County office to places convenient for public; provide informal opportunities for stakeholders to provide feedback (online forums, polls, etc.).</p>	Completed Q4	<p>Hold open houses and/or town hall meetings that provide opportunities for public to ask questions about county matters.</p> <ul style="list-style-type: none"> • Various tactics for citizen engagement were undertaken for the Social Framework project. <ul style="list-style-type: none"> ○ Project committee attended multiple community events, conducted a survey that was distributed to all program sites,

		<p>and workshops were held with council and advisory committee to gather input.</p> <ul style="list-style-type: none"> Rural water servicing open houses held in Rollyview and Looma with participation from over 450 residents.
Develop and implement an annual citizen satisfaction survey.	Completed Q4	<p>Citizen satisfaction survey.</p> <ul style="list-style-type: none"> Development of the survey was completed in 2019 with an anticipated roll-out of the survey to residents in spring/summer 2020.
Ongoing public involvement in the process of the establishment of municipal levels of service.	Completed Q4	<p>Increase in participation in open houses, public hearings/ feedback.</p> <ul style="list-style-type: none"> Rural water servicing open houses held in Rollyview and Looma with participation from over 450 residents.
Review of legislated advertising use of plain language.	Completed Q4	<p>Policy on plain language.</p> <ul style="list-style-type: none"> Administration is committed to the use of plain language as a communication standard.

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	Status at Dec 31, 2019	Identified plan deliverables with status update
Review of organizational structure effectiveness.	Completed Q4	<p>Ongoing corporate strategy meetings.</p> <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". <ul style="list-style-type: none"> 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.

		<ul style="list-style-type: none"> • Elimination of position in the Finance department due to efficiencies realized with the roll-out of electronic time tracking. • Realigned organizational leadership within Public Works, Engineering, Utilities and Agricultural Services.
Documentation of core and discretionary levels-of-service in a standardized format.	Completed Q4	<p>Template and identification of all services in the county.</p> <ul style="list-style-type: none"> • 2020 budget was prepared as a service-based budget and identified the services delivered in the county.
Annual completion of corporate plan, departmental operational plans and the establishment of levels-of- service through the budgeting process.	Completed Q4	<p>Successful budget process.</p> <ul style="list-style-type: none"> • 2020 budget was approved on December 4.
Evaluate achievement of deliverables for the 2018-2021 Strategic Plan.	Completed Feb 11, 2020	<p>Report to council.</p> <ul style="list-style-type: none"> • Workshop held with council on February 11, 2020.

Strategy 4.2

Ongoing evaluation of fiscal management practices.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Zero-based budgeting process and a three-year operating budget and 10-year capital plan.	Completed Q4	<p>2020 budget approval.</p> <ul style="list-style-type: none"> • 2020 budget was prepared using a zero-based budgeting process. • The budget was approved on December 4.
Implement an Asset Management (AM) policy and strategy.	Ongoing	<p>Completion of an AM Policy and a multi-year strategy plan.</p> <ul style="list-style-type: none"> • Policy approved by council on February 26. • Asset Management Committee worked on asset management plan, condition assessments and practices to advance asset management in the organization.
Maximize provincial and federal grant opportunities.	To be completed in 2020	<p>Annual report to council.</p> <ul style="list-style-type: none"> • Examine the opportunity to integrate this information into the corporate quarterly reporting.

Evaluate financial practices to maximize opportunities for the effective use of county funds.	Completed Q4	<p>Reports to council.</p> <ul style="list-style-type: none"> • A Request for Proposal was posted for external audit services. <ul style="list-style-type: none"> ◦ 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. • Demonstrated success with investment strategy to maximize investment returns. • Elimination of position in the Finance department due to efficiencies realized with the roll-out of electronic time tracking. • Zero-based budgeting process was used for the development of the 2020 budget which resulted in significant operating budget reductions. • Established the Tax Share Negotiation committee with the City of Leduc.
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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	Status at Dec 31, 2019	Identified plan deliverables with status update
Create opportunities to support employee health and well-being.	Completed Q4	<p>Three employee events per year.</p> <ul style="list-style-type: none"> • Lunch hour sessions were held for staff on the following topics: <ul style="list-style-type: none"> ◦ Yoga/Stretch ◦ CrossFit training ◦ New Canada's Food Guide ◦ Stress relaxation techniques

Review internal processes for professional development to align with operational and strategic priorities.	Completed Q4	<p>Template for personal professional training plan for every employee.</p> <ul style="list-style-type: none"> Multiple meetings held with the SMT to discuss corporate philosophy for professional development. Draft templates developed to be used corporately.
Create opportunities to support team building.	Completed Q4	<p>One team event per department per year.</p> <ul style="list-style-type: none"> Corporate participation in Corporate Challenge event. An all staff appreciation event held October 3. ELT attended multiple department meetings for all areas in 2019.
Measure staff satisfaction.	Completed Q4	<p>Completion of a staff survey.</p> <ul style="list-style-type: none"> Staff survey launched in October and results shared with all staff on December 20. ELT to hold meetings with all departments in Q1 2020 to discuss the results.

Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
County manager's office participation in health and safety initiatives, such as toolbox meetings and site inspections.	Completed Q4	<p>10 activities per year.</p> <ul style="list-style-type: none"> Over 10 activities were attended by ELT such as committee meetings, department/toolbox H&S meetings, shop/office inspections, incident debriefs and audit meeting.
Develop a reporting mechanism to inform Council on the status of health, safety and wellness of the organization.	Completed Q4	<p>Report to council.</p> <ul style="list-style-type: none"> Information provided in quarterly reporting to council.

Strategy 5.3

Ongoing evaluation of appropriate compensation model for employees and council.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
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<p>An external review to re-establish the employee compensation model which includes an examination of position pay points/rating, benefits, etc.</p>	<p>To be completed in 2020</p>	<p>A revised employee compensation system.</p> <ul style="list-style-type: none"> • Remuneration factors established through SMT workshop. • External compensation survey completed with 12 survey responses received. • A cross-departmental job evaluation committee created to review and rate all position descriptions in the organization. • Project to be completed in 2020.
<p>Complete an external council remuneration review.</p>	<p>Completed Q4</p>	<p>Report to council.</p> <ul style="list-style-type: none"> • Report presented to council on October 22. No adjustments to remuneration were made.

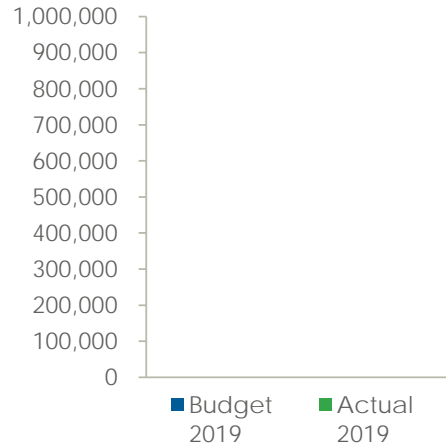
Legislative

Q4 - 2019 Financial Reporting

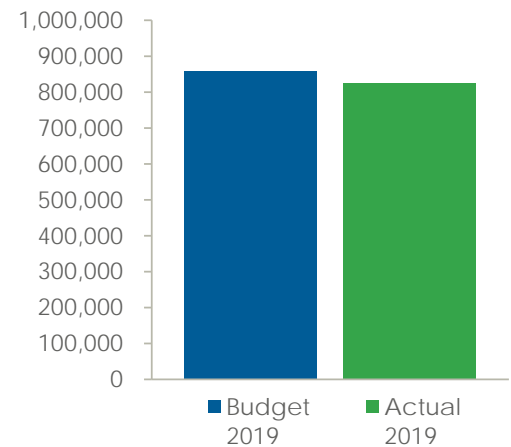
Summary

VARIANCE YTD
(\$31,260)

REVENUE



EXPENSE



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

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	699,043	700,951	1,908	100%
GENERAL SERVICES-CONTRACTED	116,155	98,080	(18,075)	84%
GOODS,SUPPLIES & MATERIALS PURCHASED	12,450	6,457	(5,993)	52%
MP&CP TRANSACTIONS	30,000	20,200	9,800	67%
TOTAL EXPENSE	857,648	825,688	(22,160)	96%

SURPLUS/ (DEFICIT)	(856,948)	(825,688)	31,260	96%
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VARIANCES

• General services - contracted

- Advertising, conventions and telephone expenses were less than anticipated.



Assessment 2019 Operational Plan Year-end Report



1: Department Services

1.1: Our mission

Leduc County is dedicated to serving its citizens and will create an enhanced quality of life through effective leadership, committed partnerships and open, transparent communication.

1.2: Lines of business

Assessment

- Ensures the Assessment department successfully produces and defends the assessment roll for Leduc County and submits the roll to Municipal Affairs for the purpose of audit and equalized assessment.
- Leduc County holds the hybrid contract for the delivery of service for the centralized industrial assessment and the manager of assessment is the delegate for the provincial assessor. Designated industrial properties (oil and gas properties) and major plants (Capital Power) are now assessed under the authority of the provincial assessor but are completed in collaboration and cooperation with the Leduc County Assessment department.
- Responsible for maintaining the ownership and sales records of all properties within Leduc County.

External networks

- Provide customers, property owners, real estate and valuation professionals' information and support to understand the assessment process and outcomes.
- Engage with all customers in order to have a full understanding of the market and economic conditions present within the Leduc County region.

Internal networks

- Support the taxation function as it relates to assessment to ensure consistent tax base to facilitate Leduc County initiatives.
- Support all departments with property information and market perspective, as required.
- Provide education and insight into the assessment process and legislation for administration, council and county departments.

2: Strategic Priorities

Goal 1	Strategic priority – Enriched quality of life Project and maintain a stable assessment base in order for Leduc County to have a reliable tax base to appropriately fund recreational, tourist and cultural activities and attractions for Leduc County citizens.
Goal 2	Strategic priority – Agricultural innovation and support for local food Provide fair and equitable assessments for agriculture related businesses and educate customers about the potential assessment implications as it relates to these value-added ventures.
Goal 3	Strategic priority – Enhanced transportation systems 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.
Goal 4	Strategic priority – Economic development 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 our customers so that we understand the market trends and pressures.
Goal 5	Strategic priority – Regional leadership The Assessment department collaborates with other assessment jurisdictions within and outside of our region. We endeavor to support and learn from all of our assessment colleagues in order to maintain consistency, fairness and equity.

3: Department Goals

Goal 6	Increase efficiencies and streamline assessment processes by utilizing remote computer technology.
Goal 7	Build legal and legislative resources in order to defend complex, high-value assessments.
Goal 8	Utilize current information and resources from other departments in order to minimize duplication of tasks. Seek opportunities to create synergies between appropriate departments.

4: Action Plan

Goal 1

Project and maintain a stable assessment base in order for Leduc County to have a reliable tax base to appropriately fund recreational, tourist and cultural activities and attractions for Leduc County citizens.

Strategy 1.1

The Leduc County assessment base is becoming more diverse and complex with various property types. The Assessment department will continue to build their knowledge and expertise as it relates to the income approach to value.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Two assessors will complete the International Association of Assessing Officers (IAAO) Income Course to be held in Red Deer.	Completed Q2	Successful completion of the course and greater utilization of the income approach to value. <ul style="list-style-type: none">The course was extremely applicable to the income assessments that we produce and the skills and knowledge gained from this course will strengthen the entire department as we continue to apply the income approach to value.

Goal 2

Provide fair and equitable assessments for agriculture-related businesses and educate customers about the potential assessment implications as it relates to these value-added ventures.

Strategy 2.1

The Assessment department will provide information and interpretation to coworkers and council on the *Municipal Government Act* and Regulations as it applies to farming operation assessments. We will continue to monitor agriculture related business ventures so that we are fair and equitable between customers.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Continue to monitor properties during general five-year inspections and apply the appropriate assessment classifications.	Completed Q4	Analyze change in assessment classes. <ul style="list-style-type: none">Reviewed assessment procedure for religious properties that have a residential assessment.Reviewed assessment procedure and process for attached garages.

Provide department and council workshops regarding relevant legislation as it relates to agriculture industry related assessments.	Completed Q2	<p>Better understanding of the assessment implications for agriculture related business ventures.</p> <ul style="list-style-type: none"> • Currently there are approximately 250 properties that have both agricultural and non-residential assessments. • Presented an agricultural assessment workshop to council that focused on some of the intricacies of the assessment process.
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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	Status at Dec 31, 2019	Identified plan deliverables with status update
Attend assessment education seminars that further develop various valuation skills and knowledge.	Completed Q2	<p>Attend Alberta Assessors Association (AAA), Canadian Property Tax Association (CPTA) and International Association of Assessing Officers (IAAO) education events that increase levels of expertise in order to continue to produce a stable and predictable assessment roll.</p> <ul style="list-style-type: none"> • The Assessment department attended the Alberta Assessors Association Conference. The Manager of Assessment Services attended the CPTA. These events provide quality education and an opportunity to discuss pertinent assessment issues with colleagues.

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 as assessment that is fair and equitable.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Continue to act as a resource for market information and trends for our various customer types.	2019	<p>The Assessment department will continue to have strong relationships with all of our stakeholders and the assessment roll will be considered credible.</p> <ul style="list-style-type: none"> • The Assessment department continues to work with many real estate professionals and appraisers. • The assessment appeal season provides the department with the opportunity to discuss specific properties and market conditions. No formal appeal hearings were required.

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	Status at Dec 31, 2019	Identified plan deliverables with status update
Develop and maintain relationship with manager of economic development.	2019	<p>Coordinated report to council on market conditions in Leduc County.</p> <ul style="list-style-type: none"> • Economic Development and Assessment meet monthly to discuss current economic trends and opportunities. The exchange of information between the two areas provides for useful insight into the economic opportunities that are available in Leduc County.
Develop a tax mill rate analysis.	Completed Q2	<p>Present report to council.</p> <ul style="list-style-type: none"> • The tax mill rate analysis report provided a 10 year history of mill rates in Leduc County and provided an awareness of the mill rate trends.

Goal 5

The Assessment department collaborates with other assessment jurisdictions within and outside of our region. We endeavor to support and learn from all of our assessment colleagues in order to maintain consistency, fairness and equity.

Strategy 5.1

Members of the Assessment department will continue to be involved with our professional association and where appropriate, provide leadership and support to our industry and colleagues. Participating in

educational sessions and meetings provides great networking opportunities in which we are able to share knowledge and information that strengthen our skills.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
The assessors will be active members of Alberta Assessors Association.	2019	Assessors may sit as an executive member of the AAA, participate in AAA committees and working groups and/or act as a facilitator and trainer at various AAA educational events. <ul style="list-style-type: none"> The Manager of Assessment Services completed her term as Rural Director on the AAA Executive and now serves on the AAA Practice Review Committee. The manager also participates in the Assessment Community of Practice which is a provincial committee that discusses province wide assessment issues.

Goal 6

Increase efficiencies and streamline assessment processes by utilizing remote computer technology.

Strategy 6.1

The assessment department will utilize surface computers and the "remote" Camalot system in the field which will enhance our source of information and allow for data entry while completing inspections.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Implement surface computer and remote Camalot system in the field.	Completed Q2	Better data and roll information access in the field will lead to greater effectiveness and efficiencies. <ul style="list-style-type: none"> Assessors are utilizing surface computers and "Remote" CAMAlot in the field. The vehicles have been equipped with small working surfaces in order to access information and complete data entry.

Goal 7

Build legal and legislative resources in order to defend complex, high-value assessments.

Strategy 7.1

Work with other municipalities to collaborate on securing appropriate legal briefs in order to defend assessments at an Assessment Review Board. Seek legal advice where appropriate to build and strengthen the assessment disclosure package.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Collaborate with other municipalities on common issues in order to secure legal briefs and disclosure templates for the assessment appeal process.	Completed Q2	Have access to a robust, yet affordable, appeal template and legal briefs that support and defend our assessments at an Assessment Review Board. <ul style="list-style-type: none">Leduc County has received an appeal template prepared by legal counsel. This will be an excellent resource for appeal preparation. This is a great example of the assessment network supporting each other as we did not have to financially contribute to this initiative.

Goal 8

Utilize current information and resources from other departments in order to minimize duplication of tasks. Seek opportunities to create synergies between appropriate departments.

Strategy 8.1

Continue to utilize property and building information from the Planning and Development department. Support the requests for digital plans so that those plans can be more readily accessed and then attached to the Camalot system. Support the need for a larger scanner/printer for multi-department use.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Purchase a large scale scanner/printer to be utilized by many departments to digitize documents and files.	Completed Q2	Develop corporate-wide business case to support this purchase and bring forward to 2019 final budget deliberations for council consideration. <ul style="list-style-type: none">The scanner is operational and available for the organization to utilize.

Assessment

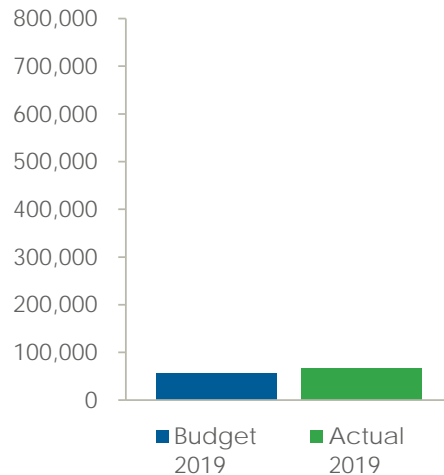
Q4 - 2019 Financial Reporting

Summary

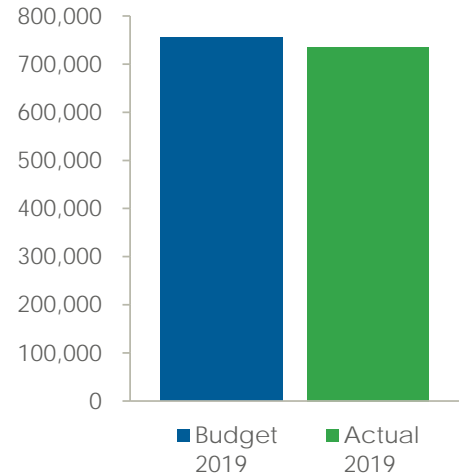
VARIANCE YTD

(\$29,843)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	54,765	65,994	11,229	121%
SALES OF GOODS & SVS TO INDIVIDUALS	500	50	(450)	10%
TOTAL REVENUE	55,265	66,044	10,779	120%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	626,720	623,194	(3,526)	99%
GENERAL SERVICES-CONTRACTED	122,264	90,461	(31,803)	74%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,760	5,318	(442)	92%
FINANCIAL SERVICE CHARGES	-	16,706	16,706	0%
TOTAL EXPENSE	754,744	735,679	(19,065)	97%

SURPLUS/ (DEFICIT)	(699,479)	(669,636)	29,843	96%
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Assessment

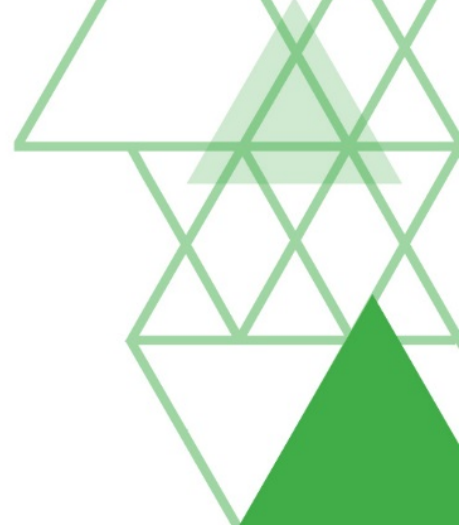
Q4 - 2019 Financial Reporting

VARIANCES

- *Sales of goods & svs to other gov*
 - Appeal preparation and assistance to the Provincial Assessor generated approximately \$10,000 in unbudgeted revenue.
- *General services - contracted*
 - Due to conflicting schedules, participation in courses and conferences was less than anticipated.
 - Vehicle repairs and membership expenses were also slightly less than expected.
 - A change in accounting for leased vehicles have reclassified lease expenses to financial service charges.



Corporate Services 2019 Operational Plan Year-end Report



1: Department Services

1.1: Our mission

Corporate Services strives to provide innovative solutions, support, and services in the best interest of our customers.

1.2: Lines of business

Leadership and administration

- Ensures the Corporate Services team successfully delivers strategic, reliable and valued support to the organization that aids in the achievement of strategic objectives.
- Leads the preparation, oversight, and alignment of the Corporate Services budget, ensuring responsible and appropriate use of municipal funds.
- Ensures the Corporate Services team delivers a consistent level of customer service that is valued and respected by our clients, council and our residents.

Human resources

- Provides human resources services that meet employee needs and align with organizational goals.
- Ensures the organization can attract and retain the right people, with the right skills, within the time frame that their services are required.
- Functions as an advocate for employees, organizational culture and human resources policies and procedures.

Health, safety and wellness

- Ensures the organization is supported by a comprehensive health, safety and wellness program that meets legislated requirements, is reviewed and audited as per the legislated obligations and exists to ensure the safety of everyone.
- Ensures the coordination and management of the organization's Workers' Compensation Board (WCB) and disability management programs.
- Leads, arranges and/or delivers all required and work-specific safety training.

Information technology (IT)

- Develops and maintains IT policies, parameters, workflows, systems architecture and network, which ensures data assurance and security.
- Executes the procurement, maintenance and support of all hardware components, the network and all other equipment required to for the organization to function efficiently.
- Supports and provides assistance to the end users with respect to software and the management and storage of electronic data.

Corporate support

- Administers and supplies administrative summer coverage for the organization.
- Provides administrative support to the various branches of Corporate Services and the director as required.
- Provides support for the communications branch, as required, to meet pressing deadlines.
- Coordinates, tracks, reports and provides oversight of all insurance claims for the county
- Coordinates and provides support for numerous Leduc County corporate events, parades, employee events and recognition, trade shows and Corporate Services team planning sessions.

Geographic Information Systems (GIS)

- Provides support, enhancement and maintenance in the Enterprise GIS environment.
- Provides corporate leadership and stewardship in GIS.
- Works with departments to develop new GIS-centric solutions or integration into business applications.

Records

- Guides the *Freedom of Information and Protection of Privacy Act* (FOIP) and information request process on behalf of the organization, ensuring legislative compliance and timely delivery of information.
- Provides leadership, support and guidance in the records management life cycle, ensuring the efficient storage, retrieval, retention and destruction of corporate records.
- Ensures records are scanned and filed in OnBase as per the approved file structure.

Facilities

- Provides leadership, along with collaboration with municipal staff and external partners to ensure the repairs, maintenance and life cycle planning of municipal buildings.
- Leads the request for proposal (RFP) process for the purchase and distribution of municipal fleet and equipment.
- Provides expertise with respect to optimal space utilization, standardization of facilities systems and processes, and prioritization of facilities-related projects.

Custodians

- Ensures workspaces and common areas consistently meet custodial customer service standards.
- Undertakes major custodial services as required, ensuring the safety and security of employees and the public while these services are being performed.
- Provides timely responses to all customer inquiries, ensuring high levels of customer satisfaction.

Business systems support

- Works directly with business areas and the IT branch to identify business needs and/or challenges.
- Designs, codes and implements new computer software programs; promotes the use of OnBase for the development of new applications wherever possible.
- Improves and supports existing systems by identifying current challenges and then implementing modifications or enhancements.
- Assists with determining operational system objectives by studying business functions, gathering information, evaluating output requirements and formats, and offering best-practice solutions and recommendations for improvements across the organization

2: Strategic Priorities

Strategic priority – All Corporate Services partners with the organization to develop and deliver innovative and flexible programs, policies and technology that support a self-motivated, highly skilled and empowered workforce who are committed to providing valued services to our residents and achieving council's strategic goals.	
Goal 1	Strategic priority – Regional leadership Corporate Services will identify and collaborate with our regional partners to provide effective training and development opportunities to employees while ensuring fiscal responsibility.

3: Department Goals

Goal 2	We communicate respectfully, effectively and efficiently within our team, to our clients, to council and to our residents.
Goal 3	We support the business needs of the organization by providing safe, secure, innovative and sustainable systems.
Goal 4	Our processes and procedures guide and support the organization's achievement of their business objectives while ensuring alignment with council's strategic plan.
Goal 5	We provide high quality, consistent and reliable customer service to our clients, to council and to our residents.

4: Action Plan

Goal 1

Corporate Services will identify and collaborate with our regional partners to provide effective training and development opportunities to employees while ensuring fiscal responsibility.

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	Status at Dec 31, 2019	Identified plan deliverables with status update
Develop a training matrix identifying safety and professional development training for each position or group of positions as mandatory or optional.	Completed Q1	Training matrix is created and reviewed for validity. <ul style="list-style-type: none"> Matrix was completed and identifies training, education, certifications and work experience for each position in the organization.

