



Quarterly report

Q2 2020

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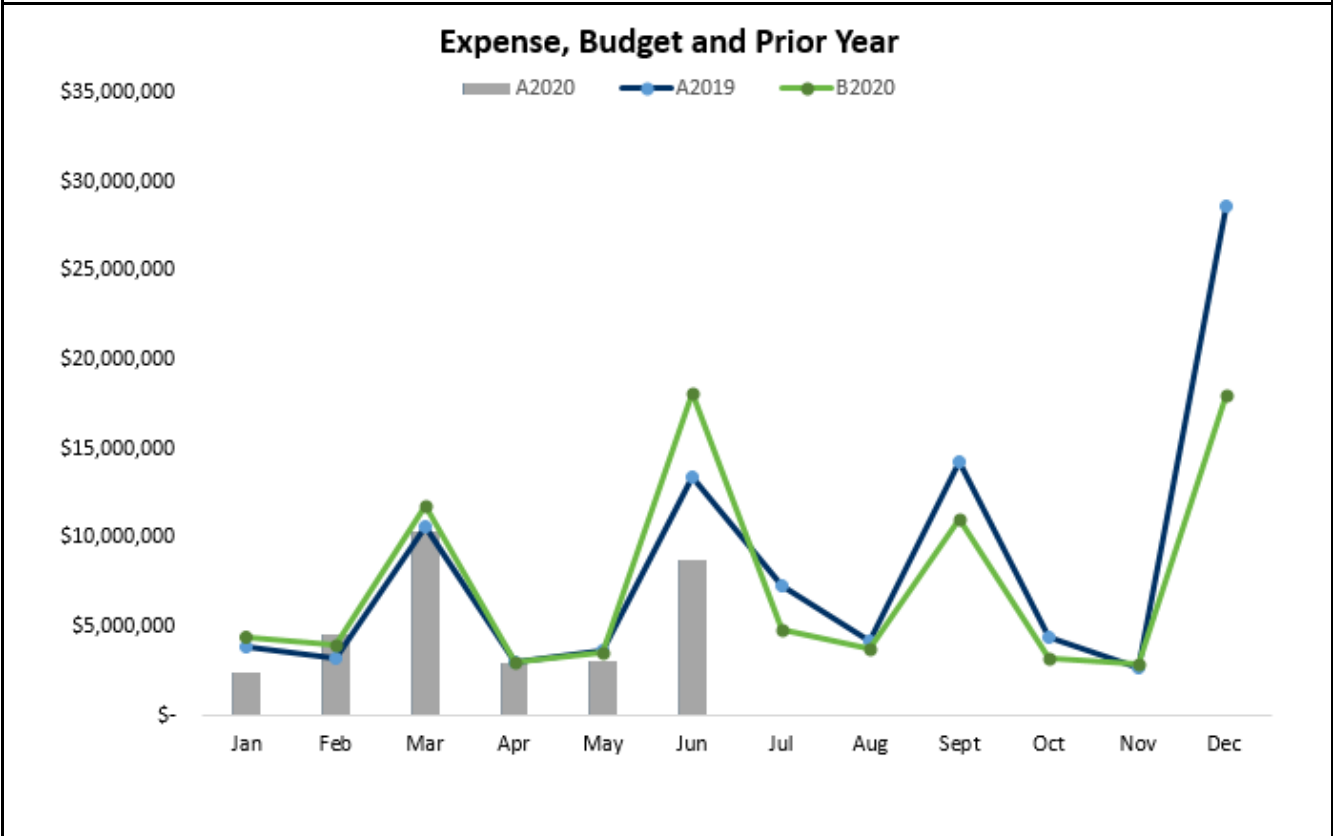
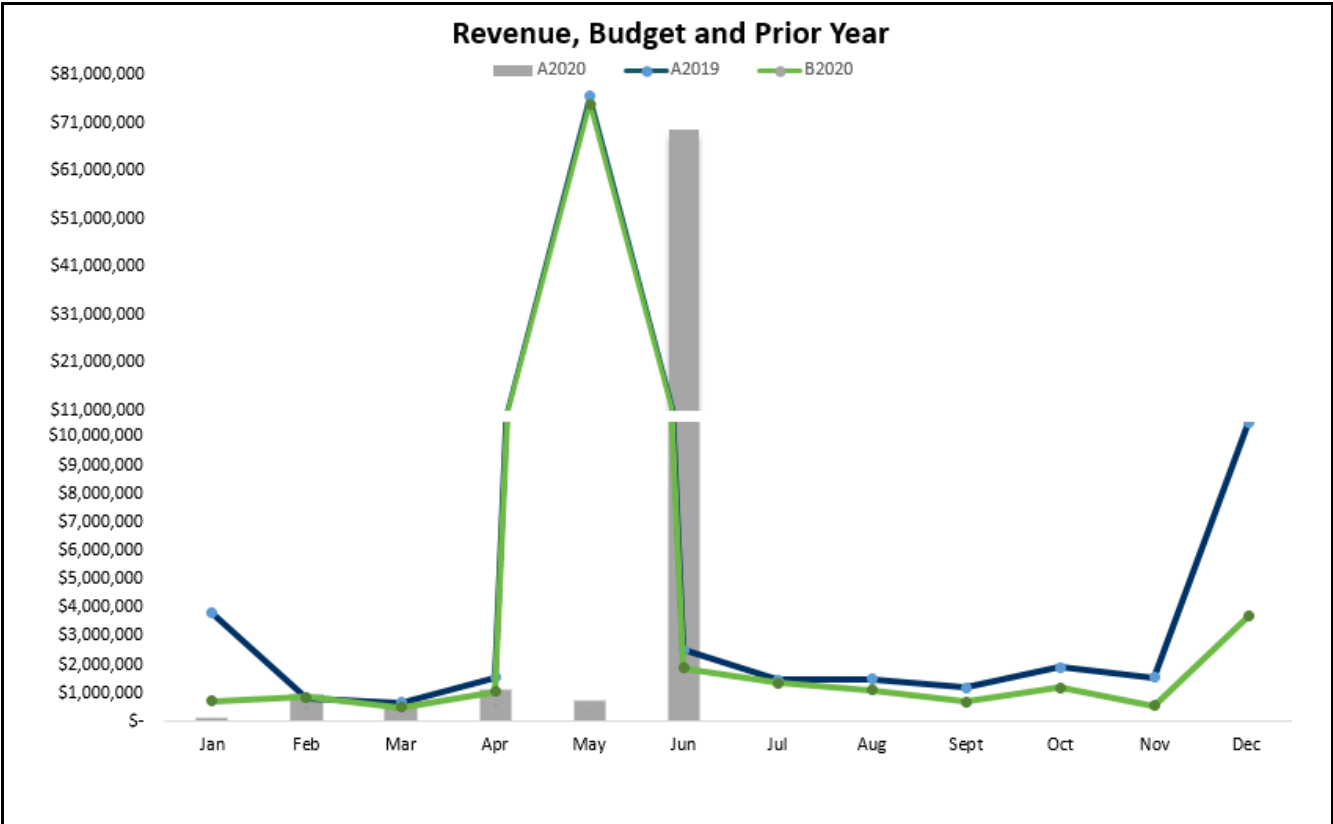
Indicator	Progress Description
	Action completed.
	Action initiated.
	Action not yet initiated.



Q2 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.
 - Work during this time included developing new Safe Work Practices, supporting work from home staff, sourcing additional personal protective equipment, communicating regularly with staff to keep them apprised of the rapidly changing environment, etc.
 - ECC deactivated on May 8.
- Established the following COVID-19 recovery task forces to inform Leduc County's relaunch plan:
 - Reopening to the public – county buildings
 - Opening campgrounds and re-opening public spaces
 - Strategic Economic Recovery
 - Return to office for work from home staff
 - Community, FCSS and Recreation services
- Leduc County's relaunch strategy rolled out May 28 with a phased reopening of county buildings commencing on June 8.
- Due to closure of county buildings to the public given the pandemic, Corporate Services enabled and supported audio live streaming of council, committee and tender opening meetings on the Leduc County website.
- Enforcement conducted a public awareness campaign on cargo securement at the regional landfill and county transfer stations.
- Family Community Support Services department completed 140 tax returns to support low income residents. To date \$500,000 in government subsidies, pensions and income tax refunds were accessed to support our residents.
- The new Family Resource Network was established and introduced to the communities. All programs and services in Q2 were provided online and through phone supports.
- 11,188 Property Assessment and Tax notices were mailed on June 18.
- External auditor, Metrix Group LLP, completed the 2019 Financial Statements audit and presented a report to council on April 14.
- Parks and recreation provided support to community associations relating to COVID-19 for facility operations and event postponement.
- Leduc County votes to withdraw participation from the Regional Transit Services Commission on May 5.

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	2	Farmland	150-160	\$3,980	5	Rural Residential/Multi-lot Subdivision	\$388,000
					1	New Sarepta	\$321,500
					1	Large Rural Parcel	\$949,500
2	2	Residential parcel	2 to 3	\$63,565	4	Multi-lot Subdivisions	\$711,000
	1	Farmland	80	\$4,370	2	Large Rural Parcel	\$1,150,000
3*	0				7	Multi-lot Subdivisions	\$795,000
					1	Large Rural Parcel	\$5,400,000
4	0				2	Rural Residential	\$370,500
5	2	Residential parcel	2-13	\$25,560	2	Rural Residential	\$517,700
	2	Farmland	78-80	\$5,670	1	Large rural parcel	\$745,000
	1	Lake Property	Lot	\$360,000			
6	1	Residential parcel	10	\$8,300	2	Large rural parcel	\$389,500
	3	Farmland	145-160	\$2,412	1	Lake Property	\$539,250
7	1	Farmland	160	\$2,019	0		
Nisku	0				4	Commercial Condos	\$865,000
Total sales	15				33		

* Division 3 does not include Nisku Business Park

2019 Q2 Vacant Sales 35

2019 Q2 Improved Sales 53

Nisku vacancy rates

Nisku Business Park vacancy rates hover around the 7% range, up from 6% in Q1.

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

Development highlights

Project	Update
Amazon	Building is complete with the exception of the conveyer installation and the hydrogen fueling system installation (hydrogen-fueled forklifts).
Aurora Sky facility (Cold Storage Addition)	Final inspection completed on cold storage building.
Destiny Bioscience facility	All work has ceased. Destiny Bioscience is in receivership.
Monarch Lands (York Realty)	Building interiors nearly complete. Amazon is leasing one of the buildings and is adding an unheated, enclosed 'drive lane' for use by electric delivery vehicles.
Aurora Polaris (Distribution Centre)	Work continues on the interior and the addition to house Lotron.
One Properties (commercial/industrial lease bay facility)	Construction is well underway, structural steel is complete.
High Brix Manufacturing	Foundation has been constructed for the High Brix Manufacturing office and warehouse.
Pylypow Properties Inc.	Foundation has started on a single tenant building.

Permits

Development permits	2019 Q2 Totals	2020 Q2 Totals	2020 YTD
Received	58	66	106
Issued	48	55	88
Refused	1	0	3
Processing	9	11	15
Closed/withdrawn	0	0	0

Building permits	2019 Q2 Totals	2020 Q2 Totals	2020 YTD
Issued	54	61	105
Construction value	\$14,561,456	\$8,909,902	\$22,941,592
Fees	\$99,148	\$58,040	\$152,072

Safety codes permits	2019 Q2 issued	2020 Q2 Issued	2020 YTD issued	2019 Q2 Fees	2020 Q2 Fees	2020 YTD Fees
Electrical	132	103	209	\$31,701	\$21,426	\$52,519
Gas	102	52	124	\$11,773	\$5,634	\$15,187
Plumbing	46	126	183	\$5,814	\$11,635	\$18,342
Private sewage	8	13	25	\$1,087	\$1,880	3,903
Total	288	294	541	\$50,375	\$40,575	\$90,492

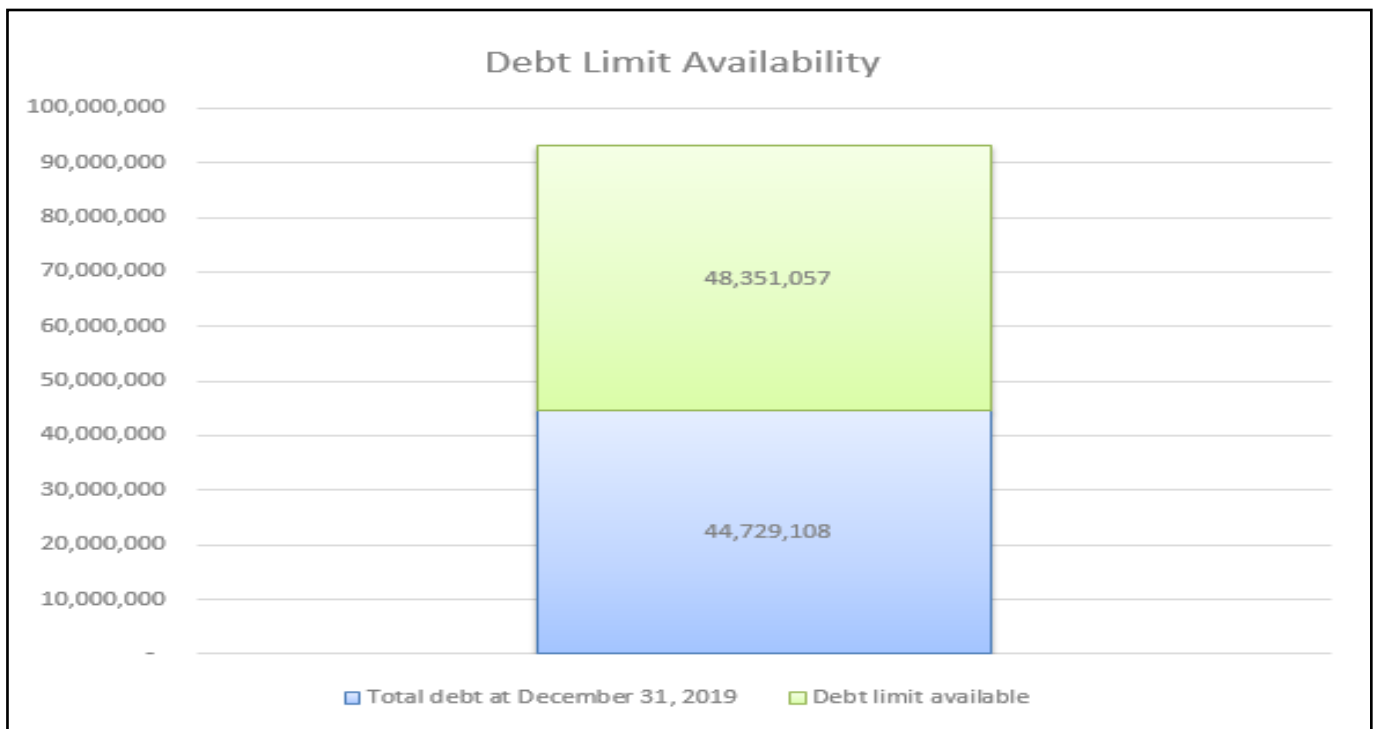
Health and Safety

- COVID-19 specific hazard assessments were conducted, risks identified and controls put in place to allow for the safe reopening of all Leduc County facilities and workspaces.
- All staff returning to the office were trained on the new COVID-19 safety protocols ensuring compliance with Alberta Health Services legislation and guidelines as the province moved through their relaunch strategy.
- Revised seasonal orientation to include COVID-19 protocols and delivered orientation and safety training to all seasonal staff.
- Worked collaboratively with Black Gold Regional School Board to implement COVID-19 safety protocols in shared public spaces.
- Continued to support the psychological health and safety of staff through the promotion and enhancement of the “Not Myself Today” mental health awareness and support program that was rolled out to staff beginning in March.

