



Quarterly report

Q1 2020

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Major and Capital Project Plans

Operating Reserve Schedule

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Strategic Plan and Operational Plan Indicators

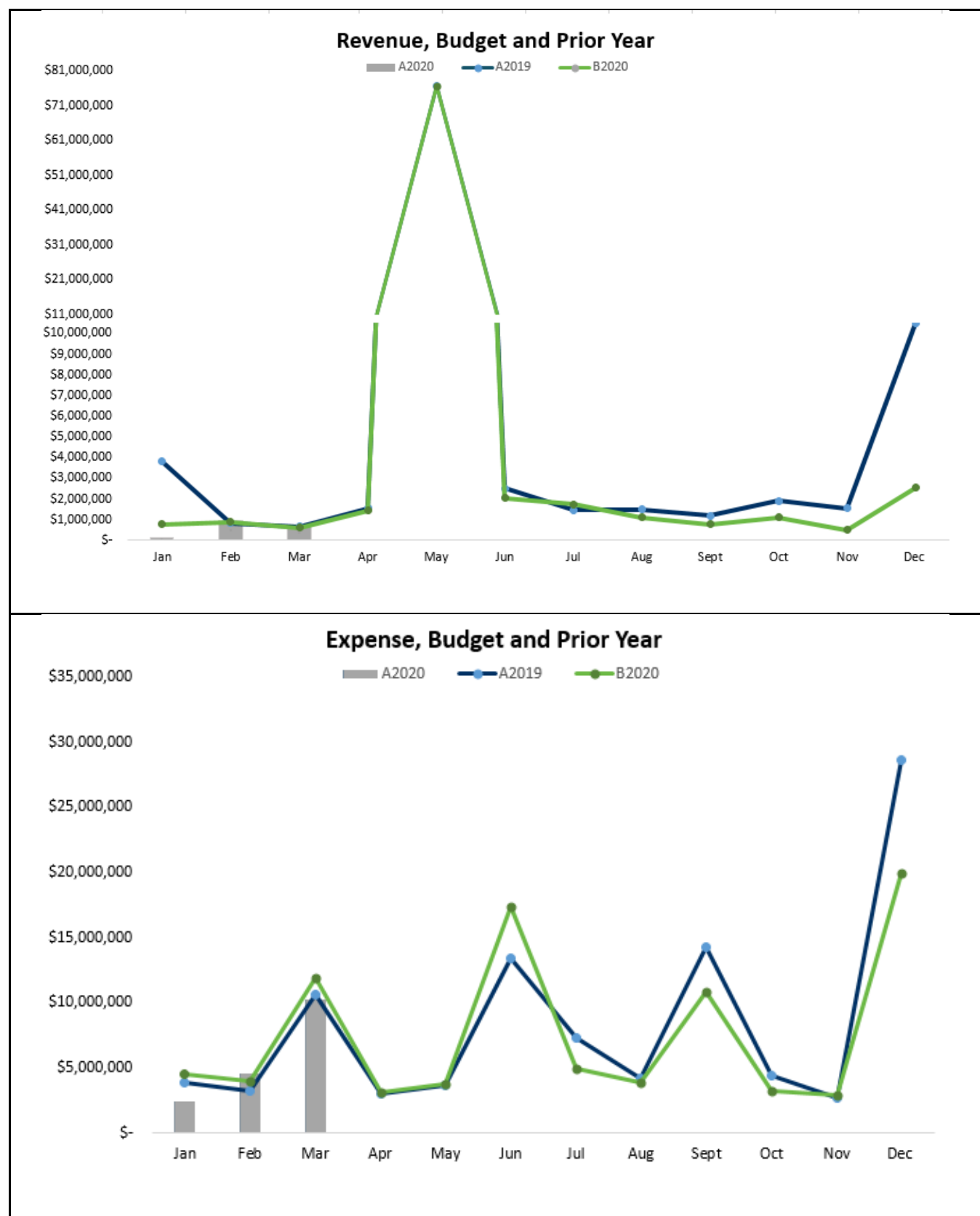
Indicator	Progress Description
	<i>Action completed.</i>
	<i>Action initiated.</i>
	<i>Action not yet initiated.</i>



Q1 Highlights

- Activation of Emergency Coordination Centre (ECC) on March 11 due to Covid-19 pandemic.
 - ECC activated for a total of 54 days, over Q1 and Q2, with staff working over 2,470 hours supporting the work of the ECC over that period.
- Completed the 2019 Assessment Roll and successfully reported to the provincial Asset program. The initial provincial audit report for residential and non-residential assessment levels are 99% and 100% respectively.
- Conducted Leduc County's first paid on call firefighter staff satisfaction survey and reported back results.
- The Social Framework visioning document approved by council.
- In March, approved for a three-year provincial contract to host Family Resource Network programming for the region (excluding City of Leduc). This funding will replace the existing Parent Link, Home Visitation and Early Childhood Resource funding.
- Implemented measures to provide support to residents and businesses given the impact of Covid-19 and the downturn in the oil and gas sector.
- A successful Try it Festival held in partnership with the Wizard Lake Watershed Association in February.
- Completed the 2019/2020 gravelling program.
- Commissioned the overhead fill at the bulk water outlet in Nisku.
- Continued involvement in regional initiatives:
 - Edmonton Metropolitan Region Board – supported Mayor and Councillors at 17 EMRB meetings
 - Intermunicipal Planning Framework – Framework approved and a memorandum of agreement is signed and in place among Leduc County, City of Edmonton, and City of Beaumont
 - Leduc County/City of Leduc IDP – Project charter drafted and is under review
 - Significant effort undertaken to advance the Regional Agriculture Master Plan project, including a great deal of work to coordinate input into the project with rural partners and extensive administrative at the working group and subcommittee levels.
- Brand guidelines rolled out organizationally in March and strategy finalized.

Revenues and expenditures



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	1	Residential parcel	2.87	\$60,976	5	Rural Residential	\$625,000
2	1	Residential parcel	2 to 3	\$82,042	4	Residential/Multi-lot Subdivisions	\$765,000
	1	Farmland	155	\$6,284		Large Rural Parcel	\$925,000
3**	1	Farmland	155	\$4,098	3	Diamond & Royal Oaks	\$964,750
4	2	Farmland	135-145	\$3,669	1	Rural Residential	\$612,500
5	0				1	Large rural parcel	\$325,000
6	1	Farmland	130	\$3,146	0		
7	4	Farmland	90-155	\$3,360	0		
Nisku	1	Industrial	2.10	\$525,000	6	Industrial/Commercial	3,147,500
Total sales	12				20		

** Division 3 does not include Nisku Business Park

2019 Q1 Vacant Sales 16

2019 Q1 Improved Sales 20

Nisku vacancy rates

Nisku Business Park vacancy rates continue to hover around the 6% range.

Rental rates are ranging from \$10 to \$15 per square foot depending on property type and size of the building.

Q2 will undoubtedly see increased vacancy rates and downward pressure on rental rates.

Development highlights

Project	Update
Amazon	Exterior cladding in progress; underground plumbing in progress; some concrete floors are poured; interior office framing started
Edmonton International Airport Central Utilities Plant	Most of the structural work was completed in February and March; the mechanical and electrical have been ongoing
Destiny Bioscience facility	Construction suspended, waiting for revised design plans and financing
Monarch Lands (York Realty)	Exterior canopy under review and will possibly be changed to an addition with a solid side wall, but with open ends for vehicle pass through and loading; roof and walls progressing on the two buildings
Aurora Polaris (Distribution Centre)	Partial occupancy approved for metro and processing offices in the SW corner of the building
One Properties (commercial/industrial lease bay facility)	Steel framing has been erected; exterior cladding underway.
Nickel Properties	Office building being constructed on existing foundation
Lotron Industries Canada	Addition construction started; foundation and walls up

Permits

Development permits

	2019 Q1 Totals	2020 Q1 Totals	2020 YTD
Received	58	40	40
Issued	48	33	33
Refused	1	3	3
Processing	9	4	4
Closed/withdrawn	0	0	0

Building permits

	2019 Q1 Totals	2020 Q1 Totals	2020 YTD
Issued	54	45	45
Construction value	\$14,561,456	\$14,131,690	\$14,131,690
Fees	\$99,148	\$94,110	\$94,110

Safety codes permits

	2019 Q1 Issued	2020 Q1 Issued	2020 YTD Issued	2019 Q1 Fees	2020 Q1 Fees	2020 YTD Fees
Electrical	132	107	107	\$31,701	\$31,362	\$31,362
Gas	102	72	72	\$11,773	\$9,516	\$9,516
Plumbing	46	57	57	\$5,814	\$6,707	\$6,707
Private sewage	8	12	12	\$1,087	\$2,023	\$2,023
Total	288	248	248	\$50,375	\$49,608	\$49,608

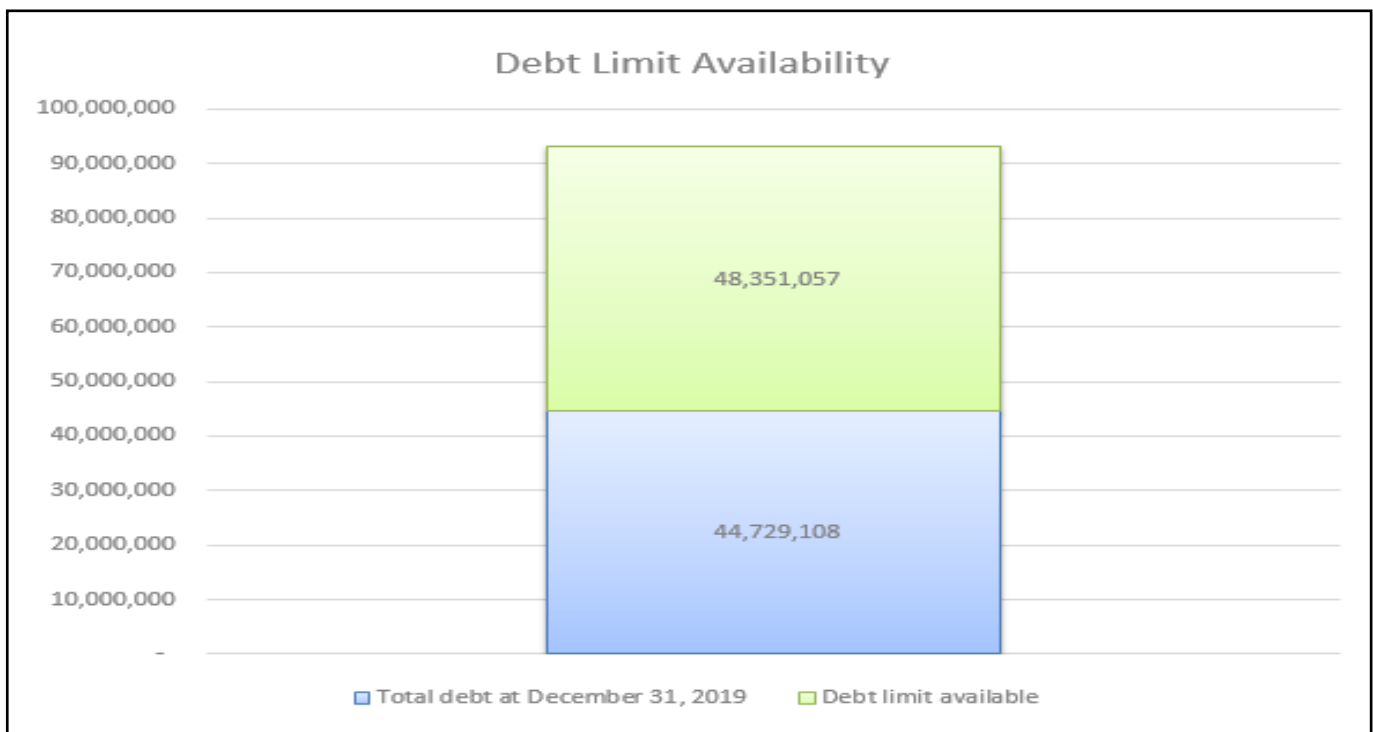
Health and Safety

- Not myself today, mental health support program rolled out to all staff.
- Completed the annual internal safety audit.
- Hired a replacement temporary Health and Safety Coordinator.
- A safety officer was appointed as part of the ECC activation in March.
- Supported the ECC Safety Officer with the development and roll out Covid-19 safe work practices to the organization.
- Reviewed and updated the terms of reference for the Joint Health and Safety Committee.

Whistleblower complaints

	Q1 Total	YTD
Number of complaints received	0	0

Debt service limit



2020 budget includes \$1,700,000 of debenture borrowing for the construction of a new East District Fire Station



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: Service areas

Corporate leadership

- Provides oversight of county departments, programs and services.
- Maintains balanced and responsive budgets.
- Continues to build a corporate culture that values customer service, fairness, equity and transparency.
- Motivates and inspires the organization to engage in strategic visioning.
- Provides support to council governance.
 - Oversees actions needed to turn council's vision and priorities into reality.
 - Supports council in municipal government matters.
 - Provides advice and guidance to council.
- Responds to residents and businesses.
 - Responds to citizen concerns in a timely manner.
 - Encourages the community to participate in the civic process.

Communications

- Ensures messages and strategies are supportive of civic participation and align with council's strategic plan and county priorities.
- Provides 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.
- Protects the county's reputation, corporate identity and brand.
- Plans, develops and disseminates 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.
Corporate 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 a corporate culture that inspires staff to excel in their roles and contribute to organizational success.
Goal 6	Corporate priority Continue to enhance internal communication practices to support the organization's strategic and operational goals.

3: Department Highlights

- Activation of Emergency Coordination Centre (ECC) on March 11 due to Covid-19 pandemic.
 - ECC activated for a total of 54 days
 - County Manager Office staff fulfilled the ECC roles of Command, Logistics Section Chief, Liaison Officer, Risk Officer, Finance Section Chief, Public Information Officer and Scribe for the duration of the activation
 - County Manager Office staff worked over 938 hours guiding the work of the ECC
- Executive Leadership Team (ELT) held in-person meetings with all departments to discuss the results from the staff satisfaction survey and gather input for planning the 2020 staff appreciation event.
- Continued work to evaluate the invitation to participate for the Regional Transit Services Commission with a council vote on February 25 to continue exploring the potential of Leduc County's participation.
- Rolled out a paid-on-call firefighter satisfaction survey and communicated results back.
- County Manager involvement along with the Mayor in a rural municipalities caucus which includes Leduc County, Strathcona County, Parkland County and Sturgeon County.
- Created three videos – two Mayoral messages and one internal staff information message.
- Brand guidelines rolled out organizationally in March and strategy finalized.

4: Action Plan

Goal 1

Promote the county's enriched quality of life and business opportunities.

Strategy 1.1

Deliver on our brand strategy to enhance, promote and market the county's philosophy, corporate culture and brand.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Roll out of new brand standards.	Q1 2020		2020 action plan developed. <ul style="list-style-type: none">Brand guideline document finalized.Brand guidelines rolled out to organization on March 6.
	Q4 2020		2020 identified actions completed.
Provide training for brand ambassador program.	Q1 2020		Initial training completed. <ul style="list-style-type: none">Training video finalized.Roll-out delayed due to public health restrictions.New video-conference approach to training will be completed throughout the remainder of 2020.

Strategy 1.2

Ensure efficient use of resources to maximize economic development opportunities.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Examine current economic development investment and adjust where needed to maximize benefit to Leduc County and the region.	Q1 2020		Hiring of a new agriculture-focused economic development officer funded by grant dollars (two-year term position). <ul style="list-style-type: none">Position filled January 27.

Strategy 1.3

Promote Leduc County's services and recreational opportunities to residents.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Develop a resident guide.	Q1 2020		Guide distributed to new residents and available on our website. <ul style="list-style-type: none">• Project not yet initiated.

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	Target dates	Status at March 31 2020	Identified deliverables with status update
Hold chief administrative officers meetings with other local municipalities to discuss regional matters/initiatives.	Q4 2020		One meeting held each quarter. <ul style="list-style-type: none">• Various meetings held throughout Q1.
Coordinate joint council meetings with other local municipalities.	Q4 2020		Four meetings held. <ul style="list-style-type: none">• Joint council meeting held with the City of Leduc on February 18 to discuss Regional Transit Services Commission.

Strategy 2.2

Advocate and build relationships with other levels of government and agencies to raise awareness for Leduc County initiatives.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Lobby for grant support of Leduc County projects and initiatives.	Ongoing		Successful grant applications. <ul style="list-style-type: none">• Successful application for the new Provincial Family Resource Network to support FCSS programming in Leduc County.• Summary of successful grant applications included in Planning & Development's operational report.

Strengthen relationships with other orders of government.	Ongoing		<p>Increased levels of participation.</p> <ul style="list-style-type: none"> • Manager of Assessment participated in the provincial Well, Pipeline, and Machinery and Equipment model review as a member of the RMA contingent. Municipal Affairs will present the finalized report to the Minister. • Collaboration with Provincial Operations Centre during the Covid-19 emergency activation.
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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	Target dates	Status at March 31 2020	Identified deliverables with status update
Develop guide to support the public participation policy.	Q2 2020		<p>Report to council and consistent application of framework across the organization.</p> <ul style="list-style-type: none"> • Project initiated in Q2.
Host events to allow citizens to connect with council.	Q3 2020		<p>A minimum of two events held.</p> <ul style="list-style-type: none"> • Planning for a Leduc County day was initiated in Q1. • Initiative cancelled given impact of pandemic.
Establish citizen and/or business focus group(s) that can be called upon to gather feedback on various issues and initiatives.	Q2 2020		<p>Focus group(s) established.</p> <ul style="list-style-type: none"> • Initiative on hold given impact of pandemic.
Conduct the citizen satisfaction survey.	Q3 2020		<p>Findings report presented to council.</p> <ul style="list-style-type: none"> • Written survey completed. • Plan for roll-out being reconsidered given pandemic.

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	Target dates	Status at March 31 2020	Identified deliverables with status update
Review of organizational structure effectiveness.	Q2 2020		Review current fleet practices and prepare a multi-year corporate-wide fleet management strategy.
Evaluate achievement of deliverables for the 2018-2021 Strategic Plan.	Q1 2020		February 2020 workshop held for a strategic plan review. <ul style="list-style-type: none">Workshop held Feb 11.
	Ongoing		Quarterly report presented to council. <ul style="list-style-type: none">Updates to be integrated into quarterly reporting.
Examine current processes that could be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	Q2 2020		Identify current processes that could be done differently.
	Q4 2020		Change current processes to improved processes.
Enhance the service-based budget model that was first introduced for our 2020 budget.	Q4 2020		Review of 2020 budget process and incorporate improvements for the 2021 budget.
Establish website governance committee to oversee continuous evaluation of the website effectiveness.			Administrative governance committee established. <ul style="list-style-type: none">Website governance will be established as part of the terms of reference for the IT governance committee.

Strategy 4.2

Ongoing evaluation of fiscal management practices.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Review tax revenue sharing agreement with the City of Leduc.	Q3 2020		Revised agreement approved by both councils. <ul style="list-style-type: none">Meeting held with City of Leduc on January 28th, 2020.

			<ul style="list-style-type: none"> Subsequent meeting on March 10 cancelled by the City of Leduc.
Enhance the three-year operating budget and 10-year capital plan.	Q4 2020		2021 budget approved by council.
Advance asset management (AM) practices of the organization.	Q1 2020		Reassignment of current staff position to an AM corporate focus. <ul style="list-style-type: none"> Hiring freeze on this new position given pandemic.
	Q2 2020		Create a multi-year AM strategy.
	Q3 2020		AM plan to inform 2021 budget.

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	Target dates	Status at March 31 2020	Identified deliverables with status update
Create opportunities to support team building.	Q3 2020		County-wide staff appreciation event held. <ul style="list-style-type: none"> Held in-person meetings with all departments and garnered feedback on the annual event. Options being examined given public health restrictions due to pandemic.
Develop and deliver on an action plan based on staff satisfaction survey completed in Q4 2019.	Q1 2020		Action plan created. <ul style="list-style-type: none"> Action plan to be developed in Q2.
	Q4 2020		2020 actions completed. <ul style="list-style-type: none"> Continued work on the employee compensation project. Roll-out of mental health initiative. SMT worked on the development of corporate philosophy on compensation, learning and leaves. Conducting a records management and Onbase review.

Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
County Manager's Office participation in health and safety initiatives, such as toolbox meetings and site inspections.	Q4 2020		10 activities attended per year. <ul style="list-style-type: none">• Debrief held upon completion of the Health and Safety audit• Two staff attended the Director of Emergency Management course on February 24.• Attended department safety meetings.

Goal 6

Continue to enhance internal communication practices to support the organization's strategic and operational goals.

Strategy 6.1

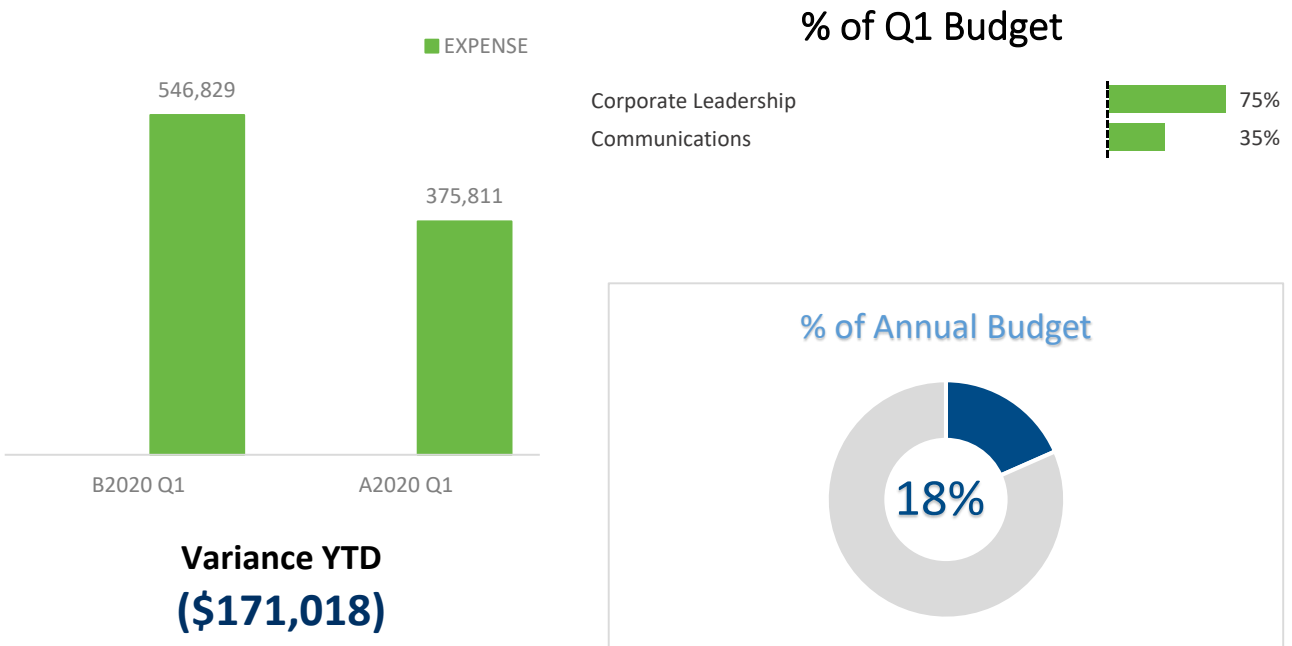
Create foundational communications documents.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Create a crisis communications plan to support emergency management preparedness.	Q3 2020		An approved plan. <ul style="list-style-type: none">• Project was initiated in collaboration with a NAIT Disaster and Emergency management student whose final project was to develop a municipal crisis communications plan.• Staff supervised and mentored NAIT student in the development of their final project.
Create a strategic communications plan.	Q4 2020		An approved plan.

COUNTY MANAGER'S OFFICE

Q1 - 2020 Financial Reporting

Department Head: Duane Coleman



Corporate Leadership

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	1,467,999	367,664	324,851	(42,813)	88%	22%
GENERAL SERVICES-CONTRACTED	322,194	98,213	22,389	(75,824)	23%	7%
GOODS,SUPPLIES & MATERIALS PURCH,	460	90	162	72	180%	35%
Total Expense	1,790,653	465,967	347,401	(118,566)	75%	19%
Surplus/(Deficit)	(1,790,653)	(465,967)	(347,401)	118,566	75%	19%

Variance

- Earnings & benefits
 - Two vacant positions for Q1.
- General services - contracted
 - Legal and professional services have been lower than anticipated.
 - Purchasing E-Scribe was scheduled for March but project has been delayed.