Assess current processes (internal and external) and current training levels, and evaluate needs.	Completed Q2	Processes for training requests and approvals are formalized and approved. <ul style="list-style-type: none"> Developed a procedure to formalize and approve training requests. Captured all staff training in the training matrix.
Identify potential regional training partners, their offerings and potential vendors and resources.	Completed Q3	Regional partners are identified and offerings catalogued. KPI's: number of partners and annual savings <ul style="list-style-type: none"> Researched opportunities to share training with other regional partners completed in Q3. Number of regional partners identified to date: 7 municipal and 4 non-profit 2019 annual savings – \$2,000
Draft a training plan for 2019/20 for review and approval, and communicate to staff and identified regional partners.	Completed Q3	Plan is approved, budgeted for and communicated to staff and identified regional partners. <ul style="list-style-type: none"> Training and development strategic plan was developed and rolled out to the organization. This includes: <ul style="list-style-type: none"> Training and development principles. Individualized training plans. Centralized approach to budgeting for training. Identified regional partners.

Goal 2

We communicate respectfully, effectively and efficiently with our team, clients, council and residents.

Strategy 2.1

Roll out departmental standards, which will guide the communication of new and existing processes and procedures.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Design, develop and roll out guidelines for the communication of new and existing Corporate Services processes, procedures and services.	Completed Q1	Successful rollout achieved. <ul style="list-style-type: none"> Researched and developed standards for the communication of new and existing processes and procedures that include: <ul style="list-style-type: none"> A standardized approach to the roll out of all new processes and procedures.

		<ul style="list-style-type: none"> • A checklist to ensure consistency when rolling out new processes and procedures.
In an effort to expand the way we communicate internally, implement a series of training initiatives to reinforce Corporate Services processes, systems, procedures and services.	Completed Q4	<p>KPI's: number of courses offered and number of attendees</p> <ul style="list-style-type: none"> • Identified and rolled out training initiatives for each area of corporate services for delivery in 2019. • Number of courses offered – 10 • Number of attendees - 421

Goal 3

We support the business needs of the organization by providing safe, secure, innovative, and sustainable systems.

Strategy 3.1

Roll out and communicate the report and recommendations from the cybersecurity review and develop a plan to mitigate the critical security and safety risks identified.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Present the consultant's recommendations from the cybersecurity review to senior management for consideration.	Completed Q1	<p>TBD</p> <ul style="list-style-type: none"> • Completed a cybersecurity review and presented recommendations to senior management.
Present the consultant's recommendations from the cybersecurity review to council along with administration's recommendations.	Completed Q1	<p>TBD</p> <ul style="list-style-type: none"> • Completed a cybersecurity review and presented recommendations to council including: <ul style="list-style-type: none"> • Identification of high, medium and low strategic recommendations. • Administration's plan to address recommendations.

Strategy 3.2

Finalize the IT system strategic plan and communicate recommendations for consideration by administration and council.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Work with the consultant to support the development of the five-year IT systems strategic plan.	Completed Q2	<p>TBD</p> <ul style="list-style-type: none"> • Corporate services worked with our consultant to provide technical information and support to the development of the strategic plan.

Finalized strategic plan and recommendations are presented to administration for consideration.	Completed Q3	TBD <ul style="list-style-type: none"> Information systems strategic plan was completed and recommendations were presented to administration for their consideration.
Finalized strategic plan and administration's recommendations presented to council for review and consideration.	Completed Q3	TBD <ul style="list-style-type: none"> Completed a five-year IT systems strategic plan and recommendations were presented to council including: <ul style="list-style-type: none"> Identification of strategic recommendations. Administration's plan to address recommendations.

Strategy 3.3

Research, review and identify potential opportunities to build and enhance our GIS system.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Meet with all departments to gather their feedback on the GIS system and identify their short and long-term requirements.	Completed Q4 2018	Meetings held with each department. <ul style="list-style-type: none"> Completed an internal review of departmental GIS needs and requirements by meeting with all departments.
Research, review and identify opportunities for internal data processing.	Completed Q1	Compilation of research. <ul style="list-style-type: none"> Researched options to address organizational needs and requirements.
Research and review an external and internal GIS viewer.	Completed Q2	Compile the results of the review. <ul style="list-style-type: none"> Researched options for internal and external GIS viewer updates and enhancements required to meet organizational needs.
Prepare a report of recommendation for consideration by administration and council through the 2020 budget process.	Completed Q3	Report for 2020 budget consideration. <ul style="list-style-type: none"> Recommendations were assessed by the IT consultant: <ul style="list-style-type: none"> GIS strategy will be completed as identified in the 5-year information technology strategic plan.

Goal 4

Our processes and procedures guide and support the organization's achievement of their business objectives while ensuring alignment with council's strategic plan.

Strategy 4.1

Complete the review and roll out of all Corporate Services administrative procedures to ensure they meet best practices, support organizational strategic objectives and improve compliance.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Create a schedule and timeline for the review of all Corporate Services administrative procedures in 2019.	Completed Q1	Began in June 2018. <ul style="list-style-type: none">A schedule and timeline for the review of all corporate service administrative procedures was developed.
Research, identify best practices, consult with the organization as appropriate and draft procedures as per the scheduled timeframe.	Completed Q1 - Q4	Started in 2018. <ul style="list-style-type: none">Through research and a review of current administrative procedures, corporate services identified all procedures that require updating.Procedure reviews have been assigned to appropriate staff for completion.Draft procedures are being reviewed prior to final sign off.Completed and reviewed procedures have been rolled out to staff.
Roll out new administrative procedures to the organization.	To be completed Q4 2020	Number of procedures rolled out. <ul style="list-style-type: none">Rolled out 2 administrative procedures.Remaining procedures will be completed in 2020.

Strategy 4.2

Develop and roll out a records management strategy to ensure that the organization's information is protected and easily retrieved.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Meet with all departments to gather feedback on records system to identify gaps.	Completed Q4 2018	All departments have provided feedback. <ul style="list-style-type: none">Completed an internal review of departmental records needs and requirements.

As part of the IT review, work with consultant to review OnBase program to identify gaps or recommendations on an electronic system.	Completed Q2	IT review provides recommendations on the electronic filing system. <ul style="list-style-type: none"> Through the information technology strategic plan, our consultant gathered feedback on the records management program and the OnBase records management system.
Prepare a report for senior management that includes feedback from the organization and recommendations from the IT consultant for their consideration.	Completed Q3	Report is prepared and delivered. <ul style="list-style-type: none"> Information systems strategic plan, which included recommendations for records, was presented to administration for their consideration.
Incorporate recommendations to improve the records system into the 2020 budget for council's consideration.	Completed Q3	N/A <ul style="list-style-type: none"> Recommendations were assessed by the IT consultant for inclusion in five-year IT systems strategic plan. Development of an information management strategy/OnBase review that incorporates both digital and paper information was included in the 2020 budget.

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 life cycle plan that includes a maintenance schedule, identification of short and long-term recommendations and a space utilization plan.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Work jointly with BGRS to develop and commit to a building three-year maintenance plan, budget and schedule for shared spaces.	Completed Q1	Plan is ready to implement and fully funded by both partners by January 2020. <ul style="list-style-type: none"> In consultation with BGRSB, a 3-year maintenance and lifecycle plan and budget was developed for shared facilities.
Work jointly with BGRS to develop and commit to a three-year building life cycle plan, budget and schedule for shared spaces.	Completed Q2	Plan is ready to implement and fully funded by both partners by January 2020. <ul style="list-style-type: none"> In consultation with BGRSB, a 3-year maintenance and lifecycle plan and budget was developed for shared facilities.
As part of the building life cycle plan, work with GIS to map Leduc County's existing space to identify future space requirement and costs.	Completed Q3	Maps created for all three buildings. <ul style="list-style-type: none"> All Leduc County office space was mapped and a space planning strategic plan was completed which will guide the organization in their future space planning projects.

Prepare and present both the recommended maintenance plan, space plan, and building life cycle plan to the executive team for consideration.	Completed Q3	Presentation of report to executive team. <ul style="list-style-type: none"> The space, lifecycle and maintenance plan was presented to administration through the 2020 budget process.
Prepare and present both the recommended maintenance plan and life cycle plan to council through the budget process, for approval.	Completed Q4	Report for budget consideration for 2020 <ul style="list-style-type: none"> Through the 2020 budget process, all year-1 recommendations for maintenance and lifecycle projects were presented and approved by council.

Goal 5

We provide high quality, consistent and reliable customer service to our clients, to council and to our residents.

Strategy 5.1

Implement internal departmental customer service standards that promote respectful, reliable, consistent and valued customer service to our clients.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Roll out identified, internal customer service standards to the organization.	Completed Q1	Standards rolled out to the organization. <ul style="list-style-type: none"> Corporate services' customer services standards were developed by the team and rolled out to the organization in 2019, which have resulted in dramatic improvement in our response to our internal and external customers.
Develop KPI's to determine compliance with customer service standards for quarterly reporting on Corporate Services scorecard.	Completed Q1	KPI's: Success rate per service standard set <ul style="list-style-type: none"> Developed a corporate services dashboard that is circulated to senior management on a quarterly basis. The dashboard includes: <ul style="list-style-type: none"> Number of service requests received, completed and outstanding in each service area. Service requests are being tracked manually and are being addressed within the identified timeframes.

Administration - Corporate Services

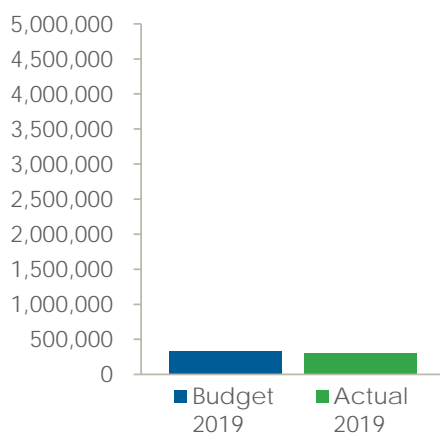
Q4 - 2019 Financial Reporting

Summary

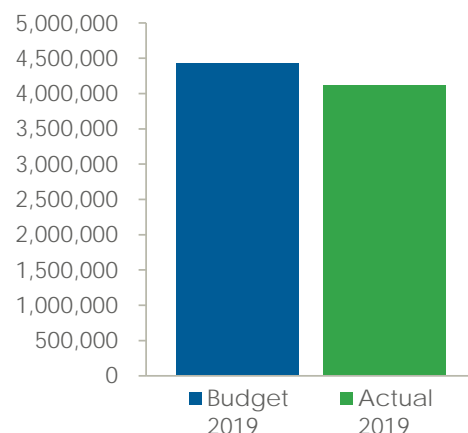
VARIANCE YTD

(\$285,375)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	4,100	5,184	1,084	126%
OTHER REVENUE FROM OWN SOURCES	10,112	22,498	12,386	222%
OTHER TRANSACTIONS	104,823	124,962	20,139	119%
MP&CP TRANSACTIONS	218,420	154,921	(63,499)	71%
	337,455	307,566	(29,889)	91%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	2,216,618	2,147,776	(68,842)	97%
GENERAL SERVICES - CONTRACTED	1,037,413	847,342	(190,071)	82%
PURCHASES FROM PROVINCIAL GOVERNMENT	11,100	7,517	(3,583)	68%
GOODS,SUPPLIES & MATERIALS PURCHASED	453,651	350,054	(103,597)	77%
RESERVES,TRANSFERS & GRANTS	85,400	271,119	185,719	317%
FINANCIAL SERVICE CHARGES	333,691	333,396	(295)	100%
MP&CP TRANSACTIONS	296,731	162,136	(134,595)	55%
TOTAL EXPENSE	4,434,604	4,119,340	(315,264)	93%

TOTAL EXPENSE	(4,097,149)	(3,811,774)	285,375	93%
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Administration - Corporate Services

Q4 - 2019 Financial Reporting

VARIANCES

- *Earnings & benefits*
 - Three vacant positions at various times throughout the year.
- *General services - contracted*
 - Consulting and upgrades for OnBase were cancelled due to pending records review and project management training was cancelled.
 - The number of approved courses was less than anticipated resulting in savings in registrations and subsistence.
 - Maintenance agreements for buildings was slightly less than anticipated.
- *Goods, supplies & materials purchased*
 - Software licensing, safety supplies and furniture and equipment replacements were under budget.
 - Toner for photocopiers were budgeted in Corporate Services but expensed in each department. Toner costs will be centralized in the IT budget in 2020.
- *Reserves, transfers and grants*
 - Funds carried forward for corporate training, building maintenance, promotional wear for staff and iPad replacements.
 - Funds transferred to reserve for the Nisku business sign was approximately \$10,000 less than budgeted due to higher operating costs.



Finance 2019 Operational Plan Year-end Report



1: Department Services

1.1: Our mission

The Finance department manages public funds by leading the organization through financially sound, accountable and transparent processes.

1.2: Lines of business

Leadership and administration

- Adheres to regulatory compliance and oversees internal controls to safeguard assets and mitigate risks to the organization.
- Leads the financial operational plan and financial reporting, investment management and budgeting processes to ensure fiscal responsibility that aids in the achievement of strategic objectives and allows for long-term stability.
- Ensures current and responsive policies that align with council's strategic priorities.
- Endeavors to deliver accurate, reliable and timely information with respect and integrity to all residents and stakeholders.

Financial services

- Coordinates the development, preparation, distribution, maintenance and reporting of operating and capital budgets as well as grant submissions.
- Oversees cash handling and processing operations for taxation, accounts payable, accounts receivable, utilities and debt collection.
- Provides Finance support to departments within the organization to enhance reporting, decision making and service delivery.
- Provides transparent customer service with compassion, respect and accountability that is fair and equitable.

Payroll and benefit administration

- Provides accurate and timely compensation in a confidential manner while supporting the organization through education and awareness.
- Adheres to regulatory compliance under various legislation.
- Prepares regular reporting to meet external stakeholder requirements.

2: Strategic Priorities

	Strategic priority – All Finance partners with the rest of the organization to provide support, develop policies, seek efficiencies, and determine adequate resources for long-term sustainability and ensures fiscal responsibility to residents and stakeholders while achieving council's strategic goals.
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3: Department Goals

Goal 1	Enhance financial and organizational sustainability.
Goal 2	Support the business needs of the organization by providing accurate, timely, secure, innovative and sustainable systems.

4: Action Plan

Goal 1

Enhance financial and organizational sustainability.

Strategy 1.1

Continue to develop internal controls to mitigate risk and safeguard assets.

Actions	Status Dec 31, 2019	Identified plan deliverables with status update
Review current internal control processes within each finance function.	Completed Q4	Create administrative procedures to strengthen internal controls as needed. <ul style="list-style-type: none">Internal control processes have been reviewed for each function and a list of improvements has been documented.Updating and creation of the procedures are in progress.
Audit of current internal control processes.	Completed Q4	Audit report completed for three departments. <ul style="list-style-type: none">Research of department activities and interviews with all three departments were completed and templates created.
Investigate banking technologies available to mitigate risk.	Completed Q4	List of technologies available. <ul style="list-style-type: none">Several options were investigated and a project for a cheque scanner was approved in 2020 interim budget.

Strategy 1.2

Continue to develop long-term financial planning models.

Actions	Status Dec 31, 2019	Identified plan deliverables with status update
Develop a zero-based budget process for use in the 2020 budget cycle.	Completed Q4	2020 budget approval. <ul style="list-style-type: none">The 2020 interim budget was approved utilizing zero based budgeting methodology.
Continue to enhance the five-year capital plan ensuring compliance with <i>Municipal Government Act</i> (MGA) guidelines.	Completed Q4	Five-year capital plan in accordance with the MGA. <ul style="list-style-type: none">The 2020 interim budget was approved.

Goal 2

Support the business needs of the organization by providing accurate, timely, secure, and innovative solutions.

Strategy 2.1

Continued implementation of payroll software.

Actions	Status Dec 31, 2019	Identified plan deliverables with status update
Investigate feasibility of Employee Self-Service (ESS) tool roll out to hourly staff.	Completed Q4	Go or no-go decision <ul style="list-style-type: none">All hourly staff are utilizing ESS
Investigate feasibility of Employee Self-Service (ESS) tool roll out to council members.	Completed Q4	Go or no-go decision <ul style="list-style-type: none">ESS will be rolled-out to council in 2020 to allow for council to view their pay stubs and T4s.
Education and communication to staff about the new software.	Completed Q4	Ongoing training opportunity <ul style="list-style-type: none">Training for ESS is offered as part of the onboarding of staff and regular training sessions are held on the financial software to allow for questions

Strategy 2.2

Continue to enhance department reporting by utilizing the financial software analytics dashboards.

Actions	Status Dec 31, 2019	Identified plan deliverables with status update
Create financial dashboards that support the financial reporting needs of the departments.	Completed Q4	Utilization of dashboards. <ul style="list-style-type: none">• Utilities dashboard is established.• Ongoing commitment to refine and improve dashboards as organizational needs change.

Strategy 2.3

Purge financial software module and reorganize data.

Actions	Status Dec 31, 2019	Identified plan deliverables with status update
Purge data as per corporate records management retention policy.	Completed Q1	Less data being stored on local servers <ul style="list-style-type: none">• Data within the financial software was purged as per the records management policy to allow for more efficient processes within finance.
Review current general ledger structure and reorganize where appropriate.	Completed Q4	Simplified account structure <ul style="list-style-type: none">• The general ledger structure and suggested reorganization has been completed.• Additional discussion with senior management and software provider is required prior to implementing the new structure to ensure no issues with business continuity.

Strategy 2.4

Continuous commitment to explore financial software solutions.

Actions	Status Dec 31, 2019	Identified plan deliverables with status update
Research available municipal financial software solutions.	Completed Q4	Report on software providers <ul style="list-style-type: none">• Initial research was completed.• Project was identified under the IT strategic plan for years 2 and 3 implementation, therefore in-depth analysis was suspended.

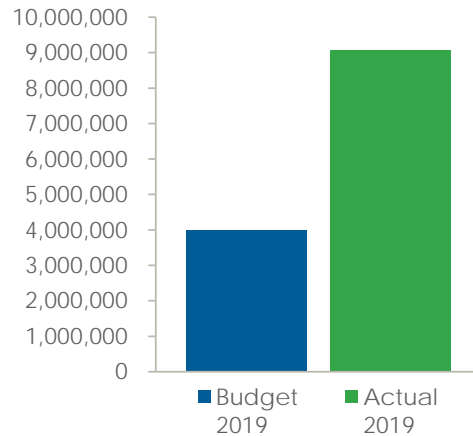
Administration - General (includes County Manager's Office and Finance)

Q4 - 2019 Financial Reporting

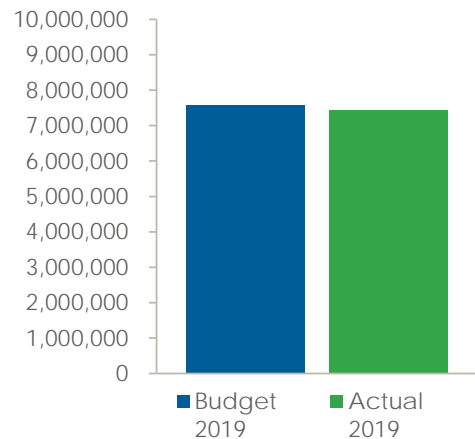
Summary

VARIANCE YTD
(\$5,222,367)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	3,751,071	8,521,216	4,770,145	227%
SALES OF GOODS & SVS TO INDIVIDUALS	34,150	37,004	2,854	108%
OTHER REVENUE FROM OWN SOURCES	103,000	479,909	376,909	466%
OTHER TRANSACTIONS	18,012	14,072	(3,940)	78%
MP&CP TRANSACTIONS	88,960	12,934	(76,026)	15%
TOTAL REVENUE	3,995,193	9,065,135	5,069,942	227%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	2,430,350	2,353,188	(77,162)	97%
GENERAL SERVICES-CONTRACTED	902,045	673,085	(228,960)	75%
GOODS,SUPPLIES & MATERIALS PURCHASED	74,200	43,619	(30,581)	59%
RESERVES,TRANSFERS & GRANTS	3,878,497	4,191,873	313,376	108%
FINANCIAL SERVICE CHARGES	9,400	9,850	450	105%
MP&CP TRANSACTIONS	288,960	159,413	(129,547)	55%
TOTAL EXPENSE	7,583,452	7,431,028	(152,424)	98%

SURPLUS/ (DEFICIT)	(3,588,259)	1,634,108	5,222,367	-46%
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Administration - General (includes County Manager's Office and Finance)

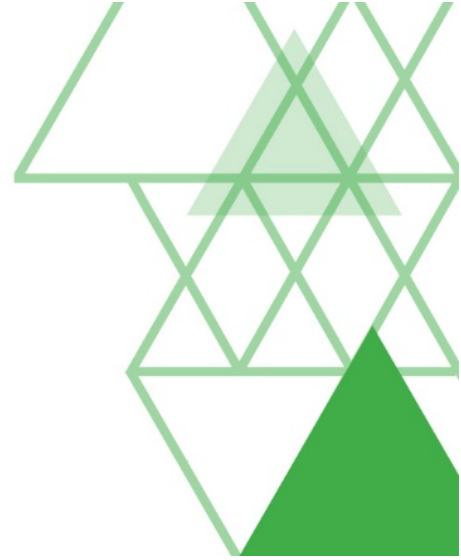
Q4 - 2019 Financial Reporting

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 .
 - 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*
 - Higher than anticipated transfers to reserves due to 2019 carry forward requests.



Enforcement Services 2019 Operational Plan Year-end Report



1: Department Services

1.1: Our mission

Leduc County is dedicated to serving the residents, businesses and visitors by providing effective law enforcement. Community peace officers and staff are committed to the protection of county interests and the safe transportation of people and goods.

1.2: Lines of business

Leadership and administration

- Overall management and supervision of the department and its programs including enforcement of municipal bylaws and provincial legislation
- Emergency preparedness and disaster services programs
- Short- and long-term strategies, operational plans and budgets
- Plans, develops and implements community and public relations information and programs.
- Provides recommendations, activity reports, statistics, and information to county council and the Enforcement Services Committee

Peace officers

- Enforces county bylaws and provincial statutes in accordance with the policies set by council and the authorities obtained from the province of Alberta
- Assists Public Works and Engineering with protection of infrastructure
- Issues warning tickets, violation tickets, and offence tags where appropriate for bylaw/provincial statute infractions within the jurisdiction of Enforcement Services.
- Liaises with the various RCMP detachments and agencies in providing law enforcement services within Leduc County.

Animal control

- Responds to public complaints regarding domestic dogs
- Takes action to secure and if necessary impound dogs found to be at large
- Liaises with rescue organizations to find homes for unclaimed dogs

2: Strategic Priorities

Goal 1	Strategic priority – Enhanced transportation systems Promote and enhance traffic safety
Goal 2	Strategic priority – Enriched quality of life Assisting emergency services (police, fire, EMS, emergency management)
Goal 3	Strategic priority – Enriched quality of life Community relationships and support meaningful community engagement
Goal 4	Strategic priority – Enhanced transportation systems Public safety on bodies of water
Goal 5	Strategic priority – Enriched quality of life Property concerns and compliance

3: Department Goals

Department goals align with the goals outlined above under strategic priorities.

4: Action Plan

Goal 1

Promote and enhance traffic safety

Strategy 1.1

Protect infrastructure and educate road users through traffic enforcement and interactions

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Decrease in collisions	Not completed	Five-per-cent decrease in overall annual collisions <ul style="list-style-type: none">Due to the challenges in receiving data from external sources, this deliverable is unable to be calculated.
Traffic operations	Completed Q4	Conduct at least 12 dedicated traffic operations throughout the year <ul style="list-style-type: none">A yearly total of 251 traffic operations (Monthly average of 20.9)Some locations where traffic operations were conducted were St. Francis, Rollyview, Sunnybrook, Nisku and Michigan Centre.

Tickets and warnings	Partially completed	200 tickets and/or warnings issued per month <ul style="list-style-type: none"> • Issuance of tickets and warnings averaged 136.6 per month.
Road ban enforcement	Completed Q2	Conduct a minimum 75 patrols per month on banned roads <ul style="list-style-type: none"> • Completed 260 patrols by the second quarter, on banned roadways, in Leduc County. • Annual total - 908
Commercial vehicle traffic stops	Completed Q4	Conduct a minimum of 32 traffic stops for commercial vehicle inspections annually <ul style="list-style-type: none"> • A total of 70 commercial vehicle stops were recorded for the year.