Whistleblower complaints

	Q2 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

2018 – 2021 Strategic Plan: Strategic Priorities - deliverables

1. Enriched quality of life

Focus areas

- 1.1** Develop a plan framework to meet growth and program needs for recreation, tourism and culture. **Q4 | 2020.**
- Partnership with Leduc Regional Chamber of Commerce and City of Leduc for a Leduc Region Tourism Strategy approved in January 2020.
 - Parks Visioning project to be initiated in 2020.
 - Increase to arts and cultural grants funding.
- 1.2** Maintain existing partnerships and pursue new partnership opportunities with other municipalities to leverage county investment. **Q4 | 2018.**
- Continued collaboration with six regional partners to deliver recreation opportunities to our residents for reasonable financial investment.
 - New recreation cost share agreement with the City of Beaumont approved in January 2020
 - 2020 will offer coordinated activities with FCSS Family resource network staff to support children's programs.
 - Additional financial support to not for profits or community groups supported by policies CD-01 Community Facility Special Projects, CD-2 Community Association Grant Funding, and CD-03 Community Facility Operating Funding.
 - Additional financial support, for operating costs, to community halls approved in 2019.
 - Special grant support for energy efficient projects with the Calmar and New Sarepta Ag Societies.
- 1.3** Offer affordable county-sponsored programs and activities to all citizens. **Q1 | 2018**
- Ongoing commitment to offer recreational programs and opportunities for low or no cost. For example:
 - "Free Range" kids program that allowed families and youth to attend and participate in free park activities across the county. 13 held in 2019 and 24 were planned for 2020 however in-person programming was cancelled in 2020 given the COVID-19 pandemic.
 - Development of our environmental ambassador program that included a summer student hosting free environmental programs at campgrounds and community parks.

2. Agricultural innovation and support for local food

Focus areas

- 2.1** Develop a plan framework for the re-visioning of smallholding agricultural activity. **Q2 | 2020**
- Identified action in the 2020 Agricultural Services Operational Plan (Strategy 1.2) to continue to roll out tactics that are embedded within the Agricultural Strategy and support the re-visioning of small holding agriculture.
- 2.2** Support integration of agri-science and innovation in agricultural production. **Q1 | 2019**
- Application, in collaboration the University of Alberta with support from Edmonton Global, for a CARES grant for a scale-up facility for agri-business was submitted in 2019 however it was unsuccessful.

2.3 Support local food initiatives. Q2 | 2019

- Repurpose of existing staff resources to local food focus in 2019.
- Many local food focused workshops held in 2019 such as Raising Chickens in the County and bee keeping and seven workshops planned for 2020 however in-person workshops were cancelled due to COVID-19 pandemic.

2.4 Be an advocate for agriculture and foster agri-tourism. Q2 | 2019

- Partnership with Leduc Regional Chamber of Commerce and City of Leduc for a Leduc Region Tourism Strategy approved in January 2020.
- Involvement with Farm to Market to Table conference as a major sponsor in 2019 and 2020.
- Host of Farm to Table dinners through our recreation program.
- 2019 and 2020 Declaration of a State of Agricultural Disaster.

2.5 Develop a phased roll-out plan for the 2016 Agricultural Strategy. Q4 | 2019

- Implementation of the strategy through the Municipal Development Plan and operational plans.
 - Identified actions in 2020 Agricultural Services Operational Plan (Strategy 1.2).
 - Identified actions in 2020 Planning & Development Operational Plan (Strategy 3.3).
- Continued involvement with the RAMP task force.

3. Enhanced transportation systems

Focus areas

3.1 Improve transportation networks. Q4 | 2018

- Ongoing commitment to a rural road initiative.
- Budget approval for Transportation Master Plan project in 2020.

3.2 Support economic development initiatives by improving transportation links. Q3 | 2021

- Continued advocacy for grant funding to support future work on the Nisku Spine Road.

3.3 Investigate public transportation opportunities within the county and across the region. Q3 | 2019

- Investment in regional transit, in partnership with the City of Edmonton and City of Leduc, with Route 747.
- Involvement in the Regional Transit Services Commission initiative.

3.4 Make continuous infrastructure investments to support the safety of those travelling in and through the county. Q1 | 2019

- Ongoing budget commitment to gravelling, surfacing, and bridge programs.
- Identified actions in the 2020 Agricultural Services Operational Plan (Goal 2) to develop and deliver a roadside vegetation management plan.
- Ongoing commitment by administration to bring forward road safety projects to council for their consideration.

3.5 Develop and implement a new Transportation Master Plan. Q2 | 2019

- RFP posted February 4, 2020 with project awarded on July 24, 2020.

- The RFP was closed on February 26, 2020.
- The award was delayed due to impact of COVID (meaningful public consultation would be difficult).
- The project was awarded on July 24, 2020.
- This award delay will result in a delay in the completion of the Transportation Master Plan.

4. Economic development

Focus areas

4.1 Implement the 2016-2021 Economic Development and Growth Management Study. **Q2 | 2019**

- In partnership with Leduc Regional Chamber of Commerce develop and implement a business licensing program for Leduc County (Initiative E3).
- Approval of an Agricultural Strategy. (Initiative E5).
- Expanded transit service to the Nisku Business Park (Initiative E6).
- Greater Nisku Area Structure Plan project initiated in 2020 (Initiative E7).
- Ongoing support to advance asset management practices (Initiative E13).
- Involvement with Edmonton Global as a partner in economic growth (Initiative E16).

4.2 Maintain, leverage and build new partnerships. **Q4 | 2018**

- New partnership with Edmonton Global since 2018.
- Working in partnership with the Leduc Regional Chamber of Commerce on the Business Licensing Initiative.

4.3 Re-evaluate policies to reduce barriers to commercial growth. **Q1 | 2020**

- In 2019, streamlined development permit application and continued to develop separate urban and rural development applications to simplify the process for customers.
- Identified actions in 2020 Corporate Plan (Goal 4) to identify current processes that could be done differently to reduce red tape.

4.4 Develop a county brand to support promotion and marketing efforts. **Q2 | 2020**

- 2019 Brand refresh project was completed.
- New website launched in December 2019 with increased economic development focused content.

4.5 Create an economic development package to promote Leduc County. **Q3 | 2019**

- Economic development summit was held in 2019 and work is ongoing to continue to build all aspects of our internal economic development function.

4.6 Investigate alternate strategies for Leduc County utility rates. **Q3 | 2018**

- Utility rate review completed in 2019.

5. Regional leadership

Focus areas

5.1 Relationships with other municipalities are maintained and strengthened. **Q4 | 2018**

- Approval of the Intermunicipal Planning Framework with the Cities of Beaumont and Edmonton in January 2020.

- Identified actions in 2020 Planning & Development Operational Plan (Strategy 1.2) to complete intermunicipal collaboration initiatives with regional partners.

5.2 Leduc County remains a leader on regional initiatives through work with its partners. **Q1 | 2021**

- Partnership with three rural municipalities on EMRB governance and mandate reform.

5.3 Leduc County is recognized by other orders of government as a leading example of good municipal practice. **Q1 | 2021**

- Continued effort to build relationships with other orders of government through involvement in regional initiatives and advocacy efforts.

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
 - ECC deactivated on May 8
- Established the following COVID-19 recovery task forces to inform Leduc County's relaunch plan:
 - Reopening to the public – county buildings
 - Opening campgrounds and re-opening public spaces
 - Strategic Economic Recovery
 - Return to office for work from home staff
- Leduc County's relaunch strategy rolled out May 28 with a phased reopening of county buildings commencing on June 8
- 2021 Senior Management Team Business Planning Workshop held in June
- Developed a public engagement decision-making framework due to the new environment given the COVID-19 pandemic.

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 June 30 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. <ul style="list-style-type: none">• Application of brand standards being rolled out on forms, templates, vehicle decals, etc.• Redesign of Fire Services visual identity initiated in May.
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 June 30 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 June 30 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 June 30 2020	Identified deliverables with status update
Hold chief administrative officers (CAO) 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.Three CAO meetings held in Q2.
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 June 30 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 Alberta Municipal Water/Wastewater Partnership Grant for \$265,593 for lagoon upgrades.Successful application to the Federation of Canadian Municipalities - Municipal Asset Management program grant for \$50,000 to support the advancement of Leduc County's asset management.

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. Report released in late July and advocacy efforts are ongoing. • 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 June 30 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 and is progressing. • Discussion with council at the July 23 council workshop. • External stakeholder interviews being completed in August.
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. • Timing of survey to be discussed with council on September 1 at G&P meeting.

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 June 30 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. <ul style="list-style-type: none">Gathering of data to inform strategy development.
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">Reporting integrated into quarterly reporting for Q2.
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. <ul style="list-style-type: none">Ongoing review of policies to ensure clarity and organizational effectiveness. In 2020, four policies have been eliminated, twelve have been amended, one new policy has been developed. These were presented and approved by the Municipal Policy Review Committee.Phase 2 of the website redevelopment project is ongoing which will enhance online services.
	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. <ul style="list-style-type: none">Senior Management Team business planning workshop held in June.
Establish website governance committee to oversee continuous evaluation of the website effectiveness.	Q1 2020		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 June 30 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.Subsequent meetings cancelled by the City of Leduc.
Enhance the three-year operating budget and 10-year capital plan.	Q4 2020		2021 budget approved by council. <ul style="list-style-type: none">Work is ongoing on the development of the 2021 budget.Additional data collection to support budget development.
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. <ul style="list-style-type: none">Asset Management Committee is conducting research on governance and strategy.Additional organization effort spent on data collection to inform 2021 budget decisions.
	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 June 30 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 in Q1 with all departments and gathered feedback on the annual event.

			<ul style="list-style-type: none"> Fall meetings are scheduled with all departments. Alternative plan for staff appreciation event being developed.
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"> Draft action plan 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 June 30 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 and health and safety committee meeting.

Goal 6

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

Strategy 6.1

Create foundational communications documents.

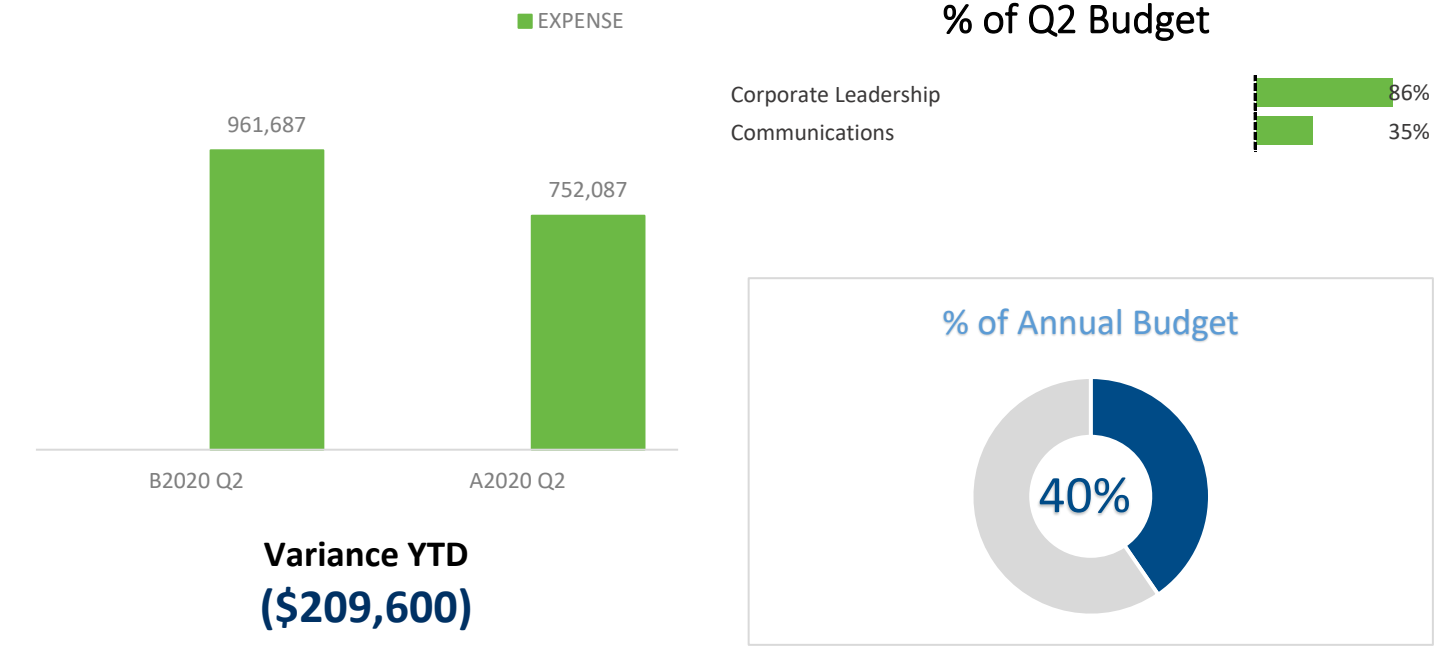
Actions	Target dates	Status at June 30 2020	Identified deliverables with status update
Create a crisis communications plan to support emergency management preparedness.	Q3 2020		An approved plan. <ul style="list-style-type: none"> Project was initiated in collaboration with a NAIT Disaster and Emergency management student whose final

			<p>project was to develop a municipal crisis communications plan.</p> <ul style="list-style-type: none"> • 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

Q2 - 2020 Financial Reporting

Department Head: Duane Coleman



Corporate Leadership

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	1,293,383	646,855	648,174	1,319	100%	50%
GENERAL SERVICES-CONTRACTED	318,440	173,838	53,876	(119,962)	31%	17%
GOODS,SUPPLIES & MATERIALS PURCHASED	460	280	192	(88)	68%	42%
Total Expense	1,612,283	820,973	702,242	(118,731)	86%	44%
Surplus/(Deficit)	(1,612,283)	(820,973)	(702,242)	118,731	86%	44%

Variance

•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

Q2 - 2020 Financial Reporting

Communications

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	36,000	-	-	-	0%	0%
Total Revenue	36,000	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	246,639	113,214	45,678	(67,536)	40%	19%
GOODS,SUPPLIES & MATERIALS PURCHASED	37,500	27,500	4,168	(23,332)	15%	11%
Total Expense	284,139	140,714	49,846	(90,868)	35%	18%
Surplus/(Deficit)	(248,139)	(140,714)	(49,846)	90,868	35%	20%

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.
 - Website professional fees have been less than anticipated.
- *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. The County Chronicle was produced in Q2, however not all invoices had been received at the time of this 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

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

- 11, 188 Property Assessment and Tax Notices were sent on June 18.
- Assessment roll inquiries in the first 2 weeks following the mailing of the notices were consistent with previous years.
- Manager of Assessment participated as a Rural Municipalities of Alberta representative in the Well, Pipeline and Machinery and Equipment Model Review.