COUNTY MANAGER'S OFFICE

Q1 - 2020 Financial Reporting

Communications

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	214,242	66,862	24,966	(41,896)	37%	12%
GOODS,SUPPLIES & MATERIALS PURCH.	37,500	14,000	3,443	(10,557)	25%	9%
Total Expense	251,742	80,862	28,409	(52,453)	35%	11%
Surplus/(Deficit)	(251,742)	(80,862)	(28,409)	52,453	35%	11%

Variance

- *General services - contracted*
 - Advertising costs have been less than anticipated.
 - Media training for staff was postponed due to Covid-19 and video production has been completed internally in Q1.
 - The County Chronicle was not sent out in Q1, therefore postage costs were under budget.
 - Orders for business cards, greeting cards, comment cards, etc. with new brand visuals were not ordered in Q1 as planned.
- *Goods, supplies & materials purchased*
 - Promotional materials were not purchased for events that were cancelled or not attended.
 - The County Chronicle was not produced in Q1 so printing costs were under budget.



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: Service areas

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.
- Responsible for maintaining the ownership and sales records of all properties within Leduc County.
- Provides customers, property owners, real estate and valuation professional's information and support to understand the assessment process and outcomes.
- Engages with all customers in order to have a full understanding of the market and economic conditions present within the Leduc County region.
- Supports the taxation function as it relates to assessment to ensure consistent tax base to facilitate Leduc County initiatives.
- Supports all departments with property information and market perspective, as required.
- Provides education and insight into the assessment process and legislation for administration, council and county departments.



2: Strategic Priorities

Goal 1	Strategic priority – Agricultural innovation and support for local food Provide fair and equitable assessments for agriculture related businesses and educate ratepayers about the potential assessment implications as it relates to these value-added ventures.
Goal 2	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 3	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 ratepayers and stakeholders in order to understand the market trends and pressures.
Goal 4	Strategic priority – Regional leadership Collaborate 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 5	Update the county-owned land inventory.
Goal 6	Review the role of Leduc County in taking intervener status and/or active participant with Designated Industrial Property (DIP) appeals.

4: Department Highlights

- Completed the 2019 Assessment Roll and successfully reported to the Asset program. The initial provincial audit report for residential and non-residential assessment levels are 99% and 100% respectively.
- Commenced the general re-inspections for the season in a modified manner due to Covid-19 restrictions. Assessment staff are utilizing 2019 aerial photographs and reviewing properties and files in order to determine if there are significant property changes. Plans for further confirmation of any property changes are being developed. We anticipate making specific appointments for each annual inspection that is required.
- Continued monitoring of real estate market conditions and the number of properties that have transferred due to bankruptcy.

5: Action Plan

Goal 1

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 1.1

The agriculture industry is further diversifying and becoming more complex. The Assessment department will continue to build our awareness of changing trends in the industry and familiarize ourselves with some of the specialized agriculture industries in Leduc County. A level of expertise in this area is required in order for the department to determine when an agriculture related industry becomes assessable and taxable.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Build further awareness and understanding of agricultural industry trends.	Q3 2020		Incorporate knowledge of agricultural trends to prepare appropriate agriculture assessments and communicate possible assessment changes to ratepayers.
Arrange for specific property tours and attend seminars on cannabis production in order to gain knowledge of the cannabis industry and delineate between growing and processing.	Q2 2020		Utilize knowledge to produce cannabis facility assessments that are appropriately reflective of the agriculture and/or commercial use of the property.

Goal 2

Analyze the level of change in Designated Industrial Property (DIP) assessment base and develop a mitigation strategy.

Strategy 2.1

Leduc County will cease to have a role in assessing the DIP properties within our jurisdiction.

This significant assessment policy change could have multiple impacts on the assessment base for Leduc County. Possible concerns are:

- Limited access to meaningful and timely DIP assessment information which impacts our ability to project budgets.
- Relationships with DIP owners and Leduc County may become more distant thereby effecting our ability to respond to ratepayer needs.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Develop a strategy to analyze DIP assessment base.	Q3 2020		Ensure that DIP assessments are accurate, fair and equitable.

Goal 3

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 3.1

The Assessment department is committed to strong customer relations and engagement. We will continue to focus on connecting with our customers to confirm property information and gain insight into their business so that we may produce an assessment that is fair and equitable.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Partner with Economic Development and other stakeholders to develop an interactive business map for the Nisku Business Park.	Q4 2020		Gather all required business information and data to compile a map. Complete analysis of all requirements for the production and maintenance of an interactive map.

Goal 4

Collaborate 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 4.1

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. Involvement at this level and capacity provides useful networking opportunities in which we are able to share knowledge and influence assessment processes.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
The assessors will be active members of Alberta Assessors Association (AAA).	2020		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">• Manager of Assessment Services is Chair of the Practice Review Committee of the AAA for 2020.• An Assessor also participated on the 2020 Conference Committee but this event was cancelled.• All Assessors participated in the online version of the Annual General Meeting of the AAA.

Goal 5

Update the county-owned land inventory.

Strategy 5.1

An updated county owned land inventory list with historical property background will act as a reference document for Leduc County staff. A robust listing can provide further guidance in the possible utilization of any county owned land.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Update county-owned land inventory with historical property background.	Q4 2020		An updated and continually maintained internal document for corporate use.

Goal 6

Review the role of Leduc County in taking intervener status and/or active participant with Designated Industrial Property (DIP) appeals.

Strategy 6.1

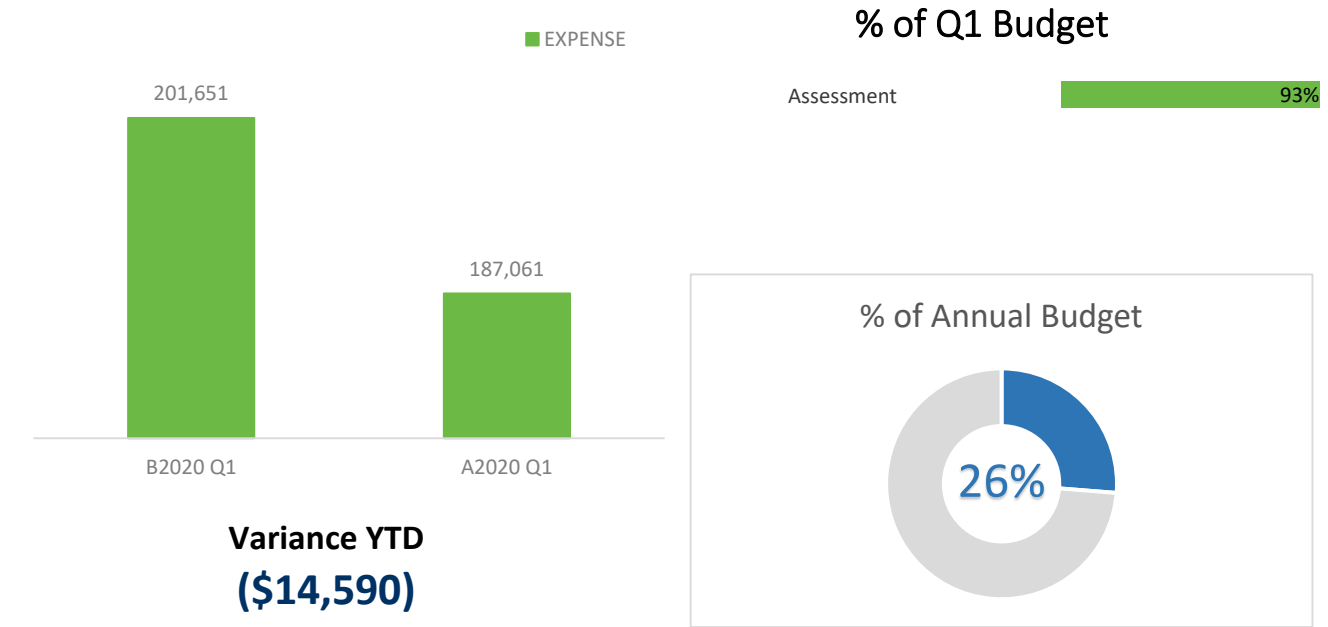
Develop a framework that guides Leduc County's involvement and actions in the DIP appeal process.

Actions	Target dates	Status at March 31 2020	Deliverables and/or Key Performance Indicators
Complete a risk analysis of possible DIP/Linear appeals and seek legal advice as to an appropriate course of action in terms of taking intervener status/active participant status	Q2 2020		Guidelines that direct Leduc County's level of involvement and participation in DIP/Linear appeals.

ASSESSMENT

Q1 - 2020 Financial Reporting

Department Head: Karen Burnand



Assessment

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	650	-	-	-	0%	0%
Total Revenue	650	-	-	-	0%	0%
EARNINGS & BENEFITS	627,652	161,191	163,132	1,941	101%	26%
GENERAL SERVICES-CONTRACTED	79,975	39,355	19,670	(19,685)	50%	25%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,320	1,105	83	(1,022)	7%	2%
FINANCIAL SERVICE CHARGES	-	-	4,177	4,177	0%	0%
Total Expense	712,947	201,651	187,061	(14,590)	93%	26%
Surplus/(Deficit)	(712,297)	(201,651)	(187,061)	14,590	93%	26%

Variance

- General services - contracted
 - The annual computerized assessment system fees were lower than anticipated.
 - Fees budgeted for Designated Industrial Property assessment analysis and confirmation have not been utilized to date.
 - Payment of assessor membership fees was delayed until Q2.
 - A change in accounting for leased vehicles has reclassified lease expenses to financial service charges.



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: Service areas

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.
- Administers and supplies administrative summer coverage for the organization.
- Provides administrative support to the various business units within Corporate Services and the director, as required.
- Coordinates, tracks, reports and provides oversight of all insurance claims for the county.
- Coordinates and provides support for employee events and recognition, corporate events, and Corporate Services team planning sessions.
- Provides custodial services in Leduc County municipal offices and ensures workspaces and common areas meet customer service standards.
- 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 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.

Facilities and fleet

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

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.

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

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.

Information technology (IT)

- Develops and maintains IT policies, procedures, workflows, and network and business systems architecture, which ensures data governance, assurance and security.
- Executes the procurement, maintenance and support of all hardware components, the network infrastructure, telephone and all other equipment required 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.
- Partners with all lines of business to provide innovative, forward-thinking technology solutions to meet business and county needs.
- Works with business areas to identify business needs and/or challenges.

Records management

- Provides leadership, support and guidance in the records management lifecycle, ensuring the efficient storage, retrieval, retention and destruction of corporate records.
- Ensures records are scanned and filed as per the approved file structure

2: Strategic and Corporate Priorities

Goal 1	We utilize best practices in corporate governance to efficiently and effectively support the organization's achievement of its business objectives.
Goal 2	We support the business needs of the organization by providing safe, secure, innovative and sustainable systems.

3: Department Highlights

- Cyber security training rolled out to staff.
- Microsoft upgrades including exchange upgrades and Teams rollout completed.
- Information Technology Project Manager hired.
- Recruit Right online job application management system rolled out.
- Not Myself Today, mental health support program rolled out to staff.
- Activation of Emergency Coordination Centre (ECC) on March 11 due to Covid-19 pandemic.
 - ECC activated for a total of 54 days over Q1 and Q2
 - Director fulfilled the ECC role of Operations Section Chief for majority of the activation with extensive support from Information Technology, Safety and Human Resources staff
 - Corporate Services staff worked over 544 hours supporting the work of the ECC

4: Action plan

Goal 1

We utilize best practices in corporate governance to efficiently and effectively support the organization's achievement of its business objectives.

Strategy 1.1

Implement the year one recommendations from the Employee Compensation Review.

Actions	Target dates	Status at March 31, 2020	Deliverables and/or key performance indicators
Develop, review and roll out recommended compensation procedures.	Q1		Compensation procedure document(s) are completed and rolled out. <ul style="list-style-type: none">• Employee compensation review not yet completed.
Implement the year one recommendations from the Employee Compensation Review.	Q1		Adjust/develop human resources procedures regarding pay and benefits administration to reflect recommendations from the compensation review. <ul style="list-style-type: none">• Employee compensation review not yet completed. Adjust/develop recruitment, performance management and employee development procedures to reflect the

			<p>recommendations from the compensation review.</p> <ul style="list-style-type: none"> Employee compensation review not yet completed.
Roll out the new compensation tool and procedures to all employees.	Q1		<p>Compensation training sessions for staff and management are completed.</p> <ul style="list-style-type: none"> Employee compensation review not yet completed. <p>All staff are provided with letters specific to their compensation adjustment (if applicable).</p> <ul style="list-style-type: none"> Employee compensation review not yet completed.

Strategy 1.2

Implement the year one recommendations from the Training and Development Strategic Plan.

Actions	Target dates	Status at March 31, 2020	Deliverables and/or key performance indicators
Develop, review and roll out recommended training and development procedures.	Q1		<p>Training and development procedures and relevant forms are created.</p> <ul style="list-style-type: none"> Training and development forms and procedures are completed. <p>Information sessions for staff are completed.</p> <ul style="list-style-type: none"> Information sessions for staff have been deferred due to Covid-19.
Develop individualized training plan templates.	Q1		<p>Templates are created and reviewed with senior management.</p> <ul style="list-style-type: none"> Templates were completed and reviewed by senior management.
Train supervisors and managers on the individualized training plan procedure and timelines.	Q1		<p>Training sessions are completed for all supervisory staff.</p> <ul style="list-style-type: none"> Training sessions have been deferred due to Covid-19.
Training and development plans are completed for all employees.	Q2		<p>A training and development plan is completed and signed off for all employees.</p>

Goal 2

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

Strategy 2.1

Implement the year one recommendations from the Information Technology (IT) Strategic Plan.

Actions	Target dates	Status at March 31, 2020	Deliverables and/or key performance indicators
Align IT resources to the approved strategic plan.	Q1		Resources are aligned to ensure completion of strategic recommendations. <ul style="list-style-type: none">Completed with the hiring of a Project Manager in April.
Perform IT infrastructure assessments.	Q1		A network/bandwidth assessment has been completed. <ul style="list-style-type: none">A vendor has been chosen and the project is expected to be completed at the end of Q2.
Review IT policies and procedures and develop new applicable procedures.	Q2		A framework and procedures have been reviewed and developed. <ul style="list-style-type: none">The policy and procedures framework was completed in Q1.Procedures are being drafted and will be completed by the end of Q4.
Develop an IT disaster recovery plan and test.	Q4		An IT technology disaster recovery plan has been developed.
Develop a digital information plan.	Q4		A digital information plan has been developed.
Perform an OnBase assessment.	Q4		OnBase assessment has been completed. <ul style="list-style-type: none">OnBase assessment started in Q2 and is anticipated to be finished ahead of schedule in Q3.

Strategy 2.2

Implement the year one recommendations from the Cyber Security Review.

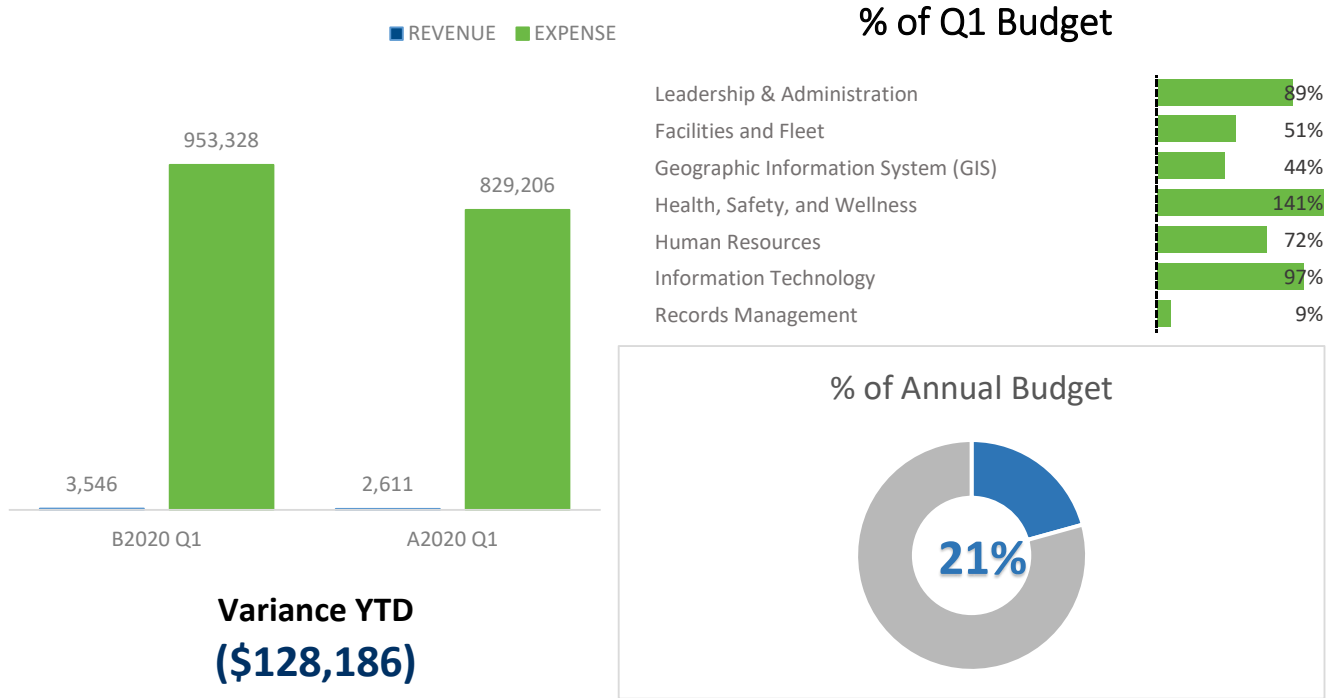
Actions	Target dates	Status at March 31, 2020	Deliverables and/or key performance indicators
Develop the security awareness program.	Q1		The security awareness program has been completed. <ul style="list-style-type: none">The security awareness program was developed in Q1.
Develop security procedures.	Q1		Security incident response procedures are completed.

			<ul style="list-style-type: none"> Security incident response procedures have been drafted and are currently being reviewed with anticipated completion in Q2.
Implement staff cybersecurity training.	Q2		<p>Two training sessions delivered in 2020.</p> <ul style="list-style-type: none"> The first cyber security training sessions rolled out in Q1. The second cyber security training session will be rolled out in Q2.
Develop and implement IT asset and configuration management plan.	Q3		<p>IT asset and configuration management plan created.</p> <p>Software purchased and installed; documentation created, and training delivered.</p>

CORPORATE SERVICES

Q1 - 2020 Financial Reporting

Department Head: Roseanne Hall



Leadership & Administration

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	3,400	900	1,323	423	147%	39%
OTHER REVENUE FROM OWN SOURCES	1,000	200	145	(55)	72%	14%
Total Revenue	4,400	1,100	1,468	368	133%	33%
EARNINGS & BENEFITS	2,249,934	554,155	488,233	(65,922)	88%	22%
GENERAL SERVICES-CONTRACTED	223,546	52,984	53,181	197	100%	24%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,040	1,865	437	(1,428)	23%	6%
Total Expense	2,480,520	609,004	541,851	(67,153)	89%	22%
Surplus/(Deficit)	(2,476,120)	(607,904)	(540,383)	67,521	89%	22%

Variances

- Earnings & benefits
 - There were two vacant positions in Q1.

CORPORATE SERVICES

Q1 - 2020 Financial Reporting

Facilities and Fleet

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	450	112	-	(112)	0%	0%
OTHER REVENUE FROM OWN SOURCES	9,336	2,334	6,143	3,809	263%	66%
Total Revenue	9,786	2,446	6,143	3,697	251%	63%
GENERAL SERVICES-CONTRACTED	222,392	44,031	31,947	(12,084)	73%	14%
GOODS,SUPPLIES & MATERIALS PURCHASED	185,362	44,483	18,267	(26,216)	41%	10%
RESERVES,TRANSFERS & GRANTS	69,386	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	333,691	-	-	-	0%	0%
Total Expense	810,831	88,514	50,214	(38,300)	57%	6%
Surplus/(Deficit)	(801,045)	(86,068)	(44,072)	41,996	51%	6%

Variances

- *General services - contracted*
 - HVAC maintenance was postponed to Q2 due to COVID-19.
- *Goods, supplies & materials purchased*
 - The Q1 invoice for electricity had not been received at the time of this report.
 - Furniture replacements originally planned for Q1 will be completed in Q2.

Geographic Information System (GIS)

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	18,461	12,479	5,210	(7,269)	42%	28%
PURCHASES FR OTHER GOV & AGENCIES	7,000	1,752	1,067	(685)	61%	15%
Total Expense	25,461	14,231	6,277	(7,954)	44%	25%
Surplus/(Deficit)	(25,461)	(14,231)	(6,277)	7,954	44%	25%

Variances

- *General services - contracted*
 - Registrations are under budget because training sessions were cancelled due to COVID-19.
 - Cash flow of GIS mapping updates; budgeted in Q1 but costs will be incurred in Q4.

CORPORATE SERVICES

Q1 - 2020 Financial Reporting

Health, Safety, and Wellness

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	38,108	7,713	2,564	(5,149)	33%	7%
GOODS,SUPPLIES & MATERIALS PURCHASED	30,016	7,379	18,651	11,272	253%	62%
Total Expense	68,124	15,092	21,215	6,123	141%	31%
Surplus/(Deficit)	(68,124)	(15,092)	(21,215)	(6,123)	141%	31%

Variances

Goods, supplies & materials purchased

- Employee corporate wear was purchased in Q1. Funds carried forward from 2019 to fund this purchase had not been recorded in the 2020 budget at the time of this report.

Human Resources

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	41,750	18,750	15,545	(3,205)	83%	37%
GOODS,SUPPLIES & MATERIALS PURCHASED	19,050	3,600	575	(3,025)	16%	3%
Total Expense	60,800	22,350	16,120	(6,230)	72%	27%
Surplus/(Deficit)	(60,800)	(22,350)	(16,120)	6,230	72%	27%

Variances

- No significant variances.

CORPORATE SERVICES

Q1 - 2020 Financial Reporting

Information Technology

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	-	-	-	-	0%	0%
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	375,238	170,529	132,226	(38,303)	78%	35%
GOODS,SUPPLIES & MATERIALS PURCHASED	149,100	29,498	60,935	31,437	207%	41%
Total Expense	524,338	200,027	193,161	(6,866)	97%	37%
Surplus/(Deficit)	(524,338)	(200,027)	(193,161)	6,866	97%	37%

Variances

- *General services - contracted*
 - License renewal fees were lower than anticipated for a number of software programs.
 - Copier usage fees were lower than anticipated due to the number of employees working from home in Q1.
 - Many courses and conferences were cancelled for Q1 due to COVID-19.
- *Goods, supplies & materials purchased*
 - Replacement computers were ordered earlier than anticipated due employees working remotely.
 - Microsoft upgrades began earlier than expected due to higher technology demands.

Records Management

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	6,740	1,610	368	(1,242)	23%	5%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,500	2,500	-	(2,500)	0%	0%
Total Expense	14,240	4,110	368	(3,742)	9%	3%
Surplus/(Deficit)	(14,240)	(4,110)	(368)	3,742	9%	3%

Variances

- *General services - contracted*
 - Did not attend conferences or other planned training due to staff vacancy in records management in Q1.
- *Goods, supplies & materials purchased*
 - Supply purchases were less than anticipated due to staff vacancy in records management in Q1.



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: Service areas

Financial services

- Adheres to regulatory compliance and oversees internal controls to safeguard assets and mitigate risks to the organization.
- Leads 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 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.
- 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 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.
- Provides accurate and timely compensation in a confidential manner while supporting the organization through education and awareness.

Administrative services

- Oversight of centralized purchasing process relating to corporate stationery, postage, coffee services, and external audit services.



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.

3: Department Goals

Goal 1	Enhance financial and organizational sustainability.
Goal 2	Support the business needs of the organization by providing accurate, timely, secure and innovative systems.
Goal 3	Improve efficiencies within the department by utilizing technology where available.

4: Department Highlights

- Numerous 2019 year-end reports presented to council.
- The external auditor completed all on-site work.
- Completed 2019 year-end remuneration reconciliations and 412 T4s.
- Adoption by council of the Financial Management and Signing Authority policies.
- Collaborated with senior administration to implement measures to provide support to residents and businesses given the impact of Covid-19.
- Assessed the potential financial impacts of the Covid-19 pandemic to the Municipality and provided recommendations to senior administration on potential mitigation measures.

5: Action Plan

Goal 1

Enhance financial and organizational sustainability.

Strategy 1.1

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

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Continue audit of internal control processes.	Q4 2020		Internal audit report completed for three departments. <ul style="list-style-type: none">• Research of department revenues and preliminary work complete.• Department meetings will be held in Q2 and Q3.
Research collection agency options.	Q1 2020		Selection of a collection agency. <ul style="list-style-type: none">• Options reviewed and agency selected.

Strategy 1.2

Continue to develop long-term financial planning models.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Continue to enhance the five-year capital plan by identifying and analyzing factors such as inflation, growth rates and other influencing factors.	Q4 2020		Development of long-range plan utilizing appropriate factors.