Strategy 1.2

Responding to concerns and data from the Traffic Advisory Committee and general public (i.e. complaint line). Using the patrol report to record hot spots for occurrences and requests for increased patrols

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Patrols in hot spots	Completed Q4	Conduct a minimum of 15 patrols in hot spots (including subdivisions) per month <ul style="list-style-type: none"> • Utilized the patrol hot spot report to initiate 936 patrols for the year. • Examples of patrols were: commercial vehicles traveling on banned roads with overloads and off-highway vehicles damaging roads and reserves.
Traffic operations	Completed Q3	Participate in and facilitate at least 2 traffic violation operations within the county per year <ul style="list-style-type: none"> • Assisted regional partners with road safety during the first annual Canadian Derby at Century Mile Casino and Racetrack on August 18. • Conducted traffic safety violation operations throughout the county.

Awareness campaigns	To be completed 2020	Participate in and/or lead at least 2 traffic awareness campaigns per year <ul style="list-style-type: none"> No joint agency traffic awareness campaigns for the year. To be adjusted in the Community Peace Officer Performance Plan in 2020.
Respond to complaints by conducting quad patrols on municipal reserves near creeks, pathways and river valleys and sensitive areas	To be completed Q3 2020	Minimum of 3-6 quad patrols per year, during peak season (May 1 to Sept. 30) <ul style="list-style-type: none"> Due to unfavorable weather, only 1 quad patrol was conducted. Annual ATV safety presentations were conducted for high school students in New Sarepta and Warburg.

Strategy 1.3

Traffic control for parades and special events

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Parades and special events	Completed Q4	Participate in Wizard Lake, Canada Day Parade, Black Gold Parade, Calmar Fair Parade and Leduc City Santa Clause Parade <ul style="list-style-type: none"> Participated in 12 parades and special events throughout the year.

Goal 2

Assisting emergency services (police, fire, EMS and emergency management)

Strategy 2.1

Respond to emergency public safety occurrences

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Assist with traffic control and scene safety at collisions as requested	Completed Q4	During the first year, record baseline results, to assist with setting specific performance indicators the following year <ul style="list-style-type: none"> Reported monthly totals to Enforcement Services/Protective Services Committee. Total incidents assisted - 96 (breakdown: traffic control 49, emergency 33, other 14).
Assist with suspicious vehicles and persons	Completed Q4	
Assist with police/fire/emergency medical services (EMS) response to incidents as requested	Completed Q4	

Strategy 2.2

Provide instruction for regional partners, in accordance with Leduc County's strategic priority of "regional leadership"

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Dimension and weights course	Completed Q1	Provide one weights and dimension instruction course per year <ul style="list-style-type: none"> • Provided instruction to 12 officers from around the province on February 1.
RADAR/LIDAR course	Completed Q3	Provide one radar/lidar instruction course for the region per year <ul style="list-style-type: none"> • Provided instruction for two officers from the region on February 12.

Goal 3

Community relationships and support meaningful community engagement

Strategy 3.1

Develop and maintain public relationships through awareness programs

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
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	Completed Q3	During the first year, record baseline results, to assist with setting specific performance indicators the following year. <ul style="list-style-type: none"> • Proper cargo securement information was distributed throughout the county. • Wet weather created unfavorable road conditions, therefore an information sheet was created to educate the rural community about farm vehicles and traffic on local roads.
Train peace officers in the violence threat risk assessment program, and assist the RCMP with this program when requested	To be completed in 2020	During the first year, record baseline results, to assist with setting specific performance indicators the following year. <ul style="list-style-type: none"> • Will collaborate with the new RCMP Enhanced Constable in 2020.
Participate in and support community special events, open houses, school presentations, and other community engagement opportunities	Completed Q4	During the first year, record baseline results, to assist with setting specific performance indicators the following year. <ul style="list-style-type: none"> • Annual ATV safety presentations were conducted for high school students in New Sarepta and Warburg.

Promote the Community Peace Officer Performance Plan throughout Leduc County using social media, special events and printed materials	Completed Q4	During the first year, record baseline results, to assist with setting specific performance indicators the following year. <ul style="list-style-type: none"> Completed and revised the Community Peace Officer Performance Plan.
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Goal 4

Public safety on bodies of water

Strategy 4.1

Summer boat patrol program

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Promote boat safety through education, compliance and enforcement	Completed Q3	Conduct 3-5 high-visibility community-based patrols per year at Wizard Lake and Pigeon Lake and the North Saskatchewan River <ul style="list-style-type: none"> Conducted six boat patrols. Hosted a jet boat course on May 30 and June 1. Six of the ten participants were from partnering agencies. Hosted an Impaired Boating Awareness event along with regional partners on August 10.

Goal 5

Property concerns and compliance

Strategy 5.1

Addressing nuisance and unsightly premises

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Work with Planning and Development and Agricultural Services to address nuisance and unsightly properties	Completed Q4	Respond to property complaints within three business days <ul style="list-style-type: none"> Total of 20 complaints were received for the year.
Work with Planning and Development and Alberta Transportation to tackle regional concerns regarding trailer signs and other advertisement signs on private and public properties	Completed Q4	Complete majority of annual investigations by the end of summer <ul style="list-style-type: none"> 10 files were completed. Track, record and summarize property investigation results in reports <ul style="list-style-type: none"> Total of 362 property follow-up actions.

Enforcement Services

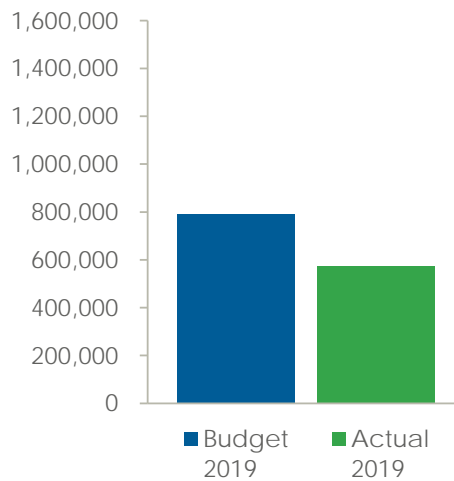
Q4 - 2019 Financial Reporting

Summary

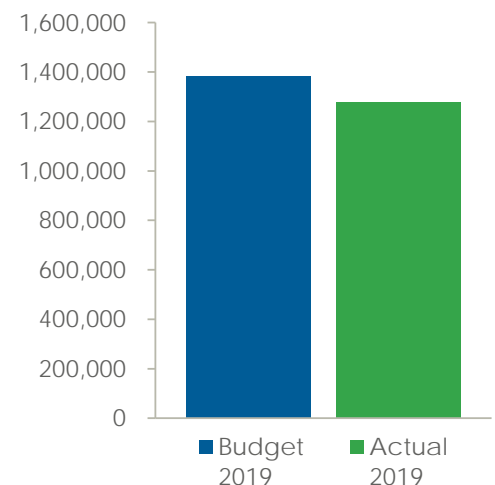
VARIANCE YTD

\$116,062

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	7,500	18,757	11,257	250%
OTHER REVENUE FROM OWN SOURCES	626,500	395,902	(230,598)	63%
OTHER TRANSACTIONS	158,600	158,600	0	100%
TOTAL REVENUE	792,600	573,259	(219,341)	72%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	760,164	698,902	(61,262)	92%
GENERAL SERVICES-CONTRACTED	109,767	76,474	(33,293)	70%
PURCHASES FR OTHER GOV & AGENCIES	436,995	455,897	18,902	104%
GOODS,SUPPLIES & MATERIALS PURCHASED	75,170	47,544	(27,626)	63%
TOTAL EXPENSE	1,382,096	1,278,817	(103,279)	93%

SURPLUS/ (DEFICIT)	(589,496)	(705,558)	(116,062)	120%
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Enforcement Services

Q4 - 2019 Financial Reporting

VARIANCES

- *Other revenue from own sources*
 - Staff shortages and lower traffic volumes in general has resulted in lower fine revenue than anticipated.
- *Earnings & benefits*
 - One vacant position for Q4 and a second vacancy for two months.
- *General services - contracted*
 - Subsistence for conventions, repairs and maintenance to vehicles and data entry for tickets have been lower than anticipated.
 - Less data has been used in patrol cars due to having two less officers for part of the year, resulting in lower phone/internet charges than expected.
- *Goods, supplies & materials purchased*
 - Equipment and machine parts, fuel and lubes and tire costs were less than anticipated.

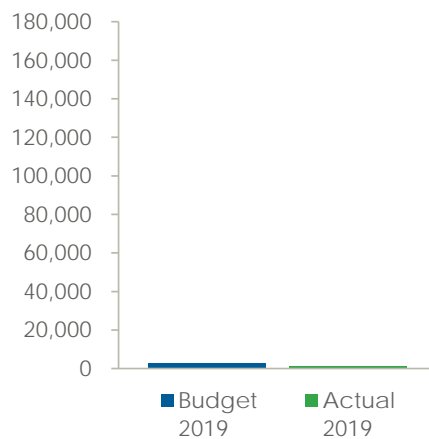
Bylaw Enforcement

Q4 - 2019 Financial Reporting

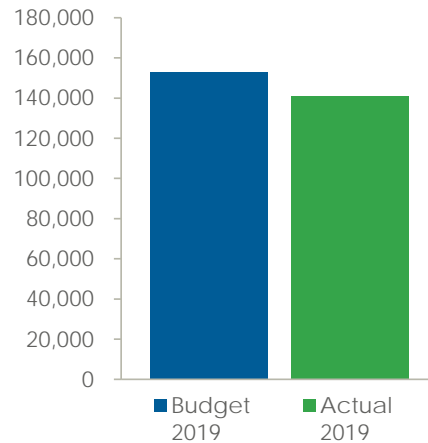
Summary

VARIANCE YTD
(\$10,484)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	2,900	1,530	(1,370)	53%
TOTAL REVENUE	2,900	1,530	(1,370)	53%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
GENERAL SERVICES-CONTRACTED	149,665	138,061	(11,604)	92%
GOODS,SUPPLIES & MATERIALS PURCHASED	250	-	(250)	0%
RESERVES,TRANSFERS & GRANTS	3,100	3,100	-	100%
TOTAL EXPENSE	153,015	141,161	(11,854)	92%

SURPLUS/ (DEFICIT)	(150,115)	(139,631)	10,484	93%
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VARIANCES

• General services - contracted

- The cost of the animal control contract was less than anticipated due to contractor retiring in September.



Fire Services 2019 Operational Plan Year-end Report



1: Department Services

1.1: Our mission

Leduc County Fire Services ensures fire and rescue services are available for all residents within Leduc County.

1.2: Lines of business

Leadership and administration

- Ensures adequate fire service delivery through long-, medium- and short-range planning
Provide leadership to paid on-call firefighters in all county fire districts. As well as oversight of fire prevention, fire suppression, fire cause determination and reporting and all hazards emergency management

Operations

- Provides an effective firefighting force available to respond at any time when required, to all areas of Leduc County including New Sarepta, Nisku, Calmar, Thorsby and Warburg districts and the Edmonton International Airport, excluding the runway (airside)
- Is prepared to assist our partner municipalities whenever mutual aid requests are received.

Health and wellness

- Ensures the safety and long-term physical and mental health of our firefighters through a peer support team assisted by awareness, effective messaging and currency of programming.

Training

- Delivers all required fire services training and development, training all Leduc County firefighters to recognized standards.
- Member of the Regional leadership at the South Capital Regional Firefighter Training Association; the association provides grant funded training to regional departments.

Communications

- Oversees emergency communications infrastructure and emergency communication operations

Emergency preparedness/disaster services

- Ensures currency of and administration of Leduc County's Municipal Emergency Plan (MEP) thereby ensuring disaster readiness
- Ensure a depth of ICS-trained Leduc County staff, thereby ensuring emergency coordination center readiness in the event of a need to activate it. Planning for, delivery of and debriefing of regularly-scheduled tabletop and live scenario training helps to ensure a state of readiness.
- Emergency Social Services availability is provided through Family and Community Support Services (FCSS) mobile reception center and other county resources.

Public safety/education

- Administers fire prevention and public safety education programs and initiatives to the residents and workers of Leduc County.

Safety codes

- Fire investigations and fire prevention inspections as per Quality Management Plan and Alberta Safety Codes as mandated by Municipal Affairs

Logistics

- Management of personal protective equipment, fleet, equipment and facilities (five fire stations and two remote tower sites)
- Coordinate adequate support of fleet and equipment by providing scheduled and unforeseen maintenance as required, through two fire equipment technicians

2: Strategic Priorities

	Strategic priority – All <ul style="list-style-type: none">Fire Services partners with the organization to develop and deliver innovative and flexible programs, policies and technology that support a self-motivated, highly skilled and empowered workforce who are committed to providing valued services to our residents and achieving council's strategic goals.
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3: Department Goals

Goal 1	Foster the development of fire management outreach and leadership across Leduc County
Goal 2	Increase community inclusion through public safety awareness and fire prevention programming
Goal 3	Ensure emergency and disaster management and preparedness
Goal 4	Improve firefighter recruitment, development and retention

4: Action Plan

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	Status at Dec 31, 2019	Identified plan deliverables with status update
Schedule an externally-facilitated fire administration retreat to assist with development of mission, vision and values	Completed Q3	Current mission, vision and values <ul style="list-style-type: none">Mission, vision and values developed for review and formal acceptance.Anticipated roll-out Q2 2020.
Ensure that department mission, vision and values is aligned with and complimentary to corporate mission, vision and values	Completed Q3	Clarity of purpose <ul style="list-style-type: none">Draft fire services' mission, vision and values align with Leduc County's.
Advertise, train and promote department mission, vision and values	To be completed	Clarity of purpose

	Q2 2020	<ul style="list-style-type: none"> • Mission, vision and values were developed in Q2 2019. • Input on the draft mission, vision and values was sought from our firefighters through a staff survey completed in Q1 2020. • Mission, vision and values will be finalized and rolled out in 2020.
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Strategy 1.2

Review standard operating guidelines

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Review standard operating procedures and guidelines on a two-year cycle	Completed Q4	Currency and awareness of procedures, guidelines and policy <ul style="list-style-type: none"> • A review process is now in place and these documents will be reviewed on a regular basis and updated as required.
Update to policy, procedures and guidelines	To be completed Q1 2020	Currency and awareness of procedures, guidelines and policy <ul style="list-style-type: none"> • Updates and the development of new Standard Operating Procedures (SOP) and Standard Operating Guidelines (SOG) completed. • Procedures and guidelines align with corporate policies.
Communicate and inform staff of updated procedures and guidelines	To be completed Q2 2020	Currency and awareness to all Fire Services staff <ul style="list-style-type: none"> • Training to staff on new/revised documents will be rolled out as needed at Tuesday night's firefighter training sessions.

Strategy 1.3

Incorporate new legislative requirements into training and policies

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
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Ensure compliance with new Occupational Health and Safety code passed and in effect June 1, 2018	Completed Q1	Awareness and compliance by Leduc County Fire Services members <ul style="list-style-type: none"> Majority of firefighters trained and courses delivered. 2020 focus will be to train remaining staff. Internal fire services committee formed with representation from each station/fire district.
Educate firefighters on new cannabis laws and how it affects them for mitigation of emergency incidents involving cannabis operations	Completed Q1	Awareness and compliance by Leduc County Fire Services members <ul style="list-style-type: none"> Impairment in the workplace training provided to all firefighters Q1 2019.
Train staff on corporate impairment policy for safety-sensitive positions and incorporate same as part of recruit onboarding process	Completed Q4 2018	Awareness and compliance by Leduc County Fire Services members <ul style="list-style-type: none"> This training was delivered to all firefighters Q4 2018.

Strategy 1.4

Enhance partnerships and ensure currency of agreements with neighboring municipalities

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
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	Completed Q3	Ensure effective open lines of communication with internal and regional partners <ul style="list-style-type: none"> Any agreements that required revisions in 2019 are completed. Review process is in place, to ensure agreements reviewed when needed.
Remain current and engaged in discussions and outcomes related to Edmonton Metropolitan Region potential	Completed 2019	Attend regularly-scheduled Edmonton Metropolitan Region and/or other regional meetings. <ul style="list-style-type: none"> Fire portion of the EMRB process ended for our task group Q4 2019. No further input opportunities have been developed.

Goal 2

Increase community inclusion through public safety awareness and fire prevention programming

Strategy 2.1

Establish school outreach and delivery programs

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Explore updated school outreach opportunities	Completed Q1	Fire prevention and public education programs are effective <ul style="list-style-type: none">A full review of school outreach activities was carried out during 2019.Procedures established for firefighters participating in school outreach opportunities.
Explore the potential for a cadet program and a corporate sponsor Create a feeder system for future recruitment	Completed Q4	Effective recruitment and retention activities are in place <ul style="list-style-type: none">Established contact with Black Gold School division to discuss program.Established a summer program for 2020.2020 update - Black Gold Schools summer program for July 2020 has been delayed due to the pandemic.Cadets will be required to volunteer and fundraise locally (bottle drives etc.) once program is running as a semester based offering.

Goal 3

Enhance emergency and disaster management and preparedness

Strategy 3.1

Ensure an appropriate state of disaster readiness

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
In consultation with the Leduc County Protective Services Committee, adopt a revised Municipal Emergency Plan (MEP)	To be completed Q2 2020	Emergency preparedness is effective <ul style="list-style-type: none">Revised MEP accepted by Alberta Emergency Management Agency.Leduc County complies with Bill 8 requirements.Completing document in collaboration with Communications.
Update emergency management bylaws and policy as required	Completed Q4	Emergency preparedness is effective

		<ul style="list-style-type: none"> Emergency management bylaw #37-19 approved by council December 10.
Distribute logistics and equipment and train key staff on new reception center and emergency coordination center equipment purchased in 2018	Completed Q2	<p>Emergency preparedness is effective</p> <ul style="list-style-type: none"> Full-scale scenario exercise held in June. Smaller scenarios attended throughout the year with pipeline companies etc. All ECC equipment purchased and distributed, in Q1, to all ECC locations.

Strategy 3.2

Maintain regular emergency management meetings and exercises

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Ensure adequately supplied and prepared emergency coordination center(s)	Completed Q3	<p>Emergency Preparedness is effective</p> <ul style="list-style-type: none"> Some logistics equipment purchased and distributed to Calmar & Nisku in Q1. Three potential ECC sites are available in case of the need for activation. The incident support unit is stocked and able to support incident command post needs at any remote site.
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)	Completed Q3	<p>Emergency preparedness is effective</p> <ul style="list-style-type: none"> Exercise held in conjunction with the City of Leduc on June 4. Pembina pipeline scenario at Wizard lake held in Q3.
Support and coordinate regular quarterly agency meetings.	Completed Q3 and ongoing	<p>Emergency preparedness is effective</p> <ul style="list-style-type: none"> Set up of emergency management agency and committee approved by council with bylaw 37-19 on December 10. Bylaw states that monthly meetings will be held. Monthly committee meetings started March 11, 2020.

Strategy 3.3

Enhance regional connections and agreements

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Meet and discuss regional issues with current and potential future partners	Completed Q2	Fire Services and emergency management initiatives are current <ul style="list-style-type: none">• Calmar Emergency Management provided through contract by Leduc County. Regular meetings occur.• Regional Emergency Management (EM) Agency progress is occurring with an RFP posted Q1 2020, which will provide guidance for the development of the regional EM agency.• All municipal partners have signed on with the exception of Devon.
Develop agreements, letters of understanding and joint statements	To be completed 2020	Fire Services initiatives are current <ul style="list-style-type: none">• Emergency Management regional agency is a 2-year project.• Outcome of the RFP for Regional Emergency Management Agency phase 1 will advance this initiative.
Incorporate regional partners contacts and plans into our Municipal Emergency Plan and vice-versa	Completed Q4	Fire Services and emergency management initiatives are current <ul style="list-style-type: none">• Emergency management bylaw approved by council in December.

Goal 4

Improve firefighter recruitment, development and retention

Strategy 4.1

Enhance support services for firefighters

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Investigate potential physical health and mental health and wellness initiatives including prevention, awareness, resources and training; also develop an effective peer team.	Completed Q3	Support and maintain a healthy workforce <ul style="list-style-type: none">• Mental Health PEER team: support is active and effective.• Physical health prevention program enhanced with offering of a voluntary

		bi-annual medical to those who may not have ability to get one elsewhere. <ul style="list-style-type: none"> • Carcinogen exposure reduction programs are in place with short and long term goals developed and communicated.
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Strategy 4.2

Strengthen and formalize a leadership/fire officer development program

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Align with fire commissioners direction on officer training	To be completed Q4 2020	Maintain a trained and effective workforce <ul style="list-style-type: none"> • Research completed on officer program and adjusting as needed. • 2020 update – The office of the fire commissioner has been eliminated which will impact direction and assistance in this area in the future.
Improve National Fire Protection Association (NFPA) certified training as delivered to potential future officers	Completed Q4	Maintain a trained and effective workforce <ul style="list-style-type: none"> • NFPA 1021 officer training is provided. • Once officers complete the training and pass the exams, they are formally certified.
Update and deliver Leduc County officer training program	To be completed in Q4 2020	Maintain a trained and effective workforce <ul style="list-style-type: none"> • Modular NFPA 1021 program with direction provided through NFPA training and exams in place. • 2020 update – The office of the fire commissioner has been eliminated which will impact this action.

Strategy 4.3

Formalize and expand the firefighter recruitment process

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Develop a sponsored cadet training program to aid in recruitment and public engagement, in alignment with other communities who have similar programs.	Complete Q4	Effective recruitment and retention activities are in place <ul style="list-style-type: none"> • Cadet program developed in partnership with Black Gold Schools.

This initiative will serve as a feeder to future firefighter staffing needs.		<ul style="list-style-type: none"> • Summer school kick off for the program planned for July 2020. • 2020 update - Black Gold Schools summer program for July 2020 has been delayed due to the pandemic.
Develop a formalized recruitment process, which may incorporate a physical health component as well as a mechanical aptitude portion and an interview.	Completed Q4	<p>Effective recruitment and retention activities are in place</p> <ul style="list-style-type: none"> • Leduc County Fire Services recruitment process includes physical aptitude, security clearance checks, interviews, station tours, and family information lectures. • Reducing populations in some of our districts causing more turnover than what recruitment can replace. • Applications across two of our four direct control districts are currently low.

Strategy 4.4

Reduce firefighter exposure to toxins and carcinogens during training, as well as after fire response

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Awareness of the risks associated with firefighting through adherence to personal protective equipment requirements and personal decontamination requirements after an event	Completed Q4	<p>Reduced exposure to carcinogens will result in reduced incidence of firefighter presumptive cancer diagnosis</p> <ul style="list-style-type: none"> • A gross-decontamination process after events was developed and communicated. • A carcinogen exposure reduction program is in place with short and long-term goals. • Shirt and sweatpants were issued to each firefighter, which allows for contaminated personal clothing to be cleaned and not worn home after exposure. • Men's showers reactivated at Nisku district station and are being used after events.
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	To be completed at a future date	Reduced exposure to carcinogens will result in reduced incidence of firefighter presumptive cancer diagnosis

<p>business case for gas-fired live fire training props to be presented as part of the 2020 budget.</p>		<ul style="list-style-type: none"> • Due to the cost of this initiative, the current economy, and delay in partnership/funding support for this program, it is being postponed until conditions allow for successful program implementation.
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Fire Services

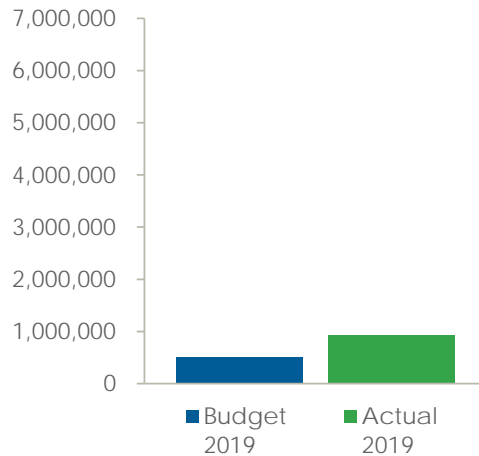
Q4 - 2019 Financial Reporting

Summary

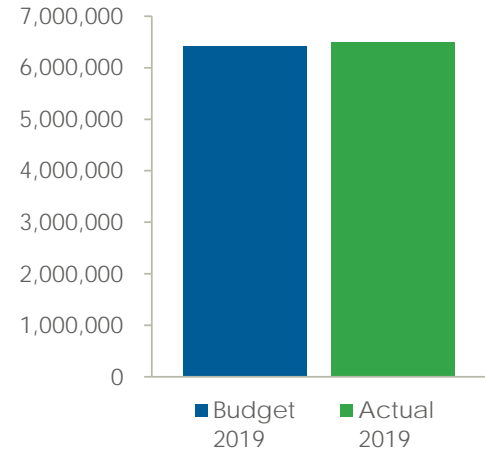
VARIANCE YTD

(\$360,619)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	233,718	246,520	12,802	105%
SALES OF GOODS & SVS TO INDIVIDUALS	158,200	325,661	167,461	206%
OTHER REVENUE FROM OWN SOURCES	58,684	319,740	261,056	545%
MP&CP TRANSACTIONS	56,250	1,580	(54,670)	3%
TOTAL REVENUE	506,852	934,317	427,465	184%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	1,917,183	2,059,142	141,959	107%
GENERAL SERVICES-CONTRACTED	489,936	448,131	(41,805)	91%
PURCHASES FR OTHER GOV & AGENCIES	190,497	109,043	(81,454)	57%
GOODS,SUPPLIES & MATERIALS PURCHASED	620,532	665,277	44,745	107%
RESERVES,TRANSFERS & GRANTS	2,826,558	2,826,559	1	100%
FINANCIAL SERVICE CHARGES	243,798	239,292	(4,506)	98%
MP&CP TRANSACTIONS	128,778	136,685	7,907	106%
TOTAL EXPENSE	6,417,282	6,484,129	66,846	101%

SURPLUS/ (DEFICIT)	(5,910,430)	(5,549,812)	360,619	94%
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Fire Services

Q4 - 2019 Financial Reporting

VARIANCES

- *Sales of goods & svs to individuals*
 - Higher than anticipated revenue due to additional motor vehicle collision responses this year.
- *Other revenue from own sources*
 - Includes revenue of \$194k generated from the Town of High Level wildfire response and insurance revenue.
- *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.
- *General services - contracted*
 - Recruitment costs to date are less than budgeted.
 - 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.
 - Telephone expenses and other professional services have been less than anticipated but insurance, repairs to vehicles and rental of equipment has been higher than expected.
- *Purchases from other governments & agencies*
 - Cost share invoices for the shared Fire Prevention Officer were lower than anticipated as the position was vacated end of March.
 - 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*
 - The cost of new signage at the Calmar fire station was higher than expected.
 - Vehicle parts, fuel and tires are over budget.
 - Natural gas has been less than anticipated.