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 June 30 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. <ul style="list-style-type: none"> Continue to monitor changes in agricultural business ventures. Currently there have not been significant changes in this assessment area.
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. <ul style="list-style-type: none"> 2 members of the Assessment Services team completed a full inspection of the Aurora and Destiny Bioscience facilities. Collaborated with other assessment colleagues that have cannabis facilities in order to ensure consistency and equity. Planned seminars were cancelled.

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 June 30 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 June 30 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 June 30 2020	Deliverables and/or key performance indicators
The assessors will be active members of Alberta Assessors Association (AAA).	2020		<p>Participate in AAA committees and working groups and/or act as a facilitator and trainer at various AAA educational events.</p> <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.• Manager of Assessment Services participated in the well, pipeline, and machinery and equipment model

			review as a member of the RMA delegation.
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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 June 30 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. <ul style="list-style-type: none"> In process of gathering and compiling county owned property data.

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

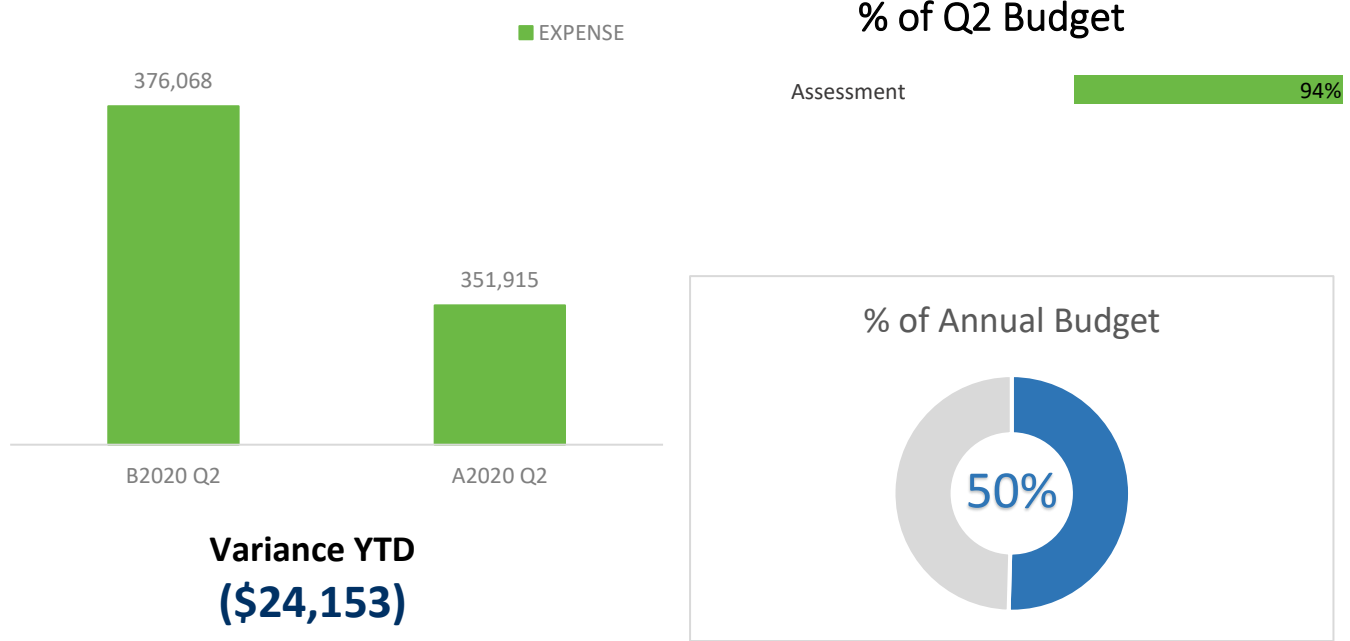
Develop a framework that guides Leduc County's involvement and actions in the DIP appeal process.

Actions	Target dates	Status at June 30 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. <ul style="list-style-type: none"> Leduc County is an active participant in the Capital Power linear appeals and two Machinery and Equipment appeals. It is important for Leduc County to participate in order to be informed of the status of any appeal that affects our assessment base.

ASSESSMENT

Q2 - 2020 Financial Reporting

Department Head: Karen Burnand



Assessment

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	650	-	-	-	0%	0%
Total Revenue	650	-	-	-	0%	0%
EARNINGS & BENEFITS	627,652	321,476	320,264	(1,212)	100%	51%
GENERAL SERVICES-CONTRACTED	54,527	43,927	22,631	(21,296)	52%	42%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,320	2,310	667	(1,643)	29%	13%
FINANCIAL SERVICE CHARGES	11,138	8,355	8,353	(2)	100%	75%
Total Expense	698,637	376,068	351,915	(24,153)	94%	50%
Surplus/(Deficit)	(697,987)	(376,068)	(351,915)	24,153	94%	50%

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.
 - Conference and meeting expenses are under budget due to COVID-19 related cancellations.



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 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

- County Centre facility projects completed:
 - Fire panel replacement
 - Removal and installation of building sealant
 - Main electrical power cable replacement installation
 - Back-up generator installation
- Enabled and supported the audio live streaming of all public council, committee and tender opening meetings on Leduc County website as county buildings were closed to the public.
- Supported the recovery and re-opening of county buildings by ensuring compliance with Alberta Health Services' safety recommendations:
 - Conducted hazard assessments in all workspaces; identified and implemented controls
 - Developed and delivered COVID-19 safety training for all staff training
 - Completed workspace modifications and enhancements to ensure social distancing and protection of staff and the visiting public
- Records Coordinator hired.
- Developed and implemented an Information Technology project management framework with supporting templates.
- Recruited, trained and oriented all seasonal staff.

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 June 30 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

			<p>administration to reflect recommendations from the compensation review.</p> <ul style="list-style-type: none"> Employee compensation review not yet completed. <p>Adjust/develop recruitment, performance management and employee development procedures to reflect the 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 June 30 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>

			<ul style="list-style-type: none"> • Training and development plans are due to be completed in Q4.
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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 June 30 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"> • Completed with the delivery of the report and recommendations in 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. <ul style="list-style-type: none"> • Digital information plan development was initiated in Q2 and is anticipated to be completed in Q4.
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.

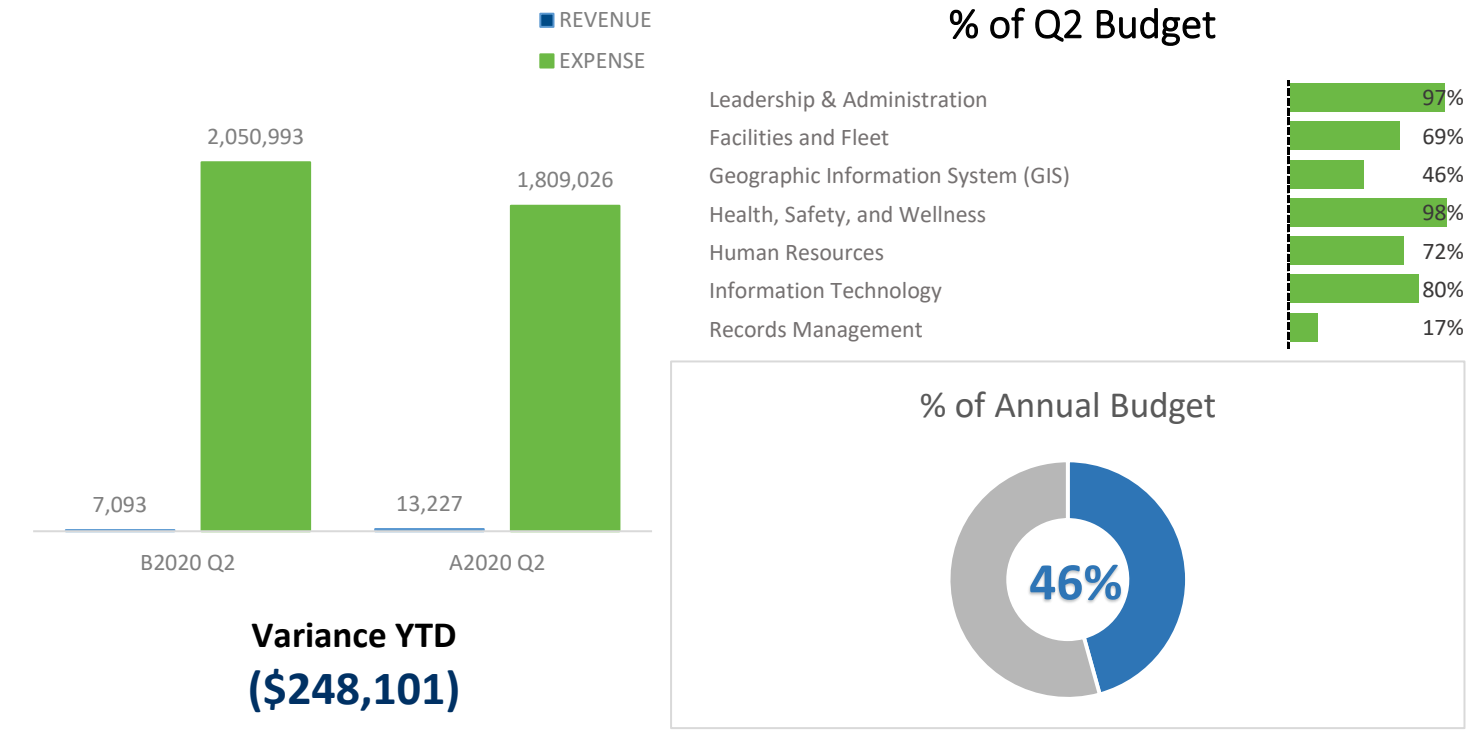
Actions	Target dates	Status at June 30 2020	Deliverables and/or key performance indicators
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Develop the security awareness program.	Q1		<p>The security awareness program has been completed.</p> <ul style="list-style-type: none"> • The security awareness program was developed in Q1.
Develop security procedures.	Q1		<p>Security incident response procedures are completed.</p> <ul style="list-style-type: none"> • Security incident response procedures have been completed.
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 was rolled out in Q2.
Develop and implement IT asset and configuration management plan.	Q3		<p>IT asset and configuration management plan created.</p> <ul style="list-style-type: none"> • Currently being drafted. <p>Software purchased and installed; documentation created, and training delivered.</p> <ul style="list-style-type: none"> • Software has been purchased and installed. Documentation and training are currently being developed.

CORPORATE SERVICES

Q2 - 2020 Financial Reporting

Department Head: Roseanne Hall



Leadership & Administration

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	3,400	1,800	1,787	(13)	99%	53%
OTHER REVENUE FROM OWN SOURCES	1,000	400	167	(233)	42%	17%
Total Revenue	4,400	2,200	1,954	(246)	89%	44%
EARNINGS & BENEFITS	2,226,417	1,096,556	1,068,552	(28,004)	97%	48%
GENERAL SERVICES-CONTRACTED	222,740	107,006	103,893	(3,113)	97%	47%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,040	3,590	1,179	(2,411)	33%	17%
Total Expense	2,456,197	1,207,152	1,173,623	(33,529)	97%	48%
Surplus/(Deficit)	(2,451,797)	(1,204,952)	(1,171,669)	33,283	97%	48%

Variances

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

CORPORATE SERVICES

Q2 - 2020 Financial Reporting

Facilities and Fleet

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	450	225	-	(225)	0%	0%
<i>OTHER REVENUE FROM OWN SOURCES</i>	9,336	4,668	13,773	9,105	295%	148%
<i>OTHER TRANSACTIONS</i>	16,500	-	-	-	0%	0%
Total Revenue	26,286	4,893	13,773	8,880	281%	52%
<i>GENERAL SERVICES-CONTRACTED</i>	238,892	123,319	76,252	(47,067)	62%	32%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	185,362	96,996	39,402	(57,594)	41%	21%
<i>RESERVES,TRANSFERS & GRANTS</i>	69,386	-	-	-	0%	0%
<i>FINANCIAL SERVICE CHARGES</i>	333,691	166,845	160,950	(5,895)	96%	48%
Total Expense	827,331	387,160	276,604	(110,556)	71%	33%
Surplus/(Deficit)	(801,045)	(382,267)	(262,831)	119,436	69%	33%

Variances

- *General services-contracted*
 - Vent cleaning, and the electrical cable replacement projects were complete but not invoiced at the end of Q2.
 - Q1 and Q2 building maintenance invoices from Black Gold were not received until Q3.
- *Goods, supplies & materials purchased*
 - Invoices for power and natural gas were not received from Black Gold until Q3.
 - Annual furniture replacements and non-essential building maintenance delayed due to COVID-19.

Geographic Information System (GIS)

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
<i>GENERAL SERVICES-CONTRACTED</i>	17,753	12,696	5,355	(7,341)	42%	30%
<i>PURCHASES FR OTHER GOV & AGENCIES</i>	7,000	3,504	2,151	(1,353)	61%	31%
Total Expense	24,753	16,200	7,506	(8,694)	46%	30%
Surplus/(Deficit)	(24,753)	(16,200)	(7,506)	8,694	46%	30%

Variances

- No significant variances.

CORPORATE SERVICES

Q2 - 2020 Financial Reporting

Health, Safety, and Wellness

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	28,000	-	-	-	0%	0%
Total Revenue	28,000	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	38,062	19,997	3,470	(16,527)	17%	9%
GOODS,SUPPLIES & MATERIALS PURCHASED	58,016	15,258	31,204	15,946	205%	54%
Total Expense	96,078	35,255	34,674	(581)	98%	36%
Surplus/(Deficit)	(68,078)	(35,255)	(34,674)	581	98%	51%

Variances

- *General services -contracted*
 - Corporate training was cancelled due to COVID-19.
- *Goods, supplies & materials purchased*
 - Employee corporate wear was purchased in Q1. Funds carried forward from 2019 to fund this purchase were recorded in Q3.