Strategy 1.3

Continue review of financial policies.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Research information on optimal reserve balances and revise reserve policy as needed.	Q4 2020		A revised reserve policy approved by council. <ul style="list-style-type: none">Preliminary research in progress.

Goal 2

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

Strategy 2.1

Continue to enhance department reporting and reorganize data.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Establish new quarterly reporting templates that align with service-based budgeting.	Q2 2020		Completion of 2020 quarter one reporting.
Continue to build on and enhance the service based budget model.	Q4 2020		Approved 2021 interim budget.

Goal 3

Improve efficiencies within the department by utilizing technology where available.

Strategy 3.1

Enhance department reporting by implementing internal efficiencies.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Implement cheque-scanning technology for onsite deposits.			Utilization of cheque-scanning technology. <ul style="list-style-type: none">Set up and training on new software completed in Q1.
Enhance reporting of payroll statistics to management.	Q1 2020		Regular automated reports to senior management. <ul style="list-style-type: none">Customized, automated reports created and being utilized.

Strategy 3.2

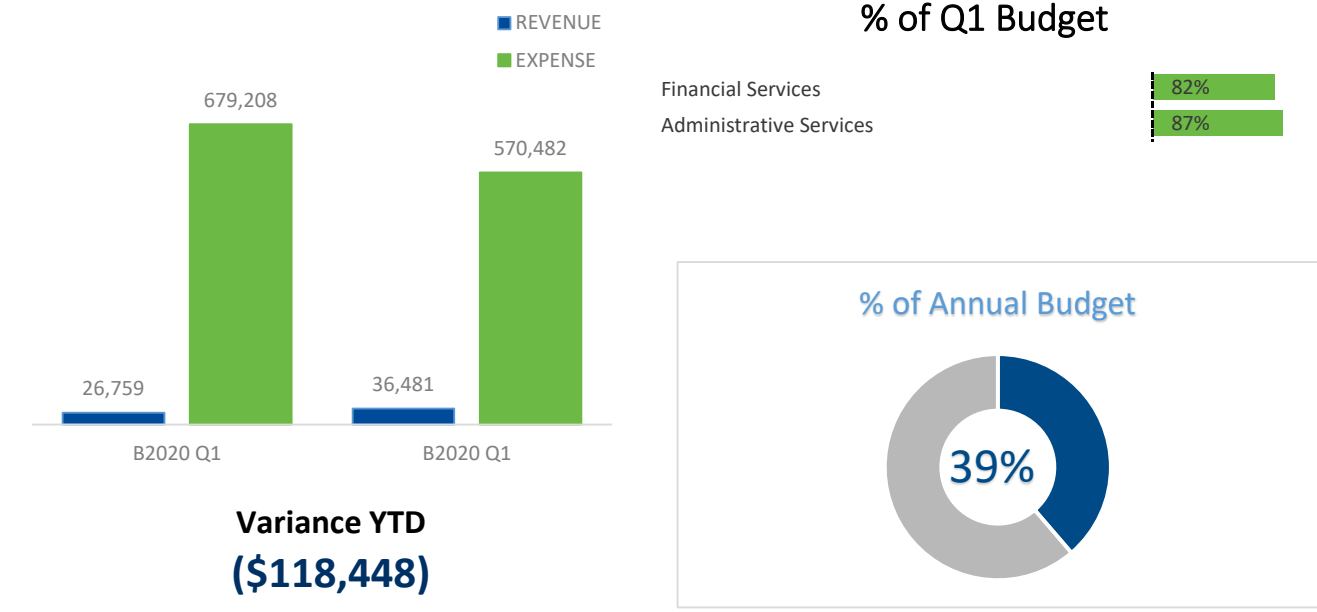
Enhance customer service by expanding payment options.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Develop an administrative procedure for corporate acceptance of credit card payments.	Q1 2020		Acceptance of credit card payments according to approved procedure. <ul style="list-style-type: none">Draft administrative procedure completed and is currently under review.
Examine how financial transactions are being processed to determine where customer service can be enhanced.	Q3 2020		Implementation of processes that enhance customer service.
Examine e-commerce solutions for credit card payments online.	Q4 2020		Rollout solutions as warranted. <ul style="list-style-type: none">Training completed with the website developers to utilize the new website for online payments.Set up merchant account to accept online payments.Initial meetings held to discuss procedures for processing online payments.

FINANCE

Q1 - 2020 Financial Reporting

Department Head: Natasha Wice



Financial Services

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	551,070	750	750	-	100%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	33,500	8,259	10,112	1,853	122%	30%
OTHER REVENUE FROM OWN SOURCES	150,600	17,250	25,241	7,991	146%	17%
OTHER TRANSACTIONS	13,012	-	-	-	0%	0%
Total Revenue	748,182	26,259	36,103	9,844	137%	5%
EARNINGS & BENEFITS	1,054,353	287,561	285,509	(2,052)	99%	27%
GENERAL SERVICES-CONTRACTED	183,068	154,542	147,796	(6,746)	96%	81%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,650	2,100	706	(1,394)	34%	27%
RESERVES,TRANSFERS & GRANTS	737,350	207,350	112,458	(94,892)	54%	15%
Total Expense	1,977,421	651,553	546,469	(105,084)	84%	28%
Surplus/(Deficit)	(1,229,239)	(625,294)	(510,366)	114,928	82%	42%

Variances

- Reserves, transfers & grants
 - A portion of the grants to organizations were budgeted in Q1 and paid in Q2.

FINANCE

Q1 - 2020 Financial Reporting

Administrative Services

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	2,000	500	378	(122)	76%	19%
Total Revenue	2,000	500	378	(122)	76%	19%
<i>GENERAL SERVICES-CONTRACTED</i>	91,950	12,580	8,623	(3,957)	69%	9%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	51,600	12,900	12,276	(624)	95%	24%
<i>FINANCIAL SERVICE CHARGES</i>	8,970	2,175	3,114	939	143%	35%
Total Expense	152,520	27,655	24,012	(3,643)	87%	16%
Surplus/(Deficit)	(150,520)	(27,155)	(23,634)	3,521	87%	16%

Variances

- No significant variances



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: Service areas

Corporate leadership and administration

- Provides programs to our residents to support agricultural production within Leduc County, with positive effect to the environment.
- Recognizes and champions the importance of agriculture for its economic, environmental and community contributions and commit to its long-term viability in the county, region and province.
- Promotes agricultural production while abiding by provincial acts regarding weeds, pests, soil conservation, livestock disease, water and the environment.
- Manages agricultural drainage to support the flow of water through Leduc County's licensed waterways.

Agricultural drainage

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

Crop pest control

- Conducts inspections for agronomic pests to mitigate the effects of provincially-declared pests, such as clubroot of canola, blackleg of canola and *Fusarium graminearum*.
- Educates growers on Leduc County's pest control policy requirements and, when necessary, enforce compliance under the provincial *Agricultural Pests Act*.

Equipment maintenance and fabrication

- Ensures that Agricultural Services equipment and facilities are maintained or replaced and in working order to effectively run programs.
- Builds and repairs office furniture, small facilities, county signs, and other fabrication projects.

Local food and horticulture

- Supports Leduc County residents by being a resource to develop and strengthen their capacities as local food producers.
- Connects with food consumers to develop more self-reliant and resilient food networks in the region.
- Hosts and supports local initiatives that increase grower and consumer awareness of local food.



- Supports social licensing initiatives to build public trust for the second largest industry in Alberta – agriculture.
- Is a conduit for information relating to horticultural pests and disease issues affecting trees and garden vegetables.
- Advocate and supports agricultural educational opportunities for youth.

Roadside vegetation management

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

Sustainable agriculture program

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

Weed control

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

Wild animal pest control

- Supports livestock producers by managing predatory coyotes and providing beaver control work to mitigate effects on Leduc County's infrastructure and productive agricultural lands.
- Manages the program for control of Richardson's ground squirrels on agricultural land and the northern pocket gopher.

2: Strategic Priorities

Strategic priority – All	
Goal 1	Strategic priority – Agricultural Innovation and Support for Local Food Develop a plan framework for supporting local food initiatives, small-holding agricultural activity and be an advocate for the agricultural industry.
Goal 2	Strategic priority – Enhanced Transportation Systems Improve transportation networks through vegetation control and partner projects with Road Operations.
Goal 3	Strategic priority – Regional Leadership Work with regional partners to elevate agriculture, protect agricultural land and support regional agricultural initiatives.

3: Department Highlights

- Refinement of Vegetation Management Plan to coordinate vegetation control with Road Operations activities. This includes a new program for spraying front slope of ditches to assist grading operations.
- Development of GIS layers to track and co-ordinate daily activities for mowing and spraying programs.
- Due to pandemic, preliminary development of alternative delivery methods for Local Food and Sustainable Agriculture programs for residents, including online webinar creation and improved website content.

4: Action Plan

Goal 1

Develop a plan framework to support local food initiatives, small-holding agricultural activity and be an advocate for the agricultural industry.

Strategy 1.1

Develop and implement a work plan for our Local Food program to bring attention to and foster local food opportunities in Leduc County.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Work with Planning and Development and Parks and Recreation to promote agri-tourism in Leduc County.	Q3-Q4 2020		Engage our residents and coordinate one networking event for those interested in local food and/or agri-tourism.
Advocate for the 2020 Alberta Farm Fresh Producers (AFFPA) Conference to be hosted in Nisku and support the event through conference sponsorship and in-kind coordination.	Q1 2020		Farm to Market to Table Conference in Nisku <ul style="list-style-type: none"> • Held February 27 and 28. • 124 participants on Day 1 and 82 participants on Day 2.

Coordinate seven local food workshops within Leduc County.	Q1 and Q4 2020		Seven workshops <ul style="list-style-type: none"> Feb 8 - Before the Plate screening and discussion (33 participants). Several workshops postponed due to Covid-19.
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Strategy 1.2

Be an advocate for the agricultural industry by continuing to roll out tactics that are embedded within the Agricultural Strategy and support the re-visioning of small-holding agriculture in Leduc County.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Deliver on the tactics that are embedded within our Agricultural Strategy that advocate for agriculture in Leduc County. <ul style="list-style-type: none"> Establish an advocacy group to promote agriculture on a county-wide basis. 	Q3 2020		Expand the Terms of Reference for the ASB Committee and how we could utilize that already established group.
Work with regional partners (Sturgeon County and Parkland County) and implement a targeted education and communication strategy focused on the importance of food and agriculture throughout the Edmonton Metropolitan Region.	Q2 2020		Communication plan developed. <ul style="list-style-type: none"> AdFarm was selected as the consulting partner for the development of the communications strategy. Public engagement begun by AdFarm with support from Leduc County staff.
Work with the Planning and Development department to develop policies, which support the re-visioning of small-holding agriculture in Leduc County.	Q4 2020		Determine agricultural permitted activities and animal units on small-holdings.

Goal 2

Improve transportation networks through developing and delivering a vegetation management plan in cooperation with Road Operations staff.

Strategy 2.1

Problem vegetation creates sightline, regular maintenance and snow trap issues for Road Operations staff and the travelling public.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Control brush with selective herbicides less than 10-feet high in intersections and in the right-of-way adjacent to the road to	Q3-Q4 2020		Ten intersections and 30 kms of roadside brush to be brushed and sprayed.

improve driving visibility and promote efficient drainage. <ul style="list-style-type: none"> 57 intersections identified and 10 brushed and followed up by spraying in 2019. 181 km roadsides were identified to be either brushed or sprayed and 31 km of those were sprayed in 2019. 			
Support the grading and shoulder pull program by controlling unwanted vegetation through the application of non-selective herbicides along roadsides.	Q2-Q3 2020		150 km to be completed.
Mow problem vegetation (reed canary grass, sweet clover) that affect operational maintenance and create sightline issues for our driving public.	Q2-Q4 2020		Targeting 500 km/month from June to September.
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 with regards to shoulder pulling.	Q3-Q4 2020		10 kms to be completed.

Goal 3

Work with regional partners to elevate agriculture, protect agricultural land and support regional agricultural initiatives.

Strategy 3.1

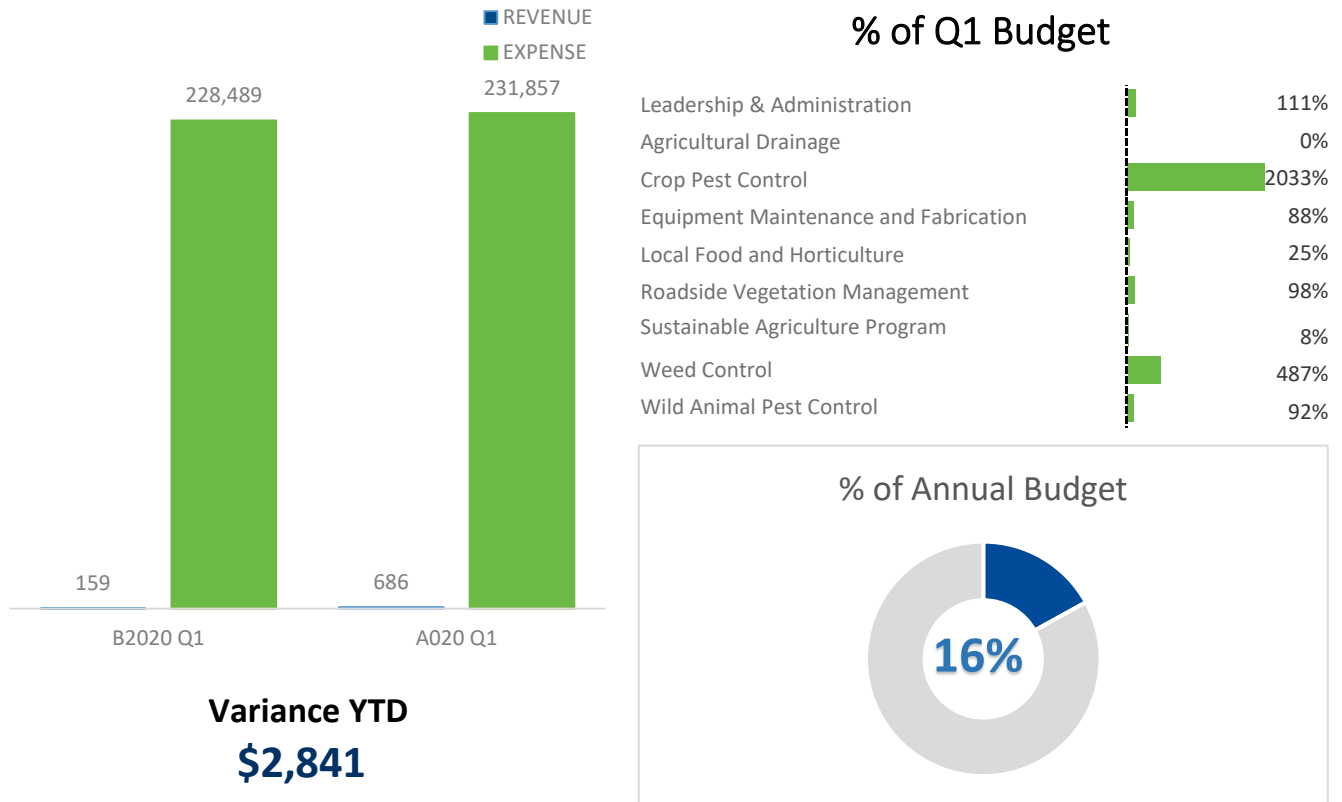
Working with members of the Edmonton Metropolitan Regional Board (EMRB), support the regional agricultural industry.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Provide technical expertise to the Regional Agricultural Master Plan (RAMP) task force.	Q4 2020		The RAMP task force develops specific agricultural-supportive policy boundaries; determine priority agricultural areas, special agricultural areas; and limit unnecessary conversion and fragmentation. Additionally, it will establish a consistent approach to food and agriculture throughout the EMRB.
Provide technical expertise to the RAMP task force to support the development of a Regional Land Evaluation Site Assessment (LESA) tool.	Q1- Q4 2020		Regional Land Evaluation Site Assessment (LESA) tool developed.

AGRICULTURAL SERVICES

Q1 - 2020 Financial Reporting

Department Head: Garrett Broadbent



Leadership & Administration

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	-	-	591	591	0%	0%
Total Revenue	-	-	591	591	0%	0%
EARNINGS & BENEFITS	485,986	114,103	115,326	1,223	101%	24%
GENERAL SERVICES-CONTRACTED	19,399	6,181	3,253	(2,928)	53%	17%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,400	180	212	32	118%	6%
RESERVES,TRANSFERS & GRANTS	22,500	1,757	17,499	15,742	996%	78%
Total Expense	531,285	122,221	136,290	14,069	112%	26%
Surplus/(Deficit)	(531,285)	(122,221)	(135,699)	(13,478)	111%	26%

Variances

- Reserves, transfers & grants
 - Cash flow of grant payments to individuals and organizations. Grants are budgeted throughout the year but the majority are paid in January.

AGRICULTURAL SERVICES

Q1 - 2020 Financial Reporting

Agricultural Drainage

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	1,500	-	-	-	0%	0%
Total Revenue	1,500	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	8,010	8,001	3	(7,998)	0%	0%
Total Expense	8,010	8,001	3	(7,998)	0%	0%
Surplus/(Deficit)	(6,510)	(8,001)	(3)	7,998	0%	0%

Variances

- General services - contracted
 - The County was not able to conduct drainage cleanouts due to weather conditions in Q1.

Crop Pest Control

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	53,522	-	4,999	4,999	0%	9%
GENERAL SERVICES-CONTRACTED	26,490	50	50	-	100%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,050	198	-	(198)	0%	0%
Total Expense	87,062	248	5,049	4,800	2033%	6%
Surplus/(Deficit)	(87,062)	(248)	(5,049)	(4,800)	2033%	6%

Variances

- No significant variances.

AGRICULTURAL SERVICES

Q1 - 2020 Financial Reporting

Equipment Maintenance and Fabrication

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	3,000	-	-	-	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	168,359	-	-	-	0%	0%
Total Revenue	171,359	-	-	-	0%	0%
EARNINGS & BENEFITS	118,030	31,040	28,125	(2,915)	91%	24%
GENERAL SERVICES-CONTRACTED	23,673	5,520	4,664	(857)	84%	20%
GOODS,SUPPLIES & MATERIALS PURCHASED	67,408	10,807	8,886	(1,921)	82%	13%
Total Expense	209,112	47,367	41,675	(5,692)	88%	20%
Surplus/(Deficit)	(37,753)	(47,367)	(41,675)	5,692	88%	110%

Variances

- No significant variances.

Local Food and Horticulture

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	9,820	1,175	828	(347)	70%	8%
GOODS,SUPPLIES & MATERIALS PURCHASED	6,500	3,571	340	(3,230)	10%	5%
Total Expense	16,320	4,746	1,168	(3,578)	25%	7%
Surplus/(Deficit)	(16,320)	(4,746)	(1,168)	3,578	25%	7%

Variances

- Goods, supplies & materials purchased
 - Due to COVID 19, the County was unable to host workshops planned for March.
 - Plants and planting supplies normally purchased in Q1 for County owned properties will be purchased in Q2.

AGRICULTURAL SERVICES

Q1 - 2020 Financial Reporting

Roadside Vegetation Management

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	291,285	-	3,792	3,792	0%	1%
GENERAL SERVICES-CONTRACTED	14,532	1,683	1,790	107	106%	12%
GOODS,SUPPLIES & MATERIALS PURCHASED	94,956	5,051	1,000	(4,051)	20%	1%
Total Expense	400,773	6,734	6,582	(152)	98%	2%
Surplus/(Deficit)	(400,773)	(6,734)	(6,582)	152	98%	2%

Variances

- No significant variances.

Sustainable Agriculture Program

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	8,481	-	-	-	0%	0%
Total Revenue	8,481	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	7,100	1,997	227	(1,769)	11%	3%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,000	1,379	58	(1,321)	4%	2%
Total Expense	10,100	3,375	286	(3,090)	8%	3%
Surplus/(Deficit)	(1,619)	(3,375)	(286)	3,090	8%	18%

Variances

- No significant variances.

AGRICULTURAL SERVICES

Q1 - 2020 Financial Reporting

Weed Control

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	8,000	-	-	-	0%	0%
Total Revenue	8,000	-	-	-	0%	0%
EARNINGS & BENEFITS	97,796	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	46,900	1,706	9,798	8,091	574%	21%
GOODS,SUPPLIES & MATERIALS PURCHASED	12,800	304	-	(304)	0%	0%
Total Expense	157,496	2,010	9,798	7,787	487%	6%
Surplus/(Deficit)	(149,496)	(2,010)	(9,798)	(7,787)	487%	7%

Variances

- General services - contracted
 - Weed inspection software licenses were paid in Q1 but budgeted in Q2.

Wild Animal Pest Control

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,500	141	95	(46)	68%	4%
OTHER REVENUE FROM OWN SOURCES	2,000	18	-	(18)	0%	0%
Total Revenue	4,500	159	95	(64)	60%	2%
EARNINGS & BENEFITS	108,731	27,173	27,743	570	102%	26%
GENERAL SERVICES-CONTRACTED	15,321	4,187	2,484	(1,703)	59%	16%
GOODS,SUPPLIES & MATERIALS PURCHASED	11,913	2,421	780	(1,641)	32%	7%
Total Expense	135,965	33,781	31,007	(2,774)	92%	23%
Surplus/(Deficit)	(131,465)	(33,622)	(30,911)	2,711	92%	24%

Variances

- No significant variances.



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: Service areas

Leadership and administration

- Provides overall management and supervision of the department and its programs including the enforcement of municipal bylaws and provincial legislation.
- Develops short- and long-term strategies, operational plans and budgets.
- Delivers community information campaigns and programs.
- Provides recommendations, activity reports, statistics and information to council and the Protective Services Committee.
- Assist Fire Services with emergency preparedness and disaster services programs.
- Monitors enhanced policing service contracts and coordinates with RCMP.

Bylaw and animal control

- Responds to public complaints regarding property concerns.
- Takes action to address unsightly premises determined to be detrimental to the community.
- Responds to and investigates dog control bylaw matters.
- Takes action to secure and, if necessary, impound dogs found to be at large.
- Liaises with rescue organizations to find homes for unclaimed dogs.

Enhanced policing

- Funds RCMP enhanced policing positions that benefit our residents, and ratepayers as follows:
 - general enhanced police officer with Leduc RCMP, who works solely in the Leduc County area of the Leduc RCMP detachment response area
 - crime analyst with Leduc RCMP; this position is cost-shared with the City of Leduc
 - school resource officer working in area schools
 - administrative position with Leduc RCMP detachment; this position is cost-shared with the City of Leduc
 - administrative position with Thorsby RCMP detachment; this position is cost-shared with the Town of Thorsby
 - other enhanced policing as requested or required



Regional training

- Hosts external training for other law enforcement agencies including a vehicle dimension and weights course and a speed detection instruments course.

Traffic safety

- Enforces county bylaws and provincial legislation in accordance with the policies set by council and the authorities obtained from the Government of Alberta.
- Assists Public Works and Engineering with the protection of transportation infrastructure.
- Issues warning tickets, violation tickets and offence tags, where appropriate, for infractions within the jurisdiction of Enforcement Services.
- Liaises with the various enforcement agencies associated with traffic enforcement within Leduc County.

2: Strategic Priorities

Goal 1	Strategic priority – enhanced transportation systems Promote and enhance traffic safety.
Goal 2	Strategic priority – enriched quality of life Assist emergency services (police, fire, EMS, emergency management).
Goal 3	Strategic priority – enriched quality of life Build and strengthen community relationships and support meaningful community engagement.
Goal 4	Strategic priority – enhanced transportation systems Promote public safety on bodies of water and off-highway lands.
Goal 5	Strategic priority – enriched quality of life Respond to property concerns and promote compliance.

3: Department Highlights

- Prepared action plan to assist Engineering & Utilities and Road Operations with the results of a Traffic Study conducted on Glen Park Road.
- Finalized cargo securement public awareness campaign.
- Presented results of electronic speed monitor devices to Protective Services Committee.
- Assisted Alberta Health Services with 6 complaints of non-compliance of Public Health Order in Leduc County.
- Director served as Safety Officer and Logistics Section Chief at the Leduc County's Emergency Coordination Centre from March 11 – April 21, 2020. During this time, Senior Peace Officer served as acting Enforcement Services Director.
- Director served as Health & Safety Coordinator during the final months of the position vacancy.
- The Bylaw Enforcement Officer position was successfully recruited and filled. This process merged the previous Animal Control Officer position and vacant Peace Officer position into one.

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	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Educate road users through traffic enforcement and interactions, and conduct high-visibility traffic operations in key areas.	Q4 2020		Conduct a minimum of 12 dedicated traffic operations per year. <ul style="list-style-type: none">Averaged 37 traffic operations per month in Q1.
Assist departments in protecting of the county's road infrastructure through the enforcement of road bans.	Q2 2020		Conduct a minimum of 40 patrols per month on banned roads during road ban season. <ul style="list-style-type: none">93 patrols averaged per month.Officers emphasize traffic safety, education and compliance during pandemic.
Support initiatives that focus on commercial vehicle safety, including commercial vehicle cargo securement.	Q4 2020		Conduct a minimum of 25 traffic stops for commercial cargo securement each year. <ul style="list-style-type: none">Education material produced in May.Provided educational materials for distribution to residents at our regional landfill and county transfer stations in conjunction with the 2020 cargo securement public awareness campaign.