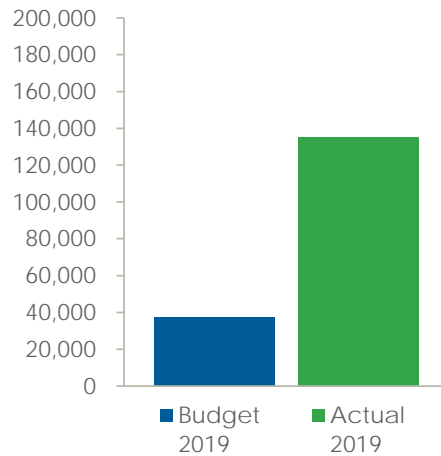
Disaster Services

Q4 - 2019 Financial Reporting

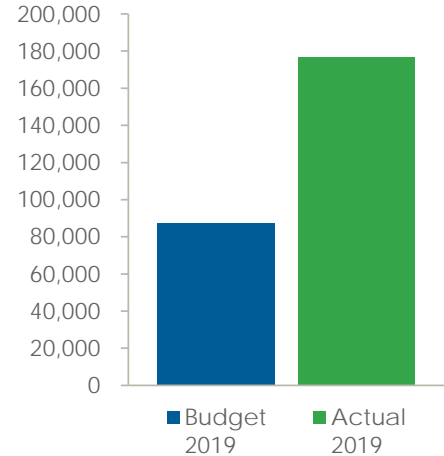
Summary

VARIANCE YTD
(\$8,411)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	20,000	20,490	490	102%
OTHER REVENUE FROM OWN SOURCES	17,457	34,101	16,644	195%
MP&CP TRANSACTIONS	-	80,721	80,721	0%
TOTAL REVENUE	37,457	135,311	97,854	361%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
GENERAL SERVICES-CONTRACTED	49,800	44,255	(5,545)	89%
GOODS,SUPPLIES & MATERIALS PURCHASED	19,500	33,789	14,289	173%
RESERVES,TRANSFERS & GRANTS	-	10,075	10,075	0%
MP&CP TRANSACTIONS	18,000	88,624	70,624	0%
TOTAL EXPENSE	87,300	176,743	89,443	202%

SURPLUS/ (DEFICIT)	(49,843)	(41,432)	8,411	83%
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Disaster Services

Q4 - 2019 Financial Reporting

VARIANCES

- *Other revenue from own sources*
 - Revenues are higher than anticipated due to insurance proceeds.
- *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, however some of these costs were offset by insurance proceeds.
 - Power expenses were higher than anticipated.
- *Reserves, transfers & grants*
 - Over due to carry forward of the mobile communications vehicle improvement project.



Public Works and Engineering 2019 Operational Plan Year-end Report



1: Department Services

1.1: Our mission

Public Works and Engineering is dedicated to maintaining and improving Leduc County's municipal infrastructure and to delivering programs that will meet our citizens' needs.

1.2: Lines of business

Leadership and administration

- Develop strategic direction for Public Works and Engineering programs, projects and services.
- Provide leadership for the Public Works and Engineering department.
- Collaborate with other county departments to ensure efficient delivery of services to our residents.
- Monitor Public Works and Engineering programs, projects and services.

Operations

- Manage and maintain Leduc County's roadway network.
- In conjunction with the facilities and equipment coordinator, manage and maintain Public Works and Engineering's fleet and facilities.

Engineering

- Develop and implement capital infrastructure upgrade plans.
- Review and approve design for developments and subdivisions within the county.
- Review and approve all applications for third-party utility activities.
- Support all county departments' engineering needs.

Utilities

- Manage and maintain county-owned water, wastewater and stormwater infrastructure and services.
- Provide solid waste management programs for county residents.

2: Strategic Priorities

Goal 1	Strategic Priority – Enhanced Transportation Systems Improve Leduc County's transportation networks.
Goal 2	Strategic Priority – Enhanced Transportation Systems Ensure the safety of customers travelling in and around Leduc County.
Goal 3	Strategic Priority – Economic Development Develop a long-term utilities infrastructure management plan.
Goal 4	Strategic Priority – Economic Development Develop and implement a fiscally responsible service area expansion option for rural water and wastewater.
Goal 5	Strategic Priority – Economic Development Investigate alternative strategies for ensuring affordable Leduc County utility rates and/or maintenance.
Goal 6	Strategic Priority – Regional Leadership Relationships with other municipalities are maintained and strengthened.

3: Action Plan

Goal 1

Improve Leduc County's transportation networks.

Strategy 1.1

Develop and implement a transportation master plan.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Develop priorities with council for a transportation master plan (TMP).	Completed Q1	List of council strategic priorities for transportation (e.g., economic development, active transportation, etc.). <ul style="list-style-type: none"> Reviewed Terms of Reference with Public Works Committee.
Develop terms of reference for the transportation master plan (TMP).	Completed Q1	TMP terms of reference <ul style="list-style-type: none"> Completed.
Complete transportation master plan.	To be Completed Q4 2020	Transportation master plan report <ul style="list-style-type: none"> Terms of Reference approved by Public Works Committee. Request for proposals received.

Strategy 1.2

Develop and implement gravel road reconstruction and maintenance programs using data from the rural roads study.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Complete the rural roads study.	Completed Q4	Rural roads study document. <ul style="list-style-type: none">• Roads given ratings.• Tools developed for prioritizing road programs.
Implement a cement-stabilized test section.	To be completed Q2 2020	Completed work on South Wizard Lake Road. <ul style="list-style-type: none">• Work on South Wizard Lake Road scheduled for May 2020 (was delayed due to TELUS relocates and weather).
Work with council to establish an acceptable level-of-service (LOS) for the county road network	To be completed Q4 2020	LOS for the county roadway network. <ul style="list-style-type: none">• Policy review for establishing LOS for road operations.• Completed annual program review.• Review existing road ratings from Rural Road Study.• Establish target average road rating and minimum road rating to inform future year program and budgets.
Develop a gravel road maintenance and reconstruction plan.	Completed Q3	Multi-year road maintenance and reconstruction plan. <ul style="list-style-type: none">• 2019 Rural roads initiative completed (20% under budget).• WSP is using the Rural Road Study data to generate methodology and plan for road maintenance and as a supplement to TMP.• Plan for 2020 rural road initiative completed and approved through the 2020 budget process.
Enhance and expand the annual brushing program.	Completed Q4	# km/year. # of intersections. Increased overall rural road rating. <ul style="list-style-type: none">• 30.4 km complete.• 6 intersections completed to improve sightlines.
Enhance and expand the annual shoulder program.	Completed Q3	Increase miles of shoulder pulled annually. Increased overall rural road rating.

		<ul style="list-style-type: none"> • 2018 carry forward program completed in 2019 (28% under budget). • 2019 program, 11 kms, completed (20% under budget).
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Strategy 1.3

Develop and implement a surfaced-road maintenance and rehabilitation program.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Implement and update the three-year pavement preservation plan.	Completed Q4	Improved paved road network ratings. <ul style="list-style-type: none"> • Inspections complete. • Ratings complete. • Identified priorities and developed three year road program.
Develop a pavement inspection template	Completed Q4	Pavement inspection template. <ul style="list-style-type: none"> • Completed. • This template allows pavement quality to be quantified to inform the three year road program.

Strategy 1.4

Continue with crosstraining and succession planning.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Continue to provide equipment training to staff to allow advancement in the organization and build a multi-skilled workforce.	Completed Q4	Four people trained on new pieces of equipment. <ul style="list-style-type: none"> • Five people trained on new pieces of equipment.

Goal 2

Ensure the safety of customers travelling in and around the county.

Strategy 2.1

Increase ease-of-enforcement for traffic.

Actions	Status Dec 31, 2019	Identified plan deliverables with status update
Installation of five sets of electronic speed signs at locations determined by the Traffic Advisory Committee.	Completed Q4	Reduced accidents and reduced insurance claims.

		<ul style="list-style-type: none"> Completed the installation of five speed signs. Data collection is ongoing. Due to the challenges in receiving data from external sources, this deliverable is unable to be calculated. Information gathered is shared with Enforcement Services to inform their patrols.
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Strategy 2.2

Increase and maintain intersection safety.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Review collision data and determine problem areas.	Completed Q3	<p>Long-term reduction of operating and capital dollars.</p> <ul style="list-style-type: none"> Received collision data from RCMP. Strategies developed to address problem areas based on data received. Report presented to Public Works Committee on May 13 and it was moved to budget discussions. Priorities were brought forward to 2020 budget for council's consideration.
Investigate problem areas as identified from the collision data.	Completed Q4	<p>Strategies developed to address problem areas.</p> <ul style="list-style-type: none"> Strategies developed to address problem areas based on data received from the RCMP. Report presented to Public Works Committee on May 13 and it was moved to budget discussions. Priorities were brought forward to 2020 budget for council's consideration.
If necessary, program and implement intersection upgrades.	Completed Q4	<p>Capital projects aimed at improving road safety.</p> <ul style="list-style-type: none"> Priorities were brought forward to 2020 budget for council's consideration.

Strategy 2.3

Develop and implement a traffic safety program.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Review and update traffic control devices (physical inventory).	Completed Q4	Verified inventory of traffic control devices. <ul style="list-style-type: none"> • Mapped in GIS.
Continue with Traffic Advisory Committee work to address problem areas.	Ongoing	TBD <ul style="list-style-type: none"> • No meetings held in 2019.

Goal 3

Develop a long-term utilities infrastructure management plan (UMP).

Strategy 3.1

Develop and implement a utility master plan (UMP).

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Work with the Public Works Committee to develop priorities for a utility master plan.	Project deferred	List of council strategic utilities priorities. <ul style="list-style-type: none"> • Project deferred until after the completion of the Transportation Master Plan (TMP).
Develop terms-of-reference for the UMP.	Project deferred	UMP terms-of- reference. <ul style="list-style-type: none"> • Project deferred until after the completion of the TMP.
Complete UMP.	Project deferred	Utilities master plan report. <ul style="list-style-type: none"> • Project deferred until after the completion of the TMP.

Strategy 3.2

Fund the infrastructure replacement program while balancing customer affordability.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Develop a funding strategy for the five-year utilities capital plan based on the Utility Fiscal Policy.	Completed Q4	Five-year utilities capital plan funding strategy. <ul style="list-style-type: none"> • Utilities Fiscal Policy was approved by council in 2019. • Utilities rate workshops held with council throughout 2019 which informed a new rate structure approved by council for implementation in 2020. • Utilities long range capital plan developed and presented to council through the utilities rate workshops.

Goal 4

Develop and implement a fiscally responsible service area expansion option for rural water and wastewater.

Strategy 4.1

Continue to support communal water and wastewater systems.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Complete the rural water servicing study once the CRSWSC supply policy review is complete.	Completed Q4	<p>Rural water servicing study.</p> <ul style="list-style-type: none">• Open houses held and input from public was gathered.• Conclusion not to move forward based on input from the public open houses was made at the July 9 council meeting• From this decision three other initiatives were requested:<ul style="list-style-type: none">• Continue to support communal wastewater treatment initiatives<ul style="list-style-type: none">○ This work is ongoing, with administration meeting with the Alberta Environment and Parks to move approvals of communal wastewater systems forward.• Complete a cost benefit analysis to determine payback period for upgrading Range Road 233 from Highway 625 to Township Road 510 to allow water trucks to operate at 100% year round.<ul style="list-style-type: none">○ Information presented to the October 17 Public Works Committee where the report was received as information.• Investigate the financial feasibility of bulk water solutions for the study area.<ul style="list-style-type: none">○ Information presented to the November 18 Public Works Committee where the report was received as information and to consider a bulk water solution for the New Sarepta reservoir, pumphouse and bulk water upgrade.

Goal 5

Investigate alternative strategies for ensuring affordable Leduc County utility rates and/or maintenance.

Strategy 5.1

Improve system reliability and system performance.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Complete preventative maintenance management plan.	Completed Q1 2020	Maintenance Management Plan <ul style="list-style-type: none">Plan for the water distribution systems was completedPlan for wastewater collection systems was completed in Q1 2020.

Strategy 5.2

Optimize utility operations.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Analyze, plan and design SCADA system update	Completed Q4	SCADA update/optimization plan. <ul style="list-style-type: none">A SCADA master plan was developed in 2019, outlining the short and long-term plans for Leduc County.Implementation of Phase 1 of the SCADA upgrade will be designed and installed in 2020.
Complete a waste management strategic plan.	To be completed 2020	Waste management strategic plan report. <ul style="list-style-type: none">Workshops to be held throughout 2020.

Goal 6

Relationships with other municipalities are maintained and strengthened.

Strategy 6.1

Maintain, leverage and build new partnerships for utility services.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Investigate alternative water supply opportunities.	Completed Q2	Report outlining alternative water services. <ul style="list-style-type: none">Memorandum of Understanding (MOU) sent to Town of Thorsby for signature.

		<ul style="list-style-type: none"> Discussions ongoing with the Town on the agreement.
Outline regional operational collaboration potentials with the City of Leduc in regards to utilities (e.g. formalize system interconnections, formalize emergency response, other opportunities for integration, joint services, leak detection, etc.).	Completed Q4	<p>Leduc County/City of Leduc intermunicipal utilities collaboration and partnership opportunities report</p> <ul style="list-style-type: none"> Mutual aid agreement signed November 28 with the City of Leduc for water and wastewater services. Will continue discussions with the City of Leduc for potential areas of collaboration.
Expand Summer Village access to transfer stations on a pay-per-use basis.	Completed Q1	<p>Access cards available to summer villages.</p> <ul style="list-style-type: none"> Moved to ICF discussion with Summer Villages. This is within the scope of the ICFs as "Solid Waste Management" is an in scope service that could be considered for future cost sharing.



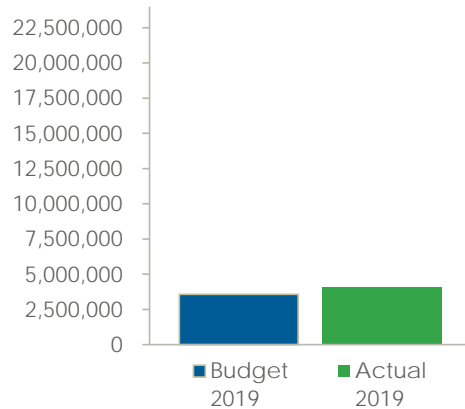
Public Works

Q4 - 2019 Financial Reporting

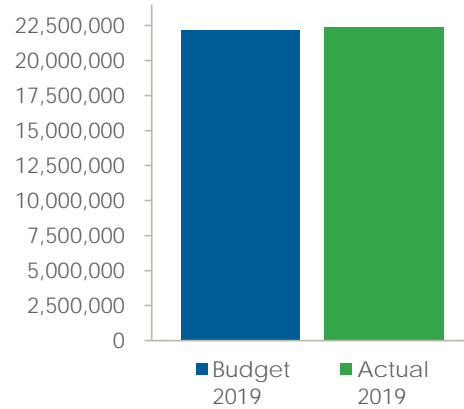
Summary

VARIANCE YTD
(\$268,970)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	51,379	79,874	28,495	155%
SALES OF GOODS & SVS TO INDIVIDUALS	315,000	321,046	6,046	102%
OTHER REVENUE FROM OWN SOURCES	118,205	693,356	575,151	587%
CONDITIONAL GRANTS FR OTHER GOV	497,174	497,174	0	100%
OTHER TRANSACTIONS	1,776,265	1,778,204	1,939	100%
MP&CP TRANSACTIONS	812,925	693,267	(119,658)	85%
TOTAL REVENUE	3,570,948	4,062,922	491,974	114%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	5,025,402	4,810,725	(214,677)	96%
GENERAL SERVICES-CONTRACTED	3,782,443	3,858,701	76,258	102%
PURCHASES FR OTHER GOV & AGENCIES	500	-	(500)	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	4,899,852	5,089,204	189,352	104%
RESERVES,TRANSFERS & GRANTS	770,000	1,716,473	946,473	223%
FINANCIAL SERVICE CHARGES	1,455,850	1,454,719	(1,131)	100%
MP&CP TRANSACTIONS	6,215,106	5,442,334	(772,772)	88%
TOTAL EXPENSE	22,149,153	22,372,157	223,004	101%

SURPLUS/(DEFICIT)	(18,578,205)	(18,309,235)	268,970	99%
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Public Works

Q4 - 2019 Financial Reporting

VARIANCES

- *Other revenue from own sources*
 - Unbudgeted insurance proceeds for work associated with the fire in the Nisku Business Park in 2018.
- *Earnings & benefits*
 - Three vacant positions for part of the year.
 - Change in cost allocation for some staff due to restructuring.
- *Goods, supplies & materials purchased*
 - Battle River REA investment in streetlights has been completed and distribution charges have been significantly reduced.
 - There have been some significant equipment and machine part purchases required for the mulcher, grader and two dozers.
 - The County outfitted 3 plow trucks with wet kits for sand/salt applications.
 - Gravel costs were higher than anticipated due to 3rd party damage of County roads. The costs of the damage were recovered and are included in other *revenue from own sources*.
- *Reserves, transfers & grants*
 - Aggregate levy reserve transfers were higher than anticipated due to higher aggregate levy revenues.
 - 2019 projects were carried forward to 2020.

Water Distribution

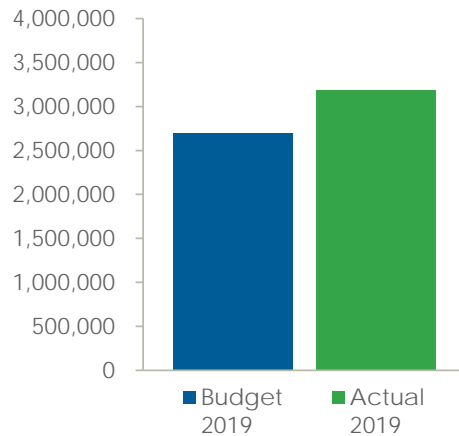
Q4 - 2019 Financial Reporting

Summary

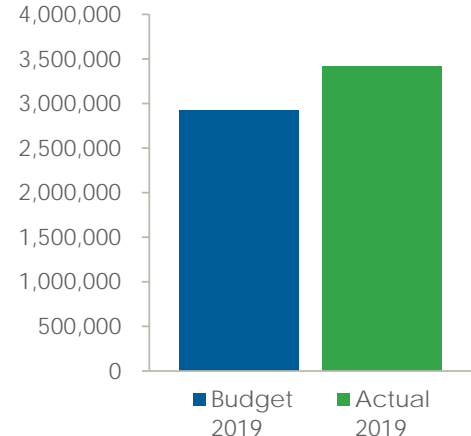
VARIANCE YTD

\$2,302

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,521,509	2,937,692	416,183	117%
OTHER REVENUE FROM OWN SOURCES	12,700	85,435	72,735	673%
CONDITIONAL GRANTS FR OTHER GOV	4,200	2,100	(2,100)	50%
OTHER TRANSACTIONS	149,949	149,949	-	100%
MP&CP TRANSACTIONS	6,195	6,195	-	100%
TOTAL REVENUE	2,694,553	3,181,371	486,818	118%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	406,149	370,279	(35,869)	91%
GENERAL SERVICES-CONTRACTED	429,102	410,120	(18,982)	96%
PURCHASES FR OTHER GOV & AGENCIES	1,085,388	1,291,394	206,006	119%
GOODS,SUPPLIES & MATERIALS PURCHASED	169,978	187,798	17,820	110%
RESERVES,TRANSFERS & GRANTS	334,620	655,447	320,827	196%
FINANCIAL SERVICE CHARGES	494,386	493,700	(686)	100%
MP&CP TRANSACTIONS	6,195	6,199	4	100%
TOTAL EXPENSE	2,925,818	3,414,938	489,120	117%

SURPLUS/ (DEFICIT)	(231,265)	(233,567)	(2,302)	101%
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Water Distribution

Q4 - 2019 Financial Reporting

VARIANCES

- *Sale of goods & svs to individuals*
 - Hydrant sales were \$442,000 over budget.
 - Bulk water sales were \$119,000 lower than anticipated.
 - Water sales in Nisku Industrial Park were also higher than anticipated.
- *Other revenue from own sources*
 - Interest on water reserves and penalties on utility accounts were higher than anticipated.
 - Revenue also includes unbudgeted recovery for damage to a County waterline.
- *Earnings & benefits*
 - Hourly staff worked less hours with less standby pay.
- *Purchases from other governments & agencies*
 - Commodity purchases from Capital Region Southwest Water Services Commission were higher than anticipated due to higher than anticipated sales.
- *Reserves, transfers & grants*
 - Transfers to reserves were higher than anticipated due to higher than anticipated hydrant sales.

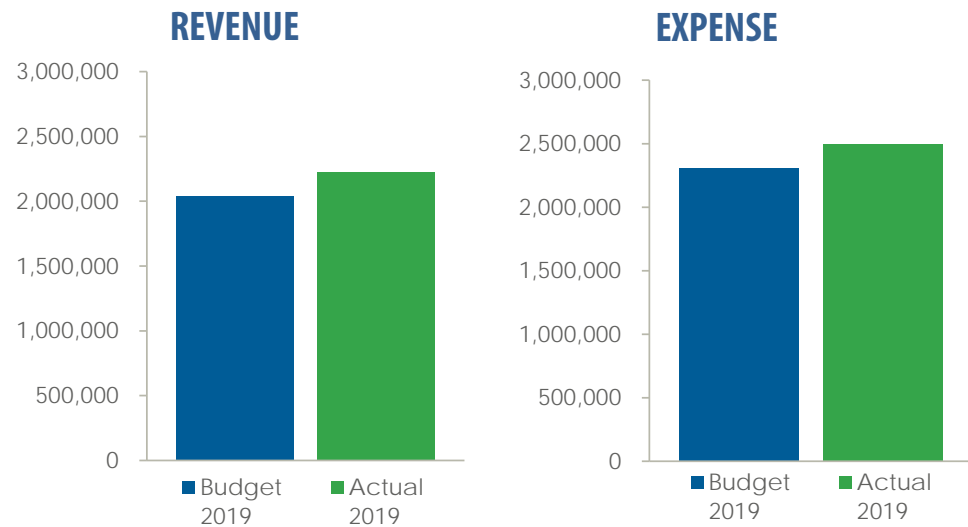
Wastewater System

Q4 - 2019 Financial Reporting

Summary

VARIANCE YTD

\$448



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	1,907,885	2,089,997	182,112	110%
OTHER REVENUE FROM OWN SOURCES	40,688	67,952	27,264	167%
CONDITIONAL GRANTS FR OTHER GOV	4,200	2,100	(2,100)	50%
MP&CP TRANSACTIONS	88,609	65,776	(22,833)	74%
TOTAL REVENUE	2,041,382	2,225,825	184,443	109%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	302,859	299,682	(3,177)	99%
GENERAL SERVICES-CONTRACTED	149,412	130,476	(18,936)	87%
PURCHASES FR OTHER GOV & AGENCIES	1,120,804	1,360,681	239,877	121%
GOODS,SUPPLIES & MATERIALS PURCHASED	42,535	54,086	11,551	127%
RESERVES,TRANSFERS & GRANTS	4,200	38,367	34,167	914%
FINANCIAL SERVICE CHARGES	317,254	315,724	(1,530)	100%
MP&CP TRANSACTIONS	369,912	292,851	(77,061)	79%
TOTAL EXPENSE	2,306,976	2,491,867	184,891	108%

SURPLUS/ (DEFICIT)	(265,594)	(266,042)	(448)	100%
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Wastewater System

Q4 - 2019 Financial Reporting

VARIANCES

- *Sale of goods & svs to individuals*
 - Airport over strength and consumption based revenues were higher than anticipated.
- *Other revenue from own sources*
 - Interest on investments was higher than anticipated.
- *Purchases from other governments & agencies*
 - Total purchases are over budget due to higher than anticipated consumption at the airport.
- *Reserves, transfers & grants*
 - Transfers to reserves were higher than anticipated due to higher than anticipated airport revenues.