Human Resources

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
OTHER REVENUE FROM OWN SOURCES	-	-	(2,500)	(2,500)	0%	0%
OTHER TRANSACTIONS	21,550	-	-	-	0%	0%
Total Revenue	21,550	-	(2,500)	(2,500)	0%	-12%
GENERAL SERVICES-CONTRACTED	52,735	31,305	25,001	(6,304)	80%	47%
GOODS,SUPPLIES & MATERIALS PURCHASED	19,050	8,600	1,034	(7,566)	12%	5%
Total Expense	71,785	39,905	26,036	(13,869)	65%	36%
Surplus/(Deficit)	(50,235)	(39,905)	(28,536)	11,369	72%	57%

Variances

- *Goods, supplies and materials purchased*
 - Costs associated with staff events and Corporate Challenge have not been spent due to COVID-19.
 - The cost of long time service awards and retirement, bereavement and illness gifts have been less than anticipated.

CORPORATE SERVICES

Q2 - 2020 Financial Reporting

Information Technology

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	3,650	-	-	-	0%	0%
Total Revenue	3,650	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	376,155	244,608	196,861	(47,747)	80%	52%
GOODS,SUPPLIES & MATERIALS PURCHASED	149,100	115,346	92,786	(22,560)	80%	62%
Total Expense	525,255	359,954	289,646	(70,308)	80%	55%
Surplus/(Deficit)	(521,605)	(359,954)	(289,646)	70,308	80%	56%

Variances

- *General services-contracted*
 - June Telus bill had not been received at the time of this report.
 - A portion of the software programs cost less to renew than they had in previous years.
 - Some software renewals are no longer necessary as functionality is now included with new products.
 - External professional services required have been less than anticipated.
 - Many courses and conferences were cancelled for Q1 and Q2 due to COVID-19.
- *Goods supplies & materials purchased*
 - There was a delay in procuring hardware for the data server. Hardware will be replaced by the end of Q4.

Records Management

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	6,512	2,867	936	(1,931)	33%	14%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,500	2,500	-	(2,500)	0%	0%
Total Expense	14,012	5,367	936	(4,431)	17%	7%
Surplus/(Deficit)	(14,012)	(5,367)	(936)	4,431	17%	7%

Variances

- No significant variances.



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

- Successfully completed the 2019 financial statement audit and financial reports for FCSS programs with a March 31, 2020 year-end.
- 2020 final budget was approved.
- Prepared and processed 11,188 Property Assessment and Tax Notices.
- Fielded 834 calls regarding financial questions and concerns during Q2.
- 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 June 30 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 were delayed due to COVID-19, project likely to carry over to 2021.
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 June 30 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 June 30 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 June 30 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. <ul style="list-style-type: none">• Quarter one reporting done.
Continue to build on and enhance the service based budget model.	Q4 2020		Approved 2021 interim budget. <ul style="list-style-type: none">• Interim budget process has begun.

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 June 30 2020	Deliverables and/or key performance indicators
Implement cheque-scanning technology for onsite deposits.	Q1 2020		Utilization of cheque-scanning technology. <ul style="list-style-type: none">Cheque-scanner being fully utilized.
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

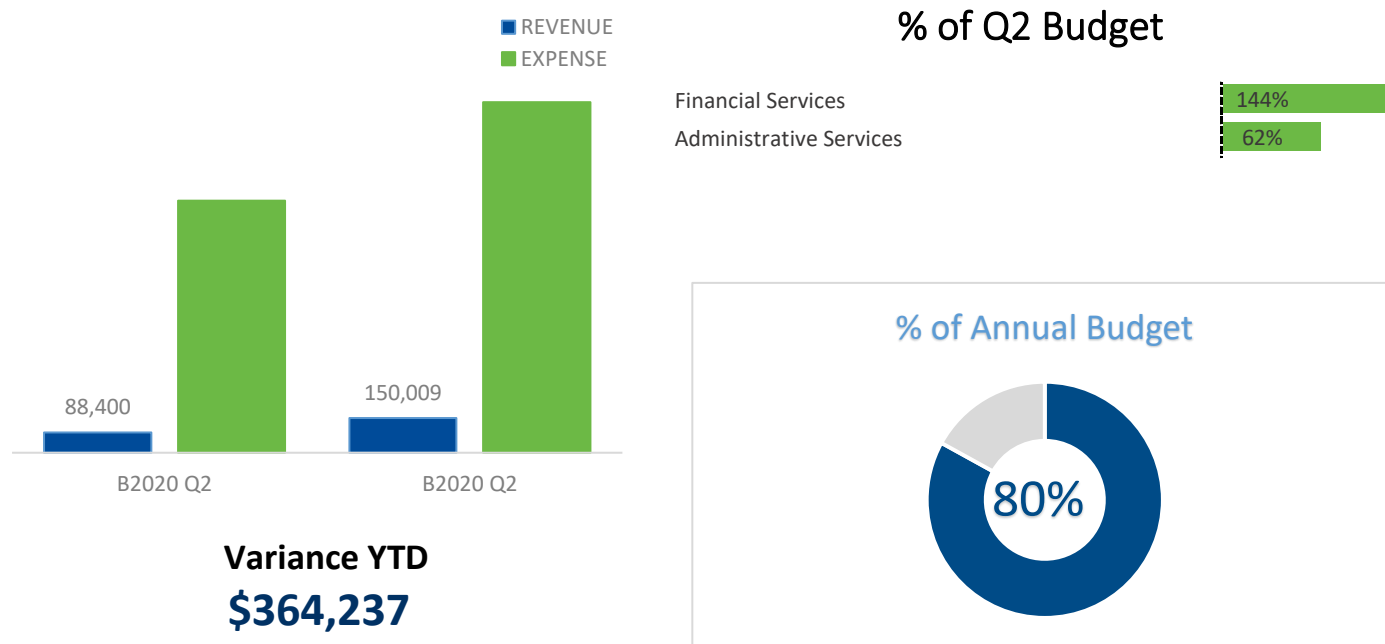
Enhance customer service by expanding payment options.

Actions	Target dates	Status at June 30 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">Administrative procedure completed.
Examine how financial transactions are being processed to determine where customer service can be enhanced.	Q3 2020		<ul style="list-style-type: none">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

Q2 - 2020 Financial Reporting

Department Head: Natasha Wice



Financial Services

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	551,070	1,500	1,500	-	100%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	33,500	16,548	18,210	1,662	110%	54%
OTHER REVENUE FROM OWN SOURCES	150,600	69,352	129,510	60,158	187%	86%
OTHER TRANSACTIONS	63,012	-	-	-	0%	0%
Total Revenue	798,182	87,400	149,220	61,820	171%	19%
EARNINGS & BENEFITS	1,048,527	573,684	544,964	(28,720)	95%	52%
GENERAL SERVICES-CONTRACTED	179,257	163,344	152,470	(10,874)	93%	85%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,650	2,250	706	(1,544)	31%	27%
RESERVES,TRANSFERS & GRANTS	787,350	257,350	759,958	502,608	295%	97%
Total Expense	2,017,784	996,628	1,458,097	461,469	146%	72%
Surplus/(Deficit)	(1,219,602)	(909,228)	(1,308,878)	(399,650)	144%	107%

Variances

- *Other revenue from own sources*
 - Higher than anticipated drilling permit revenues by \$70,000. Less than anticipated land rental revenue by \$10,000.
- *Earnings & benefits*
 - 1 vacant position during Q2.
- *Reserves, transfers and grants*
 - Variance is due to cash flow. The transfer to reserves for annexation proceeds was budgeted in July however the transfer was done in June.

FINANCE

Q2 - 2020 Financial Reporting

Administrative Services

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	2,000	1,000	789	(211)	79%	39%
Total Revenue	2,000	1,000	789	(211)	79%	39%
<i>GENERAL SERVICES-CONTRACTED</i>	91,950	63,620	30,165	(33,455)	47%	33%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	51,600	25,800	22,659	(3,141)	88%	44%
<i>RESERVES,TRANSFERS & GRANTS</i>	276,048	-	-	-	0%	0%
<i>FINANCIAL SERVICE CHARGES</i>	8,970	4,620	5,593	973	121%	62%
Total Expense	428,568	94,040	58,417	(35,623)	62%	14%
Surplus/(Deficit)	(426,568)	(93,040)	(57,628)	35,412	62%	14%

Variances

- *General services - contracted*
 - Variance is due to cash flow of external audit fees.



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 spraying the front slope of identified ditches with a non-selective herbicide 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 June 30 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.

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 June 30 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.	Q3 2020		Expand the Terms of Reference for the ASB Committee and how we could utilize that already established group.

<ul style="list-style-type: none"> Establish an advocacy group to promote agriculture on a county-wide basis. 			
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		<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. Waiting for final report.
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 June 30 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 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. 	Q3-Q4 2020		Ten intersections and 30 km's of roadside brush to be brushed and sprayed.
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. <ul style="list-style-type: none"> 788 km 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. <ul style="list-style-type: none"> Due to COVID-19, unable to complete this program however, regular mowing program is targeting problem vegetation when able.

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 km to be completed.
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Goal 3

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

Strategy 3.1

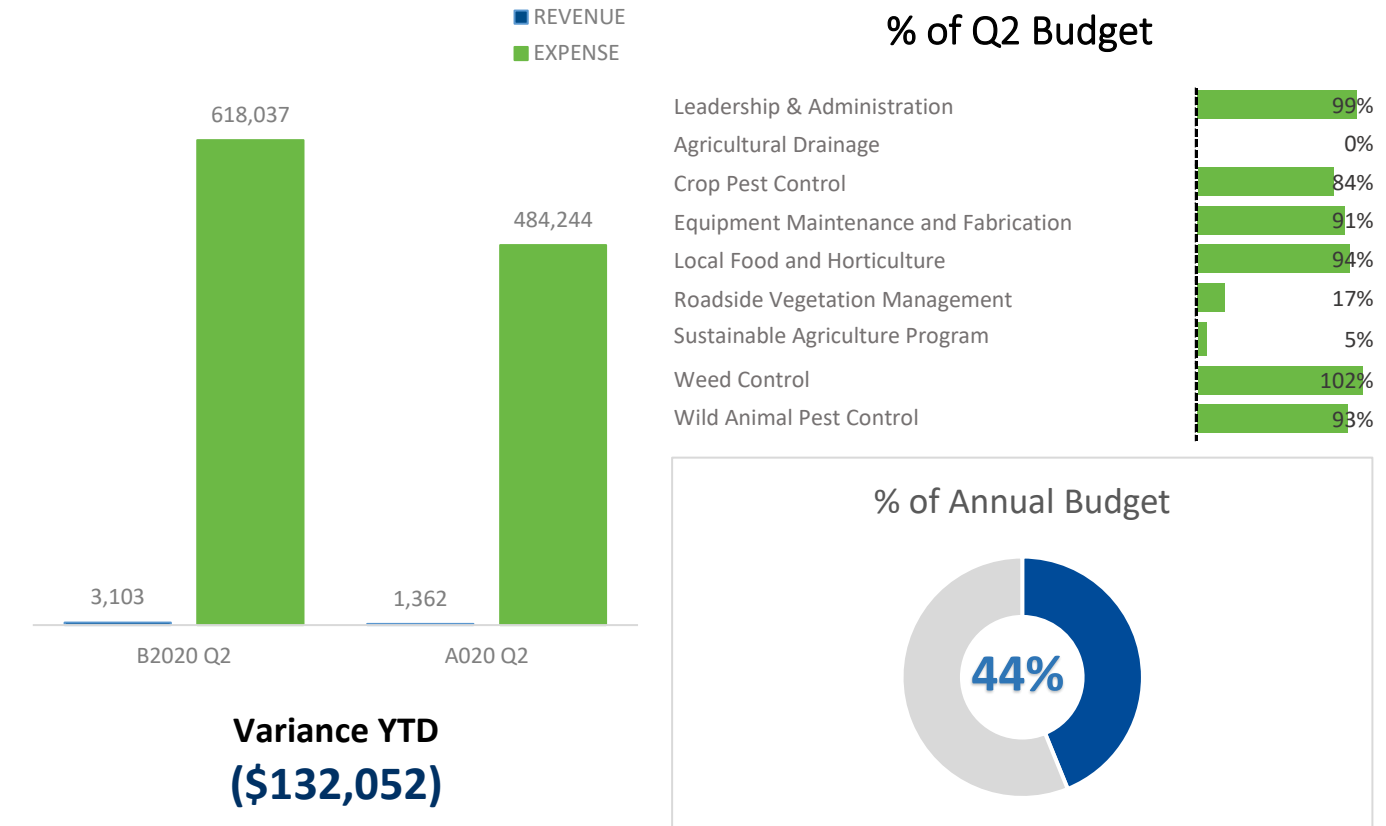
Working with members of the Edmonton Metropolitan Regional Board (EMRB), support the regional agricultural industry.

Actions	Target dates	Status at June 30 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. <ul style="list-style-type: none"> Staff participated in three technical work and group committee meetings and supported Planning and Development with input.
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

Q2 - 2020 Financial Reporting

Department Head: Garrett Broadbent



Leadership & Administration

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	-	-	591	591	0%	0%
Total Revenue	-	-	591	591	0%	0%
EARNINGS & BENEFITS	356,970	178,488	184,470	5,982	103%	52%
GENERAL SERVICES-CONTRACTED	16,086	10,884	3,770	(7,114)	35%	23%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,400	1,830	458	(1,372)	25%	13%
RESERVES,TRANSFERS & GRANTS	22,500	17,500	17,499	(1)	100%	78%
Total Expense	398,956	208,702	206,197	(2,505)	99%	52%
Surplus/(Deficit)	(398,956)	(208,702)	(205,606)	3,096	99%	52%

Variances

- No significant variances.

AGRICULTURAL SERVICES

Q2 - 2020 Financial Reporting

Agricultural Drainage

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	1,500	-	-	-	0%	0%
Total Revenue	1,500	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	8,010	8,004	6	(7,998)	0%	0%
Total Expense	8,010	8,004	6	(7,998)	0%	0%
Surplus/(Deficit)	(6,510)	(8,004)	(6)	7,998	0%	0%

Variances

- General services-contracted
 - The County was not able to conduct drainage cleanouts due to weather conditions in Q1 and Q2.

Crop Pest Control

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
EARNINGS & BENEFITS	53,522	17,845	19,370	1,525	109%	36%
GENERAL SERVICES-CONTRACTED	26,490	3,203	110	(3,093)	3%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,050	2,847	619	(2,228)	22%	9%
Total Expense	87,062	23,895	20,099	(3,796)	84%	23%
Surplus/(Deficit)	(87,062)	(23,895)	(20,099)	3,796	84%	23%

Variances

- No significant variances.