Strategy 1.2

Respond to concerns and data from the Traffic Advisory Committee and general public, and record hot spots for occurrences and requests for increased patrols.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	Q4 2020		Conduct 15 patrols in hot spots (including subdivisions) per month. <ul style="list-style-type: none">Completed average of 90 hot spot patrols per month in Q1.

Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Provide traffic control for parades and special events such as Wizard Lake Canada Day Parade, Leduc Black Gold Parade, Calmar Fair Days Parade and Santa Claus Parade in the City of Leduc.	Q4 2020		Participate in special events during the summer peak season.

Goal 2

Assist emergency services (police, fire, EMS and emergency management).

Strategy 2.1

Respond to emergency public safety occurrences.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Assist with traffic control and scene safety at collisions, as requested.	Q4 2020		Statistics and ongoing updates provided to Protective Services Committee. <ul style="list-style-type: none">Averaged assisting with 6 emergency services events per month.
Assist police/fire/EMS and emergency management response to incidents, as requested.	Q4 2020		

Strategy 2.2

Collaborate in providing regional professional development opportunities, in accordance with Leduc County's strategic priority of "regional leadership."

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Host and instruct commercial vehicle dimension and weights enforcement course.	Q1 2020		Provide one dimension and weights instruction course per year. <ul style="list-style-type: none">Curriculum being revised for class forecasted for delivery in September.
Host and instruct traffic speed enforcement course.	Q3 2020		Provide one traffic speed enforcement course for the region per year.
Assess enhanced policing service levels and agreements.	Q3 2020		Assess enhanced policing service levels and agreements once per year.

Goal 3

Build and strengthen community relationships and support meaningful community engagement.

Strategy 3.1

Develop and maintain public relationships through awareness programs.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Participate in and support community special events, open houses, school presentations, and other community engagement opportunities in collaboration with other departments and agencies.	Q4 2020		Summary of activities provided to Protective Services Committee. <ul style="list-style-type: none">Revisions to the CPOPP being presented in May 2020 for approval.
Evaluate the Community Peace Officer Performance Plan (CPOPP), making amendments based on latest results and next-year projections.	Q4 2020		

Goal 4

Promote public safety on bodies of water and off-highway lands.

Strategy 4.1

Deliver summer boat/off-highway vehicle patrol program.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Promote boat safety through education, compliance and enforcement.	Q3 2020		Conduct a minimum of three boat patrols in the summer months.
Promote off-highway safety through education, compliance and enforcement.	Q4 2020		Conduct a minimum of three off-highway vehicle patrols in the summer months.

Goal 5

Respond to property concerns and promote compliance.

Strategy 5.1

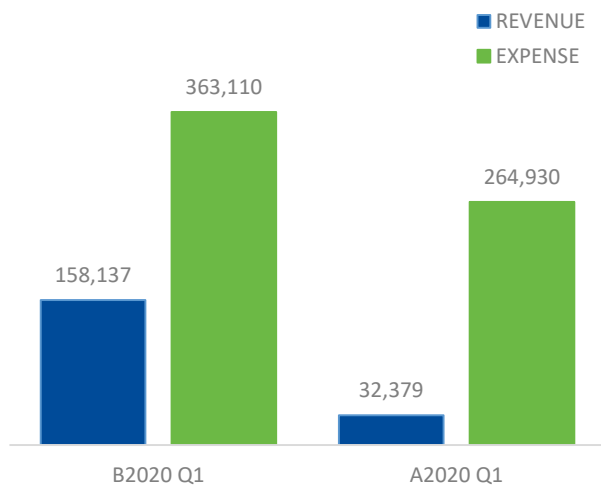
Address nuisance and unsightly premises.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2020		Respond to property complaints within three business days. Nuisance properties into compliance before the end of fall. <ul style="list-style-type: none">A total of 10 complaints being investigated in Q1.

ENFORCEMENT SERVICES

Q1 - 2020 Financial Reporting

Department Head: Clarence Nelson

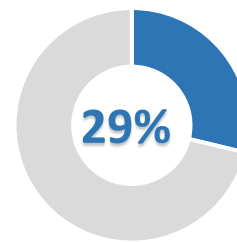


Variance YTD
\$27,578

% of Q1 Budget

Leadership & Administration	108%
Bylaw and Animal Control	168%
Enhanced Policing	30%
Training	0%
Traffic Safety	25%

% of Annual Budget



Leadership & Administration

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	3,000	750	-	(750)	0%	0%
OTHER TRANSACTIONS	162,000	40,500	-	(40,500)	0%	0%
Total Revenue	165,000	41,250	-	(41,250)	0%	0%
EARNINGS & BENEFITS	812,092	201,338	175,701	(25,637)	87%	22%
GENERAL SERVICES-CONTRACTED	59,540	15,409	14,323	(1,086)	93%	24%
GOODS,SUPPLIES & MATERIALS PURCHASED	55,664	13,914	14,483	569	104%	26%
Total Expense	927,296	230,661	204,507	(26,154)	89%	22%
Surplus/(Deficit)	(762,296)	(189,411)	(204,507)	(15,096)	108%	27%

Variances

- Other transactions
 - School resource officer position was vacant for Q1 and ended March 31. Therefore draws from reserves will not be required for 2020. This change will be reflected in the final budget adjustments.
- Earnings & benefits
 - 1 vacant position during Q1.

ENFORCEMENT SERVICES

Q1 - 2020 Financial Reporting

Bylaw and Animal Control

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
OTHER REVENUE FROM OWN SOURCES	10,034	2,509	447	(2,062)	18%	4%
Total Revenue	10,034	2,509	447	(2,062)	18%	4%
GENERAL SERVICES-CONTRACTED	39,560	13,937	21,144	7,207	152%	53%
GOODS,SUPPLIES & MATERIALS PURCHASED	240	60	-	(60)	0%	0%
RESERVES,TRANSFERS & GRANTS	3,300	825	-	(825)	0%	0%
Total Expense	43,100	14,822	21,144	6,322	143%	49%
Surplus/(Deficit)	(33,066)	(12,313)	(20,698)	(8,384)	168%	63%

Variances

- *General services - contracted*
 - Recruitment for the bylaw officer was delayed. Therefore the animal control contract was extended beyond January 31 as originally planned.

Enhanced Policing

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
PURCHASES FR OTHER GOV & AGENCIES	438,012	109,503	33,290	(76,213)	30%	8%
Total Expense	438,012	109,503	33,290	(76,213)	30%	8%
Surplus/(Deficit)	(438,012)	(109,503)	(33,290)	76,213	30%	8%

Variances

- *Purchases from other governments & agencies*
 - The school resource officer position was vacant for Q1.
 - Q1 invoices for the criminal analyst position, RCMP enhanced position and the Leduc detachment cost share position had not been received at the time of this report.

ENFORCEMENT SERVICES

Q1 - 2020 Financial Reporting

Training

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	5,604	1,401	-	(1,401)	0%	0%
Total Revenue	5,604	1,401	-	(1,401)	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,500	624	-	(624)	0%	0%
Total Expense	2,500	624	-	(624)	0%	0%
Surplus/(Deficit)	3,104	777	-	(777)	0%	0%

Variances

- No significant variances.

Traffic Safety

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
OTHER REVENUE FROM OWN SOURCES	451,508	112,977	31,933	(81,044)	28%	7%
Total Revenue	451,508	112,977	31,933	(81,044)	28%	7%
GENERAL SERVICES-CONTRACTED	30,000	7,500	5,989	(1,511)	80%	20%
Total Expense	30,000	7,500	5,989	(1,511)	80%	20%
Surplus/(Deficit)	421,508	105,477	25,944	(79,533)	25%	6%

Variances

- Other revenue from own sources
 - March fine revenue had not been received at the time of this report.
 - Less fine and permit revenue was collected than anticipated. Overall traffic in Leduc County and especially heavy traffic in Nisku Industrial Park has decreased from prior years. This has resulted in fewer high dollar traffic fines being issued.
 - There was an increased emphasis on bylaw enforcement which resulted in fewer hours being dedicated to traffic enforcement.



Family and Community Support Services 2020 Q1 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: Service areas

Leadership and administration

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

Annual Family and Community Support Services (FCSS) Program

- 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.
- 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.
- Completes simple income tax returns for seniors, people with disabilities and families/individuals with low income.

Bridges FASD (Fetal Alcohol Spectrum Disorder)

- Provides support to individuals who have been diagnosed or have strong indicators of FASD.
- Assists individuals to reduce the impacts associated with social determinants of health.
- Provides community education and awareness related to the prevention of FASD.

Early Intervention

Two programs fall within early intervention: Early Childhood Resource Program and Family Connections Home Visitation.

Early Childhood Resource Program

- Provides support services and programs to parents and early learning and care professionals for children less than six years of age.



- Assists caregivers to enhance understanding of child development and children's needs.
- Provides in-home support program for families with children less than six years of age.

Family Connections Home Visitation

- 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 needs.

Leduc Regional Parent Link Centre

- 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.

2: Strategic Priorities

Goal 1	Strategic Priority – Enriched Quality of Life Offer affordable county-sponsored programs and activities to all citizens.
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3: Department Goals

Goal 2	Improve the financial resources available to program and service delivery.
Goal 3	Improved communication of resources and service opportunities.
Goal 4	Increase partnership, collaboration and education of regional mental health and wellness needs, services and programs.
Goal 5	Continue to lead regional programs through consistent, collaborative and efficient services and programs.

4: Department Highlights

- The Social Framework visioning document approved by council.
- 45 tax returns filed through the Community Volunteer Income Tax Program.
- 2 families, 1 couple and 15 individuals accessed subsidized counselling services.
- The New Sarepta Women's Pavilion had 25 attendees to learn information and tips to deal with clutter at home.
- Established a partnership with "Senior's Without Walls". This is a phone group chat program to support seniors with mental health, social isolation and other related social supports. This program is administered through the South Edmonton Primary Care Network.
- Bridges supported 31 adults diagnosed or suspected of FASD to gain stability in their lives.
- Family Connections provided 148 home visits to 23 families identified as at risk and requiring additional support.

- 295 children attended drop in Parent Link play programs throughout the county.
- Early Childhood Resource program facilitated 7 workshops throughout the county related to child development and had over 120 participants in total.
- In March, we were informed that we received approval for a three year contract to host Family Resource Network programming for the region (excluding City of Leduc). This funding will replace the existing Parent Link, Home Visitation and Early Childhood Resource funding.

5: Action Plan

Goal 1

Offer affordable county-sponsored programs and activities to all residents.

Strategy 1.1

Ensure that all programs, events and services are affordable for low income residents.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Implement enhanced financial literacy training and workshop opportunities in all FCSS programs and services.	Q4 2020		<p>Support and partner in hosting financial literacy workshops in three communities. Include financial literacy support documents and materials in all parent-lead programs across the region.</p> <ul style="list-style-type: none"> • We have partnered with United Way to promote financial literacy programming in community libraries. • Additional programming is planned for fall 2020. • Financial literacy is included in upcoming Family Resource Network programs. • Financial planning is included in Senior's Without Walls programming of which we are a partner. <p>Include financial literacy training and materials in senior's week and all related community events.</p> <ul style="list-style-type: none"> • Seniors week and community awareness events are currently cancelled or delayed as a result of Covid-19. We are reviewing alternate ways to promote financial resources.

Goal 2

Improve the financial resources available to program and service delivery.

Strategy 2.1

Reduced reliance on grants and tax support for program assistance and community supports.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Explore opportunities to implement a not-for-profit association that will assist in future service provision for Leduc County.	Q2 2020		A report of opportunities, pros and cons will be presented to council for consideration. <ul style="list-style-type: none">This report to Council is currently being reviewed for future presentation.

Goal 3

Improved communication of resources and services to Leduc County residents.

Strategy 3.1

Develop and implement a communications plan for FCSS and Community Social Services.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Work in partnership with communications to ensure that we maximize opportunities to promote services and resources on Leduc County's website.	Q4 2020		An increased number of residents will access the Social Services website information in 2020. <ul style="list-style-type: none">A plan was drafted in Q1 and has been enhanced during the Covid-19 pandemic to ensure that residents have access to the information that they need. Web, social media, newspaper and mailouts are occurring regularly.
Promote the 211 phone line and website.	Q4 2020		An increased number of residents will be aware of the services offered by 211. <ul style="list-style-type: none">Promotion of 211 is regularly added to public information items and has been added as a community resource on the Leduc County website.

Goal 4

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

Strategy 4.1

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

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Continue efforts to improve public education and awareness of opioid risks and dangers.	Q4 2020		<p>Attend quarterly meetings with regional FCSS departments to prepare and develop shared community messaging.</p> <ul style="list-style-type: none">Regional meeting held in Q1 with efforts to enhance and promote awareness in 2020. <p>Host two community information sessions to increase community or partner association knowledge of opioids and their risks to the community.</p> <ul style="list-style-type: none">Events and activities are under review for Q4, once public activities are available. <p>Analyze three year statistical information provided by the province to determine the level of concern in Leduc County.</p> <ul style="list-style-type: none">Data is received quarterly or as requested by Leduc County. Analysis will be completed in Q4.

Strategy 4.2

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

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Continue conversations with regional partners and funding agencies to increase municipal mental health supports to this region.	Q4 2020		<p>Funding sources identified, action plan developed.</p> <ul style="list-style-type: none">\$20,000 has been received to support enhanced counselling and mental health support to Leduc County.Additional funding continues to be announced through emergency Covid-19 support. Funds are reviewed regularly.

Goal 5

Continue to lead regional programs through consistent, collaborative and efficient services and programs.

Strategy 5.1

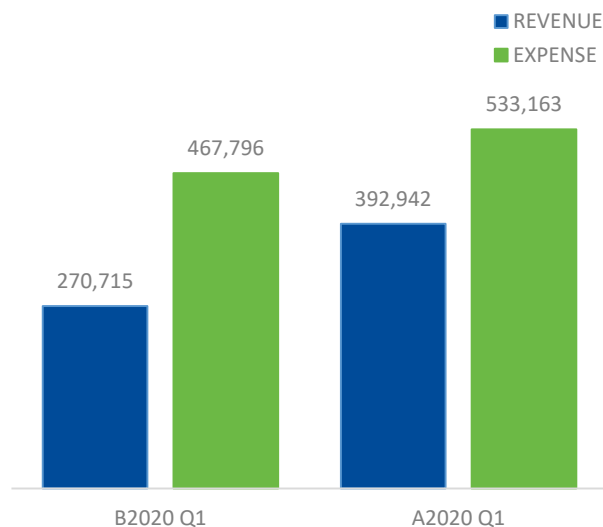
Ensure that all regional contracts and programs are meeting the needs of all communities and residents.

Actions	Target dates	Status at March 31 2020	Deliverables and/or key performance indicators
Continued conversations with Leduc and Beaumont to determine the most effective method of service provision to their residents through regional grant programs and services.	Q4 2020		Alternative funding models will be explored that share the cost of regional program service delivery. <ul style="list-style-type: none">Effective April 1, the City of Leduc will manage Family Resource Network (FRN) services for their municipality. Leduc County was successful in receiving a contract for all remaining areas of the region.

FAMILY AND COMMUNITY SUPPORT SERVICES

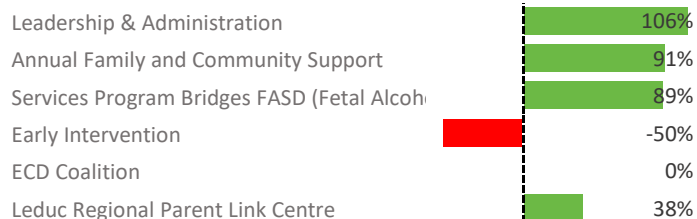
Q1 - 2020 Financial Reporting

Department Head: Dean Ohnysty

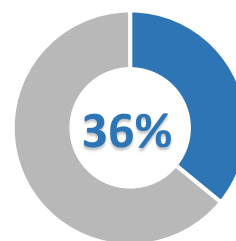


Variance YTD
(\$56,859)

% of Q1 Budget



% of Annual Budget



Leadership & Administration

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	-	-	1,500	1,500	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	474,774	118,692	118,695	3	100%	25%
Total Revenue	474,774	118,692	120,195	1,503	101%	25%
EARNINGS & BENEFITS	210,913	53,837	54,451	614	101%	26%
GENERAL SERVICES-CONTRACTED	6,750	2,122	280	(1,842)	13%	4%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,000	735	-	(735)	0%	0%
Total Expense	220,663	56,694	54,731	(1,963)	97%	25%
Surplus/(Deficit)	254,111	61,998	65,464	3,466	106%	26%

Variance

- No significant variances.

FAMILY AND COMMUNITY SUPPORT SERVICES

Q1 - 2020 Financial Reporting

Annual Family and Community Support

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,400	253	-	(253)	0%	0%
Total Revenue	2,400	253	-	(253)	0%	0%
EARNINGS & BENEFITS	392,873	98,934	98,208	(726)	99%	25%
GENERAL SERVICES-CONTRACTED	84,199	20,709	12,052	(8,657)	58%	14%
GOODS,SUPPLIES & MATERIALS PURCHASED	9,600	2,428	457	(1,971)	19%	5%
RESERVES,TRANSFERS & GRANTS	72,877	-	-	-	0%	0%
Total Expense	559,549	122,071	110,718	(11,353)	91%	20%
Surplus/(Deficit)	(557,149)	(121,818)	(110,718)	11,100	91%	20%

Variance

- No significant variances.

Services Program Bridges FASD (Fetal Alcohol Spectrum Disorder)

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
CONDITIONAL GRANTS FR OTHER GOV	219,607	21,748	25,058	3,310	115%	11%
Total Revenue	219,607	21,748	25,058	3,310	115%	11%
EARNINGS & BENEFITS	245,852	61,460	62,750	1,290	102%	26%
GENERAL SERVICES-CONTRACTED	15,220	4,349	1,592	(2,757)	37%	10%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,400	599	589	(10)	98%	25%
Total Expense	263,472	66,408	64,930	(1,478)	98%	25%
Surplus/(Deficit)	(43,865)	(44,660)	(39,872)	4,788	89%	91%

Variance

- No significant variances.

FAMILY AND COMMUNITY SUPPORT SERVICES

Q1 - 2020 Financial Reporting

Early Intervention

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	386,076	130,022	93,010	(37,012)	72%	24%
Total Revenue	386,076	130,022	93,010	(37,012)	72%	24%
EARNINGS & BENEFITS	383,167	96,610	97,805	1,196	101%	26%
GENERAL SERVICES-CONTRACTED	30,400	9,564	6,726	(2,838)	70%	22%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,250	802	87	(715)	11%	3%
Total Expense	416,817	106,976	104,619	(2,357)	98%	25%
Surplus/(Deficit)	(30,741)	23,046	(11,609)	(34,655)	-50%	38%

Variance

- Conditional grants fr other gov
 - Cash flow; funds were budgeted in the first 3 quarters but will be paid each quarter. 2020 payments are consistent with 2019 payments.

ECD Coalition

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	-	-	3,724	3,724	0%	0%
Total Revenue	-	-	3,724	3,724	0%	0%
GENERAL SERVICES-CONTRACTED	-	-	3,113	3,113	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	-	-	611	611	0%	0%
Total Expense	-	-	3,724	3,724	0%	0%
Surplus/(Deficit)	-	-	-	-	0%	0%

Variance

- No significant variances.

FAMILY AND COMMUNITY SUPPORT SERVICES

Q1 - 2020 Financial Reporting

Leduc Regional Parent Link Centre

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	449,942	-	150,955	150,955	0%	34%
Total Revenue	449,942	-	150,955	150,955	0%	34%
EARNINGS & BENEFITS	396,969	99,237	180,673	81,436	182%	46%
GENERAL SERVICES-CONTRACTED	59,402	14,863	12,361	(2,502)	83%	21%
GOODS,SUPPLIES & MATERIALS PURCHASED	6,200	1,547	1,407	(140)	91%	23%
Total Expense	462,571	115,647	194,441	78,794	168%	42%
Surplus/(Deficit)	(12,629)	(115,647)	(43,487)	72,160	38%	344%

Variance

- Conditional grants fr other gov
 - Funds were budgeted in Q2 but received in Q1.
- Earnings & benefits
 - Due to cash flow method used.



1: Department Services

1.1: Our mission

Leduc County Fire Services is driven by innovation and pride, and is forward thinking. We strive to provide safe, effective and quality services, including emergency response, emergency preparedness, fire prevention and disaster recovery in Leduc County.

1.2: Service areas

Leadership and administration

- Oversees safe, timely and appropriate fire service delivery through long-, medium- and short-term planning.
- Provides leadership, training and support to paid on-call firefighters in the county's four direct-control fire districts (Calmar, New Sarepta, Nisku and Thorsby fire districts).
- Maintains cost-share agreements for the fire service in three additional fire districts in Leduc County (Leduc, Millet and Warburg fire districts).
- Provides oversight of mutual-aid agreements, fire prevention, fire suppression, fire investigation and reporting, and maintains all-hazards emergency preparedness for large disasters.
- Develop and promote a healthy work environment, including a focus on mental health and increasing awareness and prevention of occupational diseases, to protect the safety and overall health of our firefighters.

Emergency management

- Provides oversight to the Municipal Emergency Plan and ensures readiness to respond to large-scale emergency events.
- Provides standardized training to Leduc County staff to ensure coordinated emergency response and emergency coordination center activation. We also plan and deliver regularly-scheduled tabletop exercises and live scenarios to ensure readiness.
- Collaborates with Alberta Emergency Management Association and other provincial and federal organizations to coordinate our emergency management approach.

Fleet and facilities

- Maintains a fleet of 64 vehicles and other small equipment by providing scheduled as well as non-scheduled urgent maintenance, as required, through a fleet coordinator and a fire equipment technician.
- Manages and maintains four county-owned fire stations, one regional fire training facility and two remote radio tower sites.
- Manages personal protective equipment used by paid on-call firefighters.



Operations

- Provides an effective firefighting force available to respond 24/7 in the county's four direct-control fire districts (Calmar, New Sarepta, Nisku and Thorsby fire districts); these districts include rural areas of Leduc County as well as the towns of Calmar and Thorsby.
- Provides assistance, when requested, in three additional fire districts in Leduc County (Leduc, Millet and Warburg fire districts).
- Provides assistance at large emergency events across the province, when requested and when available, while maintaining adequate coverage in the county's fire districts.

Public safety/education/safety codes

- Interprets and enforces the Alberta Fire Code and Alberta Safety Codes, and conduct fire prevention inspections, fire investigations, pre-fire planning and tank inspections for businesses storing fuel tanks.
- Educates the public about fire prevention through hosting fire prevention activities and conducting public safety education programs and initiatives.
- Reviews development permit applications to ensure compliance with the Alberta Fire Code and related regulations.

Training

- Provides firefighter training for Leduc County Fire Services' paid on-call firefighters to meet national firefighting standards.
- Hosts external training at the regional fire training facility at the Nisku Fire District Station.
- Long-standing member and leader with the South Capital Regional Firefighter Training Association, which provides grant-funded training to regional departments.

2: Strategic and Corporate Priorities

Goal 1	Develop and ensure compliance with first responder health and wellness programming.
Goal 2	Update department policies and procedures to ensure Leduc County Fire Services remains current in service delivery.
Goal 3	Improve fire prevention and community engagement.
Goal 4	Support development of one inclusive county-wide emergency management agency with improved interoperability of both emergency management and fire.

3: Department Highlights

- Early awareness of Covid-19 included monitoring the situation in late February, leading to full activation of our Emergency Coordination Centre on March 11. Activation included developing & implementing updated firefighter safety and response criteria and updated safe work practices.
- Developed preliminary design and concepts to prepare a Request For Proposal for the East District Fire Station.
- Completed recruitment drive and finalized the recruit training schedule for a March 31 start (delayed to June 1 due to Covid-19 restrictions)
- Supervised four NAIT Disaster and Emergency Management students for their final school projects: crisis communication plan, incident after action report, Emergency Social Services tabletop exercise, and a municipal Emergency Management training plan.
- Drafted a Request for Proposal for the implementation plan to support the Sub Regional Emergency Management agreement.

4: Action plan

Goal 1

Develop and ensure compliance with first responder health and wellness programming.

Strategy 1.1

Update health and wellness programming, recruitment process, development program and retention plan.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Enhance mental and physical support services for firefighters.	Q3 2020		Offer bi-annual voluntary physical and mental health checkups for firefighters, and offer peer support team training and support. <ul style="list-style-type: none">• Met with City of Edmonton to compare PEER program progress & updates.• Peer Team engaged with ongoing training, and activations.