Waste Management

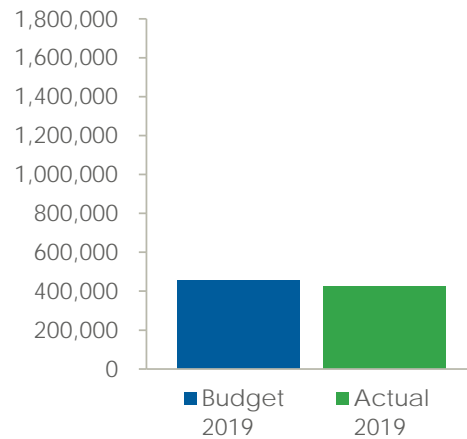
Q4 - 2019 Financial Reporting

Summary

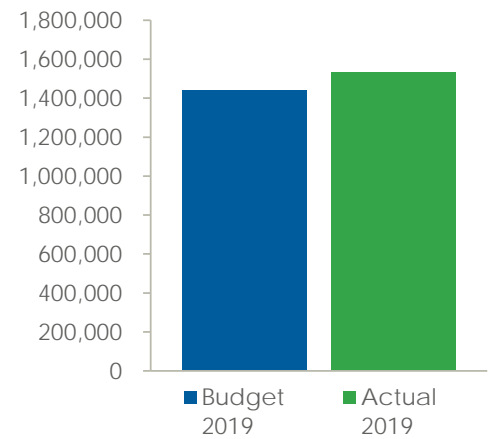
VARIANCE YTD

\$126,556

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	5,000	4,000	(1,000)	80%
SALES OF GOODS & SVS TO INDIVIDUALS	100,000	106,223	6,223	106%
OTHER REVENUE FROM OWN SOURCES	5,400	9,736	4,336	180%
CONDITIONAL GRANTS FR OTHER GOV	228,610	228,610	-	100%
MP&CP TRANSACTIONS	118,773	73,643	(45,130)	62%
TOTAL REVENUE	457,783	422,212	(35,571)	92%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	394,046	374,051	(19,994)	95%
GENERAL SERVICES-CONTRACTED	425,313	430,163	4,850	101%
PURCHASES FR OTHER GOV & AGENCIES	465,000	618,015	153,015	133%
GOODS,SUPPLIES & MATERIALS PURCHASED	10,260	8,705	(1,555)	85%
MP&CP TRANSACTIONS	145,273	99,943	(45,330)	69%
TOTAL EXPENSE	1,439,892	1,530,877	90,985	106%

SURPLUS/ (DEFICIT)	(982,109)	(1,108,665)	(126,556)	113%
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Waste Management

Q4 - 2019 Financial Reporting

VARIANCES

- *Earnings & benefits*
 - The administrative assistant position was vacant for part of the year.
- *Purchases fr other gov & agencies*
 - Tonnages at the landfill and Eco-Station (cost share with City of Leduc) were higher than anticipated.

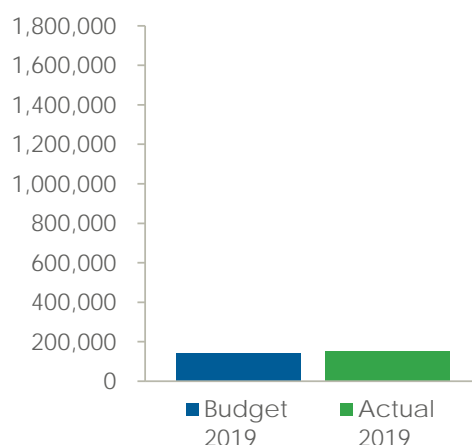
Public Transit

Q4 - 2019 Financial Reporting

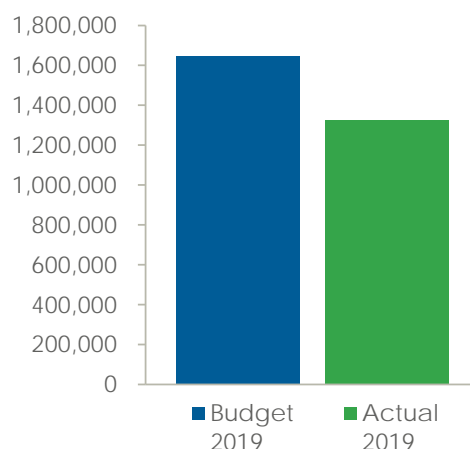
Summary

VARIANCE YTD

(\$331,990)



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	131,294	136,680	5,386	104%
SALES OF GOODS & SVS TO INDIVIDUALS	9,000	16,181	7,181	180%
TOTAL REVENUE	140,294	152,861	12,567	109%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
GENERAL SERVICES-CONTRACTED	25	20	(5)	80%
PURCHASES FR OTHER GOV & AGENCIES	1,389,967	1,069,320	(320,647)	77%
GOODS,SUPPLIES & MATERIALS PURCHASED	400	1,637	1,237	409%
FINANCIAL SERVICE CHARGES	100	92	(8)	92%
MP&CP TRANSACTIONS	257,217	257,217	-	100%
TOTAL EXPENSE	1,647,709	1,328,286	(319,423)	81%

SURPLUS/ (DEFICIT)	(1,507,415)	(1,175,425)	331,990	78%
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VARIANCES

- *Purchases from other governments & agencies*
 - Costs of the City of Leduc joint venture and the airport regional transit were lower than anticipated.



FCSS 2019 Operational Plan Year-end Report

1: Department Services

1.1: Our mission

Leduc County is dedicated to serving its citizens and will create an enhanced quality of life through effective leadership, committed partnerships and open, transparent communication.

1.2: Lines of business

Leadership and administration

- Leads partnership, strategic planning and key initiatives with regional partners and stakeholders.
- Provides strategic direction and leadership to the department.
- Ensures visioning is consistent with community needs and identified trends within the region.

FCSS Services

- Provides a multi-municipal program to serve the residents of Leduc County, Calmar, Thorsby and Warburg.
- Guided by five principles that are fundamental to program success: prevention, volunteerism, community development, local autonomy and accountability.
- Develops locally-driven, preventive social initiatives to enhance the well-being of individuals, families and communities.

Counselling Subsidy

- Provides a counselling subsidy for county residents.
- Provides a sliding fee subsidy available to all residents of Leduc County, Calmar, Thorsby and Warburg who do not have access to an employee insurance benefit plan, and whose family income is less than \$75,000 a year.

Seniors Services

- Provides Outreach Home Support and Home Help programs, which provide affordable housekeeping assistance to support seniors and persons with disabilities to maintain their independence and enhance their quality of life.
- Provides one-to-one support to complete pension and application forms and connect to other community resources.

Family Support and Youth Services

- Provides short-term emotional support for individuals and families, and aims to build on their strengths in life to help them cope and be resilient.
- Assists individuals and families to develop or enhance organizational skills, conflict resolution and problem-solving skills, communication skills, healthy relationship-building skills, friendship skills and positive self-esteem.
- Provides community workshops and information sessions on various topics.

Community Support

- Provides one-to-one assistance with budgeting.
- Completes simple income tax returns for seniors, people with disabilities and families/individuals with low income.
- Provides community workshops and information sessions on various topics.

County Connect (homelessness)

- Coordinates resources for individuals/families who are homeless or at risk of homelessness.
- Manages funding from ARDN to support individuals and families in stabilizing their lives.

Bridges FASD (Fetal Alcohol Spectrum Disorder)

- Provides support to individuals and caregivers related to FASD.
- Assists individuals to reduce the impacts associated with social determinants of health.
- Provides community education and awareness related to prevention of FASD.

Family Connections

- Provides provincial-partnership based, early intervention program focusing on healthy child development.
- Provides a home visitation program providing information and support to enhance parenting strengths.
- Links families to community supports and resources based on family need.

Parent Link

- Offers parent education programs and practical tools to enhance parenting skills.
- Offers community-based interactive programs to support early childhood development.
- Provides information and referrals of benefit to families.

Early Childhood Resource Program

- Provides early learning and care community support and professional development.
- Offers assistance to caregivers to enhance understanding of child development and children's needs.
- Provides in-home support program for families with children under six years of age.

2: Strategic Priorities

Goal 1	Strategic Priority – Enriched Quality of Life Maintain existing partnerships and pursue new partnership opportunities with other municipalities to leverage county investment.
Goal 2	Strategic Priority – Enriched Quality of Life Offer affordable county-sponsored programs and activities to all citizens.

3: Department Goals

Goal 3	Implement a strategic approach to the future social service supports offered by Leduc County.
Goal 4	Review all seniors' services supports to maximize residents' services efficiently.
Goal 5	Increase partnership, collaboration and education of regional mental health and wellness needs, services and programs.
Goal 6	Continue to lead regional programs through consistent, collaborative and efficient services and programs.

4: Action Plan

Goal 1

Maintain existing partnerships and pursue new partnership opportunities with other municipalities to leverage county investment.

Strategy 1.1

Explore partnerships with all service providers within the Leduc region that provide comparable service to Leduc County.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Identify and host meetings with similar service providers in the Leduc region to explore partnerships and collaborative efforts.	Completed Q2	Partnership proposals presented to council for consideration. <ul style="list-style-type: none">• Three meetings were held with all 7 committee chairs for the Christmas Elves and Santa's Helpers programs.• Many efficiencies and partnerships were identified, although it was agreed that amalgamation of community organizations may not be suitable at this time.• Administration is participating in a committee of Leduc and area organizations that meet regularly to discuss efficiencies and partnerships that will help support residents.

Goal 2

Offer affordable county sponsored programs and activities to all citizens.

Strategy 2.1

Ensure that all programs, events and services are affordable for the lowest income earners of Leduc County.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Increased support for public learning events and workshops.	Completed Q4	Program participants agree that program costs match program value. <ul style="list-style-type: none">• Staff received training and developed programs for support early literacy “rhymes that bind”. Six sessions were held supporting 15 families.• An early years parent night was held in Thorsby to support 31 families with preschool readiness tools and supports.• FCSS workshops in 2019 included Home alone, confident parenting, grief and loss, self esteem and healthy relationships.

Goal 3

Implement a strategic approach to the future social service supports offered by Leduc County.

Strategy 3.1

Implement a social services framework to outline a 10-year vision for Leduc County.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Develop a Framework based on community need, anticipated community concerns and possible future partnerships.	Completed Q1 2020	Council approved framework. <ul style="list-style-type: none">• A Leduc County social framework will be presented to Council in Q1 2020. Strategies and actions will be used to inform the 2021 business plan and support programs and services in Warburg, Thorsby and Calmar.

Goal 4

Review all senior services supports to maximize resident services efficiently.

Strategy 4.1

Conduct a review of existing internal senior services and resources.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Review all current services, community needs and opportunities for expanded support without increasing internal staff resources.	Completed Q2	<p>New opportunities are identified to provide expanded seniors services without increasing internal resources.</p> <ul style="list-style-type: none">• Significant program efficiencies occurred through the contracting of the Home Support program.• The Seniors Services coordinator now has increased availability to provide direct one on one support to seniors.• We have also increased our capacity through partnership, and partnered with the City of Leduc to host a Seniors conference.• Additional staff resources have been dedicated to the Warburg Manor and in providing increased support to community coordinators in supporting seniors.

Goal 5

Increase partnership, collaboration and education of regional mental health and wellness needs, services and programs.

Strategy 5.1

Explore partnership and opportunities to address the opioid crisis within the region.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Continue to work with the City of Leduc towards implementation of the opioid framework across the Leduc region.	Q1 2019	<p>A long-term action plan and county commitment is identified.</p> <ul style="list-style-type: none">• Partnered with the Town of Thorsby to host an information session with 40 participants.• Joined Alberta Health Services in visiting all local pharmacies in providing information and learning about their internal policies related to opioids.• Continue to meet regularly with regional staff to identify options to support the community with a shared message that

		<p>develops a community awareness of what opioids are.</p> <ul style="list-style-type: none"> • FCSS administration regularly reviews data and new information from Provincial and Federal Agencies to better inform the community of the risks in Leduc County.
Explore additional resource that can assist administration is support education and public awareness of the opioid crisis.	Completed Q2	<p>Resources and initiatives are developed for all communities.</p> <ul style="list-style-type: none"> • Program resources have been developed for all communities in the Leduc Region to share. • Information fact sheets are being shared and community programs and were provided to residents at community information nights in September.

Strategy 5.2

Identify funding opportunities and partnerships that will increase mental health supports that are supported through municipal service providers.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Continue conversations with regional partners and funding agencies to increase municipal mental health supports to this region.	Completed Q2	<p>Funding sources identified, action plan developed.</p> <ul style="list-style-type: none"> • A \$2,500 grant was received from Canadian Mental Health Association to support Mental Health and Wellness activities in New Sarepta. • Similar funding was received in Warburg and Leduc County FCSS has continued to support their efforts. • We are currently reviewing Leduc's pilot of a Mental Wellness program for residents and will continue to explore opportunities for partnership or to provide something similar in Leduc County.

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	Status at Dec 31, 2019	Identified plan deliverables with status update
Focus Groups and information sessions will be held with program partners and program participants.	Completed Q3	<p>Meetings held, actions and outcomes identified.</p> <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 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.
Partner communities will become further engaged in provincially contracted programs and services	Completed Q2	<p>Communication and engagement plan developed and implemented.</p> <ul style="list-style-type: none"> • Annual reports were prepared and distributed to all partner communities in Q1. • Presentations were provided to Warburg, Thorsby and Calmar Councils in Q1.

Strategy 6.2

Expand and define a role for all municipalities with this region to support regional contracts and programs.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Review funding arrangements and service provision in all neighboring communities.	Completed Q2	<p>Meetings held with partners for funding consideration in 2020.</p> <ul style="list-style-type: none"> • We have met on multiple occasions with partners in Beaumont, Leduc and Devon. • We will continue to explore further opportunities to fund and partner on current and future programs and services.

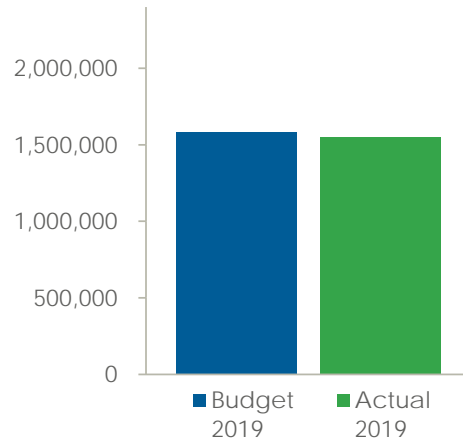
Family and Community Support Services

Q4 - 2019 Financial Reporting

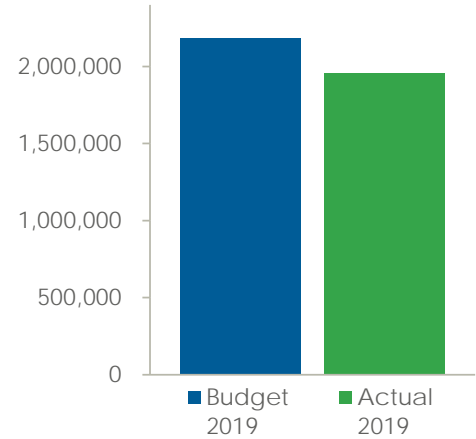
Summary

VARIANCE YTD
(\$198,767)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	6,233	20,085	13,852	322%
CONDITIONAL GRANTS FR OTHER GOV	1,574,910	1,533,770	(41,140)	97%
TOTAL REVENUE	1,581,143	1,553,855	(27,288)	98%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	1,697,334	1,577,671	(119,663)	93%
GENERAL SERVICES-CONTRACTED	256,867	202,922	(53,945)	79%
GOODS,SUPPLIES & MATERIALS PURCHASED	25,631	28,187	2,556	110%
RESERVES,TRANSFERS & GRANTS	104,307	77,705	(26,602)	74%
MP&CP TRANSACTIONS	100,000	71,600	28,400	72%
TOTAL EXPENSE	2,184,139	1,958,084	(226,055)	90%

SURPLUS/ (DEFICIT)	(602,996)	(404,229)	198,767	67%
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Family and Community Support Services

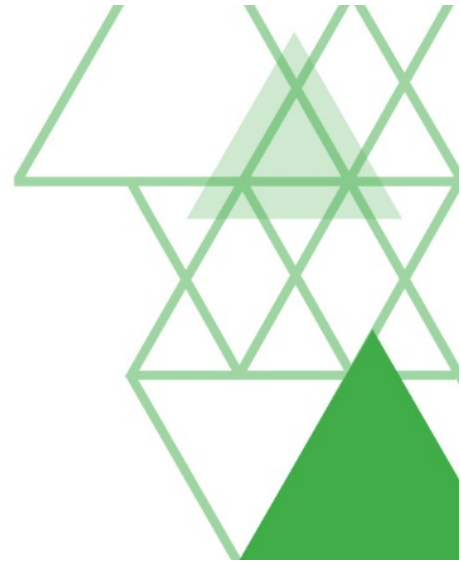
Q4 - 2019 Financial Reporting

VARIANCES

- *Conditional grants fr other gov*
 - Revenue was less than budgeted due to a change in practice in executing the multi municipal agreement. This decrease in revenue has resulted in decreased transfers to reserves and grant payments to individuals and organizations.
- *Earnings & benefits*
 - Two vacant positions.
 - Parent link required less hours than anticipated.
- *General services - contracted*
 - The need for counselling services was lower than anticipated.
 - Due to the changes in the FCSS program, audit requirements for the 2019 year end were reduced resulting in cost savings.
 - Registrations, mileage and subsistence for conventions was less than expected.



Planning and Development 2019 Operational Plan Year-end Report



1: Department Services

1.1: Our mission

Planning and Development strives to facilitate positive change in the community, to deliver quality development services to our customers, and to build and maintain strong regional partnerships.

1.2: Lines of business

Development services

- Provides development review and approval services on behalf of the county in the areas of development and subdivision.
- Provides information, assistance, and advice on development and property related matters to county customers, including public engagement related to development and subdivision applications.
- Leads the county's involvement in appeals filed in relation to development and subdivision applications.

Long-range planning

- Responsible for the development and interpretation of long-term policy, particularly related to how the county changes and grows over time.
- Leads regional and intermunicipal planning initiatives with regional partners, such as the Airport Accord and the Intermunicipal Planning Framework Agreement.
- Provides key resources in support of the county's involvement in the Edmonton Metropolitan Region Board and committees related to the board.

Safety codes

- Responsible for administration and enforcement of safety codes on behalf of the municipality
- Provides professional advice to the public, builders and council in the disciplines of building, electrical, plumbing and gas.

Economic development

- Focuses on growing the county's non-residential tax base through investment attraction and business retention and expansion activities.

- Communicates with regional partners, including Edmonton Global, on regional economic activities and opportunities and supports inter-governmental initiatives such as the Airport Accord.
- Provides advice to council on matters related to the county's state of investment readiness, and executes the direction set out in the county's economic development and growth management strategy as directed by council.

2: Strategic Priorities

Goal 1	Strategic priority – Regional leadership Planning and Development will continue to lead the county's efforts in regional collaboration and intermunicipal partnerships.
Goal 2	Strategic priority – Economic development Planning and Development will lead economic development activities for the county to grow the non-residential tax base.
Goal 3	Strategic priority – Agricultural innovation and support for local food Planning and Development will continue to support the county's advocacy for the preservation of high quality agricultural land, both at the regional and local levels. Through economic development initiatives, we will strive to enhance access to global markets for agricultural products.

3: Department Goals

Goal 4	We will deliver quality and efficient service to our customers; we will be solutions-based in our approach to customer service.
Goal 5	Planning and Development will work to maintain cross-departmental relationships to ensure coordinated service delivery to our customers.
Goal 6	We will maintain a healthy and respectful workplace culture within the Planning and Development department.
Goal 7	We will continue to be leaders in safety codes in the province of Alberta.

4: Action Plan

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	Status at Dec. 31, 2019	Identified plan deliverables with status update
Completion of phase one of the Airport Accord.	Completed Q4	Creation of four frameworks and a Shared Investment Shared Benefit Model (SISB) <ul style="list-style-type: none">• Number of frameworks were reduced down to three by combining land use and infrastructure into one.

		<ul style="list-style-type: none"> • All three frameworks were brought to practical conclusions. • SISB framework and model was completed.
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Strategy 1.2

Lead the county's involvement in the Intermunicipal Planning Framework in partnership with the City of Edmonton and the Town of Beaumont.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Completion of an Intermunicipal Planning Framework.	Completed Q4	Completion of Land Use/ Servicing Strategy and SISB Model <ul style="list-style-type: none"> • The Intermunicipal Planning Framework (IPF) was completed and accepted by the Oversight Committee in November and approved through a MOA by the respective councils January, 2020. • The Leduc County/Town of Beaumont IDP was repealed March, 2020.

Strategy 1.3

Complete intermunicipal collaboration initiatives with regional partners.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Complete Intermunicipal Collaboration Frameworks (ICFs) and Intermunicipal Development Plans (IDPs) with the Summer Villages (SV) of Itaska Beach, Sundance Beach and Golden Days.	Completed Q3	Adoption of ICFs and IDPs by council <ul style="list-style-type: none"> • Combined into one IDP approved by council August, 2019. • ICFs with each respective SV approved by council August, 2019.
Complete ICFs and IDPs with the Town of Calmar, Villages of Thorsby and Warburg.	Completed Q4	Adoption of ICFs and IDPs by council <ul style="list-style-type: none"> • Town of Calmar IDP and ICF approved by council August, 2019 • Village of Thorsby IDP and ICF approved by council July, 2019 • Village of Warburg - IDP approved July, 2019 and ICF approved November, 2019 by council.
Complete ICFs and IDPs with Beaver and Brazeau counties.	Completed Q1 2020	Adoption of ICFs by council <ul style="list-style-type: none"> • Beaver County ICF approved by council March, 2020

		<ul style="list-style-type: none"> Brazeau County ICF approved by council March, 2020 MGA requirements changed and the councils of the respective municipalities agreed an IDP is not required.
Complete scheduled update to the City of Leduc/Leduc County IDP.	To be completed 2020	Adoption of new IDP by council <ul style="list-style-type: none"> Leduc County administration drafted project charter. City of Leduc will not have resources to initiate project until the end of Q2, 2020.

Strategy 1.4

Participate in Edmonton Metropolitan Board activities, including committees and task forces.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Support mayor and councillors participating in board activities, committees and decision-making.	Completed Q1-Q4	Provided regular briefings to Committee of the Whole <ul style="list-style-type: none"> Provided briefings for EMRB upwards of four EMRB activities/meetings per month (not including RAMP – detailed below).

Goal 2

Planning and Development will lead economic development activities for the county to grow the non-residential tax base.

Strategy 2.1

Establish and grow a new economic development function within the Planning and Development department.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Develop a three-year action plan for economic development for Leduc County.	Completed Q2	Action plan report approved by council <ul style="list-style-type: none"> Initial plan was workshopped with Council in February 2019. Final plan was received by Council May 2019.
Economic development coordinator to participate in creation of an economic development framework through the Airport Accord.	Completed Q2	Completion of economic development framework <ul style="list-style-type: none"> Economic Development framework was completed and delivered to the Airport Accord Oversight Committee June 21, 2019.