AGRICULTURAL SERVICES

Q2 - 2020 Financial Reporting

Equipment Maintenance and Fabrication

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	3,000	-	-	-	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	122,326	-	-	-	0%	0%
OTHER TRANSACTIONS	20,000	-	-	-	0%	0%
Total Revenue	145,326	-	-	-	0%	0%
EARNINGS & BENEFITS	118,030	60,054	62,300	2,246	104%	53%
GENERAL SERVICES-CONTRACTED	42,205	9,291	9,040	(251)	97%	21%
GOODS,SUPPLIES & MATERIALS PURCHASED	67,408	31,597	20,680	(10,917)	65%	31%
Total Expense	227,644	100,943	92,020	(8,922)	91%	40%
Surplus/(Deficit)	(82,318)	(100,943)	(92,020)	8,922	91%	112%

Variances

- Goods, supplies & materials purchased
 - Equipment has not been used as much as anticipated due to reduced seasonal staffing levels. This has resulted in lower fuel and equipment and machine part costs than expected.

Local Food and Horticulture

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	93,757	47,063	49,120	2,057	104%	52%
GENERAL SERVICES-CONTRACTED	9,024	3,358	1,454	(1,904)	43%	16%
GOODS,SUPPLIES & MATERIALS PURCHASED	6,500	3,791	340	(3,451)	9%	5%
Total Expense	109,281	54,212	50,915	(3,298)	94%	47%
Surplus/(Deficit)	(109,281)	(54,212)	(50,915)	3,298	94%	47%

Variances

- No significant variances.

AGRICULTURAL SERVICES

Q2 - 2020 Financial Reporting

Roadside Vegetation Management

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
EARNINGS & BENEFITS	116,749	46,701	13,038	(33,663)	28%	11%
GENERAL SERVICES-CONTRACTED	14,532	7,508	3,842	(3,667)	51%	26%
GOODS,SUPPLIES & MATERIALS PURCHASED	94,956	60,151	2,450	(57,701)	4%	3%
Total Expense	226,237	114,361	19,330	(95,031)	17%	9%
Surplus/(Deficit)	(226,237)	(114,361)	(19,330)	95,031	17%	9%

Variances

- *Earnings & benefits*
 - Variance due to coding errors which will be corrected for the Q3 report.
- *Goods, supplies & materials purchased*
 - Chemical purchases have been less than anticipated as staff are using inventory on hand, Reduced seasonal staff and weather conditions have not been conducive to complete roadside spraying projects.
 - There have been fewer seasonal staff than anticipated to operate equipment and fuel prices have been less than expected.

Sustainable Agriculture Program

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	8,481	-	-	-	0%	0%
Total Revenue	8,481	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	6,902	3,386	284	(3,102)	8%	4%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,000	3,000	58	(2,942)	2%	2%
Total Expense	9,902	6,386	343	(6,044)	5%	3%
Surplus/(Deficit)	(1,421)	(6,386)	(343)	6,044	5%	24%

Variances

- No significant variances.

AGRICULTURAL SERVICES

Q2 - 2020 Financial Reporting

Weed Control

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	8,000	1,500	-	(1,500)	0%	0%
Total Revenue	8,000	1,500	-	(1,500)	0%	0%
<i>EARNINGS & BENEFITS</i>	26,833	13,433	20,128	6,695	150%	75%
<i>GENERAL SERVICES-CONTRACTED</i>	26,900	16,158	10,169	(5,990)	63%	38%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	12,800	4,613	3,058	(1,555)	66%	24%
Total Expense	66,533	34,204	33,355	(849)	98%	50%
Surplus/(Deficit)	(58,533)	(32,704)	(33,355)	(651)	102%	57%

Variances

- No significant variances.

Wild Animal Pest Control

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	2,500	1,211	381	(830)	31%	15%
<i>OTHER REVENUE FROM OWN SOURCES</i>	2,000	392	390	(1)	100%	20%
Total Revenue	4,500	1,603	771	(831)	48%	17%
<i>EARNINGS & BENEFITS</i>	108,731	54,359	55,971	1,612	103%	51%
<i>GENERAL SERVICES-CONTRACTED</i>	14,779	7,259	3,914	(3,344)	54%	26%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	11,913	5,708	2,094	(3,613)	37%	18%
Total Expense	135,423	67,325	61,979	(5,346)	92%	46%
Surplus/(Deficit)	(130,923)	(65,723)	(61,208)	4,515	93%	47%

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-term 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 primarily in the Leduc County area of the Leduc RCMP detachment response area; this position is paid for fully by Leduc County.
 - Crime analyst with Leduc RCMP; this position is cost-shared with the City of Leduc.
 - School resource officer working in area schools; this position is paid for by Leduc County with a small amount funded from Warburg.
 - 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 for special events.



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

- Supported Corporate Services with health & safety programs.
- Began using an electronic mapping records system, similar to the current hot spots map for patrols, to track dog kennels in the county.
- Discussed the 2020 development of the Community Standards Bylaw with council.
- Collaborated with Public Works and Planning & Development regarding a land owner's hauling heavy equipment on banned roads in subdivisions.
- Provided off-highway vehicles material, rules and regulations, to subdivisions with chronic concerns.
- Conducted site tour with seasonal Field Health & Safety Advisor.
- Created COVID-19 safe work practices for Peace Officers, Bylaw and Parks Officers.

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 June 30 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">With the implementation of new traffic operation practices, this goal was achieved and exceeded, resulting in an average of 60 traffic operations per month in Q2. This goal will be adjusted in 2021.
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">With increased collaboration with Road Operations, this goal was exceeded, resulting in an average of 183 patrols per month in Q2. This goal will be adjusted in 2021.
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">The 2020 cargo securement awareness program resulted in an increased average of 16 cargo securement stops per month in Q2. This goal will be adjusted in 2021.Education material produced in May and distributed to residents at the regional landfill and transfer station attendants.

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 June 30 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">With the use of the patrol report database to deploy resources, an average of 145 hot spots patrols were conducted per month in Q2. This goal will be adjusted in 2021.

Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at June 30 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. <ul style="list-style-type: none">Due to the cancellation of most community events, no traffic control requests have been received.

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 June 30 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 6 assists per month to emergency services in Q2.
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 June 30 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 Q1 2021.
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 June 30 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">Resources were re-allocated to assist Parks & Recreation during the re-opening of Jubilee park.Revisions to the CPOPP were presented at the end of May 2020 and were approved.
Evaluate the Community Peace Officer Performance Plan, 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 June 30 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. <ul style="list-style-type: none">Seven shoreline patrols and education were conducted.
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

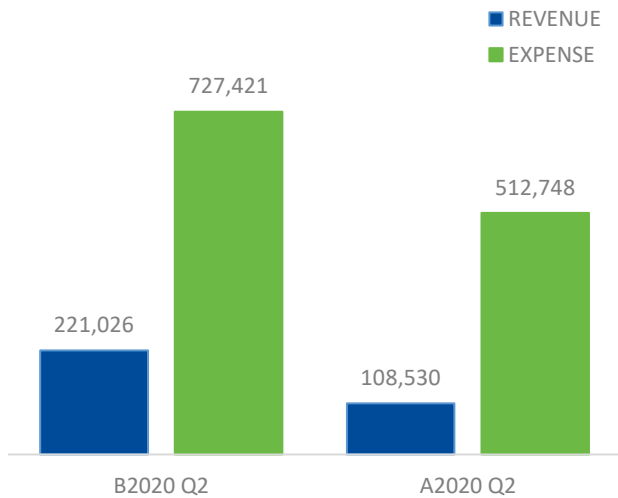
Address nuisance and unsightly premises.

Actions	Target dates	Status at June 30 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">There are 10 active files to date.

ENFORCEMENT SERVICES

Q2 - 2020 Financial Reporting

Department Head: Clarence Nelson

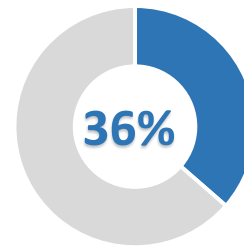


Variance YTD
(\$102,178)

% of Q2 Budget

Leadership & Administration	94%
Bylaw and Animal Control	232%
Enhanced Policing	14%
Training	0%
Traffic Safety	49%

% of Annual Budget



Leadership & Administration

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	3,000	1,500	-	(1,500)	0%	0%
Total Revenue	3,000	1,500	-	(1,500)	0%	0%
EARNINGS & BENEFITS	792,094	401,129	367,758	(33,371)	92%	46%
GENERAL SERVICES-CONTRACTED	57,112	28,906	29,044	138	100%	51%
GOODS,SUPPLIES & MATERIALS PURCHASED	55,664	27,828	31,636	3,808	114%	57%
Total Expense	904,870	457,863	428,437	(29,426)	94%	47%
Surplus/(Deficit)	(901,870)	(456,363)	(428,437)	27,926	94%	48%

Variances

- Earnings & benefits
 - 1 vacant position during Q1 and the beginning of Q2.

ENFORCEMENT SERVICES

Q2 - 2020 Financial Reporting

Bylaw and Animal Control

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
OTHER REVENUE FROM OWN SOURCES	10,034	5,017	1,684	(3,333)	34%	17%
Total Revenue	10,034	5,017	1,684	(3,333)	34%	17%
GENERAL SERVICES-CONTRACTED	39,560	19,781	36,661	16,880	185%	93%
GOODS,SUPPLIES & MATERIALS PURCHASED	240	120	-	(120)	0%	0%
RESERVES,TRANSFERS & GRANTS	3,300	1,650	3,300	1,650	200%	100%
Total Expense	43,100	21,551	39,961	18,410	185%	93%
Surplus/(Deficit)	(33,066)	(16,534)	(38,276)	(21,742)	232%	116%

Variances

- *General services-contracted*
 - Animal control contract was extended due to a delay in recruitment of a bylaw officer.

Enhanced Policing

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
PURCHASES FR OTHER GOV & AGENCIES	557,270	231,759	33,290	(198,469)	14%	6%
Total Expense	557,270	231,759	33,290	(198,469)	14%	6%
Surplus/(Deficit)	(557,270)	(231,759)	(33,290)	198,469	14%	6%

Variances

- *Purchases fr other gov & agencies*
 - Delayed invoicing for RCMP enhanced police services.
 - Q1 and Q2 invoices for the criminal analyst position and RCMP enhanced position had not been received at the time of this report.
 - Q2 invoices for the RCMP enhanced position and the police funding model had not been received at the time of this report.

ENFORCEMENT SERVICES

Q2 - 2020 Financial Reporting

Training

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO OTHER GOV</i>	5,604	2,802	-	(2,802)	0%	0%
Total Revenue	5,604	2,802	-	(2,802)	0%	0%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	2,500	1,248	-	(1,248)	0%	0%
Total Expense	2,500	1,248	-	(1,248)	0%	0%
Surplus/(Deficit)	3,104	1,554	-	(1,554)	0%	0%

Variances

- No significant variances.

Traffic Safety

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	408,768	211,707	106,846	(104,861)	50%	26%
Total Revenue	408,768	211,707	106,846	(104,861)	50%	26%
<i>GENERAL SERVICES-CONTRACTED</i>	30,000	15,000	11,060	(3,941)	74%	37%
Total Expense	30,000	15,000	11,060	(3,941)	74%	37%
Surplus/(Deficit)	378,768	196,707	95,787	(100,920)	49%	25%

Variances

- Other revenue from own sources*
 - June 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 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 Q2 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

- All programming and support services in Q2 were provided online. Examples include 9 participants completing 8 weeks of sessions in a grief group and 16 parents and 18 children completing home alone training.
- Housekeeping home support services resumed in June after being cancelled in March. Health and safety measures were amended to adhere to Alberta Health Services' guidelines.
- 140 tax returns have been completed to support low income residents. Processes were amended to provide support online versus in person meetings. To date over \$500,000 in government subsidies, pensions and refunds were provided to support residents.
- The new Family Resource Network was established and introduced to the communities. All programs and services in Q2 were provided online or through phone supports.

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 June 30 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 June 30 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 council report is currently being reviewed for future presentation. • A meeting of the Leduc County Community Support Society will be held August 25. A review of opportunities, pros and cons of having a not for profit society will be reviewed.
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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 June 30 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		<p>An increased number of residents will access the Social Services website information in 2020.</p> <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 mail outs are occurring regularly. • Additional resources and materials have been included on the website and through advertising to support farmers during the summer season as a result of rain fall impacting crop production.
Promote the 211 phone line and website.	Q4 2020		<p>An increased number of residents will be aware of the services offered by 211.</p> <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 June 30 2020	Deliverables and/or key performance indicators
Continue efforts to improve public education and awareness of opioid risks and dangers.	Q4 2020		Attend quarterly meetings with regional FCSS departments to prepare and develop shared community messaging. <ul style="list-style-type: none">Regional meeting held in Q1 with efforts to enhance and promote awareness in 2020. Host two community information sessions to increase community or partner association knowledge of opioids and their risks to the community. <ul style="list-style-type: none">Events and activities are under review for Q4, once in person activities are available. Analyze three year statistical information provided by the province to determine the level of concern in Leduc County. <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 June 30 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		Funding sources identified, action plan developed. <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

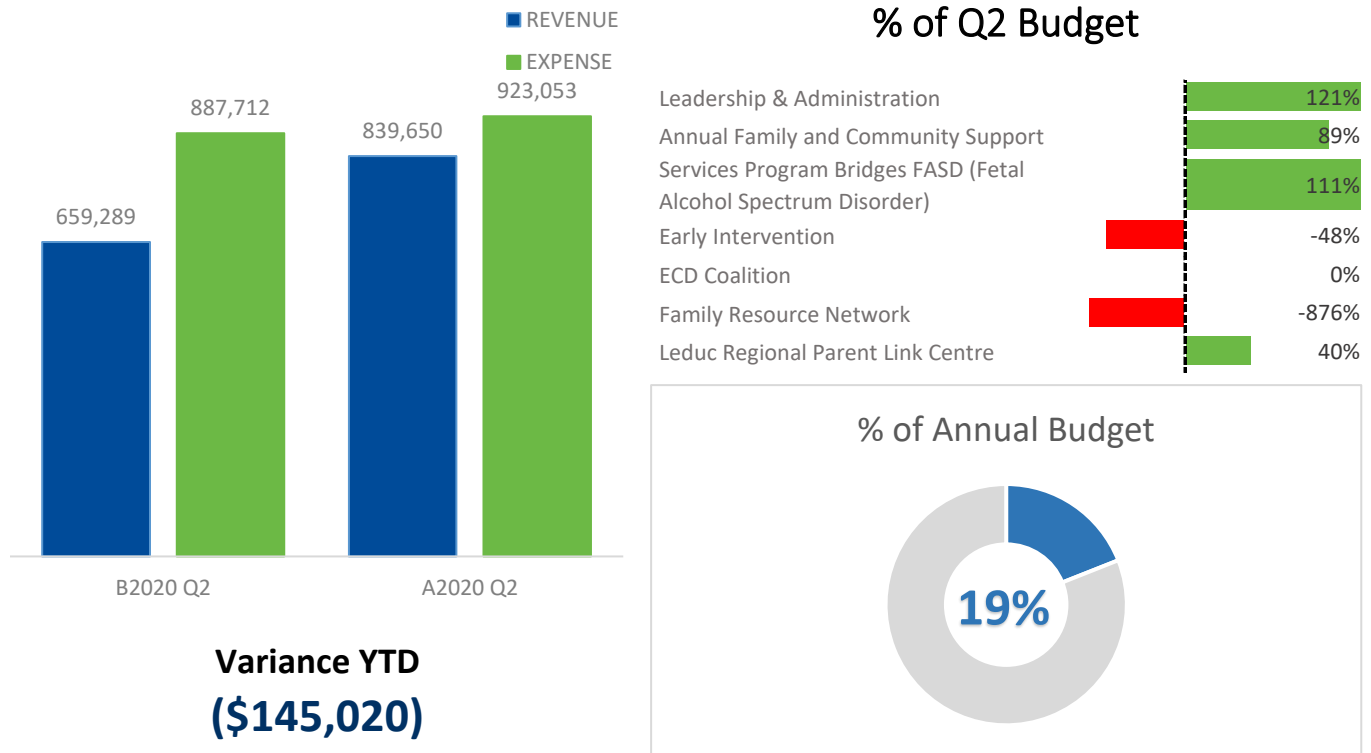
Ensure that all regional contracts and programs are meeting the needs of all communities and residents.