			<ul style="list-style-type: none"> • Trauma care specialist third party contract drafted. • Process being developed for potential medical exams for firefighters.
In alignment with corporate policy, adopt a written departmental occupational health, safety and wellness policy for reducing firefighter exposure to carcinogens and other fire ground contaminants, and investigate the potential for an infection control program.	Q2 2020		Partner with doctor to expand our approach to physical and mental wellness and prevention. <ul style="list-style-type: none"> • Consulted doctor on wellness initiatives in light of Covid-19. • Structured a Health and Safety Fire sub-committee. First meeting was held in February. • Work will begin now that this group is structured.
	Q4 2020		With guidance from legislated requirements and National Fire Protection Association (NFPA) standards, develop assistive training and policies. <ul style="list-style-type: none"> • Developed a Hazard Identification Assessment Control (HIAC). • Had a cancer care consultant conduct a review in November 2019, which triggered us to adopt a number of cancer reduction initiatives, as per NFPA 1500, including our decontamination process, clean cab concept, air monitoring unit. • Ongoing training with firefighters and members of the Fire Services.

Strategy 1.2

Improve the firefighter recruit training program with a focus on risk reduction and safety.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Include additional focus on physical and mental wellness as part of the recruit training program.	Q2 2020		Firefighters are aware of procedures, guidelines and resources available to keep them healthy, both physically and mentally. <ul style="list-style-type: none"> • Incorporated into training material for June 2020 recruit class.
Investigate the potential for a comprehensive medical assessment as part of the recruitment process	Q4 2020		Ensure a healthy workforce. <ul style="list-style-type: none"> • Working with Occupational Health & Safety doctor and the University of

			Alberta on an updated medical assessment.
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Strategy 1.3

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

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Develop a firefighter working group investigate opportunities to reduce risk and lower the frequency and severity of any exposure.	Q2 2020		Develop gross decontamination procedure and educate firefighters. <ul style="list-style-type: none"> Complete and active as of Q1.

Goal 2

Update department policies and procedures to ensure Leduc County Fire Services remains current in service delivery.

Strategy 2.1

Review and update governing corporate directives and bylaws, as required.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Update Leduc County's Fire Service bylaw	Q3 2020		Revised bylaw approved by council. <ul style="list-style-type: none"> Draft is nearly complete for presentation to council.
Assist partner municipalities with revisions of their fire services bylaws.	Q3 2020		Provide suggested bylaw revisions to partner municipalities. <ul style="list-style-type: none"> Worked with Calmar to develop a revised bylaw in May 2020. Will be reviewed by Calmar council in Q3.
Update burning bylaw for Nisku Business Park	Q3 2020		Revised bylaw approved by council. <ul style="list-style-type: none"> Research has started on this initiative.
Investigate a regional quality management plan for all direct-control district communities.	Q4 2020		Regional quality management plan aligns with Alberta Safety Codes Council and clarifies the work we perform. In addition, it would increase interoperability within the safety codes area of Leduc County, including fire safety codes officers.

Develop a standard operating policies, procedures and guidelines manual and train staff to ensure awareness and compliance.	Q4 2020		Completed manual and training provided to firefighters.
Develop an updated Standards of Cover (Station Location Master Plan) document in preparation of current and future forecast growth in Leduc County.	Q4 2020		Standards of Cover document approved. <ul style="list-style-type: none"> RFP awarded and Darkhorse Solutions is working toward a Q4 deliverable.
Develop a Dress and Department Protocol handbook.	Q2 2020		Dress and Department Protocol handbook approved.

Goal 3

Improve fire prevention and community engagement.

Strategy 3.1

Further school outreach and delivery programs as a fire prevention and public education initiative.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Roll out the High School Cadet Program and promote program awareness in the community through partnership with Black Gold Regional Schools.	Q2 2020		High School Cadet Program rolled out locally. <ul style="list-style-type: none"> Not yet initiated, will be delayed due to Covid-19.
Participate in reading week and other school initiatives.	Q4 2020		Fire prevention officer attends reading week and/or other community events. <ul style="list-style-type: none"> An approval process is in place, which tracks audience outreach and tracks activities.

Strategy 3.2

Examine levels of service specific to medical events response with partner municipalities.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Discuss levels of service provided to partner municipalities with councils.	Q3 2020		Report to partner municipality councils.
Based on discussions with partner municipalities, if needed, prepare and present potential options to deliver desired levels of service.	Q4 2020		Update service agreement with Alberta Health Services and emergency medical services to align with levels of service expectations.

			<ul style="list-style-type: none"> • A temporary emergent dispatch protocol was put in place to address Covid-19 concerns. • Permanent implementation of this type of protocol to be discussed with Leduc County, Thorsby and Calmar councils.
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Goal 4

Support development of one inclusive county-wide emergency management agency with improved interoperability of both emergency management and fire.

Strategy 4.1

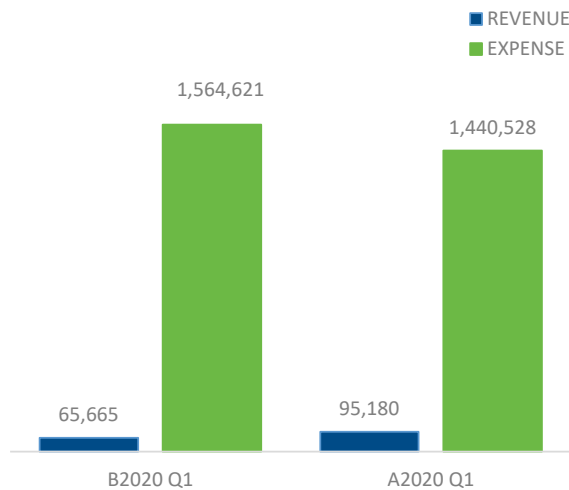
Develop a county-wide emergency management agency.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Provide oversight and direction to the investigation of a county-wide partnership allowing sustained emergency management, when required, to align with Bill 8 requirements.	Q4 2020		Partners signing an exploration agreement to further examine the opportunity for the sub-regional agency. <ul style="list-style-type: none"> • RFP for phase 1 closes May 29 2020.
Develop a long-term public education strategy on disaster preparedness for the residents and businesses of Leduc County.	Q4 2020		Disaster preparedness information is available on the Leduc County website. <ul style="list-style-type: none"> • Monthly emergency disaster topics posted on Leduc County Website up to February and then was suspended due to Covid-19 pandemic. • Public education strategy will resume once Covid-19 impacts have decreased.
Expand our participation in Emergency Preparedness Week.	Q2 2020		Organize a “be ready in case of” theme and an emergency management show-and-shine type event. <ul style="list-style-type: none"> • Information sent out for May 4-9 Emergency Preparedness week. • Show and shine event was cancelled due to Covid-19 pandemic.

FIRE SERVICES

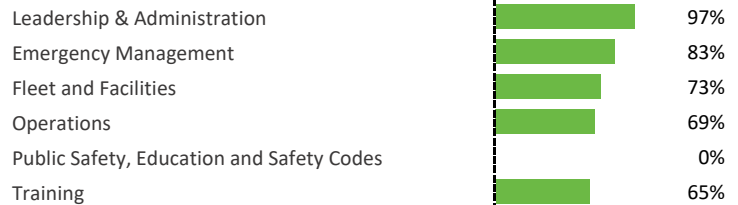
Q1 - 2020 Financial Reporting

Department Head: Keven Lefebvre

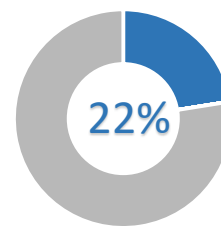


Variance YTD
(\$153,608)

% of Q1 Budget



% of Annual Budget



Leadership & Administration

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	196,618	-	-	-	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	1,600	399	-	(399)	0%	0%
OTHER REVENUE FROM OWN SOURCES	4,000	1,002	4,606	3,604	460%	115%
Total Revenue	202,218	1,401	4,606	3,205	329%	2%
EARNINGS & BENEFITS	1,245,946	310,172	315,150	4,978	102%	25%
GENERAL SERVICES-CONTRACTED	116,655	44,523	14,169	(30,354)	32%	12%
PURCHASES FR OTHER GOV & AGENCIES	94,100	7,042	1,750	(5,292)	25%	2%
GOODS,SUPPLIES & MATERIALS PURCHASED	25,850	6,750	4,289	(2,461)	64%	17%
RESERVES,TRANSFERS & GRANTS	2,890,021	727,005	727,005	-	100%	25%
FINANCIAL SERVICE CHARGES	239,449	-	-	-	0%	0%
Total Expense	4,612,021	1,095,492	1,062,364	(33,129)	97%	23%
Surplus/(Deficit)	(4,409,803)	(1,094,091)	(1,057,758)	36,333	97%	24%

Variances

- General services - contracted
 - Did not register for courses and conferences due to growing concerns over Covid-19.
 - The March phone invoices had not been received at the time of this report.
 - Mask fit testing was completed but coded to the County Manager's Office.

FIRE SERVICES

Q1 - 2020 Financial Reporting

Emergency Management

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO OTHER GOV</i>	20,000	-	-	-	0%	0%
<i>OTHER REVENUE FROM OWN SOURCES</i>	17,457	4,362	(1,179)	(5,541)	-27%	-7%
Total Revenue	37,457	4,362	(1,179)	(5,541)	-27%	-3%
<i>EARNINGS & BENEFITS</i>	-	-	6,325	6,325	0%	0%
<i>GENERAL SERVICES-CONTRACTED</i>	81,150	25,924	9,681	(16,243)	37%	12%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	22,000	5,484	5,213	(271)	95%	24%
Total Expense	103,150	31,408	21,219	(10,189)	68%	21%
Surplus/(Deficit)	(65,693)	(27,046)	(22,398)	4,648	83%	34%

Variances

- *Earnings & benefits*
 - Earnings related to the COVID-19 response.
- *General services - contracted*
 - Invoices for Q1 dispatching fees were not received at the time of this report.
 - Annual servicing of generator equipment was postponed at the time of this report.
 - Scenario training was postponed due to COVID-19 and will be rescheduled for Q2 or Q3.

Fleet and Facilities

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	52,700	13,173	14,302	1,129	109%	27%
Total Revenue	52,700	13,173	14,302	1,129	109%	27%
<i>GENERAL SERVICES-CONTRACTED</i>	262,315	65,384	60,109	(5,275)	92%	23%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	558,605	139,602	94,401	(45,201)	68%	17%
Total Expense	820,920	204,986	154,510	(50,476)	75%	19%
Surplus/(Deficit)	(768,220)	(191,813)	(140,208)	51,605	73%	18%

Variances

- *Goods, supplies & materials purchased*
 - Clothing and uniforms for new recruits were not ordered until Q2.
 - Winter tire purchases were postponed to Q2 due to the longer winter season.
 - Fuel costs were lower than anticipated due to low fuel prices.
 - Shop supplies were less than anticipated.
 - Retention and service award costs were under budget due to changes in the fire commissioner's office. The provincial government is longer issuing service awards. The County will hold a recognition event and hand out service awards for firefighters once larger gatherings are allowed.

FIRE SERVICES

Q1 - 2020 Financial Reporting

Operations

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	154,500	38,619	77,451	38,832	201%	50%
Total Revenue	154,500	38,619	77,451	38,832	201%	50%
EARNINGS & BENEFITS	711,177	176,210	178,736	2,526	101%	25%
GENERAL SERVICES-CONTRACTED	1,300	1,300	900	(400)	69%	69%
PURCHASES FR OTHER GOV & AGENCIES	75,000	18,750	8,583	(10,167)	46%	11%
GOODS,SUPPLIES & MATERIALS PURCHASED	12,250	3,058	503	(2,555)	16%	4%
Total Expense	799,727	199,318	188,721	(10,596)	95%	24%
Surplus/(Deficit)	(645,227)	(160,699)	(111,270)	49,428	69%	17%

Variances

- Sale of goods & svcs to individuals
 - The County responded to a higher number of motor vehicle collisions than anticipated.
- Purchases fr other gov & agencies
 - Mutual aid costs were less than anticipated.
 - The March cost share invoice from the City of Leduc had not been received at the time of this report.

Public Safety, Education and Safety Codes

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	3,000	732	-	(732)	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,000	3,500	-	(3,500)	0%	0%
Total Expense	10,000	4,232	-	(4,232)	0%	0%
Surplus/(Deficit)	(10,000)	(4,232)	-	4,232	0%	0%

Variances

- Goods, supplies & materials purchased
 - Purchases for fire prevention activities were postponed due to COVID-19.

FIRE SERVICES

Q1 - 2020 Financial Reporting

Training

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO OTHER GOV</i>	30,000	7,500	-	(7,500)	0%	0%
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	2,450	610	-	(610)	0%	0%
Total Revenue	32,450	8,110	-	(8,110)	0%	0%
<i>GENERAL SERVICES-CONTRACTED</i>	76,400	19,079	11,072	(8,007)	58%	14%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	40,500	10,106	2,642	(7,464)	26%	7%
Total Expense	116,900	29,185	13,714	(15,471)	47%	12%
Surplus/(Deficit)	(84,450)	(21,075)	(13,714)	7,361	65%	16%

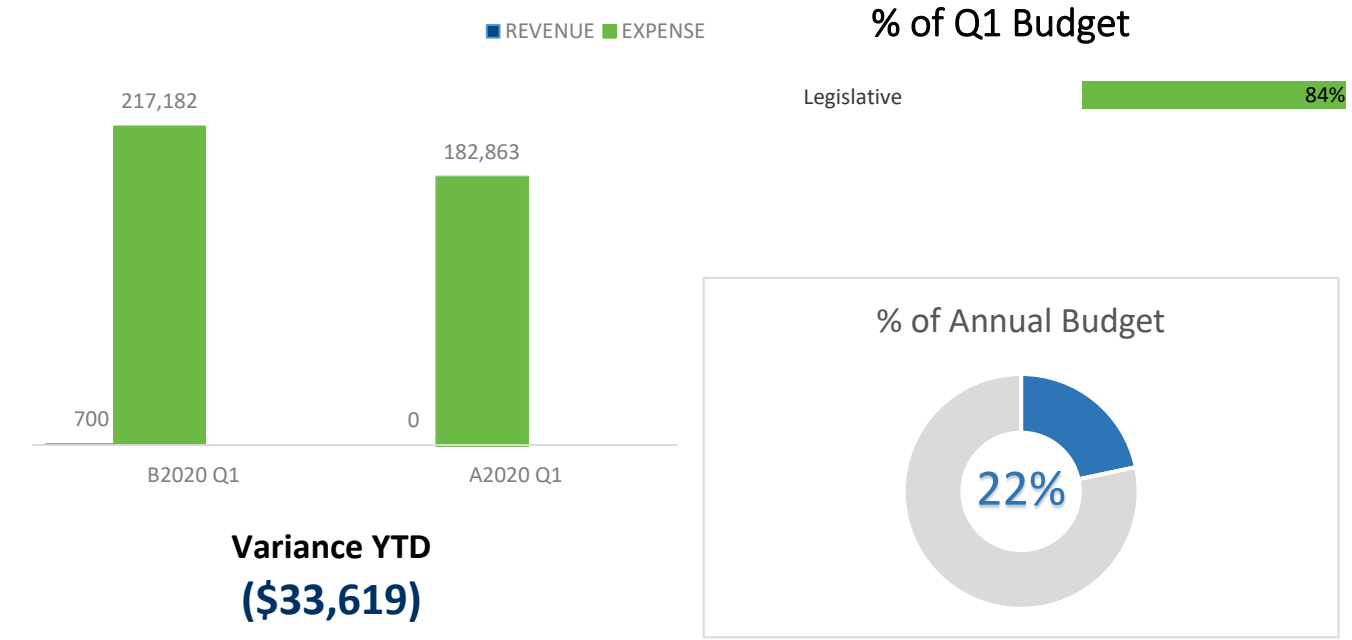
Variances

- No firefighter training courses were held due to winter weather conditions.

LEGISLATIVE

Q1 - 2020 Financial Reporting

Department Head: Natasha Wice



Legislative

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	700	700	-	(700)	0%	0%
Total Revenue	700	700	-	(700)	0%	0%
EARNINGS & BENEFITS	700,356	170,956	167,266	(3,690)	98%	24%
GENERAL SERVICES-CONTRACTED	131,780	44,186	15,597	(28,589)	35%	12%
GOODS,SUPPLIES & MATERIALS PURCHASED	11,860	2,040	-	(2,040)	0%	0%
Total Expense	843,996	217,182	182,863	(34,319)	84%	22%
Surplus/(Deficit)	(843,296)	(216,482)	(182,863)	33,619	84%	22%

Variances

- General services - contracted
 - Less than anticipated course and conference registrations in Q1.



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: Service areas

Leadership and administration

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

Parks service areas

Campgrounds

- Promotes campgrounds to residents and guests.
- Maintains parks that are safe and accessible to everyone.
- Develops strategic direction that prepares Leduc County to meet the future needs of parks.

Day-use

- Promotes parks day-use areas to residents and guests that encourage access to nature.

Recreation service areas

Cost shares

- Works collaboratively with neighbouring municipalities to provide quality programs and services to all residents.

Community development

- Provides support assistance to community associations and service providers that offer recreation and sports programs to Leduc County residents.
- Offers programs and services that meet community needs and are accessible, targeted and meet specific outcomes that promote health and wellness.

Library support

- Provides support to regional library boards, allowing residents to access programs and services.

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.

3: Department Highlights

- A revised Recreation and Library cost share agreement signed with the City of Beaumont.
- Initial meetings held with Canadian Energy Museum members as well as City of Leduc and Town of Devon staff to review possible municipal funding options.
- A successful Try it Festival held in partnership with the Wizard Lake Watershed Association on February 8.
- Seasonal postings and interviews performed in preparations of seasonal operations.
- Advertising, collection and reviews completed for certain recreation, arts and cultural grants. Final approvals delayed due to the Covid-19 pandemic.
- Continued support to various not for profit organizations and facilities in planning events and programs.

4: 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	Target dates	Status at March 31 2020	Identified deliverables with Status update
Develop a multi-year community vision for recreation and parks.	Q4 2020		<p>A recreation and parks vision document will be developed that guides the future direction of recreation, parks and community development services.</p> <ul style="list-style-type: none">• Initial meetings were held with staff.• Planned Q2 engagement events were delayed due to Covid-19 pandemic.• Stakeholder and partner engagements will occur in Q2 and Q3.

Develop a three-year healthy initiatives engagement program in the New Sarepta recreation district.	Q4 2020		<p>Build a community team to support the project.</p> <ul style="list-style-type: none"> The community committee has met regularly and continues to engage the community to identify community needs and values. <p>Create a community profile, asset map and action plan.</p> <ul style="list-style-type: none"> Committee engagement meetings held and final needs assessment are being prepared for Q4.
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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	Target dates	Status at March 31 2020	Identified deliverables with Status update
Recreation cost-share agreements will be reviewed with Devon, Warburg, Calmar and Thorsby to ensure that we continue to meet community shared-service needs.	Q2 2020		<p>Agreements will be reviewed with council and signed for 2020 implementation.</p> <ul style="list-style-type: none"> Draft agreements are under review by partners. Final review and signing will be delayed until Q4 for 2021 implementation.

Strategy 2.2

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

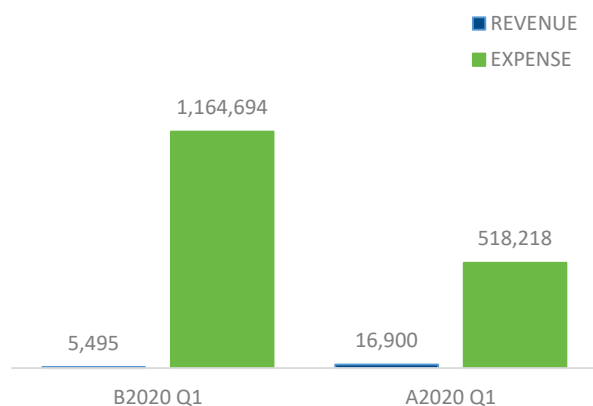
Actions	Target dates	Status at March 31 2020	Identified deliverables with Status update
Administration will pursue grant and sponsorship opportunities that can assist with the cost of two additional comfort cabins at Centennial Park on Joseph Lake for the 2021 camping season.	Q2 2020		<p>Grant opportunities and sponsorships will be pursued.</p> <ul style="list-style-type: none"> Initial conversations and opportunities were identified in Q1. Project priorities are under review due to Covid-19 pandemic.
Administration will actively engage in conversations to advance interests in	Q2 2020		Council review and approval of conceptual plan.

developing new community ball diamonds within New Sarepta.			<p>Host meetings with landowner to secure required lands.</p> <ul style="list-style-type: none"> • A draft concept was reviewed with the landowner.
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PARKS AND RECREATION

Q1 - 2020 Financial Reporting

Department Head: Dean Ohnysty

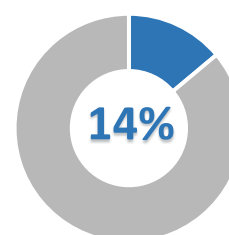


Variance YTD
(\$657,881)

% of Q1 Budget



% of Annual Budget



Leadership & Administration

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	14,000	-	100	100	0%	1%
CONDITIONAL GRANTS FR OTHER GOV	-	-	10,000	10,000	0%	0%
Total Revenue	14,000	-	10,100	10,100	0%	72%
EARNINGS & BENEFITS	543,013	139,482	135,118	(4,364)	97%	25%
GENERAL SERVICES-CONTRACTED	50,696	5,078	2,978	(2,100)	59%	6%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,350	1,227	337	(890)	28%	6%
RESERVES,TRANSFERS & GRANTS	14,000	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	419,460	-	132	132	0%	0%
Total Expense	1,032,519	145,787	138,566	(7,221)	95%	13%
Surplus/(Deficit)	(1,018,519)	(145,787)	(128,466)	17,321	88%	13%

Variances

- Conditional grants fr other gov
 - Unbudgeted grant of \$10,000 received from the Government of Alberta to support the New Sarepta Healthy Communities multi-year program.

PARKS AND RECREATION

Q1 - 2020 Financial Reporting

Parks Service Areas

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	369,900	3,892	5,079	1,187	130%	1%
OTHER REVENUE FROM OWN SOURCES	6,701	245	50	(195)	20%	1%
OTHER TRANSACTIONS	22,086	-	-	-	0%	0%
Total Revenue	398,687	4,137	5,129	992	124%	1%
EARNINGS & BENEFITS	248,575	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	164,807	5,461	4,190	(1,271)	77%	3%
GOODS,SUPPLIES & MATERIALS PURCHASED	102,601	1,579	1,695	116	107%	2%
RESERVES,TRANSFERS & GRANTS	20,500	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	7,043	652	55	(597)	8%	1%
Total Expense	543,526	7,692	5,940	(1,752)	77%	1%
Surplus/(Deficit)	(144,839)	(3,555)	(811)	2,744	23%	1%

Variances

- No significant variances.

Recreation Service Areas

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	27,578	1,358	1,672	314	123%	6%
Total Revenue	27,578	1,358	1,672	314	123%	6%
EARNINGS & BENEFITS	96,457	12,947	12,447	(500)	96%	13%
GENERAL SERVICES-CONTRACTED	163,701	56,107	44,190	(11,917)	79%	27%
GOODS,SUPPLIES & MATERIALS PURCHASED	54,501	9,711	5,743	(3,968)	59%	11%
RESERVES,TRANSFERS & GRANTS	1,703,450	932,450	311,280	(621,170)	33%	18%
FINANCIAL SERVICE CHARGES	-	-	53	53	0%	0%
Total Expense	2,018,109	1,011,215	373,713	(637,502)	37%	19%
Surplus/(Deficit)	(1,990,531)	(1,009,857)	(372,041)	637,816	37%	19%

Variances

- Reserves, transfers & grants
 - Most of the cost share payments were paid in Q2 versus Q1.



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, to foster a stable and diverse regional economy, and to build and maintain strong regional partnerships.

1.2: Service areas

Leadership and administration

- Provides management and oversight of all departmental operations, including providing direction and advice on projects and processes being managed by the four business units within Planning and Development.
- Provides recommendations, activity reports, statistics and information to county council and advises on internal and external committees.
- Leads the preparation, oversight and alignment of the Planning and Development budget, ensuring responsible and appropriate use of municipal funds.
- Ensures the priorities of the department are aligned with council's strategic plan.

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, including public engagement related to development and subdivision applications.
- Leads the county's efforts to achieve compliance with the Land Use Bylaw.

Economic Development

- Focuses on growing a diverse non-residential tax base in the county through investment attraction and business retention and expansion activities.
- Communicates and coordinates with regional partners, including Edmonton Global, on regional economic development activities and opportunities.
- 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 Plan.

Regional and long range planning

- Responsible for the development and interpretation of long-term policy related to how the county changes and grows over time.