Strategy 2.2

Ensure Leduc County is ready for investment.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Develop an investment readiness strategy.	Partially Completed: Phase I To be completed Q2 2020 Phase II Will commence May 2020	Strategy developed <ul style="list-style-type: none">Will include a land use analysis and general marketing strategy.Seven primary land use and economic focus study areas will be determined.Final recommendation report for Phase I analysis will be completed.
Achieve integration into the regional Economic Development Officer network under the Edmonton Global umbrella.	Completed in Q3 Creation of compact will carry into 2020	Relevant protocols reflected in three-year action plan <ul style="list-style-type: none">Integration into regional EDO network achieved in Q1.Edmonton Global Compact created in draft and signed by majority of Edmonton Global Shareholders in Q3.A revised compact is under development by Edmonton Global to address concerns raised by some municipalities.
Execute coal phase out strategy; pursue available grant opportunities to support strategic objectives aimed at economic diversification in a post-coal economy.	To be completed Q1 2020	Substantive grant money awarded in 2019 <ul style="list-style-type: none">Grant dollars include \$250K from the Coal Communities Transition Fund, \$135K from CARES, and \$428K from WeD.Administration are developing an additional grant application for submission into WeD.

Strategy 2.3

Roll out priority recommendations from the economic development and growth management strategy.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Develop a business-licensing program.	To be completed Q3 2020	Council-approved program in place <ul style="list-style-type: none">Focus group held with business community reps in Q4, 2019.

		<ul style="list-style-type: none"> Public engagement, final program design, and council bylaw approval required to implement.
Complete customer service/planning process review and improvements.	Completed Q3	<p>Process improvements implemented (note overlap with Strategy 4.2)</p> <ul style="list-style-type: none"> Streamlined development permit applications and approval process. Implemented reviews of discretionary use permits and tracking log of customer inquiries. Conducted regular meetings to review development applications and to discuss other matters.

Goal 3

Planning and Development will continue to support the county's advocacy for the preservation of high quality agricultural land, both at the regional and local levels. Through economic development initiatives, we will strive to enhance access to global markets for agricultural products.

Strategy 3.1

Continue to participate in the Regional Agriculture Master Plan project and support political decision making related to the initiative.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Continue county representation on Regional Agriculture Master Plan (RAMP) task force; support mayor's participation.	To be completed Q2 2020	<p>RAMP project supported by Leduc County</p> <ul style="list-style-type: none"> Attended sub-committee and working group meetings to provide input on potential policies (upwards of three meetings per month). Provided support at task force meetings (approx. 5 per year).

Strategy 3.2

Seek supply chain development opportunities to add value to agricultural products locally for shipment to global markets

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Investment readiness strategy to focus on value-add/agri-business opportunities in Leduc region.	Partially Completed: Phase I To be completed Q2 2020	<p>Strategy document approved by council</p> <ul style="list-style-type: none"> Analysis developed to identify key areas and how to target specific areas for growth within the region and global markets.

		<ul style="list-style-type: none"> Recommendations report will be completed which will summarize and bring together the findings from the inventory and analysis. The report will include a conclusion and recommendation(s) of how the county may use its current land use and economic resources to further diversify.
Pursue available provincial and federal grant opportunities.	To be completed Q1 2020	<p>Grant dollars received from senior government.</p> <ul style="list-style-type: none"> Grant money has been received through three separate intakes from provincial and federal programs. Administration are developing an additional grant application for submission into WeD.

Strategy 3.3

Administer council's policies and regulations related to management of agricultural land.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Update county's Land Use Bylaw to reflect the direction of the county's Agriculture Strategy.	To be completed Q4 2020	<p>New Land Use Bylaw approved</p> <ul style="list-style-type: none"> An action has been incorporated into the 2020 operating plan. Some background work has been completed. All Ag related districts to be completed by Q4, 2020.

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 standards for the Planning and Development department.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Development and implement customer service standards for the Planning and Development department.	To be completed Q3 2020	<p>Standards implemented</p> <ul style="list-style-type: none"> Work has begun on customer service standards.

		<ul style="list-style-type: none"> Additional work is required to develop full standards together with relevant staff.
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Strategy 4.2

Improve development approval processes.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Develop and implement development approval process improvements to reflect a customer-centric approach.	Completed Q3	Specific improvements implemented <ul style="list-style-type: none"> Streamlined development permit applications and approval process. Implemented reviews of discretionary use permits and tracking log of customer inquiries. Conducted regular meetings to review development applications and to discuss other matters.

Goal 5

Planning and Development will work to maintain cross-departmental relationships to ensure coordinated service delivery to our customers.

Strategy 5.1

Encourage cross-functional communications and coordination at the mid-management and front-line staff levels.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Institute a multi-departmental committee of staff as a clearing house for development-related issues	Completed Q3	Committee and meeting schedule established <ul style="list-style-type: none"> Monthly meetings held between Planning & Development and Public Works & Engineering staff to ensure cross-coordination. Improved inter-departmental communication. Staff attended Council, Public Works Committee and Subdivision Authority Committee meetings when necessary.

Goal 6

We will maintain a healthy and respectful workplace culture within the Planning and Development department.

Strategy 6.1

Encourage strong communications among and within the various work groups in the Planning and Development department.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Establish a schedule of quarterly departmental staff meetings to be chaired by the director.	Completed Q4	Quarterly meetings held <ul style="list-style-type: none">The director schedules and chairs quarterly meetings with dept. staff.
Conduct regularly scheduled staff meetings at the divisional level (such as development services, long range planning, safety codes).	Completed Q4	Meetings held <ul style="list-style-type: none">All work groups are conducting regular team meetings.

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	Status at Dec. 31, 2019	Identified plan deliverables with status update
Update the county's safety codes QMP.	Completed Q4	New QMP adopted by council <ul style="list-style-type: none">Planning & Development and Fire Services updated the QMP resulting in a combined QMP for all safety codes disciplines.New QMP adopted by council and the Safety Codes Council.

Strategy 7.2

Safety Codes staff, when practical, will continue to participate in regional and provincial committees and work groups.

Actions	Status at Dec. 31, 2019	Identified plan deliverables with status update
Safety codes officers (SCOs) to serve on external committees.	Ongoing	Access to a stronger SCO network <ul style="list-style-type: none">Leduc County SCOs are consulted as SMEs by industry partners in the public and private sector.

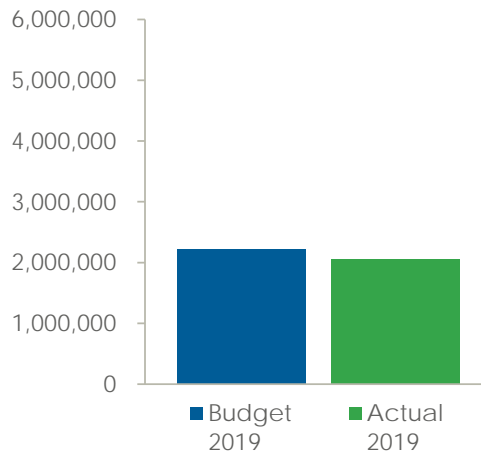
Planning & Development

Q4 - 2019 Financial Reporting

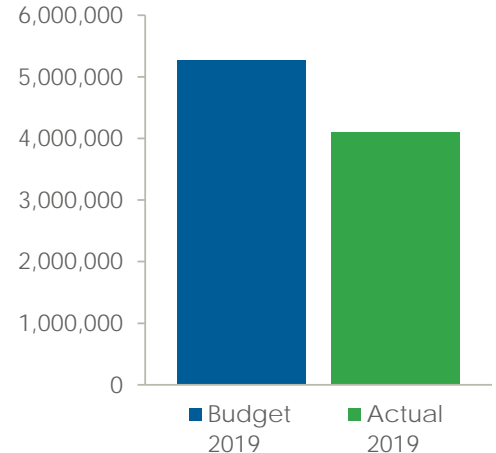
Summary

VARIANCE YTD
(\$1,007,965)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	61,192	77,408	16,216	126%
SALES OF GOODS & SVS TO INDIVIDUALS	139,500	98,701	(40,799)	71%
OTHER REVENUE FROM OWN SOURCES	1,202,396	1,658,817	456,421	138%
CONDITIONAL GRANTS FR OTHER GOV	98,043	216,686	118,643	221%
MP&CP TRANSACTIONS	709,631	-	(709,631)	0%
TOTAL REVENUE	2,210,762	2,051,611	(159,151)	93%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	3,470,052	3,406,000	(64,052)	98%
GENERAL SERVICES-CONTRACTED	1,459,286	489,832	(969,454)	34%
PURCHASES FR OTHER GOV & AGENCIES	314,502	189,105	(125,397)	60%
GOODS,SUPPLIES & MATERIALS PURCHASED	14,700	5,503	(9,197)	37%
FINANCIAL SERVICE CHARGES	15,000	15,984	984	107%
TOTAL EXPENSE	5,273,540	4,106,424	(1,167,116)	78%

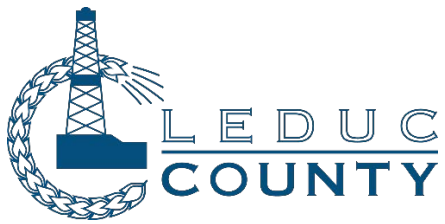
SURPLUS/ (DEFICIT)	(3,062,778)	(2,054,813)	1,007,965	67%
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Planning & Development

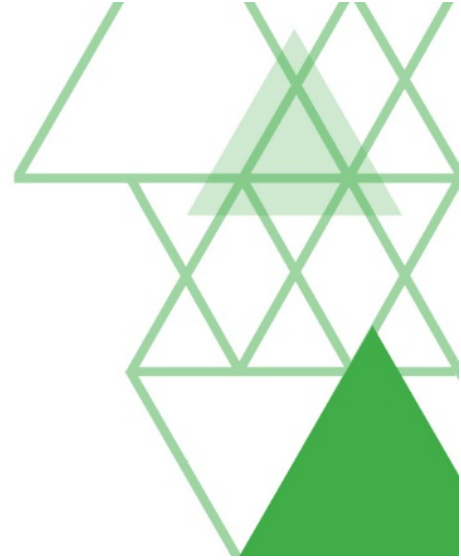
Q4 - 2019 Financial Reporting

VARIANCES

- *Sales of goods & svs to individuals*
 - Revenue from subdivision approvals and endorsements has been less than anticipated.
- *Other revenue from own sources*
 - Building and electrical permit revenues have been higher than anticipated.
 - Development and plumbing permits have been slightly lower than expected.
- *Conditional grants fr other gov*
 - The Alberta community partnership grant for the Calmar, Thorsby and Warburg intermunicipal development plan was slightly higher than anticipated.
 - Approximately \$112k of the coal community transition fund grant was used to pay for a portion of Planning and Development projects.
- *Earnings & benefits*
 - Two vacant positions for part of the year.
 - Contract position extended.
- *General services - contracted*
 - Funds were underspent in this category due to some projects costing less than anticipated (airport accord, intermunicipal planning framework, New Sarepta area structure plan).
 - Projects delayed or not started in 2019 (off-site levy bylaw review, land use bylaw review, Leduc intermunicipal developemt plan review, and growth monitoring).
 - The cost of contracted inspection services was less than anticipated.
- *Purchases from other governments and agencies*
 - Costs for Leduc & Nisku Economic Development Association (LNEDA) were less than anticipated due to winding down the corporation early in the year. Consulting and legal fees related to winding down LNEDA and the cost of the County's economic development officer were posted to general services - contracted and earnings & benefits rather than to this category.



Agricultural Services 2019 Operational Plan Year-end Report



1: Department Services

1.1: Our mission

Leduc County is dedicated to serving its citizens and will create an enhanced quality of life through effective leadership, committed partnerships and open, transparent communication.

1.2: Lines of business

Leadership and administration

- Provide programs to our residents to maintain, with positive effect to the environment, agricultural production and profitability within Leduc County.
- Recognize and champion the importance of agriculture for its economic, environmental and community contributions and commit to its long-term viability in the county.
- Promote agricultural production while abiding by the provincial acts regarding weeds, pests, soil conservation, livestock disease, water and the environment.
- Manage agricultural drainage to support the flow of water in Leduc County's licensed waterways.

Weed control and enforcement

- Achieve weed control on county-owned lands and road allowances through an integrated vegetation management program.
- Educate property owners on weed control requirements and, when necessary, enforce compliance under the *Weed Control Act*.

Roadside vegetation management

- Manage roadside vegetation using chemical and mechanical control techniques that target undesired vegetation.
- Ensure the safety and quality of road rights-of-way by providing clear sightlines, controlling invasive plant species, improving drainage and reducing the potential for snow traps in the winter.

Agronomic pest control and enforcement

- Conduct inspections for agronomic pests to mitigate the effects of provincially-declared pests, such as Clubroot of Canola, Blackleg of Canola and Fusarium Graminearum.
- Educate growers on Leduc County's pest control policy requirements and, when necessary, enforce compliance under the *Agricultural Pests Act*.

Vertebrate pest control

- Support livestock producers by managing predatory coyotes and providing beaver control work to mitigate effects on Leduc County's infrastructure and productive agricultural lands.
- Facilitate the 2% Strychnine program for the control of Richardson's Ground Squirrels on agricultural land and administer a Northern Pocket Gopher trapping incentive for producers.

Horticultural services

- Support Leduc County residents in the management of horticultural pests and disease issues affecting trees and garden vegetables.
- Increase regional awareness and management of emerging horticultural pest issues.
- Support residents and communities in the growing of food to promote healthy rural living.

Sustainable agriculture program

- Support the adoption of beneficial management practices by agricultural producers through education and awareness.
- Support individual producers with the Alberta Environmental Farm Plan process and when applying to Canadian Agricultural Partnership and other grants.
- Coordinate the Alternative Land Use Services Program (ALUS).

Local food and agricultural rural life extension for Leduc County residents

- Host and support local initiatives that increase grower and consumer awareness of local food.
- Advocate for agriculture locally, regionally and provincially.
- Support social licensing initiatives to ensure public trust for the second largest industry in Alberta – agriculture.
- Advocate and support agricultural educational opportunities for youth.

Welding/fabrication/ handyman and minor facility construction and maintenance

- Ensure that Agricultural Services equipment and facilities are maintained or replaced and in working order to effectively run programs.
- Build and repair office furniture, small facilities, county signs, etc.

Agricultural drainage inspection and maintenance

- Inspect and maintain existing licensed Leduc County agricultural drainage ditches and assist Leduc County agricultural producers with water-management issues utilizing the Small Drainage Grant Program Policy.

2: Strategic Priorities

Goal 1	Strategic priority – Enhanced Transportation Systems Agricultural Services will improve transportation networks through vegetation control and partner projects with Public Works and Engineering.
Goal 2	Strategic priority – Agricultural Innovation and Support for Local Food Agricultural Services will develop a plan framework for supporting local food initiatives, small-holding agricultural activity and be an advocate for the agricultural industry.
Goal 3	Strategic priority – Regional Leadership Agricultural Services will work with regional partners to elevate agriculture, protect agricultural land and support regional agricultural initiatives.

3: Action Plan

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	Status at Dec 31, 2019	Identified plan deliverables with status update
Control brush with selective herbicides less than 10-feet high in intersections and in the right-of-way adjacent to the road to improve driving visibility and promote efficient drainage.	Completed Q4	60 intersections identified; 30 intersections controlled in 2019. <ul style="list-style-type: none"> Completed spraying on all identified intersections (10 for 2019).
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.	Completed Q3	16 kms, and additional as determined by PW <ul style="list-style-type: none"> 11 km of shoulder pull spraying was identified and completed in 2019 to support the road maintenance program.
Reseed and ensure the establishment of desired grass species on roadside slopes to stabilize the soil, protect road structure and maintain the value of the road re: shoulder pulling.	Completed Q4	6.5 kms to be re-seeded <ul style="list-style-type: none"> 6.5 km of roadside slopes seeded in 2019.

Strategy 1.2

Through the mechanical removal of grass and brush, improve Leduc County's transportation networks.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Rural Roadside Mowing program on prescribed problem areas.	Partially completed	1,000 kms targeted two times per year. <ul style="list-style-type: none">1,230 of 2,000 km roadside ditch mowed. Unfavorable weather conditions limited ability to complete additional mowing passes.
Utilizing large rotary mowers, identify large brush within Leduc County rights-of-way that can be mowed in coordination with the Agricultural Services main road mowing program.	Not completed, work will continue under 2020 program	60 intersections identified, 30 intersections controlled. <ul style="list-style-type: none">Unfavorable weather conditions limited ability to do additional brushing operations in 2019.
Brush regrowth from either mulching or rotary mowing will be selectively sprayed with a herbicide to ensure long-term control.	Completed Q4	Baseline data being collected and KPI determined in 2019. <ul style="list-style-type: none">10 intersections and multiple road right-of-ways were selectively sprayed for the control of brush regrowth.

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	Status at Dec 31, 2019	Identified plan deliverables with status update
Advocate for the 2019 Alberta Farm Fresh Producers (AFFPA) Conference to be hosted in Nisku and support the event through conference sponsorship and in-kind coordination.	Completed Q1	AFFPA Conference held in Nisku (Feb. 28-Mar 1, 2019) <ul style="list-style-type: none">Conference was held with 154 registrants.
Coordinate five local food workshops within Leduc County.	Completed Q4	Five workshops hosted: <ul style="list-style-type: none">Working Well (Oct 16) 24 participants.Feed Quality (Oct 22) 20 participants.VBP+ (Nov 20) 16 participants.
Promote events that bring awareness to local food and Agri-tourism.	Completed Q4	Promoted and participated in several events: <ul style="list-style-type: none">Growing from Here Conference (Nov. 1).Canada's Agriculture Day (Feb. 12).

		<ul style="list-style-type: none"> Alberta Open Farm Days (Aug).
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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	Status at Dec 31, 2019	Identified plan deliverables with status update
Continue to develop tactics that align with the 2016 Agricultural Strategy that advocate for agriculture in Leduc County.	Completed Q1-Q4	<p>News articles, chronicle articles, slow-moving equipment messaging, social licensing (e.g. What's on Your Plate? campaign).</p> <ul style="list-style-type: none"> Ag-focused articles written and distributed in the County Chronicle such as local food initiative, soil movement considerations, and clubroot update. Hosted and attended various workshops relating to Ag such as Open Farm Days, Beginning Beekeeping, and Chickens and Coops. Slow-moving equipment messaging advertised to create awareness amongst general public. In addition, flagging was added to the slow-moving signage during the growing season.
Work alongside the Planning and Development department to amend the Land Use Bylaw to support small-holding agriculture.	To be completed 2020	<p>Develop small-holding management policy guidelines.</p> <ul style="list-style-type: none"> Provided support and recommendations to Planning and Development. Will continue to work with Planning and Development in 2020 to amend Land Use Bylaw to support small-holdings.

Goal 3

Agricultural Services will work with regional partners to elevate agriculture, protect agricultural land and support regional agricultural initiatives.

Strategy 3.1

Working with members of the Edmonton Metropolitan Regional Board (EMRB), support the regional agricultural industry.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Provide technical expertise to the Regional Agricultural Master Plan (RAMP) task force.	Completed Q1	Regional Agricultural Master Plan

		<ul style="list-style-type: none"> • Provided technical support to Planning and Development with respect to the Regional Agricultural Master Plan.
Provide technical and ground-level Leduc County expertise to the regional working group.	Completed Q1	Regional Agricultural Master Plan <ul style="list-style-type: none"> • Supported Planning and Development with their work with the regional working group of the Regional Agricultural Master Plan.
Provide technical expertise to the RAMP task force to support the development of a Regional Land Evaluation Site Assessment (LESA) tool.	Completed Q4	Regional Land Evaluation Site Assessment (LESA) tool. <ul style="list-style-type: none"> • Provided support and recommendations to Planning and Development for the creation of the Leduc County's Agricultural Land Evaluation Tool (ALET) as a part of the Agricultural Impact Assessment (AIA).

Strategy 3.2

Regionally, collaborate with municipal neighbours and non-government organizations to bring continued agricultural awareness and education to residents.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Partner with the Leduc Chamber of Commerce to host regional agricultural events.	Completed Q4	Fall forum, Dairy Congress, social license events. <ul style="list-style-type: none"> • Partnered with Leduc Chamber of Commerce to host events. • Growing from Here Conference. • Dairy Congress.
Host agricultural events with neighbouring municipalities.	Completed Q4	Environmental Farm Plan, CAP, ALUS, Working Well workshops. <ul style="list-style-type: none"> • Multiple events hosted in conjunction with municipal neighbours. • Working Well workshops. • Alternative Land Use Services (ALUS).

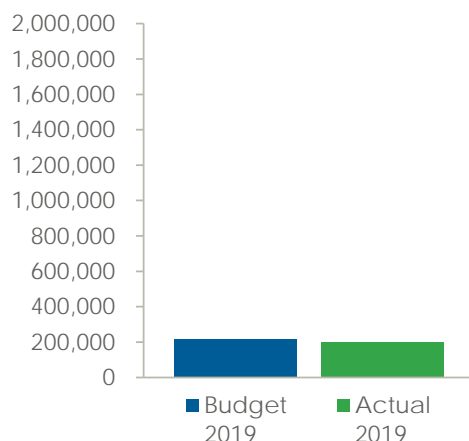
Agricultural Services

Q4 - 2019 Financial Reporting

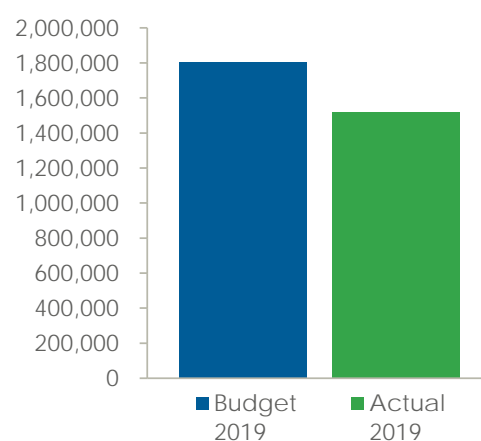
Summary

VARIANCE YTD
(\$266,054)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	24,000	8,805	(15,195)	37%
OTHER REVENUE FROM OWN SOURCES	2,000	3,477	1,477	174%
CONDITIONAL GRANTS FR OTHER GOV	172,559	172,536	(23)	100%
OTHER TRANSACTIONS	20,000	628	(19,372)	3%
TOTAL REVENUE	218,559	197,699	(20,860)	90%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	1,272,814	1,144,059	(128,755)	90%
GENERAL SERVICES-CONTRACTED	181,458	118,321	(63,138)	65%
GOODS,SUPPLIES & MATERIALS PURCHASED	327,806	235,786	(92,020)	72%
RESERVES,TRANSFERS & GRANTS	22,500	19,499	(3,001)	87%
TOTAL EXPENSE	1,804,578	1,517,665	(286,914)	84%

SURPLUS/ (DEFICIT)	(1,586,019)	(1,319,966)	266,054	83%
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Agricultural Services

Q4 - 2019 Financial Reporting

VARIANCES

- *Sales of goods & svs to individuals*
 - Actual revenues are less than budget due to lower than expected hawkweed control and weed notice enforcement.
- *Other transactions*
 - Transfers from reserves were less than anticipated because the non-potable water point was not constructed in 2019.
- *Earnings & benefits*
 - Reallocation of some earnings & benefits due to restructuring.
 - One vacant position for part of the year.
- *General services - contracted*
 - Publications, printing and binding, as well as rental of equipment for beaver dam removal and weed notice enforcement were under budget.
 - Registrations and mileage for conventions are under budget because staff did not attend summer professional development that had been budgeted.
 - The non-potable water point is awaiting water license approval, therefore construction did not begin in 2019.
- *Goods, supplies & materials purchased*
 - Herbicides are under budget due to the poor spraying conditions.
 - Fuel purchases were under budget due to lower than expected fuel prices.