Actions	Target dates	Status at June 30 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

Q2 - 2020 Financial Reporting

Department Head: Dean Ohnysty



Leadership & Administration

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	-	-	1,500	1,500	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	474,774	237,386	257,388	20,002	108%	54%
Total Revenue	474,774	237,386	258,888	21,502	109%	55%
EARNINGS & BENEFITS	210,912	106,920	102,318	(4,602)	96%	49%
GENERAL SERVICES-CONTRACTED	5,100	2,205	1,972	(233)	89%	39%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,000	1,490	1,453	(37)	98%	48%
Total Expense	219,012	110,615	105,743	(4,872)	96%	48%
Surplus/(Deficit)	255,762	126,771	153,145	26,374	121%	60%

Variances

- Conditional grants fr other gov
 - Variance is due to unbudgeted \$20,000 Family & Community Support Services COVID-19 Support Funding grant received from the Family & Community Support Services Association of Alberta.

FAMILY AND COMMUNITY SUPPORT SERVICES

Q2 - 2020 Financial Reporting

Annual Family and Community Support

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	2,400	1,774	-	(1,774)	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	2,134	-	-	-	0%	0%
Total Revenue	4,534	1,774	-	(1,774)	0%	0%
EARNINGS & BENEFITS	392,873	197,794	195,824	(1,970)	99%	50%
GENERAL SERVICES-CONTRACTED	82,199	43,764	21,337	(22,427)	49%	26%
GOODS,SUPPLIES & MATERIALS PURCHASED	11,734	4,818	708	(4,110)	15%	6%
RESERVES,TRANSFERS & GRANTS	72,877	-	-	-	0%	0%
Total Expense	559,683	246,376	217,870	(28,507)	88%	39%
Surplus/(Deficit)	(555,149)	(244,602)	(217,870)	26,733	89%	39%

Variances

- General services-contracted
 - Variance is a result of reduced home support, counselling and direct staff services in Q2 due to COVID-19.

Services Program Bridges FASD (Fetal Alcohol Spectrum Disorder)

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	234,607	117,607	103,058	(14,549)	88%	44%
Total Revenue	234,607	117,607	103,058	(14,549)	88%	44%
EARNINGS & BENEFITS	245,852	122,924	116,565	(6,359)	95%	47%
GENERAL SERVICES-CONTRACTED	15,220	7,972	1,938	(6,034)	24%	13%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,400	1,200	595	(605)	50%	25%
Total Expense	263,472	132,096	119,098	(12,998)	90%	45%
Surplus/(Deficit)	(28,865)	(14,489)	(16,040)	(1,551)	111%	56%

Variances

- No significant variances.

FAMILY AND COMMUNITY SUPPORT SERVICES

Q2 - 2020 Financial Reporting

Early Intervention

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	130,022	130,022	93,010	(37,012)	72%	72%
Total Revenue	130,022	130,022	93,010	(37,012)	72%	72%
EARNINGS & BENEFITS	94,645	94,645	97,805	3,161	103%	103%
GENERAL SERVICES-CONTRACTED	9,564	9,564	7,247	(2,317)	76%	76%
GOODS,SUPPLIES & MATERIALS PURCHASED	802	802	87	(715)	11%	11%
Total Expense	105,011	105,011	105,140	129	100%	100%
Surplus/(Deficit)	25,011	25,011	(12,130)	(37,142)	-48%	-48%

Variances

- Conditional grants fr other gov
 - The Early Intervention Program ended March 31, 2020.

ECD Coalition

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 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	-	-	12,023	12,023	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	-	-	611	611	0%	0%
Total Expense	-	-	12,635	12,635	0%	0%
Surplus/(Deficit)	-	-	(8,910)	(8,910)	0%	0%

Variances

- General services-contracted
 - Honorariums for speakers and venues for workshops and events.

FAMILY AND COMMUNITY SUPPORT SERVICES

Q2 - 2020 Financial Reporting

Family Resource Network

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	517,499	172,500	230,015	57,515	133%	44%
Total Revenue	517,499	172,500	230,015	57,515	133%	44%
EARNINGS & BENEFITS	491,077	163,691	163,935	244	100%	33%
GENERAL SERVICES-CONTRACTED	40,875	13,620	1,512	(12,108)	11%	4%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,500	2,499	557	(1,942)	22%	7%
Total Expense	539,452	179,810	166,004	(13,806)	92%	31%
Surplus/(Deficit)	(21,953)	(7,310)	64,011	71,321	-876%	-292%

Variances

- Conditional grants fr other gov
 - Variance is due to July's grant payments being paid in June.

Leduc Regional Parent Link Centre

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	-	-	150,955	150,955	0%	0%
Total Revenue	-	-	150,955	150,955	0%	0%
EARNINGS & BENEFITS	97,394	97,394	180,914	83,520	186%	186%
GENERAL SERVICES-CONTRACTED	14,863	14,863	13,044	(1,819)	88%	88%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,547	1,547	2,606	1,059	168%	168%
Total Expense	113,804	113,804	196,564	82,760	173%	173%
Surplus/(Deficit)	(113,804)	(113,804)	(45,609)	68,195	40%	40%

Variances

- Conditional grants fr other gov
 - Parent Link program funding ended March 31st. Similar services are now offered through Family Resource Network funding.
- Earnings & benefits
 - Includes staff adjustments due to contracts ending March 31, 2020.

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

- Activation of Emergency Coordination Centre (ECC) on March 11 due to COVID-19 pandemic.
 - ECC activated for a total of 54 days
 - Two Fire Services staff held positions in the ECC.
 - Work done to create/edit Safe Work Practices (SWP), provide additional firefighter training and source additional Personal Protective Equipment (PPE).
 - ECC was deactivated on May 8.
- Fire Services supported Warburg Fire District with COVID-19 PPE protocol.
- East District Fire Station replacement was approved by council in Q2 and the project was awarded early in Q3.
- Recruit training restarted June 1, after being delayed for 2 months, with 9 expected to graduate in mid-August.
- Contract to establish a Leduc County Regional Emergency Management Agency was awarded and project is progressing well.
- Contract for the Standard of Cover project, which includes a station location master plan, was awarded. This project, in conjunction with the City of Leduc, will be completed in Q4.
- Aerial Ladder “Tower 11” was received and after final equipment fit ups, firefighters began operator training. The new Tower will go into service September 1.

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 June 30 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">• Pre-screening of recruit firefighters was conducted with the assistance of a medical doctor.• Peer team engaged with ongoing training.• Mental health trauma care specialist third party contract in place.
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.
	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 June 30 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.• All recruits provided information regarding mental health and immunization requirements.
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 an Occupational Health & Safety doctor and the University of Alberta on an updated medical assessment.

Strategy 1.3

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

Actions	Target dates	Status at June 30 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 June 30 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 will be provided to firefighters. <ul style="list-style-type: none"> New and updated procedures will be added to training to ensure awareness.
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 work is progressing towards a Q4 deliverable.
Develop a Dress and Department Protocol handbook.	Q2 2020		Dress and Department Protocol handbook approved. <ul style="list-style-type: none"> Awaiting updated branding prior to release to firefighters.

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 June 30 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, likely 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.
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Strategy 3.2

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

Actions	Target dates	Status at June 30 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.

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.

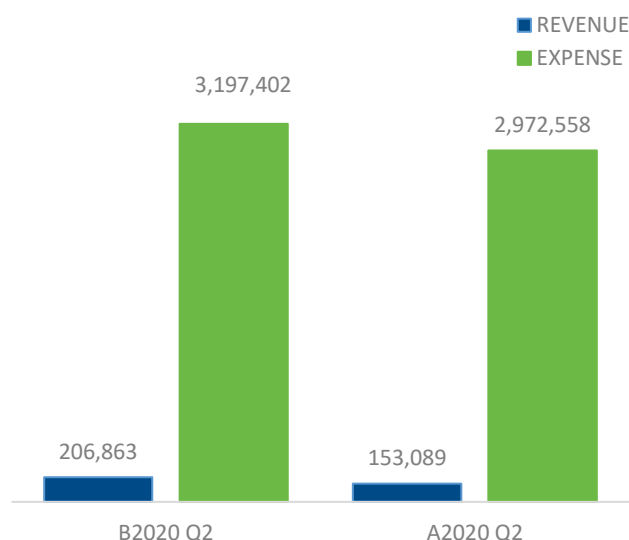
Actions	Target dates	Status at June 30 2020	Identified deliverables with status update
Provide oversight and direction to the investigation of a county-wide partnership allowing sustained emergency management, when required, to align with Bill 8 requirements.	Q4 2020		Partners signing an exploration agreement to further examine the opportunity for the sub-regional agency. <ul style="list-style-type: none"> RFP for phase 1 closed May 29. Contract has been awarded.
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 website up to February and then was suspended due to COVID-19 pandemic.

			<ul style="list-style-type: none"> Public education strategy will resume once COVID -19 impacts have decreased.
Expand our participation in Emergency Preparedness Week.	Q2 2020		<p>Organize a “be ready in case of” theme and an emergency management show-and-shine type event.</p> <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

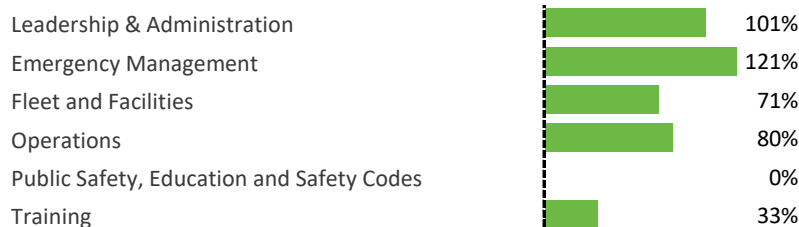
Q2 - 2020 Financial Reporting

Department Head: Keven Lefebvre

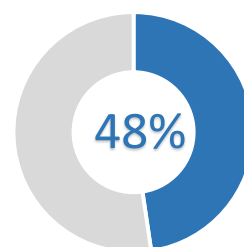


**Variance YTD
(\$171,070)**

% of Q2 Budget



% of Annual Budget



Leadership & Administration

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	196,618	75,525	(165)	(75,690)	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	1,600	798	200	(598)	25%	13%
OTHER REVENUE FROM OWN SOURCES	4,000	2,004	5,006	3,002	250%	125%
Total Revenue	202,218	78,327	5,041	(73,286)	6%	2%
EARNINGS & BENEFITS	1,245,946	621,100	620,681	(419)	100%	50%
GENERAL SERVICES-CONTRACTED	104,155	56,866	29,361	(27,505)	52%	28%
PURCHASES FR OTHER GOV & AGENCIES	94,100	13,842	4,259	(9,583)	31%	5%
GOODS,SUPPLIES & MATERIALS PURCHASED	25,850	12,895	6,382	(6,513)	49%	25%
RESERVES, TRANSFERS & GRANTS	2,890,021	1,448,010	1,448,011	0	100%	50%
FINANCIAL SERVICE CHARGES	239,449	119,724	115,514	(4,210)	96%	48%
Total Expense	4,599,521	2,272,437	2,224,208	(48,229)	98%	48%
Surplus/(Deficit)	(4,397,303)	(2,194,110)	(2,219,167)	(25,057)	101%	50%

Variances

- Sales of goods & svcs to other gov
 - The Town of Calmar had not been invoiced for fire services provided to the end of June at the time of this report.
 - Lower call volumes during the COVID-19 pandemic has resulted in less revenue than anticipated.

FIRE SERVICES

Q2 - 2020 Financial Reporting

Emergency Management

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	20,000	-	10,140	10,140	0%	51%
OTHER REVENUE FROM OWN SOURCES	17,457	8,726	9,404	678	108%	54%
Total Revenue	37,457	8,726	19,544	10,818	224%	52%
EARNINGS & BENEFITS	-	-	6,325	6,325	0%	0%
GENERAL SERVICES-CONTRACTED	79,900	44,396	30,638	(13,758)	69%	38%
GOODS,SUPPLIES & MATERIALS PURCHASED	22,000	10,980	38,927	27,947	355%	177%
Total Expense	101,900	55,376	75,890	20,514	137%	74%
Surplus/(Deficit)	(64,443)	(46,650)	(56,347)	(9,697)	121%	87%

Variances

- *Sales of goods & svcs to other gov*
 - Variance is due to cash flow of invoicing the Town of Calmar for disaster services provided to the end of June.
- *General services-contracted*
 - Scenario training was postponed due to COVID-19.
 - Annual generator maintenance was completed in Q2 but invoiced in Q3.
 - Course and conference expenses are under budget due to COVID-19 related cancellations.
 - Repairs and maintenance to buildings, equipment and grounds were delayed due to COVID-19. Planned repairs and maintenance will be completed in Q3 and Q4.
- *Goods, supplies & materials purchased*
 - Unbudgeted equipment purchases were made to support the ECC activation during Q2 2020.
 - Sneez guards and other protective equipment was purchased to allow County facilities to re-open to the public.

Fleet and Facilities

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
OTHER REVENUE FROM OWN SOURCES	52,700	26,348	27,877	1,529	106%	53%
Total Revenue	52,700	26,348	27,877	1,529	106%	53%
GENERAL SERVICES-CONTRACTED	262,315	131,256	120,075	(11,181)	91%	46%
GOODS,SUPPLIES & MATERIALS PURCHASED	558,605	277,612	180,781	(96,831)	65%	32%
Total Expense	820,920	408,868	300,856	(108,012)	74%	37%
Surplus/(Deficit)	(768,220)	(382,520)	(272,979)	109,541	71%	36%

Variances

- *Goods, supplies & materials purchased*
 - A portion of the clothing purchased in Q2 was invoiced in Q3.
 - Equipment and machine part expenses have been less than anticipated due to reduced call volumes.
 - Tires are scheduled to be purchased in Q4.