- Leads regional and intermunicipal planning initiatives with regional partners, such as the Airport Accord, intermunicipal development plans, and intermunicipal collaboration frameworks.
- 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 the *Safety Codes Act* on behalf of the municipality.
- Provides professional advice to the public, builders and council in the disciplines of building, electrical, plumbing, and gas.

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 support the county's advocacy for the preservation of high quality agricultural land, both at the regional and local levels. We will strive to foster increased opportunities and access to markets for new and expanded agricultural products.
Goal 4	Strategic Priority – Municipal Development Plan Framework We will create an up to date policy and regulatory framework to implement the county's new Municipal Development Plan.
Goal 5	Strategic Priority – Safety Codes We will continue to be leaders in safety codes in Alberta.

3: Department Highlights

- Issued 33 development permits and 293 safety codes permits for a total construction value of \$14.1M, year to date.
- Planning & Development is leading several major projects, including:
 - Broadband Strategy
 - Rural West Economic Diversification Plan
 - Investment Readiness and Implementation Strategy (IRIS)
 - Land Use Bylaw Review
 - Greater Nisku Major Area Structure Plan
 - Southern Country Residential Area Structure Plan
 - Business Licensing
- Leduc County adopted the Intermunicipal Planning Framework Agreement with Edmonton and Beaumont in February.

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	Target dates	Status at March 31 2020	Identified deliverables with status update
Advance phase two of the Airport Accord.	Q2 2020		Work program and budget approved by oversight committee. <ul style="list-style-type: none">Phase two of the airport accord has been postponed.Project will be revisited in Q3.

Strategy 1.2

Complete intermunicipal collaboration initiatives with regional partners.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Complete intermunicipal collaboration frameworks (ICFs) and intermunicipal development plans (IDPs) with Beaver and Brazeau counties.	Q4 2020		Adoption of ICFs and IDPs by council. <ul style="list-style-type: none">All required ICF's and IDP's completed in 2019.
Complete ICFs for recreation with the applicable EMRB neighbours.	Q4 2020		Adoption of ICFs by council. <ul style="list-style-type: none">Recreation ICF's with EMRB neighbours no longer required under provincial statute; ICF's not completed at the direction of council.
Complete scheduled update to the City of Leduc/Leduc County IDP.	Q3 2020		Adoption of new IDP by council. <ul style="list-style-type: none">Project charter has been drafted and sent to city administration for input; they have indicated that work will not be completed until later in Q3 or Q4.City of Leduc draft MDP reviewed and comment provided.

Strategy 1.3

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

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Support mayor and councillors participating in board activities, committees and decision-making.	Ongoing		<p>Provide regular briefings to Governance & Priorities Committee.</p> <ul style="list-style-type: none">• Reports delivered monthly to Governance & Priorities Committee.• Supported mayor and councillors at 17 EMRB meetings including: board and special board meetings; strategic planning sessions; Audit and Finance and Executive Committees; Metro Region Servicing Plan (MRSP); Shared Investment for Shared Benefit (SISB); and Regional Agriculture Master Plan (RAMP) Task Forces.

Goal 2

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

Strategy 2.1

Implement the Leduc County Economic Development Plan.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Undertake a Leduc County broadband strategy.	Q3 2020		<p>Completion of broadband strategy.</p> <ul style="list-style-type: none">• Consultants have completed background study of current county documents.• Stakeholder list compiled and engagement plan shared with our Communications team.• Project has seen delays as public engagement has been suspended.• Project will be completed in Q4.
Undertake a rural economic development strategy.	Q3 2020		<p>Completion of rural economic development strategy.</p> <ul style="list-style-type: none">• Study of all county reports completed; Background and data report submitted for review.

			<ul style="list-style-type: none"> Stakeholder list compiled and engagement plan shared with the Communications team. Steering Committee has been informed of project status. With public engagement being suspended, the project has been delayed; Q4 completion anticipated.
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Strategy 2.2

Ensure Leduc County is ready for investment.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Develop a community profile for Leduc County to aid in investment attraction activities.	Q4 2020		Community profile approved by council.
Execute coal phase out strategy; pursue available grant opportunities to support strategic objectives aimed at economic diversification in a post-coal economy.	Ongoing		<p>Substantive grant money awarded in 2020.</p> <ul style="list-style-type: none"> Economic Development Coordinator funded by the Alberta Coal Community Transition Fund (CCTF). Rural West Economic Diversification Plan underway funded by the CCTF. Broadband Strategy underway funded by the Alberta Community and Regional Support (CARES) Program. Economic Development Officer funded by Western Economic Diversification Canada (WeD). Investment Readiness and Implementation Strategy (IRIS) underway funded by WeD. Continuing to work with funding agencies to establish and resource Leduc County's Economic Development function. Grant application submitted to WeD to fund an investigation into the feasibility of creating a Business Retention and Expansion facility in Nisku.

Complete phase one of Investment Readiness and Implementation Strategy.	Q2 2020		<p>Completion of phase one scope of work as per project charter.</p> <ul style="list-style-type: none"> Phase 1 to be presented to council in Q2. Modest delay due to Covid-19 restrictions.
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Strategy 2.3

Roll out priority recommendations from the Economic Development and Growth Management Strategy.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Develop a business-licensing program jointly with the Leduc Regional Chamber of Commerce.	Q1 2020		<p>Council-approved program in place.</p> <ul style="list-style-type: none"> Implementation delayed due to restrictions on direct stakeholder engagement. A revised implementation plan will be provided to council.

Goal 3

Planning and Development will support the county's advocacy for the preservation of high quality agricultural land, both at the regional and local levels. We will strive to foster increased opportunities and access to markets for new and expanded 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	Target dates	Status at March 31 2020	Identified deliverables with status update
Continue county representation on Regional Agriculture Master Plan (RAMP) task force; support mayor's participation.	Q3 2020		<p>RAMP project completed/supported by Leduc County.</p> <ul style="list-style-type: none"> Significant effort undertaken to advance the RAMP project including administrative representation at working group and subcommittee levels by Senior Planner, Regional Planning and support to mayor at task force meetings. Five working group or subcommittees attended in Q1.

Strategy 3.2

Seek supply-chain development opportunities for agricultural products in the county, including access to global markets.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Undertake an agri-tourism strategy	Q3 2020		Completion of agri-tourism strategy. <ul style="list-style-type: none">This will be delivered as a component of the Rural West Economic Diversification Plan.Sub-consultant is being engaged to work under the current consultant to complete this strategy.Q4 completion is anticipated.

Strategy 3.3

Administer council's policies and regulations related to management of agricultural land as expressed in the county's Agricultural Strategy and Municipal Development Plan.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Update county's Land Use Bylaw to reflect the direction of the county's Agriculture Strategy and Municipal Development Plan.	Q4 2020		Have a complete draft of ag-related districts and regulations completed for council review.

Goal 4

We will create an up-to-date policy and regulatory framework to implement the county's new Municipal Development Plan.

Strategy 4.1

Update policy framework to implement direction from new MDP.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Create a statutory policy framework for the greater Nisku area (Greater Nisku Major Area Structure Plan).	Q4 2020		New ASP draft prepared and ready for council consideration. <ul style="list-style-type: none">First draft of ASP prepared and circulated for internal administrative review.Presentation of draft ASP to council delayed due to public engagement restrictions related to Covid-19.

Strategy 4.2

Update regulatory and zoning framework to implement direction from new MDP.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Update county Land Use Bylaw.	Q1 2020		Approval of project charter by council. <ul style="list-style-type: none">• Workshop project charter before the end of Q2 2020 and approval of project charter by council before the end of Q3 2020.

Goal 5

We will continue to be leaders in safety codes in Alberta.

Strategy 5.1

Review options for collaboration of safety codes services with other municipalities within Leduc County.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Conduct discussions with sub-regional partners regarding options for joint accreditation.	Q4 2020		Options investigated.

Strategy 5.2

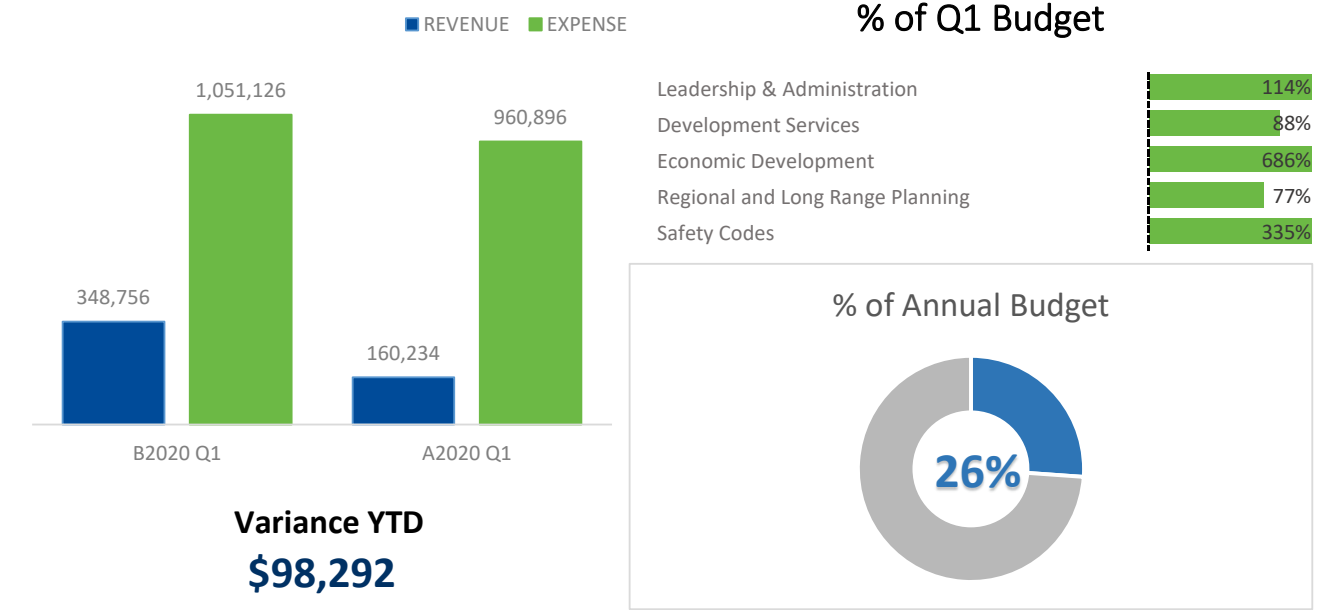
Safety Codes staff, when practical, will continue to participate in regional and provincial committees and work groups.

Actions	Target dates	Status at March 31 2020	Identified 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">• SCOs recruited as SMEs for SCC Competency Analysis – Plumbing, Gas & Electrical – Start April 27, 2020.

PLANNING AND DEVELOPMENT

Q1 - 2020 Financial Reporting

Department Head: Grant Bain



Leadership & Administration

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	-	-	79	79	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	115,918	28,978	-	(28,978)	0%	0%
Total Revenue	115,918	28,978	79	(28,899)	0%	0%
EARNINGS & BENEFITS	530,652	136,443	123,107	(13,336)	90%	23%
GENERAL SERVICES-CONTRACTED	10,200	3,307	4,981	1,674	151%	49%
GOODS,SUPPLIES & MATERIALS PURCHASED	200	47	228	181	485%	114%
FINANCIAL SERVICE CHARGES	15,000	3,862	2,411	(1,451)	62%	16%
Total Expense	556,052	143,659	130,726	(12,933)	91%	24%
Surplus/(Deficit)	(440,134)	(114,681)	(130,647)	(15,966)	114%	30%

Variances

- Conditional grants fr other gov
 - The CARES grant had not been received at the time of this report.

PLANNING AND DEVELOPMENT

Q1 - 2020 Financial Reporting

Development Services

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	117,000	29,253	26,231	(3,022)	90%	22%
<i>OTHER REVENUE FROM OWN SOURCES</i>	65,000	16,250	9,239	(7,011)	57%	14%
Total Revenue	182,000	45,503	35,470	(10,033)	78%	19%
<i>EARNINGS & BENEFITS</i>	1,081,462	276,941	243,602	(33,339)	88%	23%
<i>GENERAL SERVICES-CONTRACTED</i>	29,000	5,700	795	(4,905)	14%	3%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	1,550	225	-	(225)	0%	0%
Total Expense	1,112,012	282,866	244,397	(38,469)	86%	22%
Surplus/(Deficit)	(930,012)	(237,363)	(208,926)	28,437	88%	22%

Variances

- *Other revenue from own sources*
 - Development permit revenue was less than anticipated due to downturn in the economy.
- *Earnings & benefits*
 - One vacant position in Q1.

Economic Development

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
<i>GENERAL SERVICES-CONTRACTED</i>	26,700	7,035	1,521	(5,514)	22%	6%
<i>PURCHASES FR OTHER GOV & AGENCIES</i>	50,000	-	47,667	47,667	0%	95%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	1,260	197	410	213	208%	33%
Total Expense	77,960	7,232	49,598	42,366	686%	64%
Surplus/(Deficit)	(77,960)	(7,232)	(49,598)	(42,366)	686%	64%

Variances

- *Purchases from other governments and agencies*
 - Cash flow of Edmonton Global invoice; it was budgeted in Q2 but paid in Q1.

PLANNING AND DEVELOPMENT

Q1 - 2020 Financial Reporting

Regional and Long Range Planning

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	698,032	179,126	189,938	10,812	106%	27%
GENERAL SERVICES-CONTRACTED	662,211	106,152	29,953	(76,199)	28%	5%
PURCHASES FR OTHER GOV & AGENCIES	49,000	-	-	-	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,410	639	14	(625)	2%	1%
Total Expense	1,411,653	285,917	219,905	(66,012)	77%	16%
Surplus/(Deficit)	(1,411,653)	(285,917)	(219,905)	66,012	77%	16%

Variances

- General services - contracted
 - Work on the interjurisdictional cooperation (airport) accord has been postponed.
 - Southern county residential area structure plan invoices were not received at the time of this report.

Safety Codes

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	6,000	1,500	226	(1,274)	15%	4%
SALES OF GOODS & SVS TO INDIVIDUALS	5,100	1,275	825	(450)	65%	16%
OTHER REVENUE FROM OWN SOURCES	1,100,000	271,500	123,633	(147,867)	46%	11%
Total Revenue	1,111,100	274,275	124,684	(149,591)	45%	11%
EARNINGS & BENEFITS	1,181,267	303,352	302,855	(497)	100%	26%
GENERAL SERVICES-CONTRACTED	131,923	27,775	13,415	(14,360)	48%	10%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,910	325	-	(325)	0%	0%
Total Expense	1,316,100	331,452	316,270	(15,182)	95%	24%
Surplus/(Deficit)	(205,000)	(57,177)	(191,586)	(134,409)	335%	93%

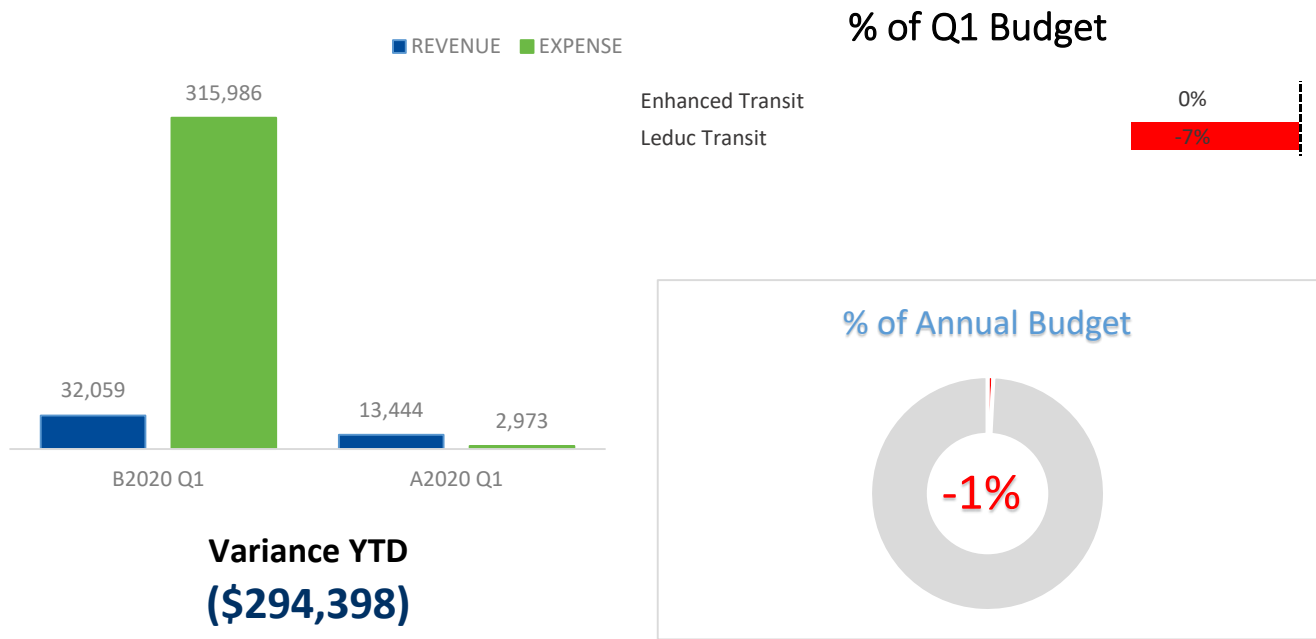
Variances

- Other revenue from own sources
 - Fewer construction starts than anticipated due to the economic downturn.

PUBLIC TRANSIT

Q1 - 2020 Financial Reporting

Department Head: Rick Thomas



Enhanced Transit

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	268,843	67,210	-	(67,210)	0%	0%
PURCHASES FR OTHER GOV & AGENCIES	268,843	67,211	-	(67,211)	0%	0%
Total Expense	537,686	134,421	-	(134,421)	0%	0%
Surplus/(Deficit)	(537,686)	(134,421)	-	134,421	0%	0%

Variances

•General services - contracted

- The first quarter invoices had not been received at the time of this report.

PUBLIC TRANSIT

Q1 - 2020 Financial Reporting

Leduc Transit

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	137,279	29,558	9,911	(19,647)	34%	7%
SALES OF GOODS & SVS TO INDIVIDUALS	10,000	2,501	3,533	1,032	141%	35%
Total Revenue	147,279	32,059	13,444	(18,615)	42%	9%
GENERAL SERVICES-CONTRACTED	25	25	5	(20)	22%	22%
PURCHASES FR OTHER GOV & AGENCIES	725,259	181,265	2,938	(178,327)	2%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,000	250	-	(250)	0%	0%
RESERVES,TRANSFERS & GRANTS	163,198	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	100	25	30	5	120%	30%
Total Expense	889,582	181,565	2,973	(178,592)	2%	0%
Surplus/(Deficit)	(742,303)	(149,506)	10,471	159,977	-7%	-1%

Variances

- Sale of goods & svs to other governments
 - February and March transit revenue had not been received at the time of this report.
 - Due to Covid-19, ridership has been greatly reduced.
- Purchases from other governments & agencies
 - The first quarter invoice from the City of Leduc had not been received at the time of this report.
 - Adjustments to routes and fare structures will result in significant reductions in revenues as well as operating expenses.



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: Service areas

Leadership and administration

- Develops strategic direction for Public Works and Engineering programs, projects and services.
- Provides leadership for the Public Works and Engineering department.
- Collaborates with other county departments to ensure efficient delivery of services to our residents.
- Monitors Public Works and Engineering programs, projects and services to deliver projects on time and on budget.
- Manages county road-use activities by residents and companies:
 - road-use agreements
 - road bans and road permitting

Operations

- Manages and maintains Leduc County's roadway network:
 - dust suppression
 - gravelling
 - pavement repair and maintenance
 - road maintenance
 - signage
- In conjunction with the facilities and equipment coordinator, manages and maintains Public Works and Engineering's fleet and facilities.

Engineering

- Develops and implements capital infrastructure maintenance and upgrade plans:
 - bridge program
 - road data collection
 - surfacing program
- Reviews and approves design for developments and subdivisions within the county.
- Reviews and approves all applications for third-party utility activities.
- Supports all county departments' engineering needs.



Utilities

- Manages and maintains county-owned water, wastewater and stormwater infrastructure and services.
- Provides solid waste management programs for county residents.

2: Department Goals

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 and implement a fiscally responsible service area expansion option for rural water and wastewater.
Goal 4	Strategic Priority – Economic Development Investigate alternative strategies to maintain affordable Leduc County utility rates and/or maintenance.
Goal 5	Strategic Priority – Regional Leadership Relationships with other municipalities are maintained and strengthened.
Goal 6	Ensure that Leduc County stormwater collection and treatment facilities meet the conditions of their approvals

3: Department Highlights

- Completed the 2019/2020 gravelling program.
- Commissioned the overhead fill at the bulk water outlet in Nisku.
- Contracts awarded for surfacing program (except microsurfacing).
- Public meetings held with:
 - Infill haulers
 - Wastewater haulers
 - Water haulers

4: Action Plan

Goal 1

Improve Leduc County's transportation networks.

Strategy 1.1

Develop and implement a transportation master plan.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Engage public in the development of the transportation master plan based on the engagement strategy.	Q2 2020		Public input into the transportation master plan.
Complete transportation master plan.	Q4 2020		Transportation master plan approved by council.

Strategy 1.2

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

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Monitor and report on dust suppression trials (after one year, project implemented in 2019).	Q3 2020		Initial report on the effectiveness of the dust suppression trials. <ul style="list-style-type: none">Monitoring ongoing.
Complete the cement-stabilized test section (South Wizard Lake Road).	Q2 2020		Initial report on the effectiveness of the road test section trials. <ul style="list-style-type: none">Project scheduled to begin May 25 (weather permitting).
Continue year two of the Rural Road Initiative program.	Q4 2020		Improved road network rating. <ul style="list-style-type: none">Projects identified for 2020 program.
Continue the annual mulching and brushing program and report against KPIs.	Q4 2020		20 hand brushing projects and 15 miles of roadside ditch. <ul style="list-style-type: none">15 miles roadside brushing completed.3 intersection quadrants completed.
Review collision data, determine and investigate problem areas identified from the data.	Q3 2020		Use the data collected to provide additional criteria to prioritize projects.

Strategy 1.3

Develop and implement a quality assurance program for road maintenance.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Continue with a grader operator audit and training process.	Q4 2020		More consistent gravel road maintenance across the municipality.
In conjunction with Agricultural Services and Corporate Services, complete an automatic vehicle location (AVL) review.	Q3 2020		AVL review and future implementation strategy <ul style="list-style-type: none">Research phase of this initiative has been impacted by the pandemic and has not yet been initiated as planned.

Strategy 1.4

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

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Implement and update the three-year pavement preservation plan.	Q4 2020		Improved paved road network ratings.

Strategy 1.5

Continue with cross training and succession planning.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Continue to provide equipment training to staff to allow advancement in the organization and build a multi-skilled workforce.	Q4 2020		Train two people on new pieces of equipment. <ul style="list-style-type: none">New utility worker training underwayNew truck driver training.

Goal 2

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

Strategy 2.1

Provide data to Enforcement Services to enable them to prioritize their traffic speed enforcement efforts.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Monitor and report on data collected by the electronic speed signs.	Q1 2020		Report on the effectiveness of the electronic speed signs. <ul style="list-style-type: none">• Monitoring data.• Access given to enforcement services to speed data and training provided to obtain and interpret data.

Goal 3

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

Strategy 3.1

Continue to support communal water and wastewater systems.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Support community initiatives for smaller scale water/wastewater treatment and servicing options for the higher density rural areas.	Q4 2020		Options for water and wastewater treatment and servicing. <ul style="list-style-type: none">• Assisting Wildland Meadows with utility systems.• Administration meeting with Alberta Environment regarding Vantage Point Wastewater system to move project forward.
Investigate smaller scale wastewater treatment and servicing options to extend the life of our existing lagoon infrastructure.	Q4 2020		Report presented to Public Works Committee.

Goal 4

Investigate alternative strategies to maintain affordable Leduc County utility rates and/or maintenance.

Strategy 4.1

Optimize utility operations.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Implement phase one of Supervisory Control and Data Acquisition (SCADA) update (Nisku).	Q4 2020		Improve pumping sequencing and communication between the reservoirs to reduce pressure fluctuations and reduce electrical costs. Better flow rate and pressure data. <ul style="list-style-type: none">Secured engineering consultant for design and programming of SCADA system. Once design is completed contractor will be secured.
Examine alternative revenue streams for Leduc County utilities (wastewater reuse, integration of our water/wastewater sales/billing within the local region, expansion of bulk water).	Q3 2020		Development of alternative revenue streams.

Goal 5

Relationships with other municipalities are maintained and strengthened.

Strategy 5.1

Maintain, leverage and build new partnerships for utility services.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Secure alternative water supply opportunities.	Q3 2020		Alternative water sources. <ul style="list-style-type: none">Finalizing agreement with Town of Thorsby.