Drainage

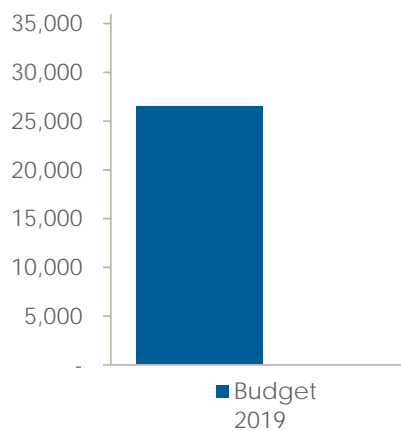
Q4 - 2019 Financial Reporting

Summary

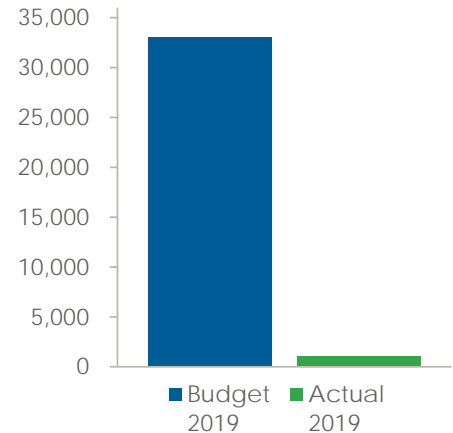
VARIANCE YTD

(\$5,498)

REVENUE



EXPENSE



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

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
GENERAL SERVICES-CONTRACTED	8,010	1,012	(6,998)	12.6%
MP&CP TRANSACTIONS	25,000	-	(25,000)	0%
TOTAL EXPENSE	33,010	1,012	(31,998)	3.06%

SURPLUS/ (DEFICIT)	(6,510)	(1,012)	5,498	15.54%
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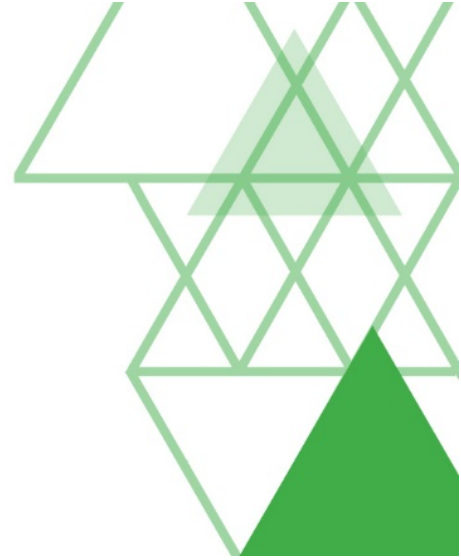
VARIANCES

• General services - contracted

- The county has not received any drainage improvement levy requests from the Cameron or Big Hay Lakes drainage districts.
- The County was not able to conduct drainage cleanouts because of heavy water flow throughout the 2019 season.



Parks and Recreation 2019 Operational Plan Year-end Report



1: Department Services

1.1: Our mission

Parks and Recreation is a leader in providing support to not-for-profit groups, direct-service provision and community partnerships to ensure that quality services are provided to residents. Parks and Recreation will continue to provide quality camping and community parks services to residents and guests of this region.

1.2: Lines of business

Leadership and administration

- Ensure Leduc County provides quality programs and services that meet the needs of residents, while matching community priorities and a sustainable financial future for Leduc County.
- Develop and maintain regional partnerships that encourage and promote collaboration, planning and shared-service delivery.
- Lead all department functions towards improving future parks and recreation services and ensures that current services are safe and accessible to all.

Parks

- Prepare and promote parks to residents and guests that encourage access to nature.
- Ensure that parks are maintained, safe and accessible to everyone.
- Develop strategic direction that prepares Leduc County to meet the future needs of parks and ensures that documents are in place to offer services and programs.

Community Development

- Provide support and resource assistance to community associations and service providers that offer recreation and sports programs to Leduc County residents.
- Offer programs and services that meet community needs and are accessible, targeted and meet specific outcomes that promote improved health and wellness.
- Show leadership in working with neighbouring municipalities in providing quality programs and services to all residents.

Community Facilities

- Ensure all Leduc County facilities are maintained, upgraded and available to Leduc County residents to meet their needs in a safe and affordable manner.
- Develop relationships with not-for-profit organizations to ensure they have the resources and supports required to offer programs and services in the county.
- Support and assist neighbouring municipalities in providing facility services to Leduc County residents across the region

2: Strategic Priorities

Goal 1	Strategic priority – Enriched Quality of Life Parks and Recreation will create a new, shared vision for Parks and Recreation in Leduc County.
Goal 2	Strategic priority – Enriched Quality of Life Parks and Recreation will work collaboratively with local governments and partner organizations to create a vibrant recreation system for community service provision.
Goal 3	Strategic priority – Enriched Quality of Life Parks and Recreation will improve community access to Leduc County recreation programs and services.
Goal 4	Strategic priority – Enriched Quality of Life Parks and Recreation will continue efforts to expand access to the North Saskatchewan River valley.

3: Action Plan

Goal 1

Parks and Recreation will create a new, shared vision for Parks and Recreation in Leduc County.

Strategy 1.1

Adopt a strategic approach to community building that identifies community needs, access to services and financial sustainability.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
<p>Parks and Recreation will lead a comprehensive strategic visioning process that will guide future parks, recreation and cultural services.</p> <p>2019</p> <ul style="list-style-type: none"> • Conduct a needs analysis for recreation and cultural services. • Develop community strategies for Warburg, Thorsby, Calmar and New Sarepta recreation districts. • Complete facility analysis and inventory of key recreation facilities. • Complete an inventory and analysis of all Municipal Reserves lands. <p>2020</p> <ul style="list-style-type: none"> • Establish a framework for recreation and culture. • Establish a framework for parks and open spaces. 	To be completed Q4 2020	<p>Complete visioning sessions with council. Council reviewed and approved documents.</p> <ul style="list-style-type: none"> • Funding to support this initiative was not supported in the 2019 budget. An initiative was proposed in the 2020 operational plan to complete a visioning document with internal resources.

Strategy 1.2

Begin implementation of the Vistas Parks Strategy.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Vistas Park Strategy document.	Completed Q1	Council approved document. <ul style="list-style-type: none">• The Vistas Parks Strategy was approved by council in Q1.• An action plan for implementation will inform future year business plans.
Review Vistas Plan with key stakeholders and internal departments.	Completed Q3	N/A <ul style="list-style-type: none">• Internal meetings have taken place and will continue as we work in cooperation to effectively develop this area.• Project update meetings will be established with key stakeholders as we develop new policies as identified in the plan of action.
Develop action plan and priorities for plan implementation.	Completed Q3	N/A <ul style="list-style-type: none">• An action plan was presented to council on Oct 15:• Parks will continue to inform and update council as we implement this plan of action.

Goal 2

Parks and Recreation will work collaboratively with local governments and partner organizations to create a vibrant recreation system for community service provision.

Strategy 2.1

Work with neighbouring municipalities to enhance shared recreation areas and facilities.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Revised recreation cost-share agreements will be completed for Leduc and Beaumont recreation districts	To be completed 2020	Agreements will be reviewed with council and signed for 2019 implementation. <ul style="list-style-type: none">• Beaumont agreement was approved by Council January 28, 2020.• Leduc agreement will be presented to Council on May 5, 2020.
Recreation cost-share agreements will be reviewed with Warburg and Thorsby to	To be completed 2020	Agreements will be reviewed with council and signed for 2020 implementation.

ensure that we continue to meet community shared-service needs		<ul style="list-style-type: none"> Draft agreement were sent to Warburg, Thorsby, Calmar and Devon for review. Review and signing of new agreements will be delayed until fall 2020 due to neighboring community priorities to review and recommend agreements. Agreements will be implemented for 2021.
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Strategy 2.2

Work with partner organizations to develop new or enhanced recreation programs and services in Leduc County.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
A revised funding program will be shared that aligns with policy. Funding will be enhanced to support community facility operations and programs.	Completed Q1	<p>Council approved policy and funding levels.</p> <ul style="list-style-type: none"> Three revised Recreation policies were approved by Council to support grants to local not for profit associations. The revised policies were communicated to community associations and in March all funding was distributed to associations across the region.

Goal 3

Parks and Recreation will improve community access to Leduc County recreation programs and services.

Strategy 3.1

Parks and Recreation will develop a plan to ensure all Leduc County residents have access to county programs, no matter their economic situation.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
All programs and events will complete a review of fees to ensure that they are affordable to all income levels.	Completed Q2	<p>Programs participants indicate that program fees are appropriate.</p> <ul style="list-style-type: none"> All program fees have been reviewed and are currently receiving participant feedback. More than 97% of participants feel that fees are appropriate.
Increased opportunity will be offered to expand our existing low cost- no cost programs in targeted locations.	Completed Q2	Each rural community within Leduc County will have access to summer low cost – no cost programming.

		<ul style="list-style-type: none"> • “Free Range” programs were offered across the County this summer. • In total more than 36 free community events and programs were offered by recreation this summer.
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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	Status at Dec 31, 2019	Identified plan deliverables with status update
Continued conversations with the River Valley Alliance (RVA) to support publically accessible opportunities within their service area.	Completed Q3	TBD <ul style="list-style-type: none"> • We continue to communicate on a regular basis with 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.

Strategy 4.2

Investigate further, unexplored opportunities to promote expanded North Saskatchewan River Valley access in the region.

Actions	Status at Dec 31, 2019	Identified plan deliverables with status update
Continued conversations with identified landowners towards possible future land acquisition that provides for future river access.	Completed Q2	Land values will be determined and identified in 2020 budget deliberations. <ul style="list-style-type: none"> • Landowner conversations continue to be successful. • We are currently working to determine property values for future consideration. • Conversations have continued with Burnco regarding a possible dedication of land to the county once their gravel extraction has completed.

		<ul style="list-style-type: none"> • Conversations have continued with Capital Power about possible future land dedications and partnerships.
Review and possible implementation of the Genesee bridge boat launch study.	To be completed Q3 2020	<p>Genesee bridge access opportunities will be presented to council in Q1 for consideration</p> <ul style="list-style-type: none"> • Project concepts continue to be reviewed by Alberta Transportation. No funds to support this project have been placed in the 2020 budget.

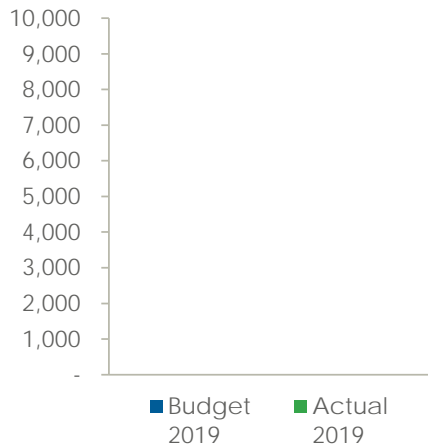
Recreation & Parks Board

Q4 - 2019 Financial Reporting

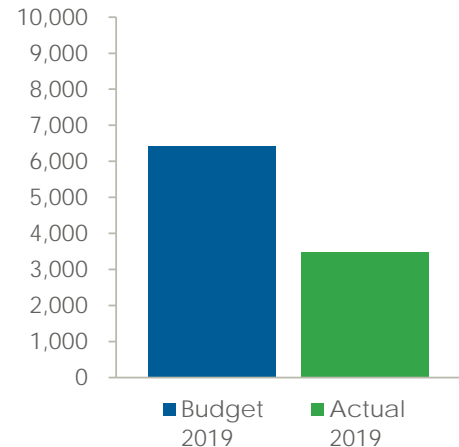
Summary

VARIANCE YTD
(\$2,935)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
TOTAL REVENUE	-	-	-	0%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	1,300	1,530	230	118%
GENERAL SERVICES-CONTRACTED	4,963	1,857	(3,106)	37%
GOODS,SUPPLIES & MATERIALS PURCHASED	150	91	(59)	60%
TOTAL EXPENSE	6,413	3,478	(2,935)	54%

SURPLUS/ (DEFICIT)	(6,413)	(3,478)	2,935	54%
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VARIANCES

- *General services - contracted*

- Registrations, mileage and subsistence for conventions were less than anticipated.

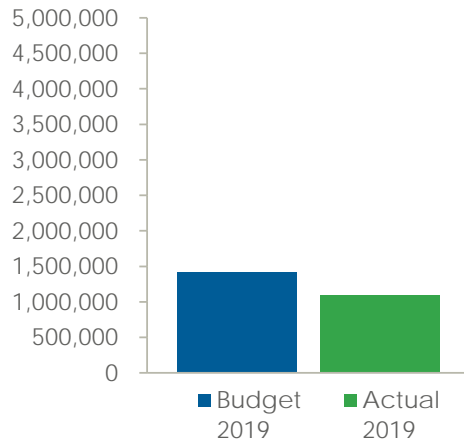
Recreation

Q4 - 2019 Financial Reporting

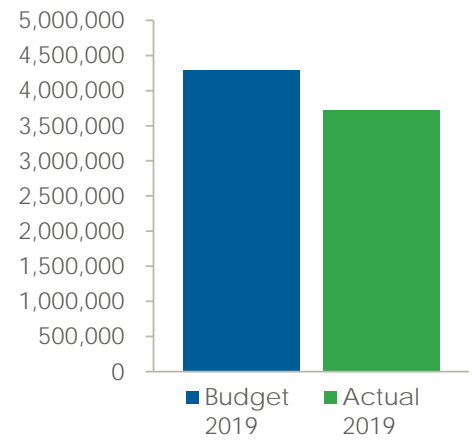
Summary

VARIANCE YTD
(\$253,990)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	285,827	362,192	76,366	127%
OTHER REVENUE FROM OWN SOURCES	-	69	69	0%
CONDITIONAL GRANTS FR OTHER GOV	8,400	-	(8,400)	0%
OTHER TRANSACTIONS	18,804	-	(18,804)	0%
MP&CP TRANSACTIONS	1,095,000	733,015	(361,985)	67%
TOTAL REVENUE	1,408,031	1,095,276	(312,754)	78%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	622,770	592,533	(30,237)	95%
GENERAL SERVICES-CONTRACTED	170,417	144,593	(25,824)	85%
GOODS,SUPPLIES & MATERIALS PURCHASED	157,700	160,834	3,134	102%
RESERVES,TRANSFERS & GRANTS	1,574,754	1,422,123	(152,631)	90%
FINANCIAL SERVICE CHARGES	423,460	424,258	798	100%
MP&CP TRANSACTIONS	1,345,000	983,015	(361,985)	73%
TOTAL EXPENSE	4,294,101	3,727,357	(566,744)	87%

SURPLUS/(DEFICIT)	(2,886,070)	(2,632,080)	253,990	91%
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Recreation

Q4 - 2019 Financial Reporting

VARIANCES

- *Sales of goods and svs to individuals*
 - Revenues for Nisku Recreation Centre were higher than anticipated.
- *Earnings & benefits*
 - Nisku Recreation Centre (NRC) casual staff worked less hours.
- *General services - contracted*
 - Advertising, consulting, and repairs and maintenance were less than anticipated.
- *Reserves, transfers & grants*
 - The 2018/2019 cost shares were less than anticipated.
 - During the year, the County entered into a new agreement with the City of Beaumont which resulted in cost savings of approximately \$10,000.

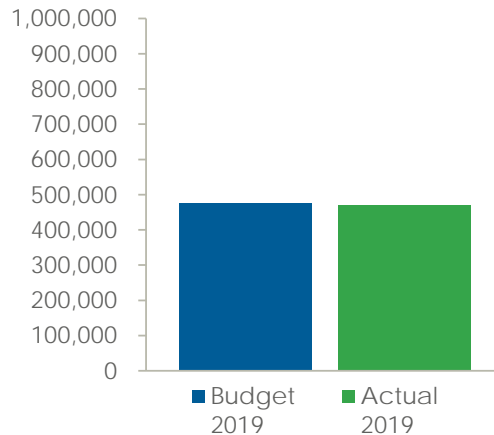
Parks

Q4 - 2019 Financial Reporting

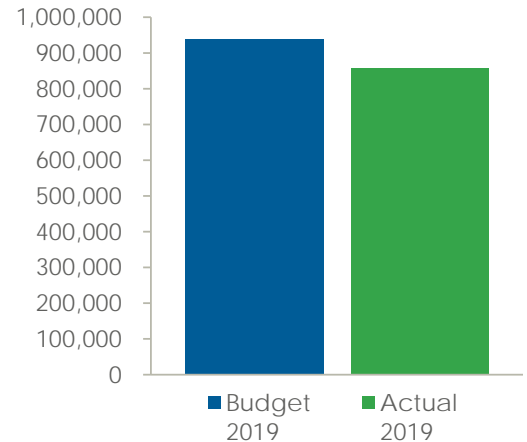
Summary

VARIANCE YTD
(\$73,719)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	341,400	363,836	22,436	107%
OTHER REVENUE FROM OWN SOURCES	20,000	23,883	3,883	119%
OTHER TRANSACTIONS	-	0	0	0%
MP&CP TRANSACTIONS	114,145	72,339	(41,807)	63%
TOTAL REVENUE	475,545	468,457	(7,088)	99%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
EARNINGS & BENEFITS	545,125	529,772	(15,353)	97%
GENERAL SERVICES-CONTRACTED	190,059	163,315	(26,744)	86%
GOODS,SUPPLIES & MATERIALS PURCHASED	102,635	96,862	(5,773)	94%
RESERVES,TRANSFERS & GRANTS	14,000	20,445	6,445	146%
FINANCIAL SERVICE CHARGES	6,800	6,691	(109)	98%
MP&CP TRANSACTIONS	80,496	41,223	(39,273)	51%
TOTAL EXPENSE	939,115	858,308	(80,807)	91%

SURPLUS/ (DEFICIT)	(463,570)	(389,851)	73,719	84%
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Parks

Q4 - 2019 Financial Reporting

VARIANCES

- *Sales of goods & svs to individuals*
 - Increased campground revenues are a result of strong attendance at both campgrounds and 2019 rate increases.
 - The sale of firewood was also slightly higher than anticipated.
- *Earnings & benefits*
 - Seasonal employees worked less hours than anticipated.
- *General services - contracted*
 - Costs of advertising, grounds maintenance and rental of equipment were less than anticipated.

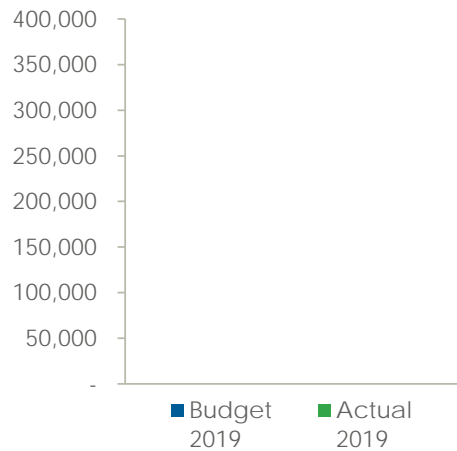
Cultural & Library Board

Q4 - 2019 Financial Reporting

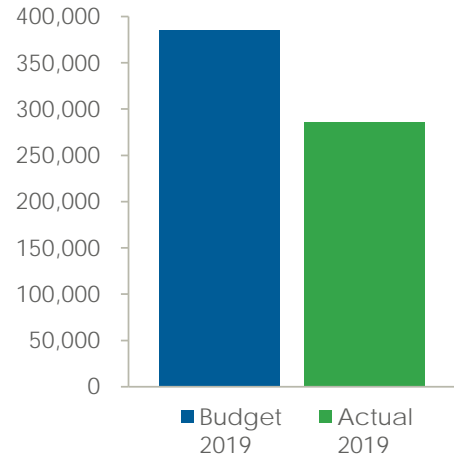
Summary

VARIANCE YTD
(\$100,035)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
TOTAL REVENUE	-	-	-	0%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
GENERAL SERVICES-CONTRACTED	60,000	59,254	(746)	99%
GOODS,SUPPLIES & MATERIALS PURCHASED	250	-	(250)	0%
RESERVES,TRANSFERS & GRANTS	325,190	226,151	(99,039)	70%
TOTAL EXPENSE	385,440	285,405	(100,035)	74%

SURPLUS/ (DEFICIT)	(385,440)	(285,405)	100,035	74%
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VARIANCES

• Reserves, transfers & grants

- Due to new agreements being signed in 2019, the library payment for the City of Beaumont was included in recreation.

Fiscal Services

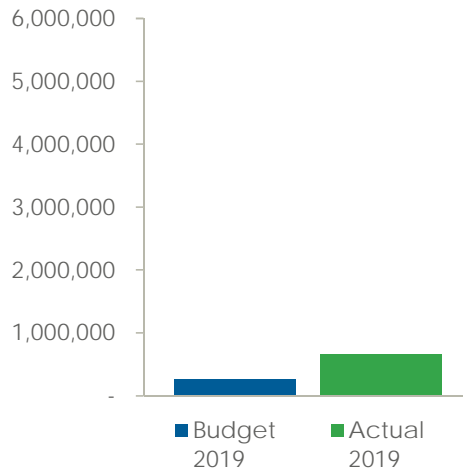
Q4 - 2019 Financial Reporting

Summary

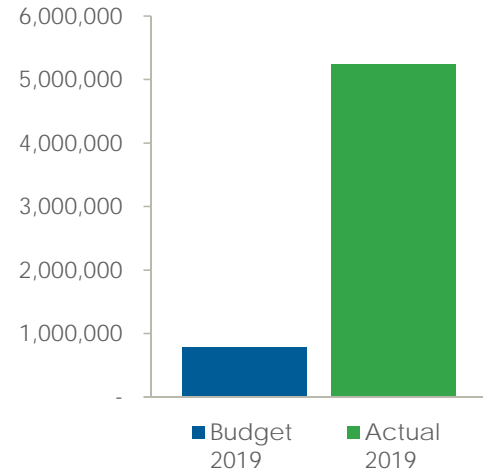
VARIANCE YTD

\$4,054,901

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
OTHER TRANSACTIONS	264,836	671,714	406,878	254%
TOTAL REVENUE	264,836	671,714	406,878	254%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
RESERVES, TRANSFERS & GRANTS	488,000	4,620,541	4,132,541	947%
FINANCIAL SERVICE CHARGES	264,836	264,516	(320)	100%
OTHER TRANSACTIONS-GENERAL	29,705	359,263	329,558	1209%
TOTAL EXPENSE	782,541	5,244,320	4,461,779	670%

SURPLUS/ (DEFICIT)	(517,705)	(4,572,606)	(4,054,901)	883%
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VARIANCES

• Other transactions

- Variance due to unbudgeted over/under transactions associated with requisitions.
- 2019 projects carried forward to 2020.

• Reserves, transfers & grants

- Unbudgeted transfer to reserves.

• Other transactions - general

- Variance due to unbudgeted over/under transactions associated with requisitions.

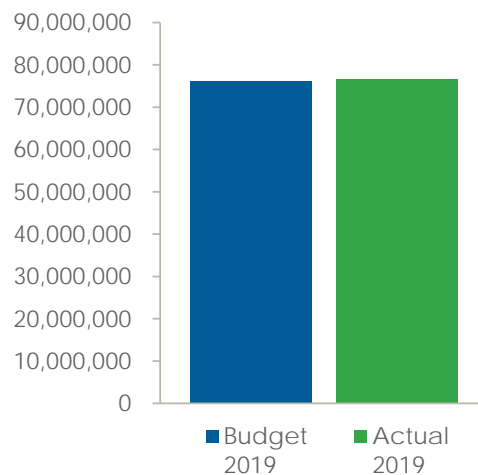
Non-Departmental

Q4 - 2019 Financial Reporting

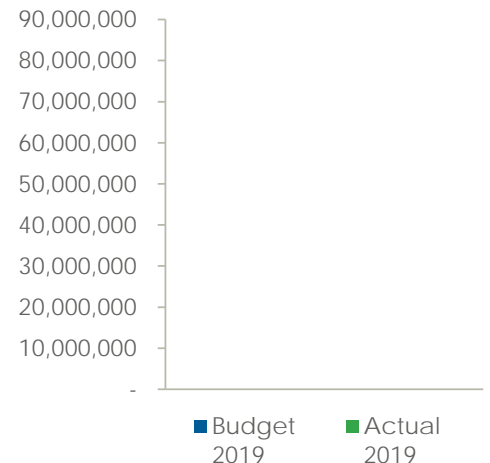
Summary

VARIANCE YTD

(\$668,440)



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
TAXES	75,038,085	74,913,458	(124,627)	100%
TAXES-GRANT IN LIEU	102,762	102,847	85	100%
OTHER REVENUE FROM OWN SOURCES	784,000	1,590,663	806,663	203%
UNCONDITIONAL GRANTS FR OTHER GOV	146,960	133,278	(13,682)	91%
TOTAL REVENUE	76,071,807	76,740,247	668,440	101%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
TOTAL EXPENSE	-	-	-	0%

SURPLUS/ (DEFICIT)	76,071,807	76,740,247	668,440	101%
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VARIANCES

- *Taxes*
 - Variance is a result of assessment adjustments 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.

Other Environmental

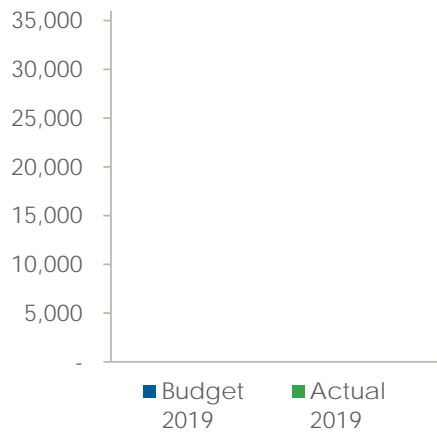
Q4 - 2019 Financial Reporting

Summary

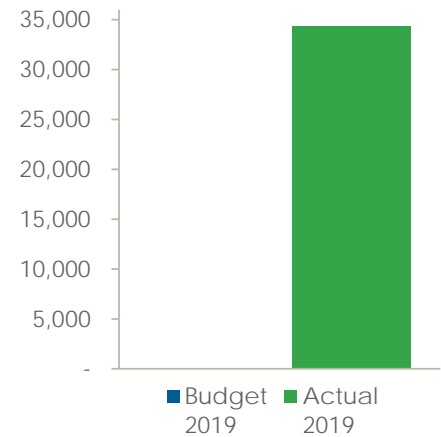
VARIANCE YTD

\$34,322

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
TOTAL REVENUE	-	-	-	0%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
GENERAL SERVICES-CONTRACTED	-	34,322	34,322	0%
TOTAL EXPENSE	-	34,322	34,322	0%

SURPLUS/ (DEFICIT)	-	(34,322)	(34,322)	0%
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VARIANCES

- General services - contracted
 - The unbudgeted expense represents contaminated sites identified.