FIRE SERVICES

Q2 - 2020 Financial Reporting

Operations

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	46,253	-	-	-	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	154,500	77,240	100,628	23,388	130%	65%
Total Revenue	200,753	77,240	100,628	23,388	130%	50%
EARNINGS & BENEFITS	704,811	352,408	325,296	(27,112)	92%	46%
GENERAL SERVICES-CONTRACTED	1,300	1,300	900	(400)	69%	69%
PURCHASES FR OTHER GOV & AGENCIES	75,000	37,500	30,283	(7,217)	81%	40%
GOODS,SUPPLIES & MATERIALS PURCHASED	12,250	6,118	1,083	(5,035)	18%	9%
Total Expense	793,361	397,326	357,563	(39,763)	90%	45%
Surplus/(Deficit)	(592,608)	(320,086)	(256,935)	63,151	80%	43%

Variances

- *Sale of goods & svcs to individuals*
 - The County responded to a higher number of motor vehicle collisions in Q1 than anticipated.
- *Earnings & benefits*
 - Variance due to one vacant position in Q2.

Public Safety, Education and Safety Codes

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	3,000	1,488	-	(1,488)	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,000	3,500	-	(3,500)	0%	0%
Total Expense	10,000	4,988	-	(4,988)	0%	0%
Surplus/(Deficit)	(10,000)	(4,988)	-	4,988	0%	0%

Variances

- No significant variances.

FIRE SERVICES

Q2 - 2020 Financial Reporting

Training

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	30,000	15,000	-	(15,000)	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	2,450	1,222	-	(1,222)	0%	0%
Total Revenue	32,450	16,222	-	(16,222)	0%	0%
GENERAL SERVICES-CONTRACTED	76,400	38,176	11,399	(26,777)	30%	15%
GOODS,SUPPLIES & MATERIALS PURCHASED	40,500	20,230	2,642	(17,588)	13%	7%
Total Expense	116,900	58,406	14,040	(44,366)	24%	12%
Surplus/(Deficit)	(84,450)	(42,184)	(14,040)	28,144	33%	17%

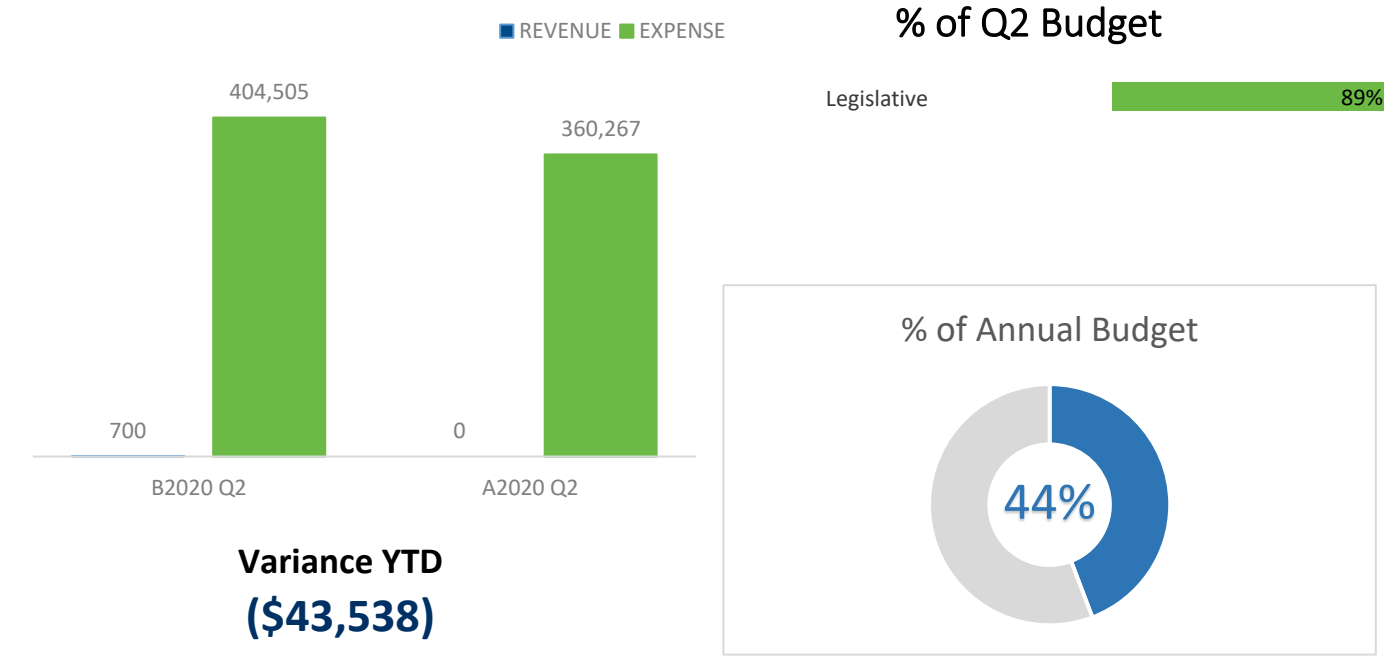
Variances

- Sales of goods & svcs to other gov; general services - contracted; and goods, supplies & materials purchased
 - No firefighter training courses have been held due to winter weather conditions and COVID-19. Some training will be rescheduled for Q3 and Q4 provided that the training can be completed while still following COVID-19 precautions.

LEGISLATIVE

Q2 - 2020 Financial Reporting

Department Head: Natasha Wice



Legislative

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 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	341,897	336,491	(5,406)	98%	48%
GENERAL SERVICES-CONTRACTED	103,144	58,628	23,752	(34,876)	41%	23%
GOODS,SUPPLIES & MATERIALS PURCHASED	11,860	3,980	24	(3,956)	1%	0%
Total Expense	815,360	404,505	360,267	(44,238)	89%	44%
Surplus/(Deficit)	(814,660)	(403,805)	(360,267)	43,538	89%	44%

Variances

- General services - contracted
 - Less than anticipated registrations, conventions and mileage in Q1 and Q2 due to Covid-19.

1: Department

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 Goals

- All community grant programs were postponed and will be reviewed in Q4.
- Several community associations were provided support and clarifications related to Alberta Health Services and COVID-19. Assistance involved facility operations and event postponement.
- All campgrounds received a full operational review to ensure compliance with Alberta Health Services guidelines related to COVID-19. Jubilee Park and Centennial Park opened on June 5th.
- All direct programs and events were cancelled although online programming was available to support families. In total 63 participants attended programs held over a nine week period.
- Group camping and Jubilee park day use remains closed for the season.

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 June 30 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 engagement surveys are prepared and will be distributed to halls and associations in 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

			<p>community to identify community needs and values.</p> <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 June 30 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 June 30 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. Grants will not be pursued in 2020 but will be reviewed for future year capital budgets.
Administration will actively engage in conversations to advance interests in developing new community ball diamonds within New Sarepta.	Q2 2020		<p>Council review and approval of conceptual plan.</p> <p>Host meetings with landowner to secure required lands.</p> <ul style="list-style-type: none"> A draft concept was reviewed with the landowner.

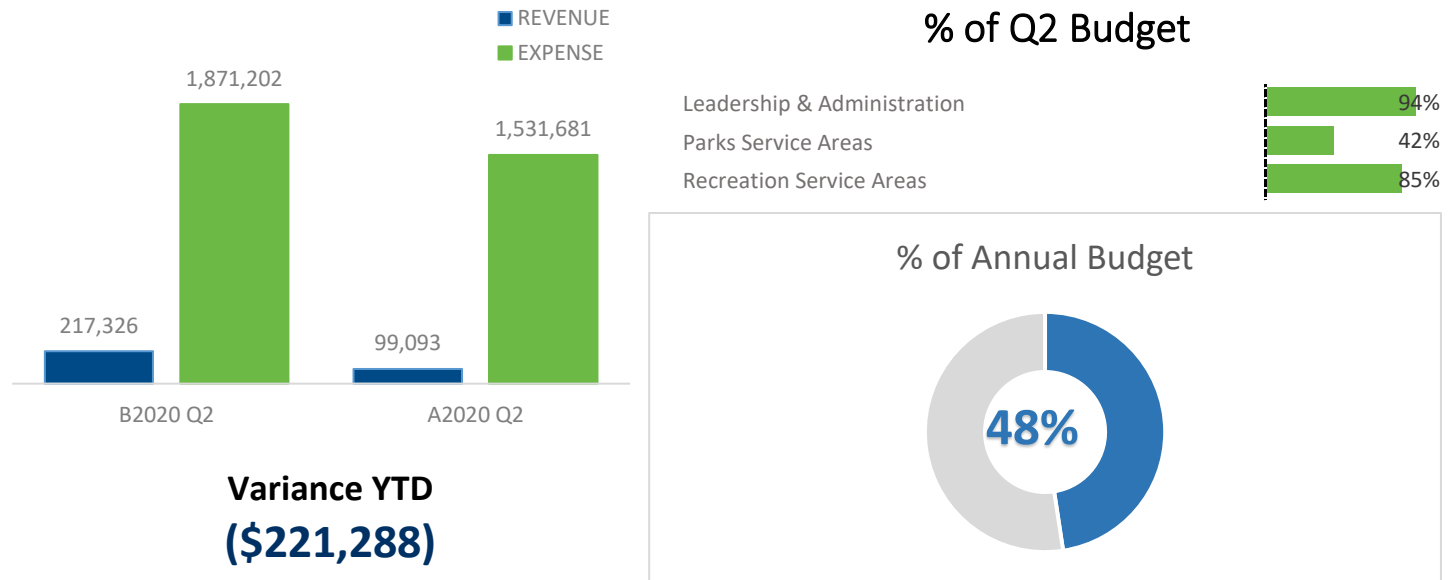
			<ul style="list-style-type: none">• Administration is currently waiting for a response from the landowner as to how they would like to proceed with development and possible park space dedication.
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PARKS AND RECREATION

Q2 - 2020 Financial Reporting

Department Head: Dean Ohnysty



Leadership & Administration

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	14,000	6,619	2,915	(3,704)	44%	21%
CONDITIONAL GRANTS FR OTHER GOV	10,000	10,000	10,000	-	100%	100%
Total Revenue	24,000	16,619	12,915	(3,704)	78%	54%
EARNINGS & BENEFITS	543,013	277,814	271,751	(6,063)	98%	50%
GENERAL SERVICES-CONTRACTED	56,548	27,942	8,835	(19,107)	32%	16%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,350	2,301	864	(1,437)	38%	16%
RESERVES,TRANSFERS & GRANTS	14,000	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	419,460	209,440	200,510	(8,930)	96%	48%
Total Expense	1,038,371	517,497	481,961	(35,536)	93%	46%
Surplus/(Deficit)	(1,014,371)	(500,878)	(469,046)	31,832	94%	46%

Variances

- No significant variances.

PARKS AND RECREATION

Q2 - 2020 Financial Reporting

Parks Service Areas

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	369,900	155,841	55,228	(100,613)	35%	15%
OTHER REVENUE FROM OWN SOURCES	6,701	444	5,050	4,606	1137%	75%
OTHER TRANSACTIONS	22,086	22,086	22,086	-	100%	100%
Total Revenue	398,687	178,371	82,363	(96,008)	46%	21%
EARNINGS & BENEFITS	157,512	72,859	46,438	(26,421)	64%	29%
GENERAL SERVICES-CONTRACTED	164,807	92,910	33,406	(59,504)	36%	20%
GOODS,SUPPLIES & MATERIALS PURCHASED	102,601	46,881	16,330	(30,551)	35%	16%
RESERVES,TRANSFERS & GRANTS	20,500	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	7,043	2,150	1,562	(588)	73%	22%
Total Expense	452,463	214,800	97,736	(117,064)	46%	22%
Surplus/(Deficit)	(53,776)	(36,429)	(15,373)	21,056	42%	29%

Variances

- Sales of goods & svcs to individuals
 - Campground revenues have been less than anticipated due to the delayed opening of the campgrounds and gradual site openings in June.
- General services - contracted
 - Cash flow of property taxes, they were budgeted in May but actuals were posted in July.
 - Rental of equipment and vehicles was delayed as hiring of seasonal staff was postponed until the campgrounds opened.
 - Repairs and maintenance to buildings, equipment and grounds was under budget due to the delayed opening of the campgrounds.
- Goods, supplies & materials purchased
 - Repairs and maintenance to vehicles, buildings, equipment and the grounds has been less than anticipated due to the delayed opening of the campgrounds.
 - Power and gas costs have been less than anticipated.

Recreation Service Areas

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	27,578	22,336	3,815	(18,521)	17%	14%
OTHER TRANSACTIONS	17,733	-	-	-	0%	0%
Total Revenue	45,311	22,336	3,815	(18,521)	17%	8%
EARNINGS & BENEFITS	47,710	22,136	24,317	2,181	110%	51%
GENERAL SERVICES-CONTRACTED	163,701	81,815	53,046	(28,769)	65%	32%
GOODS,SUPPLIES & MATERIALS PURCHASED	54,501	23,504	14,838	(8,666)	63%	27%
RESERVES,TRANSFERS & GRANTS	1,721,183	1,011,450	859,730	(151,720)	85%	50%
FINANCIAL SERVICE CHARGES	-	-	53	53	0%	0%
Total Expense	1,987,095	1,138,905	951,985	(186,920)	84%	48%
Surplus/(Deficit)	(1,941,784)	(1,116,569)	(948,169)	168,400	85%	49%

PARKS AND RECREATION

Q2 - 2020 Financial Reporting

Variances

- *General services-contracted*
 - Variance is a result of limited programs and events in Q2.
- *Reserves, transfers & grants*
 - District community grants of \$30,000 had not been paid at the time of this report.
 - The operating cost share to the Town of Devon of \$22,000 had not been paid at the time of this report.
 - The New Arts Cultural Grant of \$15,000 had not been paid at the time of this report.
 - \$55,000 of the \$60,000 budgeted for the Calmar District Hall was paid in Q2.
 - The Calmar, Devon, Warburg and Thorsby library cost shares of \$74,000 had not been paid at the time of this report.

1: Department Services

1.1: Our mission

Planning and Development strives to facilitate positive change in the community, to deliver quality development services to our customers, 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 93 development permits and 648 safety codes permits for a total construction value of \$22.9 M, 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

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 June 30 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 June 30 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; ICFs 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 budget for the review has been cut and they no longer have the capacity to complete the review in 2020 or 2021.• City of Leduc draft MDP reviewed and comment provided. Most recent revisions appear to support County comments.