Goal 6

Ensure that Leduc County stormwater collection and treatment facilities meet the conditions of their approvals

Strategy 6.1

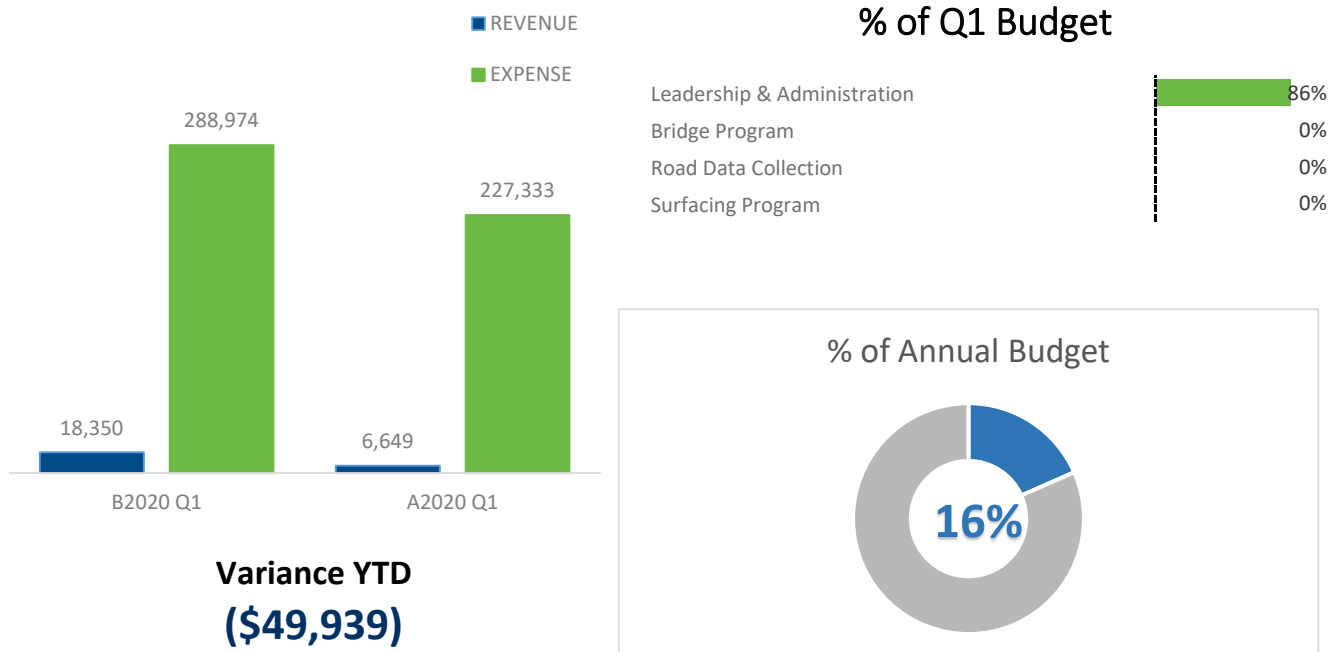
Develop a detailed storm water management facility maintenance program.

Actions	Target dates	Status at March 31 2020	Identified deliverables with status update
Inventory storm water management facilities (SWMF).	Q2 2020		Inventory of SMWF. <ul style="list-style-type: none">• Staff are collecting data.
Complete storm water quality testing within Nisku Business Park to establish a baseline for storm water parameters.	Q3 2020		Baseline for Nisku storm water parameters. <ul style="list-style-type: none">• Samples obtained during spring to obtain baseline.

PUBLIC WORKS - ENGINEERING

Q1 - 2020 Financial Reporting

Department Head: Des Mryglod



Leadership & Administration

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	15,000	3,750	4,500	750	120%	30%
OTHER REVENUE FROM OWN SOURCES	55,900	14,600	2,149	(12,451)	15%	4%
OTHER TRANSACTIONS	1,455,850	-	-	-	0%	0%
Total Revenue	1,526,750	18,350	6,649	(11,701)	36%	0%
EARNINGS & BENEFITS	849,299	213,510	219,045	5,535	103%	26%
GENERAL SERVICES-CONTRACTED	187,868	46,714	7,547	(39,166)	16%	4%
GOODS,SUPPLIES & MATERIALS PURCHASED	6,600	1,250	130	(1,120)	10%	2%
RESERVES,TRANSFERS & GRANTS	50,000	12,500	-	(12,500)	0%	0%
FINANCIAL SERVICE CHARGES	1,455,850	-	-	-	0%	0%
Total Expense	2,549,617	273,974	226,722	(47,252)	83%	9%
Surplus/(Deficit)	(1,022,867)	(255,624)	(220,073)	35,551	86%	22%

Variances

- General services - contracted
 - There were fewer engineering and consulting expenses than anticipated. Timing of repairs can vary greatly from year to year due to the nature of unplanned work, contractor availability, etc.

PUBLIC WORKS - ENGINEERING

Q1 - 2020 Financial Reporting

Bridge Program

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	60,000	15,000	-	(15,000)	0%	0%
Total Expense	60,000	15,000	-	(15,000)	0%	0%
Surplus/(Deficit)	(60,000)	(15,000)	-	15,000	0%	0%

Variances

- General services - contracted
 - There were fewer bridge program expenses than anticipated. Timing of repairs can vary greatly from year to year due to weather conditions, contractor availability, etc.

Road Data Collection

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	15,000	-	-	-	0%	0%
Total Expense	15,000	-	-	-	0%	0%
Surplus/(Deficit)	(15,000)	-	-	-	0%	0%

Variances

- No significant variances.

Surfacing Program

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	100,000	-	612	612	0%	1%
Total Expense	100,000	-	612	612	0%	1%
Surplus/(Deficit)	(100,000)	-	(612)	(612)	0%	1%

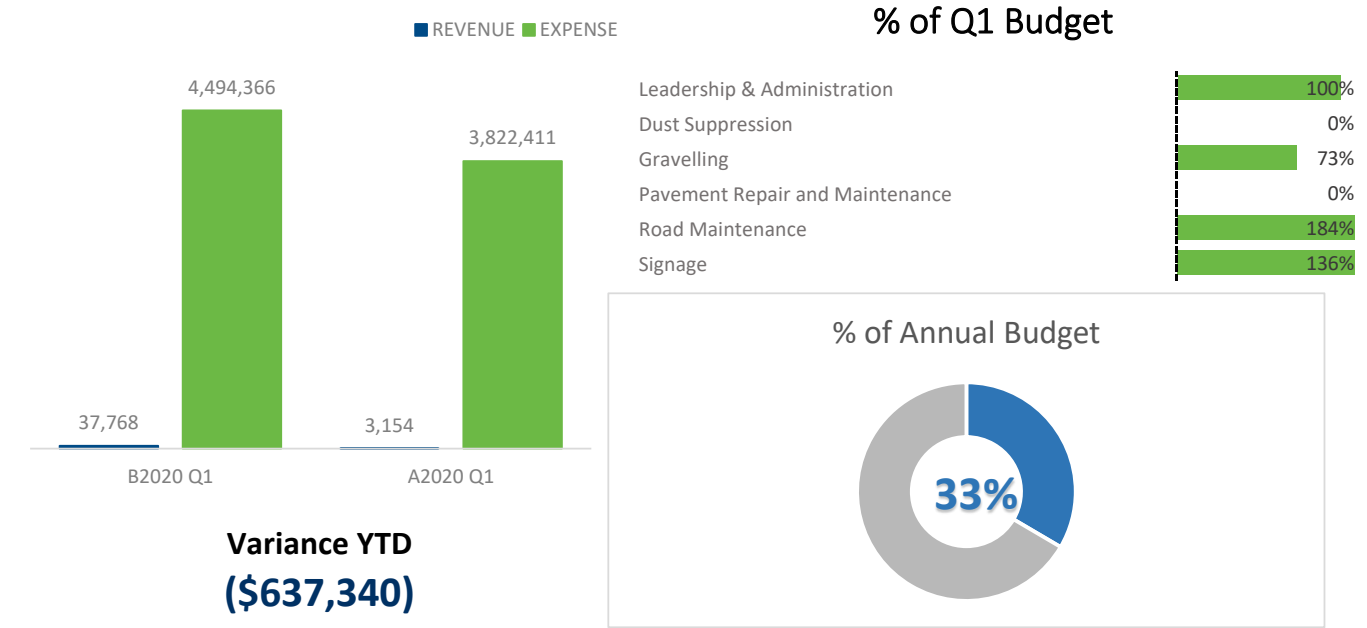
Variances

- No significant variances.

PUBLIC WORKS - ROAD OPERATIONS

Q1 - 2020 Financial Reporting

Department Head: Garrett Broadbent



Leadership & Administration

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	33,909	-	-	-	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	17,500	6,250	(2,511)	(8,761)	-40%	-14%
OTHER REVENUE FROM OWN SOURCES	-	-	(360)	(360)	0%	0%
OTHER TRANSACTIONS	32,000	9,006	5,750	(3,256)	64%	18%
Total Revenue	83,409	15,256	2,879	(12,377)	19%	3%
EARNINGS & BENEFITS - OPERATIONS	4,001,464	1,008,179	1,031,666	23,487	102%	26%
GENERAL SERVICES-CONTRACTED	799,343	124,179	117,143	(7,035)	94%	15%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,422,071	315,857	293,974	(21,883)	93%	21%
Total Expense	6,222,878	1,448,215	1,442,783	(5,432)	100%	23%
Surplus/(Deficit)	(6,139,469)	(1,432,959)	(1,439,904)	(6,945)	100%	23%

Variances

- No significant variances.

PUBLIC WORKS - ROAD OPERATIONS

Q1 - 2020 Financial Reporting

Dust Suppression

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	218,000	-	-	-	0%	0%
Total Revenue	218,000	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	30,000	-	-	-	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	536,434	-	-	-	0%	0%
Total Expense	566,434	-	-	-	0%	0%
Surplus/(Deficit)	(348,434)	-	-	-	0%	0%

Variance

- No significant variances.

Gravelling

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	497,174	-	-	-	0%	0%
Total Revenue	497,174	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	1,739,100	1,447,500	968,103	(479,397)	67%	56%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,761,400	1,466,100	1,168,435	(297,665)	80%	66%
Total Expense	3,500,500	2,913,600	2,136,537	(777,063)	73%	61%
Surplus/(Deficit)	(3,003,326)	(2,913,600)	(2,136,537)	777,063	73%	71%

Variance

- General services - contracted
 - Weather conditions in December were very conducive to gravelling which resulted in approximately 33% of the gravelling program being completed in December vs. the 19% that was budgeted to be completed that month. Therefore only 67% of the program had to be completed in Q1 vs. the 81% that was budgeted.
- Goods, supplies, materials purchased
 - In addition to the above, fuel costs and the fuel surcharge paid to gravel haulers were less than anticipated due to low fuel prices.

PUBLIC WORKS - ROAD OPERATIONS

Q1 - 2020 Financial Reporting

Pavement Repair and Maintenance

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	1,023,500	-	-	-	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	50,100	-	-	-	0%	0%
Total Expense	1,073,600	-	-	-	0%	0%
Surplus/(Deficit)	(1,073,600)	-	-	-	0%	0%

Variance

- No significant variances.

Road Maintenance

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	358,400	66,802	79,818	13,016	119%	22%
GOODS,SUPPLIES & MATERIALS PURCHASED	450,000	63,999	160,963	96,964	252%	36%
Total Expense	808,400	130,801	240,780	109,979	184%	30%
Surplus/(Deficit)	(808,400)	(130,801)	(240,780)	(109,979)	184%	30%

Variance

- General services - contracted
 - Additional contract grader services were required in March due to the amount of snowfall and drifting.
- Goods, supplies, materials purchased
 - Costs for grader blades, salt and rock chips were higher than anticipated due to higher than anticipated levels of snowfall and ice in Q1.

Signage

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	1,000	250	275	25	110%	27%
Total Revenue	1,000	250	275	25	110%	27%
GOODS,SUPPLIES & MATERIALS PURCHASED	43,200	1,750	2,311	561	132%	5%
Total Expense	43,200	1,750	2,311	561	132%	5%
Surplus/(Deficit)	(42,200)	(1,500)	(2,036)	(536)	136%	5%

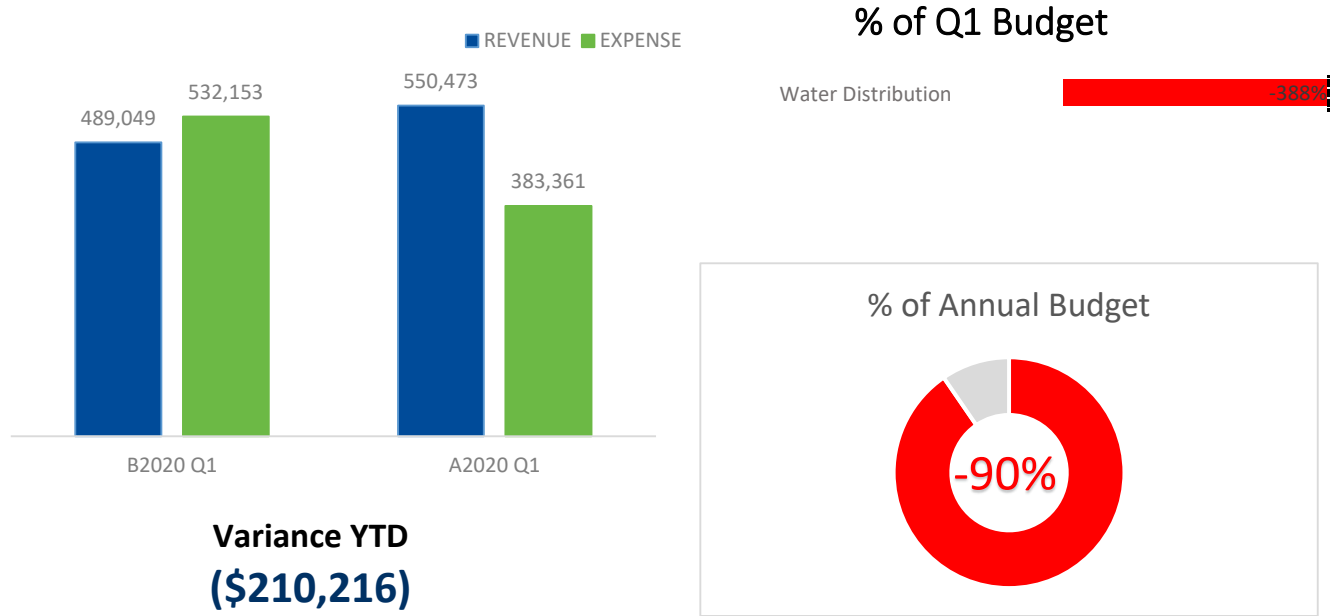
Variance

- No significant variances.

WATER DISTRIBUTION

Q1 - 2020 Financial Reporting

Department Head: Des Mryglod



Water Distribution

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,738,538	481,165	544,350	63,185	113%	20%
OTHER REVENUE FROM OWN SOURCES	36,500	7,884	6,123	(1,761)	78%	17%
OTHER TRANSACTIONS	149,949	-	-	-	0%	0%
Total Revenue	2,924,987	489,049	550,473	61,424	113%	19%
EARNINGS & BENEFITS	406,727	91,176	87,043	(4,133)	95%	21%
GENERAL SERVICES-CONTRACTED	440,589	74,111	38,668	(35,443)	52%	9%
PURCHASES FR OTHER GOV & AGENCIES	1,171,522	206,128	177,444	(28,684)	86%	15%
GOODS,SUPPLIES & MATERIALS PURCHASED	190,530	57,560	48,579	(8,981)	84%	25%
RESERVES,TRANSFERS & GRANTS	412,524	103,131	31,508	(71,623)	31%	8%
FINANCIAL SERVICE CHARGES	494,386	47	118	71	252%	0%
Total Expense	3,116,278	532,153	383,361	(148,792)	72%	12%
Surplus/(Deficit)	(191,291)	(43,104)	167,112	210,216	-388%	-87%

WATER DISTRIBUTION

Q1 - 2020 Financial Reporting

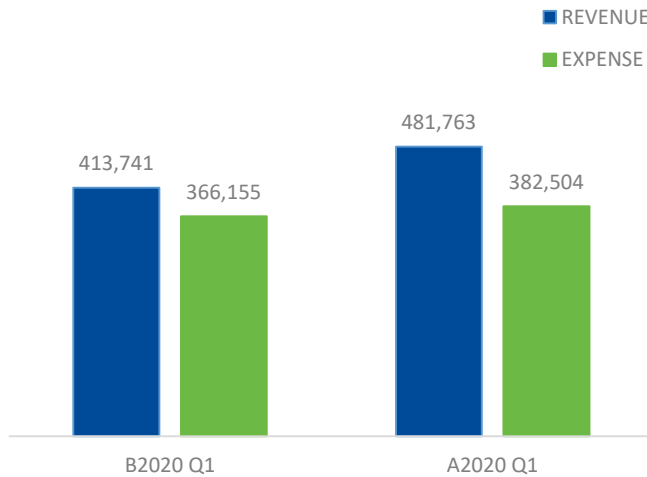
Variances

- *Sale of goods & svs to individuals*
 - Hydrant sales were \$56,000 higher than anticipated due to industrial operations.
- *General services - contracted*
 - Cash flow of repairs and maintenance costs for equipment and infrastructure. Most of these costs will be incurred in Q2 and Q3.
- *Purchases from other governments & agencies*
 - The March invoice from the Capital Region Southwest Water Services Commission had not been received at the time of this report.
- *Reserves, trasfers and grants*
 - Q1 transfers to reserves had not been completed at the time of this report.

WASTEWATER COLLECTION

Q1 - 2020 Financial Reporting

Department Head: Des Mryglod

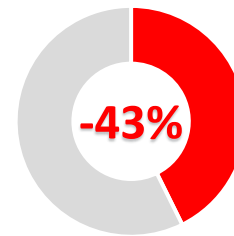


Variance YTD
(\$51,672)

% of Q1 Budget

Wastewater Collection 209%

% of Annual Budget



Wastewater Collection

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,128,113	401,364	449,323	47,959	112%	21%
OTHER REVENUE FROM OWN SOURCES	52,928	12,377	32,440	20,063	262%	61%
Total Revenue	2,181,041	413,741	481,763	68,022	116%	22%
EARNINGS & BENEFITS	303,144	64,209	69,718	5,509	109%	23%
GENERAL SERVICES-CONTRACTED	153,491	15,527	29,919	14,392	193%	19%
PURCHASES FR OTHER GOV & AGENCIES	1,418,064	274,716	257,901	(16,815)	94%	18%
GOODS,SUPPLIES & MATERIALS PURCHASED	49,684	8,643	6,300	(2,343)	73%	13%
RESERVES,TRANSFERS & GRANTS	207,242	3,060	18,666	15,606	610%	9%
FINANCIAL SERVICE CHARGES	281,965	-	-	-	0%	0%
Total Expense	2,413,590	366,155	382,504	16,349	104%	16%
Surplus/(Deficit)	(232,549)	47,586	99,258	51,672	209%	-43%

Variances

- Sale of goods & svs to individuals
 - Airport over strength and consumption based revenues were higher than anticipated.
 - Nisku consumption was higher than anticipated.

WASTEWATER COLLECTION

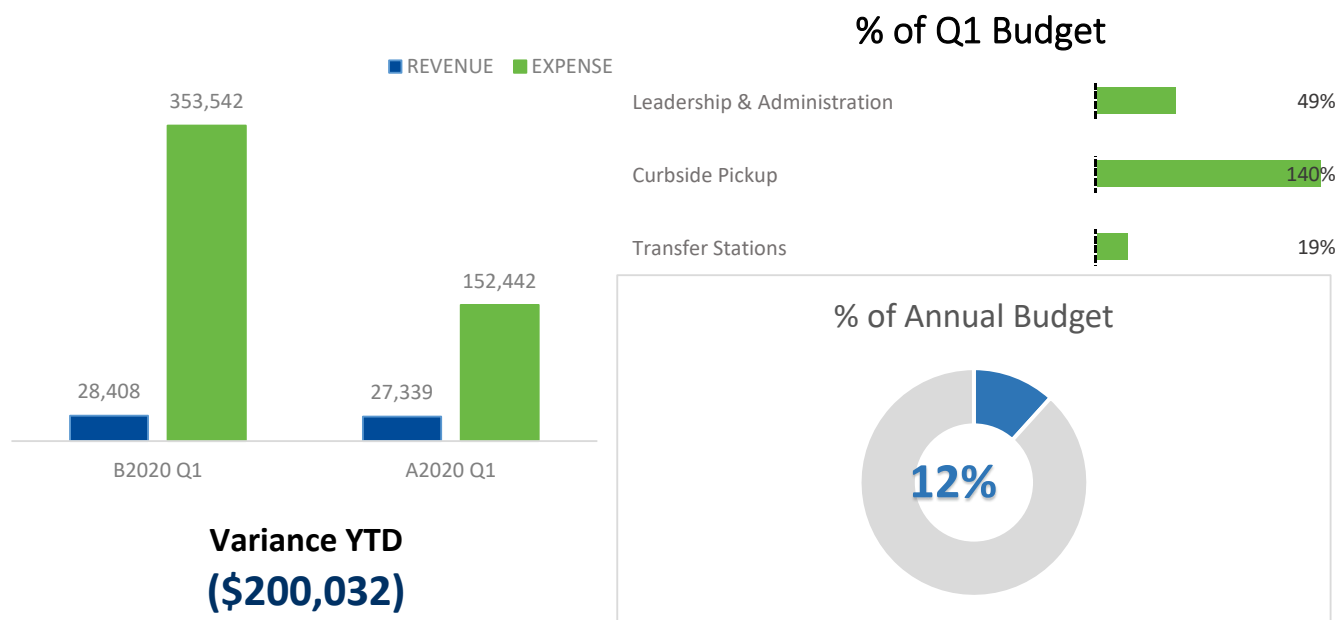
Q1 - 2020 Financial Reporting

- *Other revenue from own sources*
 - Cash flow of land rental revenue; rental revenue is budgeted monthly but is collected in January.
- *General services - contracted*
 - An emergency sewer inspection chamber repair was required which was unanticipated and unbudgeted.
- *Purchases from other governments & agencies*
 - The March invoice from the Alberta Capital Region Wastewater Commission had not been received at the time of this report. The March invoices were \$68,400, therefore wastewater purchases were approximately \$51,600 over budget at the end of Q1. These additional costs have been offset by additional water revenues.
- *Reserves, transfers & grants*
 - Increase to allowance for doubtful utility accounts.

WASTE MANAGEMENT

Q1 - 2020 Financial Reporting

Department Head: Des Mryglod



Leadership & Administration

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	4,830	1,207	162	(1,046)	13%	3%
CONDITIONAL GRANTS FR OTHER GOV	230,488	-	-	-	0%	0%
Total Revenue	235,318	1,207	162	(1,046)	13%	0%
EARNINGS & BENEFITS	394,828	98,717	93,332	(5,385)	95%	24%
GENERAL SERVICES-CONTRACTED	44,094	10,526	2,903	(7,624)	28%	7%
PURCHASES FR OTHER GOV & AGENCIES	580,624	125,156	19,572	(105,584)	16%	3%
GOODS,SUPPLIES & MATERIALS PURCHASED	10,204	2,901	576	(2,325)	20%	6%
Total Expense	1,029,750	237,300	116,383	(120,917)	49%	11%
Surplus/(Deficit)	(794,432)	(236,093)	(116,221)	119,872	49%	15%

Variances

- Purchases fr other gov & agencies
 - The February and March invoice for tipping fees had not been received at the time of this report.

WASTE MANAGEMENT

Q1 - 2020 Financial Reporting

Curbside Pickup

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	103,163	25,791	23,117	(2,673)	90%	22%
Total Revenue	103,163	25,791	23,117	(2,673)	90%	22%
<i>GENERAL SERVICES-CONTRACTED</i>	77,237	19,309	14,032	(5,277)	73%	18%
Total Expense	77,237	19,309	14,032	(5,277)	73%	18%
Surplus/(Deficit)	25,926	6,482	9,085	2,604	140%	35%

Variances

- No significant variances.