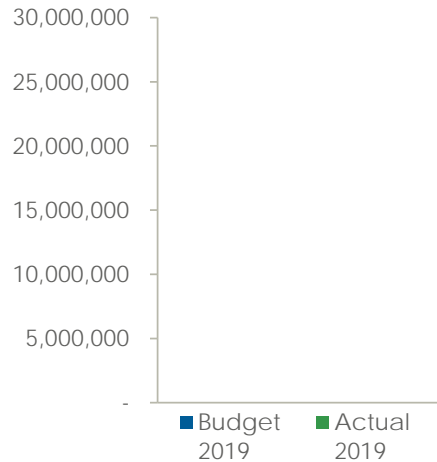
Requisitions

Q4 - 2019 Financial Reporting

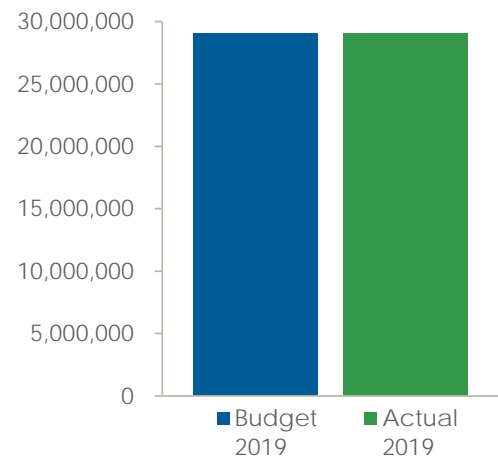
Summary

VARIANCE YTD
(\$1,438)

REVENUE



EXPENSE



REVENUE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
TOTAL REVENUE	-	-	-	0%

EXPENSE	Budget 2019	Actual 2019	Variance (\$)	% of Total Budget
RESERVES, TRANSFERS & GRANTS	29,047,998	29,046,560	(1,438)	100%
TOTAL EXPENSE	29,047,998	29,046,560	(1,438)	100%

SURPLUS/ (DEFICIT)	(29,047,998)	(29,046,560)	1,438	100%
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VARIANCES

- No significant variances



2019 Major Project and Capital Project Plan - Quarter 4 Funding & Expenditures Summary

Major Project and Capital Project Summary	Budget	Actual	Variance
Total	21,585,435	14,164,391	7,421,044
Total Expenditures	21,585,435	14,164,391	7,421,044

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	3,931,405	4,115,767	(184,362)
Grants			
Fire Service Training Program (FSEPP)	6,250	6,250	-
Municipal Sustainability Initiative (MSI) Capital	2,335,934	2,336,016	(82)
Gas Tax Fund (GTF)	691,100	651,761	39,339
Canada 150 Community Infrastructure Program Grant	985	1,005	(20)
Strategic Transportation Infrastructure Program (STIP)	454,800	158,990	295,810
Fees & Rates			
Utility Rate User Pay	70,000	67,125	2,875
Other			
Sale/Trade-In	194,000	82,791	(111,209)
Reserve	4,831,445	3,967,189	864,256
Reserve - MRT	250,000	250,000	-
Total Funding	12,765,919	11,636,894	906,607

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	2,258,831	132,085	2,126,746
Grants			
Municipal Sustainability Initiative (MSI) Capital	3,164,416	1,050,923	2,113,493
Fees & Rates			
Utility Rate User Pay	50,000	22,615	27,385
Other			
Sale/Trade-In	42,500	3,366	39,134
Reserve	1,777,483	841,030	936,453
Others - Offsite Levy	1,404,993	477,478	927,515
Total Funding	8,698,223	2,527,497	6,170,726

Cancelled Project Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	96,000	-	96,000
Other			
Reserve	25,293	-	25,293
Total Funding	121,293	-	121,293



2019 Major Project Plan - Quarter 4 Funding & Expenditures Summary

Major Project Summary	Budget	Actual	Variance
Major Projects	3,604,333	1,685,489	1,918,844
Total Expenditures	3,604,333	1,685,489	1,918,844

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	419,028	411,203	7,825
Tax - PW Op Construction			
Grants			
Fire Service Training Program (FSEPP)	6,250	6,250	-
Canada 150 Community Infrastructure Program Grant	985	1,005	(20)
Fees & Rates			
Utility Rate User Pay	35,000	33,944	1,056
Other			
Sale/Trade-In			
Reserve	1,023,546	579,435	444,111
Reserve - MRT	250,000	250,000	-
Total Funding	1,734,809	1,281,837	452,972

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	1,080,831	124,182	956,649
Fees & Rates			
Utility Rate User Pay	50,000	22,615	27,385
Other			
Reserve	713,400	256,854	456,546
Total Funding	1,844,231	403,651	1,440,580

Cancelled Project Summary	Budget	Actual	Savings/(Over) Expenditures
Other			
Reserve	25,293	-	25,293
Total Funding	25,293	-	25,293



2019 Major Project Quarter 4

As at December 31, 2019

Project Name	2019 Final Budget	Actual Expense as at December 31, 2019	Total Cost Variance	Status	Variance Explanation/ Notes
Sewer Infiltration and Inflow Assessment - Nisku Sewer	\$ 50,000	\$ 22,615	\$ 27,385	Carry Forward	Sewer flow monitoring data was incomplete. Additional flow monitoring and analysis carried forward to 2020.
New Sarepta Lift Station Upgrade Option Analysis	\$ 35,000	\$ 33,940	\$ 1,060	Complete	
Range Road 263 And Highway 39/60 Intersection Upgrade - Contribution To Alberta Transportation	\$ 1,010,000	\$ -	\$ 1,010,000	Carry Forward	Construction work is complete, awaiting invoices from Alberta Transportation.
Solid Waste Transfer Station Attendant Shelters X4	\$ 26,500	\$ 26,021	\$ 479	Complete	
Beaumont Aquafit Contribution	\$ 500,000	\$ 500,000	\$ -	Complete	
2019 Recreation Cost Share - Partners' Capital Projects	\$ 550,000	\$ 250,015	\$ 299,985	Complete	The budget submission and initial payment requests for Leduc, Beaumont and Devon were presented to Council in 2020.
Leduc County Website Redevelopment	\$ 100,000	\$ 100,479	\$ (479)	Complete	New website was launched December 19th.
CCBCC Beaumont Hall - Contribution Payment 5 of 5	\$ 50,000	\$ 50,000	\$ -	Complete	
Furniture and Office Improvements - P&D Front Counter Upgrade and Finance Carpet Replacement	\$ 64,500	\$ 26,001	\$ 38,499	Complete	Finance renovation completed. The remaining funds were approved for the front counter in Planning and Development. Funds approved to remain in reserve for a future year.
Employee Compensation Review	\$ 50,000	\$ 14,000	\$ 36,000	Carry Forward	This project is ongoing and carried forward to 2020. An external survey and a job evaluation framework were completed in Q4 2019. Job evaluations began in Q4 and were completed in Q1 2020.
Alberta Fire Responder Radio Communication System (AFRRCS) - Radios for Pump 8 and Tanker 4 in the Leduc Rural District	\$ 12,528	\$ 12,528	\$ -	Complete	
Building Lifecycle Maintenance	\$ 78,311	\$ 5,089	\$ 73,222	Carry Forward	This project includes building sealant, front foyer design, concrete work and landscaping. An updated scope and budget for the building sealant was submitted and approved through the 2020 budget (2020-MP-006). The remaining funds carried forward to 2020.
Campground Shower House Flooring and Wall Improvement	\$ 30,000	\$ 26,781	\$ 3,219	Complete	
Social Services Framework	\$ 100,000	\$ 72,715	\$ 27,285	Carry Forward	Project carried forward to 2020.
Leduc County Branding	\$ 50,000	\$ 32,000	\$ 18,000	Carry Forward	New brand visuals were presented and approved by council on December 10th. The brand strategy and guidelines are completed and will be presented to council.
Council Electoral Boundaries and Remuneration Review	\$ 30,000	\$ 20,200	\$ 9,800	Complete	A consultant has been hired to complete the remuneration review and their report was presented to council on October 22nd. New electoral boundaries were approved by council on November 26.



2019 Major Project Quarter 4

As at December 31, 2019

Project Name	2019 Final Budget	Actual Expense as at December 31, 2019	Total Cost Variance	Status	Variance Explanation/ Notes
Sewer Infiltration and Inflow Assessment - Nisku Sewer	\$ 8,855	\$ 8,847	\$ 8	Complete	
Warburg Arena Upgrade Phase I Contribution	\$ 245,000	\$ 183,000	\$ 62,000	Carry Forward	Project carried forward to 2020, waiting for final invoice.
Employee Self Service Software Module Implementation - Finance	\$ 13,960	\$ -	\$ 13,960	Complete	This project was completed in house with internal resources.
Annual Furniture and Office Improvement	\$ 48,000	\$ 48,000	\$ -	Complete	
Clearwater Creek License Cleanout	\$ 25,000	\$ -	\$ 25,000	Carry Forward	Deadfall has been removed by internal staff. However, weather not conducive to get a track hoe in to remove silt. Project carried forward to 2020.
Genesee River Recreation Access Assessment Study	\$ 7,988	\$ 4,377	\$ 3,612	Complete	
Vistas Parks Plan	\$ 32,215	\$ 10,066	\$ 22,150	Complete	
Rural Area Water Distribution Feasibility Study	\$ 12,066	\$ 14,042	\$ (1,976)	Complete	Engineering report was completed within budget, over budget due to additional public consultation expenses.
Cyber Security Review & IT Strategic Plan	\$ 30,000	\$ 20,000	\$ 10,000	Complete	
2017/18 Fire Service Training Program	\$ 6,250	\$ 6,250	\$ -	Complete	Project completed, remaining funds have been returned as part of grant agreement.
Telephone System Upgrades for Satellite Offices	\$ 15,000	\$ -	\$ 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.
Nisku Bulk Water Site Improvements - Engineering	\$ 6,195	\$ 6,199	\$ (4)	Complete	
Rural Road Program Development	\$ 51,979	\$ 44,451	\$ 7,529	Complete	
Kavanagh Landfill Reclamation	\$ 62,240	\$ 40,340	\$ 21,900	Complete	This is an ongoing project to meet the Alberta Environment Regulations. Alberta Environment requires the testing report be submitted every year for five years. Remaining fund be retained in reserve for future commitment.
Asset Management Planning	\$ 75,000	\$ 12,934	\$ 62,066	Carry Forward	Work is ongoing by the Asset Management Committee (AMC) and budget has been carried forward to 2020. Work was completed primarily by internal resources in 2019 therefore budget dollars were not utilized.
IT Strategic Initiatives	\$ 60,920	\$ 61,298	\$ (378)	Complete	



2019 Major Project Quarter 4

As at December 31, 2019

Project Name	2019 Final Budget	Actual Expense as at December 31, 2019	Total Cost Variance	Status	Variance Explanation/ Notes
Regional Fire Services Frameworks	\$ 50,000	\$ -	\$ 50,000	Carry Forward	The Alberta Community Partnership (ACP) grant is being utilized to develop a "Standard of Cover Document" for the City and County. The request for proposal (RFP) has been posted by the City of Leduc. A successful proponent has been awarded the project in early February 2020. The project is expected to be completed by Q4 2020.
New Sarepta Property Clean up	\$ 10,293	\$ -	\$ 10,293	No Activity	Upon further assessment the project scope is larger than anticipated. A new project will be submitted for approval in the future.
St. Francis Transfer Station Reclamation	\$ 56,533	\$ 33,303	\$ 23,230	Complete	
Transportation Master Plan	\$ 50,000	\$ -	\$ 50,000	Carry Forward	Project carried forward to 2020.
Total 2019 Final Approved	\$ 3,604,333	\$ 1,685,489	\$ 1,918,844		

Project Status:

	Project Carried forward to 2020
	Project completed and under budget
	Project completed and over budget



2019 Capital Project Plan - Quarter 4 Funding & Expenditures Summary

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	7,121,807	4,096,999	3,024,808
	Road Program	9,220,000	7,032,296	2,187,704
	Bridge Program	1,639,295	1,349,606	289,689
Total Expenditures		17,981,102	12,478,902	5,502,200

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	3,512,377	3,704,564	(192,187)
Grants				
	Municipal Sustainability Initiative (MSI) Capital	2,335,934	2,336,016	(82)
	Gas Tax Fund (GTF)	691,100	651,761	39,339
	Strategic Transportation Infrastructure Program (STIP)	454,800	158,990	295,810
Fees & Rates				
	Utility Rate User Pay	35,000	33,181	1,819
Other				
	Sale/Trade-In	194,000	82,791	111,209
	Reserve	3,807,899	3,387,754	420,144
Total Funding		11,031,110	10,355,057	676,053

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	1,178,000	7,903	1,170,097
Grants				
	Municipal Sustainability Initiative (MSI) Capital	3,164,416	1,050,923	2,113,493
Other				
	Sale/Trade-In	42,500	3,366	39,134
	Reserve	1,064,083	584,176	479,907
	Others - Offsite Levy	1,404,993	477,478	927,515
Total Funding		6,853,992	2,123,845	4,730,147

Cancelled Project Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	96,000	-	96,000
Total Funding		96,000	-	96,000



2019 Capital Project Quarter 4

As at December 31, 2019

Project Name	2019 Final Budget	Actual Expense as at December 31, 2019	Total Cost Variance	Status	Variance Explanation/ Notes
Nisku Bulk Water Station Upgrade	\$ 590,000	\$ 605,200	\$ (15,200)	Complete	Over budget due to design changes and additional costs due to inclement weather.
New Sarepta Reservoir, Pumphouse And Bulk Water Station Upgrade	\$ 50,000	\$ 43,809	\$ 6,191	Complete	
Mobile Air Monitoring System	\$ 60,000	\$ 59,758	\$ 242	Complete	
Signal Installation at 39 Avenue and Nisku Spine Road	\$ 590,000	\$ 517,478	\$ 72,522	Carry Forward	Construction is substantially complete with minor work scheduled to be completed in 2020. Project carried forward to 2020.
Intersection Improvement at 39 Avenue and Nisku Spine Road	\$ 610,000	\$ 422,928	\$ 187,072	Carry Forward	Construction is substantially complete with minor work scheduled to be completed in 2020. Project carried forward to 2020.
Purchase Two Buses For Route 10	\$ 96,000	\$ -	\$ 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. Fund transferred to reserves.
Mobile Communications Vehicle Improvement	\$ 18,000	\$ 7,903	\$ 10,097	Carry Forward	Project carried forward to 2020 due to a back log of projects and equipment repairs being performed by the fleet mechanic, and waiting for parts.
Purchase New Aerial Apparatus - Replace Old Unit	\$ 850,000	\$ 827,876	\$ 22,125	Carry Forward	Carried forward remaining funds be used towards second payment in 2020.
Purchase Two New Multi-Use Pumpers - New Addition For Calmar District and Replacement For New Sarepta District	\$ 220,000	\$ 207,637	\$ 12,363	Carry Forward	Carried forward remaining funds to 2020.
Purchase Light Duty Truck - Replace Old Unit	\$ 38,000	\$ 37,500	\$ 500	Complete	Total purchase price under budget, required additional funds because the old unit trade-in value was less than anticipated.
Utilities SCADA Upgrade - For Water And Sewer	\$ 35,000	\$ 33,181	\$ 1,819	Complete	Project completed and under budget.
Purchase Tandem Axle Truck With Winter Equipment And Attachment - Replace Old Unit	\$ 300,000	\$ -	\$ 300,000	Carry Forward	Project carried forward to 2020, item be received in January 2020.
Selling Spare Grader	\$ (47,500)	-\$ 87,734	\$ 40,234	Complete	
2019 Road Program	\$ 9,220,000	\$ 7,032,296	\$ 2,187,704	Carry Forward	See 2019 Road Program - Quarter 4 Summary.
2019 Bridge Program	\$ 1,639,295	\$ 1,349,606	\$ 289,689	Complete	See 2019 Bridge Program - Quarter 4 Summary.
Purchase Gravel Pup Trailer - New Addition	\$ 30,000	\$ 24,805	\$ 5,196	Complete	
Purchase New ATV Side by Side	\$ 8,891	\$ 1,580	\$ 7,311	Complete	



2019 Capital Project Quarter 4

As at December 31, 2019

Project Name	2019 Final Budget	Actual Expense as at December 31, 2019	Total Cost Variance	Status	Variance Explanation/ Notes
Purchase Fire Pumper	\$ 321,794	\$ 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.
New Sarepta Fire Station Expansion	\$ 1,071,916	\$ 12,609	\$ 1,059,307	Carry Forward	Project was re-evaluated with council and determined to be more cost effective to build new with additional funding in 2020 than to add single bay. Project carried forward to 2020.
Parade Float Vehicle Improvements	\$ 11,700	\$ 628	\$ 11,072	Complete	
New Sarepta Wastewater Lagoon Improvements	\$ 254,245	\$ 236,382	\$ 17,863	Complete	Project completed and under budget.
Purchase Tandem Axle Snow Plow/Sanding Truck	\$ 300,500	\$ 300,160	\$ 340	Complete	
New Sarepta Ball Diamond Relocation	\$ 101,100	\$ 7,500	\$ 93,600	Carry Forward	Project carried forward to 2020.
Genesee Group Camping Area Improvement	\$ 80,540	\$ 75,531	\$ 5,009	Complete	
Diamond Estates - Development of Municipal Reserve - Phase I	\$ 35,230	\$ 8,426	\$ 26,804	Complete	Project completed and under budget.
Sewer Transfer Station Automation - Nisku	\$ 79,754	\$ 56,929	\$ 22,825	Carry Forward	Project carried forward to complete the following in 2020: - Site security work - Internet connection/communication - Air monitoring
Nisku Spine Rd - Phase 1A-i & 1A-ii 41 Ave to TWP 510	\$ 1,043,738	\$ 56,819	\$ 986,919	Carry Forward	This project is moving through the expropriation process. Funds carried forward for future years. The remaining works include WAM clay agreement and land settlement.
Nisku Recreation Centre Lighting Replacement	\$ 18,804	\$ -	\$ 18,804	Carry Forward	Project carried forward to 2020.
Back-up Power Generator for County Centre	\$ 259,919	\$ 259,110	\$ 809	Complete	Project is 95% complete. The hook up at County Centre will occur in May 2020 when weather is more favorable. Majority of the work has been completed.
Diamond Estates Drainage Swale Project	\$ 25,680	\$ -	\$ 25,680	Carry Forward	Fencing project has started, but experienced delay due to weather. Project carried forward to 2020.
New Calmar Fire Station Landscaping & Signage	\$ 52,096	\$ 49,965	\$ 2,131	Complete	
Large Format Scanner	\$ 16,400	\$ 15,691	\$ 709	Complete	
Total Capital Projects	\$ 17,981,102	\$ 12,478,902	\$ 5,502,200		

Project Status:

	Project Carried forward to 2020
	Project completed and under budget
	Project completed and over budget

2019 Road Program - Quarter 4 Summary

Project Description	Existing Surface	Proposed Surface	Work Description	2019 Final Approved	Actual Total Expense As at December 31, 2019	Variance	Project Status	Notes
Rural Roads								
South Wizard Lake - From Hwy 795 to End (Test Section)	Gravel	Gravel	Reconstruction	900,000	6,167.00	893,833	Carry Forward	Project carried to 2020 due to TELUS line relocation.
Spot Repairs for Glen Park Road	Paved/Micro surface	Paved	Repair	150,000	59,415.63	90,584	Complete	
Rural Road Initiative				1,000,000	893,321.36	106,679	Complete	
				2,050,000	958,904	1,091,096		
Subdivisions								
Hilltop Estates - From RR 232 To Hwy 625	Coldmix	Paved	Rehabilitation	575,000	580,578.44	(5,578)	Complete	Project over budget due to replacement of a damaged drainage culvert that was unbudgeted.
Twin Peaks Ranch Estates - From RR 232 to Airport Road	Paved	Paved	Rehabilitation	700,000	700,000.00	-	Complete	
Silver Bear Estate - Twp 505	Paved	Paved	Rehabilitation	375,000	348,500.94	26,499	Complete	
				1,650,000	1,629,079	20,921		
Nisku Roads								
Sparrow Drive - From Airport Road to Hwy 625 - Repair	Paved	Paved	Repair	350,000	211,627.50	138,373	Complete	
8 St - From 30 Ave To North End	Gravel	Paved	Rehabilitation	2,600,000	2,394,571.35	205,429	Complete	
				2,950,000	2,606,199	343,801		
New Sarepta Roads								
Centre Avenue From Centre Street to 2 St South	Gravel	Paved	Rehabilitation	1,000,000	1,709,726.34	(709,726)	Complete	Project is over budget due to site contamination.
Drainage				500,000	83,387.68	416,612	Complete	
				1,500,000	1,793,114	(293,114)		
Spine Road								
Spine Road - From TWP 510 To 25 Ave - Design				200,000	-	200,000	Carry Forward	Project carried forward to 2020. Request for proposal (RFP) has been issued and proposals submitted.
Spine Road - From 18 Ave To Airport Road - Design				700,000	-	700,000	Carry Forward	Project carried forward to 2020. The contract is awarded and design work is in progress. Carry forward request \$400,000 was transferred to Twp Rd 510 design project and \$300,000 remaining for the 18 avenue airport road design.
				900,000	-	900,000		
2018 Carry Forward Projects								
RR 250 Design - Cost share with City of Leduc				125,000	-	125,000	Carry Forward	Project carried forward to 2020. The request for proposal (RFP) advertised in 2019.
				125,000	-	125,000		
Total 2019 Final Approved								
				9,175,000	6,987,296	2,187,704		



2019 Road Program - Quarter 4 Summary

Project Description	Existing Surface	Proposed Surface	Work Description	2019 Final Approved	Actual Total Expense As at December 31, 2019	Variance	Project Status	Notes
Changes after Final Approved								
New Sarepta Center Avenue Pavement at CN Crossing				45,000	45,000	-	Complete	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 4 Summary

Project Description	2019 Final Approved	Council Motion 170-19 Update Reallocation	Actual Total Expense As at December 31, 2019	Variance	Project Status	Notes
Replacement - 2018 Carry Forward Projects						
BF 09652 TR 494 Intersection TR 494 & RR 274	442,960	442,960	324,344.35	118,616	Complete	
BF 07016 RR 240 BTW APR & HWY 625	456,335	456,335	323,760.77	132,574	Complete	
	899,295	899,295	648,105.12	251,190		
Maintenance						
BF 01266 TWP 490 BTW RR 13 & Hwy 778	157,200	111,830	108,323.55	3,506	Complete	
BF 07543 RR 20 BTW TWP 494 & TWP 492	81,500	39,950	35,708.50	4,242	Complete	
BF 79388 RR 31 BTW TWP 494 & TWP 492	12,500	21,075	20,074.00	1,001	Complete	
BF 08075 RR 25 BTW TWP 494 & Hwy 622	65,200	53,950	50,943.36	3,007	Complete	
BF 08879 TWP 500 BTW RR 260 & RR 255	81,500	185,325	181,324.08	4,001	Complete	
BF 07072 TWP 502 BTW RR 260 & RR 255	75,200	40,450	48,413.36	(7,963)	Complete	Project over budget due to unforeseen condition of the pier pile during construction.
BF 76733 TWP 493 BTW RR 10 & RR 11	68,900	34,800	34,293.36	507	Complete	
BF 08528 TWP 504 BTW RR 270 & RR 271	116,600	113,760	110,869.65	2,890	Complete	
BF 08146 TWP 484 BTW RR 11 & Hwy 778	37,600	41,200	39,953.58	1,246	Complete	
BF 71495 RR 40 BTW TWP 490 & TWP 492	43,800	33,450	32,443.36	1,007	Complete	
BF 81475 RR 13 BTW Thorsby Bypass & Hwy 39	-	50,000	39,154.36	10,846	Complete	
	740,000	725,790	701,501.16	24,289		
Total 2019 Final Approved	1,639,295	1,625,085	1,349,606.28	275,479		