Transfer Stations

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q1</i>	<i>A2020 Q1</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO OTHER GOV</i>	5,000	1,250	4,000	2,750	320%	80%
<i>OTHER REVENUE FROM OWN SOURCES</i>	637	159	60	(99)	38%	9%
Total Revenue	5,637	1,409	4,060	2,651	288%	72%
<i>GENERAL SERVICES-CONTRACTED</i>	305,707	96,933	21,235	(75,698)	22%	7%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	-	-	793	793	0%	0%
Total Expense	305,707	96,933	22,027	(74,905)	23%	7%
Surplus/(Deficit)	(300,070)	(95,523)	(17,967)	77,556	19%	6%

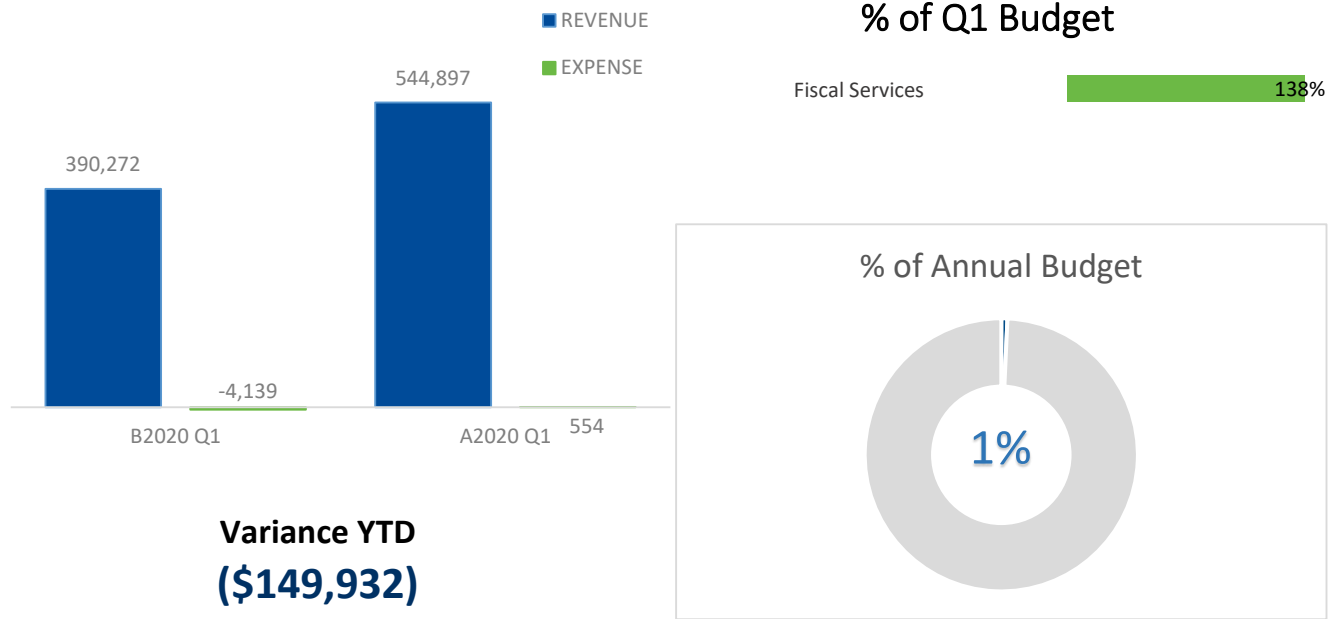
Variances

- General services - contracted
 - February and March invoices for waste, blue bag collection, and bin rentals had not been received at the time of this report.

FISCAL SERVICES

Q1 - 2020 Financial Reporting

Department Head: Natasha Wice



Fiscal Services

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
TAXES	74,973,092	-	1,513	1,513	0%	0%
TAXES-GRANT IN LIEU	102,762	-	425	425	0%	0%
OTHER REVENUE FROM OWN SOURCES	1,246,655	390,272	542,960	152,688	139%	44%
UNCONDITIONAL GRANTS FR OTHER GOV	93,560	-	-	-	0%	0%
OTHER TRANSACTIONS	264,836	-	-	-	0%	0%
Total Revenue	76,680,905	390,272	544,897	154,625	140%	1%
RESERVES, TRANSFERS & GRANTS	1,044,211	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	264,836	-	-	-	0%	0%
OTHER TRANSACTIONS-GENERAL	(3,366)	(4,139)	554	4,693	-13%	-16%
Total Expense	1,305,681	(4,139)	554	4,693	-13%	0%
Surplus/(Deficit)	75,375,224	394,411	544,343	149,932	138%	1%

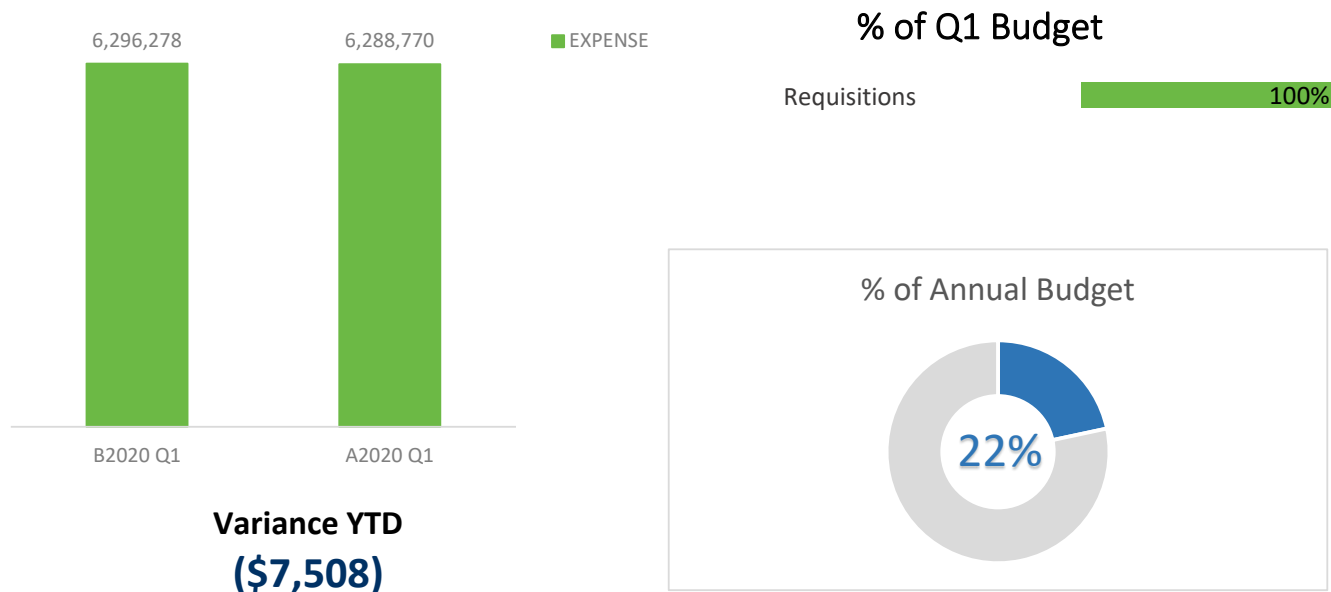
Variances

- Other revenue from own sources
 - Unbudgeted gain on investments in Q1.

REQUISITIONS EXPENDITURES

Q1 - 2020 Financial Reporting

Department Head: Natasha Wice



Requisitions

Account	Budget 2020	B2020 Q1	A2020 Q1	Variance (\$)	% of Q1 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
RESERVES, TRANSFERS & GRANTS	29,047,998	6,296,278	6,288,770	(7,508)	100%	22%
Total Expense	29,047,998	6,296,278	6,288,770	(7,508)	100%	22%
Surplus/(Deficit)	(29,047,998)	(6,296,278)	(6,288,770)	7,508	100%	22%

Variances

- No significant variances.



2020 Major Project and Capital Project Plan - Quarter 1 Funding & Expenditures Summary

Major Project and Capital Project Summary	Budget	Actual	Variance
Total	20,071,778	319,367	19,752,411
Total Expenditures	20,071,778	319,367	19,752,411

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Other			
Reserve	3,525	600	2,925
Total Funding	3,525	600	2,925

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	7,172,789	-	7,172,789
Grants			
Municipal Sustainability Initiative (MSI) Capital	6,017,625	14,187	6,003,438
Gas Tax Fund (GTF)	1,500,000	-	1,500,000
Fees & Rates			
Utility Rate User Pay	43,000	-	43,000
Other			
Debenture	1,700,000	-	1,700,000
Sale/Trade-In	390,000	-	390,000
Reserve	2,961,637	304,581	2,657,056
Offsite Levy	72,522	-	72,522
Total Funding	19,857,573	318,767	19,538,806

No Activity Project Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	35,000	-	35,000
Grants			
Municipal Sustainability Initiative (MSI) Capital	125,000	-	125,000
Other			
Reserve	50,680	-	50,680
Total Funding	210,680	-	210,680



2020 Major Project Plan - Quarter 1 Funding & Expenditures Summary

Major Project Summary	Budget	Actual	Variance
Major Projects	1,946,721	1,500	1,945,221
Total Expenditures	1,946,721	1,500	1,945,221

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	1,349,789	-	1,349,789
Fees & Rates			
Utility Rate User Pay	43,000	-	43,000
Other			
Reserve	493,932	1,500	492,432
Total Funding	1,886,721	1,500	1,885,221

No Activity Project Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	35,000	-	35,000
Other			
Reserve	25,000	-	25,000
Total Funding	60,000	-	60,000

2020 Major Project Plan Quarter 1 Reporting

Project Name	2020 Final Budget	Actual Expense as at March 31, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
Wet Weather Flow Management Plan - Nisku Wastewater Collection	\$ 61,000	\$ -	\$ 61,000		Work in progress	
Cyber Security Mitigation	\$ 60,000	\$ -	\$ 60,000		Work in progress	The cyber security project consists of two components: 1. The network and bandwidth assessment (Budget \$25,000) began in Q1 and was delayed due to Covid-19. It will be completed in Q2; 2. The monitoring system and physical security (Budget \$35,000) is still on track for completion in Q4.
Beaumont Aquafit Contribution	\$ 500,000	\$ -	\$ 500,000		Work in progress	Payment will be made in Q4.
Recreation Cost Share Capital Contributions	\$ 450,000	\$ -	\$ 450,000		Work in progress	Initial contribution to be made in June with final payment in 2021.
Building Lifecycle Maintenance	\$ 15,689	\$ -	\$ 15,689		Work in progress	This project includes the additional funds required for the building sealant project at County Centre. The project started in May and will be completed by the end of Q2.
IT Strategic Plan - Year 1 Recommendations	\$ 100,000	\$ -	\$ 100,000		Work in progress	Administration identified and secured a vendor to complete the IT infrastructure assessment and the OnBase systems review in Q1. Both of these projects were scheduled to kick off in March but were delayed due to Covid-19 priorities.
Nisku Fire Station Lighting Upgrades	\$ 39,100	\$ -	\$ 39,100		Work in progress	Project in final stage, anticipated to be completed by Q3.
Warburg EMS Trailer Renovation	\$ 35,000	\$ -	\$ 35,000		No Activity	Project on hold due to access restrictions placed by Alberta Health Services during the pandemic.
Nisku East Water Reservoir Wastewater Disposal Improvement	\$ 43,000	\$ -	\$ 43,000		Work in progress	
Grader Operator Training	\$ 35,000	\$ -	\$ 35,000		Work in progress	Training will be completed by Q3.
Transportation Master Plan	\$ 200,000	\$ -	\$ 200,000		Work in progress	The project has not been awarded yet due to uncertainty related to the required public consultation and the impact from Covid-19.
2020 Interim Approved Major Projects	\$ 1,538,789	\$ -	\$ 1,538,789			
Asset Management Planning	\$ 62,066	\$ -	\$ 62,066		Work in progress	Asset management committee work continues. No external costs incurred in Q1.
Regional Fire Services Framework	\$ 122,000	\$ -	\$ 122,000		Work in progress	The Regional Fire Framework has now been updated to focus on two projects: 1. Creation of a Leduc County inclusive sub-regional emergency management agency as per legislative requirements of Bill 8. There are two phases to the sub-regional emergency management project, phase 1 is expected to be completed in Q4 2020, and phase 2 will complete in 2021. 2. Creation of a Standard of Cover (SOC)/station location master plan document in collaboration with the City of Leduc. The SOC project has been awarded to Darkhorse Analytics and is expected to be completed by Q4 2020.
Warburg Arena Phase I Contribution	\$ 62,000	\$ -	\$ 62,000		Work in progress	Awaiting final invoice.
Clearwater Creek License Cleanout	\$ 25,000	\$ -	\$ 25,000		No Activity	Project will be completed in Q4 2020.
Sewer Infiltration and Inflow Assessment - Nisku Wastewater Collection	\$ 27,385	\$ 1,500.00	\$ 25,885		Work in progress	

Project Name	2020 Final Budget	Actual Expense as at March 31, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
Social Services Framework	\$ 2,670	\$ -	\$ 2,670		Work in progress	Final payment will be made in Q2.
Leduc County Branding	\$ 18,000	\$ -	\$ 18,000		Work in progress	Roll-out of the new brand guidelines, brand strategy, creation of brand ambassador training video completed.
Building Lifecycle Maintenance	\$ 66,811	\$ -	\$ 66,811		Work in progress	Project will start in May and will be completed by the end of Q2.
Employee Compensation Review	\$ 22,000	\$ -	\$ 22,000		Work in progress	Work is ongoing, consultant supporting the work of the Job Evaluation Committee, no invoice received in Q1.
Carry Forward Projects	\$ 407,932	\$ 1,500	\$ 406,432			
2020 Major Projects	\$ 1,946,721	\$ 1,500	\$ 1,945,221			

Project Indicator - For Work In Progress projects only

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

Project Indicator - For Completed projects only

	Project completed and under budget
	Project completed and over budget



2020 Capital Project Plan - Quarter 1 Funding & Expenditures Summary

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	5,381,724	317,867	5,063,857
	Road Program	11,113,833	-	11,113,833
	Bridge Program	1,629,500	-	1,629,500
Total Expenditures		18,125,057	317,867	17,807,190

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Other				
	Reserve	3,525	600	2,925
Total Funding		3,525	600	2,925

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	5,823,000	-	5,823,000
Grants				
	Municipal Sustainability Initiative (MSI) Capital	6,017,625	14,187	6,003,438
	Gas Tax Fund (GTF)	1,500,000	-	1,500,000
Other				
	Debenture	1,700,000	-	1,700,000
	Sale/Trade-In	390,000	-	390,000
	Reserve	2,467,705	303,081	2,164,624
	Offsite Levy	72,522	-	72,522
Total Funding		17,970,852	317,267	17,653,585

No Activity Project Summary		Budget	Actual	Savings/(Over) Expenditures
Grants				
	Municipal Sustainability Initiative (MSI) Capital	125,000	-	125,000
Other				
	Reserve	25,680	-	25,680
Total Funding		150,680	-	150,680

2020 Capital Project Plan Quarter 1 Reporting

Project Name	2020 Final Budget	Actual Expense as at March 31, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
Nisku Septage Receiving Station Improvement - Engineering	\$ 40,000	\$ -	\$ 40,000.00		Work in progress	
New Sarepta Lift Station Engineering	\$ 60,000	\$ -	\$ 60,000.00		Work in progress	
Purchase New Aerial Apparatus - Replace U23-199	\$ 872,124	\$ -	\$ 872,124.00		Work in progress	Final invoice will be submitted to Finance in May.
Purchase New Trailer - Replace U737	\$ 10,000	\$ -	\$ 10,000.00		Work in progress	Contracts signed, and expected delivery in Q2.
Purchase New Trailer - Replace U7318	\$ 10,500	\$ -	\$ 10,500.00		Work in progress	Contracts signed, and expected delivery in Q2.
Motor Grader Replacement - Replace U2300	\$ 470,000	\$ -	\$ 470,000.00		Work in progress	The grader and invoice have been received. The grader will be placed in service in Q2.
Purchase New Truck - Old Unit 170 to be Retained in Enforcement	\$ 50,000	\$ -	\$ 50,000.00		Work in progress	Truck has been purchased and is being prepared for use. Some additional items to be purchased and installed before the end of Q2.
Purchase New Light Truck - Replace U1190	\$ 40,000	\$ -	\$ 40,000.00		Work in progress	Supply awarded, delivery has been delayed due to Covid-19.
Purchase New Light Truck - Replace U1510	\$ 40,000	\$ -	\$ 40,000.00		Work in progress	Supply awarded, delivery has been delayed due to Covid-19.
Purchase New Light Truck - Replace U1630	\$ 58,000	\$ -	\$ 58,000.00		Work in progress	Supply awarded, delivery has been delayed due to Covid-19.
Utilities SCADA Upgrade	\$ 320,000	\$ -	\$ 320,000.00		Work in progress	
Sell Spare Graders x 2	\$ -	\$ -	\$ -		Work in progress	Grader will be sold at auction by Q3.
2020 Bridge Program	\$ 1,629,500	\$ -	\$ 1,629,500.00		Work in progress	See Bridge Program summary
2020 Road Program	\$ 9,595,000	\$ -	\$ 9,595,000.00		Work in progress	See Road Program summary
Leduc County Fire Services East District Fire Station	\$ 2,759,306	\$ 13,896.58	\$ 2,745,409.42		Work in progress	Request For Proposal (RFP) completed.
2020 Interim Approved Capital Projects	\$ 15,954,430	\$ 13,897	\$ 15,940,533			
Sewer Transfer Station Automation - Nisku	\$ 22,825	\$ -	\$ 22,825.00		Work in progress	
Nisku Recreation Centre Lighting Replacement	\$ 17,733	\$ -	\$ 17,733.00		Work in progress	The work is complete, waiting for final invoices.
Range Road 250 - Cost Share with City of Leduc	\$ 125,000	\$ -	\$ 125,000.00		No Activity	Waiting for City of Leduc invoices, project not advertised yet.
New Sarepta Ball Diamond Relocation	\$ 3,525	\$ 600.00	\$ 2,925.00		Complete	
Diamond Estates Drainage Swale Project	\$ 25,680	\$ -	\$ 25,680.00		No Activity	Project will start in May when frost is out of the ground and will complete in Q2.
Mobile Communication Vehicle Improvement	\$ 10,075	\$ 1,210.73	\$ 8,864.27		Work in progress	Project will complete by Q3.
Purchase Two Multi-Use Pumpers	\$ 12,362	\$ 290.00	\$ 12,072.00		Work in progress	Final testing of units will be underway in Q2; any required alterations will be made at that time.
Tandem Axle Truck with Winter Equipment and Attachment	\$ 300,000	\$ 301,870.00	\$ (1,870)		Work in progress	New purchase completed and it is in service. The final cost was \$1,870 over budget.
Signal Installation at 39 Avenue and Nisku Spine Road	\$ 72,522	\$ -	\$ 72,522.00		Work in progress	The work is complete, waiting for final invoices.
Intersection Improvement at 39 Avenue and Nisku Spine Road	\$ 187,072	\$ -	\$ 187,072.00		Work in progress	The work is complete, waiting for final invoices.

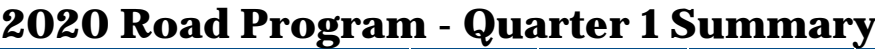
Project Name	2020 Final Budget	Actual Expense as at March 31, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
South Wizard Lake - From Hwy 795 to End (Test Section)	\$ 893,833	\$ -	\$ 893,833.00		Work in progress	Construction is scheduled to start by the end of May.
Nisku Spine Rd - From Twp 510 to 25 Avenue - Design	\$ 200,000	\$ -	\$ 200,000.00		Work in progress	Clarifications from the consultants is underway. Project behind schedule due to the clarification process.
Nisku Spine Rd - From 18 Ave to Airport Road - Design	\$ 300,000	\$ -	\$ 300,000.00		Work in progress	The design work is underway.
Carry Forward Projects	\$ 2,170,627	\$ 303,971	\$ 1,866,656			
2020 Capital Projects	\$ 18,125,057	\$317,867	\$ 17,807,190			

Project Indicator - For Work In Progress projects only

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

Project Indicator - For Completed projects only

	Project completed and under budget
	Project completed and over budget



Nisku



2020 Road Program - Quarter 1 Summary

Project Description	Existing Surface	Proposed Surface	Work Description	2020 Interim Approved	Actual Total Expense As at March 31, 2020	Variance	Project Status	Project Indicator	Notes
Township Road 510 Design				\$ 400,000	\$ -	\$ 400,000		Work in progress	Administration is proposing cost share with neighboring municipalities. Negotiation is in progress.
			Total Nisku	\$ 400,000	\$ -	\$ 400,000			
2019 - 8 St. Internal Borrowing Repayment				\$ 260,000	\$ -	\$ 260,000			
			Total 2020 Interim	\$ 9,595,000	\$ -	\$ 9,595,000			

2020 Bridge Program - Quarter 1 Summary

Project Description	Legal Location	Existing Surface	Work Description	2020 Interim Approved	Actual Total Expense As at March 31, 2020	Variance	Project Status	Project Indicator	Notes
2020 Interim Approved									
BF 70099 RR 33 North of Intersection with Hwy 39	SE 4-49-3-W5	Bridge Structure	Rehabilitation	\$ 300,000	\$ -	\$ 300,000		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.
BF 00587 APR BTW RR 240 & RR 241	NW 30-49-27-W4M	Bridge Structure	Rehabilitation	\$ 274,500	\$ -	\$ 274,500		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.
BF 01090 TWP 503A BTW RR 260 & RR 261	NW 24-50-26-W4	Culvert	Rehabilitation	\$ 480,000	\$ -	\$ 480,000		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.
BF 08149 RR 280 BTW TWP 494 & TWP 500	NW 30-49-27-W4M	Bridge Structure	Rehabilitation	\$ 85,500	\$ -	\$ 85,500		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.
BF 00749 TWP 494 West of RR 255	NW 19-49-25-W4M	Bridge Structure	Rehabilitation	\$ 135,000	\$ -	\$ 135,000		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.
BF 06540 RR 275 BTW TWP 490 & TWP 492	NE 7-49-27-W4	Bridge Structure	Rehabilitation	\$ 68,000	\$ -	\$ 68,000		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.
BF 13725 RR 11 BTW TWP 482 & TWP 484	SE 23-48-1-W5	Bridge Structure	Rehabilitation	\$ 61,600	\$ -	\$ 61,600		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.
BF 01727 TWP 502 BTW RR 233 & RR 234	NW 9-50-23-W4	Culvert	Rehabilitation	\$ 19,400	\$ -	\$ 19,400		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.
BF 08627 RR 32 BTW TWP 485 & TWP 484	NE 27-48-3-W5	Culvert	Rehabilitation	\$ 34,300	\$ -	\$ 34,300		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.
BF 01248 Telfordville RR 21 West Hwy 622	NW 36-49-2-W5	Bridge Structure	Rehabilitation	\$ 97,000	\$ -	\$ 97,000		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.

2020 Bridge Program - Quarter 1 Summary

Project Description	Legal Location	Existing Surface	Work Description	2020 Interim Approved	Actual Total Expense As at March 31, 2020	Variance	Project Status	Project Indicator	Notes
BF 76385 TWP 492 BTW RR 40 & RR 41	SW 13-49-4-W5	Bridge Structure	Rehabilitation	\$ 39,900	\$ -	\$ 39,900		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.
BF 74331 TWP 492 BTW RR 272 & RR 271	SW 14-49-27-W4	Culvert	Rehabilitation	\$ 34,300	\$ -	\$ 34,300		Work in progress	Tender closed and awarded, construction will start after June 30 due to Alberta Environment Regulations.
			Total 2020 Interim	\$ 1,629,500	\$ -	\$ 1,629,500			



Operating Fund Reserve Schedule

For the period ended March 31, 2020

	Actual Balance as at December 31, 2019	APPLIED		ADDITIONS		Actual Balance as at March 31, 2020
		2020 Budget	2020 Actual	2020 Budget	2020 Actual	
External Agreements	2,657,937.29	26,214.00	-	188,128.00	-	2,657,937.29
Facilities & Equipment	532,465.14	87,066.00	-	-	-	532,465.14
Stabilization & Contingency	7,687,944.72	-	-	135,619.00	-	7,687,944.72
Special Purpose	8,892,581.21	692,864.00	-	530,000.00	-	8,892,581.21
Regulatory	1,441,614.61	50,000.00	-	64,000.00	-	1,441,614.61
Utilities	1,555,178.06	157,210.00	-	230,042.00	10,385.77	1,565,563.83
	<u>22,767,721.03</u>	<u>1,013,354.00</u>	<u>0.00</u>	<u>1,147,789.00</u>	<u>10,385.77</u>	<u>22,778,106.80</u>



Capital Fund Reserve Schedule

For the period ended March 31, 2020

	Actual Balance as at December 31, 2019	APPLIED		ADDITIONS		Actual Balance as at March 31, 2020
		2020 Budget	2019 Actual	2020 Budget	2019 Actual	
Asset Lifecycle Management	7,339,379.99	60,390.00	-	440,570.00	-	7,339,379.99
Stabilization & Contingency	6,607,428.14	1,612,752.00	-	-	-	6,607,428.14
Special Purpose	915,030.24	760,000.00	-	-	-	915,030.24
Statutory	1,727,023.78	25,611.00	-	-	32,177.31	1,759,201.09
Utilities	910,495.40	386,500.00	-	389,724.00	6,080.48	916,575.88
	<u>17,499,357.55</u>	<u>2,845,253.00</u>	<u>-</u>	<u>830,294.00</u>	<u>38,257.79</u>	<u>17,537,615.34</u>