Strategy 1.3

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

Actions	Target dates	Status at June 30 2020	Identified deliverables with status update
Support mayor and councilors 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 14 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 June 30 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.• RSM Canada is working with our Communications team on a County wide survey and speed test with residents and business.• Project is now scheduled to 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. • Stakeholder list compiled and engagement plan shared with the Communications team. • Stakeholder engagement interviews in progress and workshops are planned. • Steering Committee meets regularly. • Council workshop scheduled for late August. • 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 June 30 2020	Identified deliverables with status update
Develop a community profile for Leduc County to aid in investment attraction activities.	Q4 2020		<p>Community profile approved by council.</p> <ul style="list-style-type: none"> • Community profile will be moved into 2021 goals to be informed by outcomes from the Investment Readiness & Implementation Strategy.
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"> • Grant application approved by WeD for \$70,000 to fund an investigation into the feasibility of creating a Business Retention and Expansion facility in Nisku. Study to be completed in Q3 2020. • An additional grant submission planned to fund a multi-year BR&E program.
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 accepted by council in Q2. • Modest delay due to COVID-19 restrictions.

Strategy 2.3

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

Actions	Target dates	Status at June 30 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, now scheduled to take place early fall.• A revised implementation plan has been provided to council.• Q4 2020 is the target for completion.

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 June 30 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.• Numerous working group and subcommittees attended in Q2.• Project will be carried over into 2021.

Strategy 3.2

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

Actions	Target dates	Status at June 30 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 engaged to complete this strategy. • Q4 completion is scheduled.
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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 June 30 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 June 30 2020	Identified deliverables with status update
Create a statutory policy framework for the greater Nisku area (Greater Nisku Major Area Structure Plan).	Q4 2020		<p>New ASP draft prepared and ready for council consideration.</p> <ul style="list-style-type: none"> • ASP approach presented to council in Q2. • Policy objectives to be delivered to council in Q3.

Strategy 4.2

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

Actions	Target dates	Status at June 30 2020	Identified deliverables with status update
Update county Land Use Bylaw.	Q1 2020		<p>Approval of project charter by council.</p> <ul style="list-style-type: none"> • Project charter approved by council early in Q3. • Next steps to assemble committees, public consultation strategies, phasing plan and detailed timeline.

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 June 30 2020	Identified deliverables with status update
Conduct discussions with sub-regional partners regarding options for joint accreditation.	Q4 2020		Options investigated.

Strategy 5.2

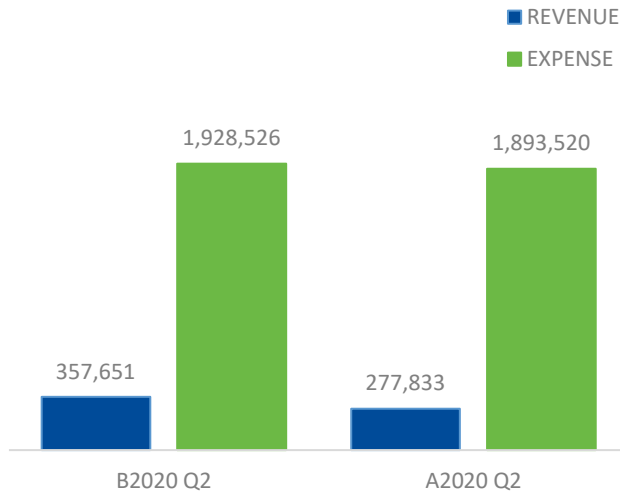
Safety Codes staff, when practical, will continue to participate in regional and provincial committees and work groups.

Actions	Target dates	Status at June 30 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. Completed.

PLANNING AND DEVELOPMENT

Q2 - 2020 Financial Reporting

Department Head: Grant Bain

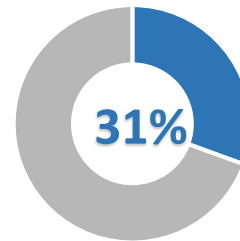


Variance YTD
\$44,813

% of Q2 Budget

Leadership & Administration	125%
Development Services	99%
Economic Development	82%
Regional and Long Range Planning	107%
Safety Codes	94%

% of Annual Budget



Leadership & Administration

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	-	-	79	79	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	-	-	3,707	3,707	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	115,918	57,958	-	(57,958)	0%	0%
Total Revenue	115,918	57,958	3,786	(54,172)	7%	3%
EARNINGS & BENEFITS	530,652	269,996	251,498	(18,498)	93%	47%
GENERAL SERVICES-CONTRACTED	8,467	4,726	28,561	23,835	604%	337%
GOODS,SUPPLIES & MATERIALS PURCHASED	200	98	228	130	233%	114%
FINANCIAL SERVICE CHARGES	15,000	8,327	5,178	(3,149)	62%	35%
Total Expense	554,319	283,147	285,466	2,319	101%	51%
Surplus/(Deficit)	(438,401)	(225,189)	(281,679)	(56,490)	125%	64%

Variances

- *Conditional grants fr other gov*
 - The Community and Regional Economic Support (CARES) grant had not been received at the time of this report.
- *Earnings & benefits*
 - Variance due to less advisory committee fees and cash flow of benefits.
- *General services -contracted*
 - Variance is due to the unbudgeted rural west economic development strategy project. This project will be funded by the Alberta economic development and trade grant.

PLANNING AND DEVELOPMENT

Q2 - 2020 Financial Reporting

Development Services

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	117,000	58,502	35,535	(22,967)	61%	30%
OTHER REVENUE FROM OWN SOURCES	37,182	13,116	24,085	10,969	184%	65%
Total Revenue	154,182	71,618	59,620	(11,998)	83%	39%
EARNINGS & BENEFITS	970,880	496,305	489,619	(6,686)	99%	50%
GENERAL SERVICES-CONTRACTED	22,939	10,513	676	(9,837)	6%	3%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,550	650	-	(650)	0%	0%
Total Expense	995,369	507,468	490,295	(17,173)	97%	49%
Surplus/(Deficit)	(841,187)	(435,850)	(430,675)	5,175	99%	51%

Variances

- *Sales of goods & svcs to individuals*
 - Subdivision revenues are lower than anticipated due to slow development activity.
- *Other revenue from own sources*
 - The number of permit applications for building additions, manufactured homes, accessory buildings, home based businesses and secondary suites has been higher than anticipated.

Economic Development

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
GENERAL SERVICES-CONTRACTED	21,910	10,192	1,725	(8,467)	17%	8%
PURCHASES FR OTHER GOV & AGENCIES	50,000	50,000	47,667	(2,333)	95%	95%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,260	858	410	(448)	48%	33%
Total Expense	73,170	61,050	49,802	(11,248)	82%	68%
Surplus/(Deficit)	(73,170)	(61,050)	(49,802)	11,248	82%	68%

Variances

- *General services - contracted*
 - Registrations, mileage, accommodations and meals for courses and conventions have been less than anticipated due to COVID-19.
 - Cash flow of meeting room rentals; an economic summit was planned for Q3 but budgeted monthly. The event will not proceed in 2020 due to COVID-19.

PLANNING AND DEVELOPMENT

Q2 - 2020 Financial Reporting

Regional and Long Range Planning

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
EARNINGS & BENEFITS	698,032	357,512	370,857	13,345	104%	53%
GENERAL SERVICES-CONTRACTED	13,617	6,826	24,162	17,335	354%	177%
PURCHASES FR OTHER GOV & AGENCIES	49,000	49,000	48,782	(218)	100%	100%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,110	888	14	(874)	2%	1%
Total Expense	761,759	414,226	443,815	29,588	107%	58%
Surplus/(Deficit)	(761,759)	(414,226)	(443,815)	(29,588)	107%	58%

Variances

- *General services-contracted*
 - Variance is due to the unbudgeted broadband strategy project. This project will be 50% funded through the Coal Communities Transition Fund and 50% through reserves.

Safety Codes

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	6,000	3,000	2,989	(11)	100%	50%
SALES OF GOODS & SVS TO INDIVIDUALS	5,100	2,550	1,107	(1,443)	43%	22%
OTHER REVENUE FROM OWN SOURCES	628,182	222,525	210,330	(12,195)	95%	33%
Total Revenue	639,282	228,075	214,426	(13,649)	94%	34%
EARNINGS & BENEFITS	1,181,267	605,613	600,194	(5,419)	99%	51%
GENERAL SERVICES-CONTRACTED	116,980	53,806	23,884	(29,922)	44%	20%
GOODS,SUPPLIES & MATERIALS PURCHASED	4,210	3,215	65	(3,150)	2%	2%
Total Expense	1,302,457	662,634	624,143	(38,491)	94%	48%
Surplus/(Deficit)	(663,175)	(434,559)	(409,717)	24,842	94%	62%

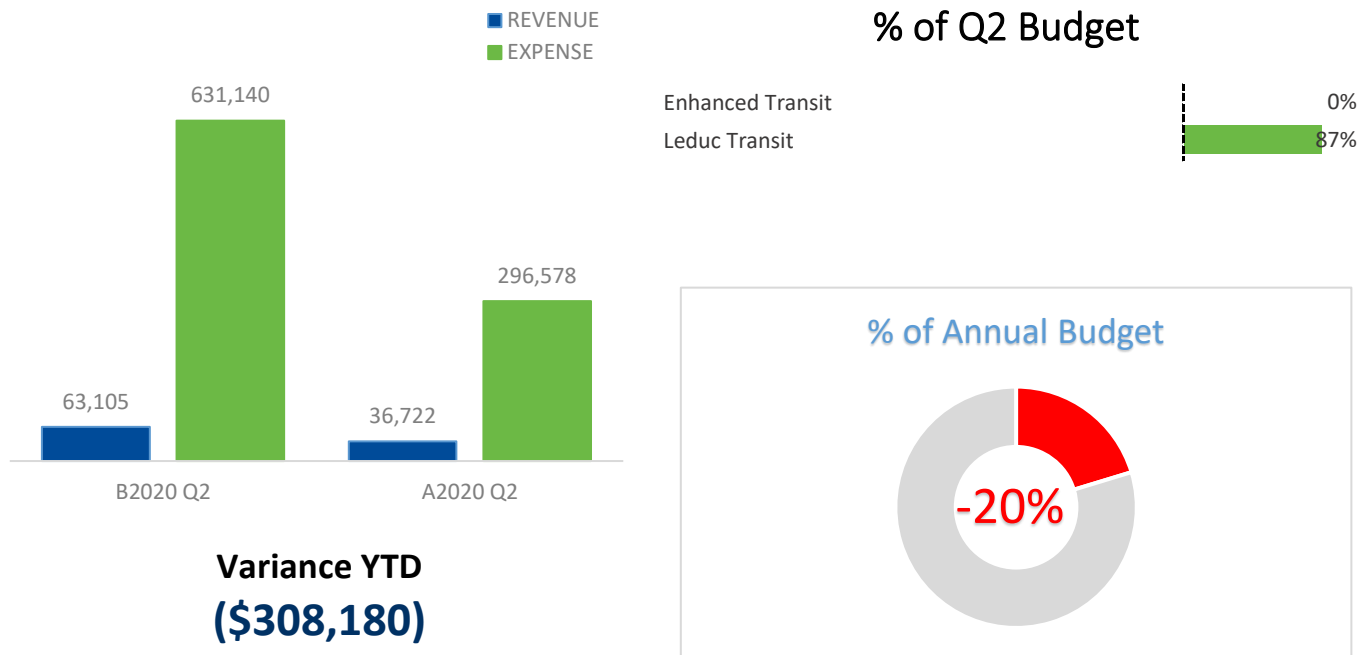
Variances

- *General services-contracted*
 - Contracted safety codes officers have not been utilized as anticipated due to slower development in 2020.
 - Expenses relating to courses and conferences (ie registrations, mileage, accommodations, meals, etc.) have been lower than anticipated due to COVID-19 related cancellations.

PUBLIC TRANSIT

Q2 - 2020 Financial Reporting

Department Head: Rick Thomas



Enhanced Transit

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	268,843	134,421	-	(134,421)	0%	0%
PURCHASES FR OTHER GOV & AGENCIES	268,843	134,422	-	(134,422)	0%	0%
Total Expense	537,686	268,843	-	(268,843)	0%	0%
Surplus/(Deficit)	(537,686)	(268,843)	-	268,843	0%	0%

Variances

- General services - contracted
 - Q1 and Q2 invoices had not been received at the time of this report.
- Purchases fr other gov & agencies
 - Q1 and Q2 invoices had not been received at the time of this report.

PUBLIC TRANSIT

Q2 - 2020 Financial Reporting

Leduc Transit

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	137,279	59,115	32,919	(26,196)	56%	24%
SALES OF GOODS & SVS TO INDIVIDUALS	10,000	3,990	3,803	(187)	95%	38%
Total Revenue	147,279	63,105	36,722	(26,383)	58%	25%
GENERAL SERVICES-CONTRACTED	25	25	11	(14)	43%	43%
PURCHASES FR OTHER GOV & AGENCIES	725,259	361,722	296,537	(65,185)	82%	41%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,000	500	-	(500)	0%	0%
RESERVES,TRANSFERS & GRANTS	163,198	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	100	50	30	(20)	60%	30%
Total Expense	889,582	362,297	296,578	(65,719)	82%	33%
Surplus/(Deficit)	(742,303)	(299,192)	(259,855)	39,337	87%	35%

Variances

- Sale of goods & svs to other governments
 - Due to COVID-19, transit fees were not charged during Q2.
- Purchases from other governments & agencies
 - Adjustments to routes have resulted in cost savings.



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 surfaced roads inspections.
- Major gravel road repairs started under the Rural Road Initiative program.
- Started 2020 surfacing program.
- Started the New Sarepta lift station and Nisku Sewage Transfer Station upgrade project.
- Awarded the installation of the SCADA upgrade project.

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 June 30 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. <ul style="list-style-type: none"> • The RFP was issued on Feb 4. • The RFP closed Feb 26. • Award was delayed; project was awarded on July 24.
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 June 30 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">Completed July.
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 complete.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 June 30 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. <ul style="list-style-type: none">60% to 70% complete.
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.Meeting booked Sept 4, 2020.

Strategy 1.4

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

Actions	Target dates	Status at June 30 2020	Identified deliverables with status update
Implement and update the three-year pavement preservation plan.	Q4 2020		Improved paved road network ratings. <ul style="list-style-type: none"> Presented information to Public Works Committee in August.

Strategy 1.5

Continue with cross training and succession planning.

Actions	Target dates	Status at June 30 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 underway. New truck driver was trained under our training program.

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 June 30 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. Report presented to Jan 2020 PWC as information. Access provided to Enforcement Services given for hotspots and times.

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 June 30 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 arranging meeting with Minister of Environment and local MLAs to discuss Vantage Point communal wastewater issue.
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 June 30 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.System design complete and contractor has been 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 June 30 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

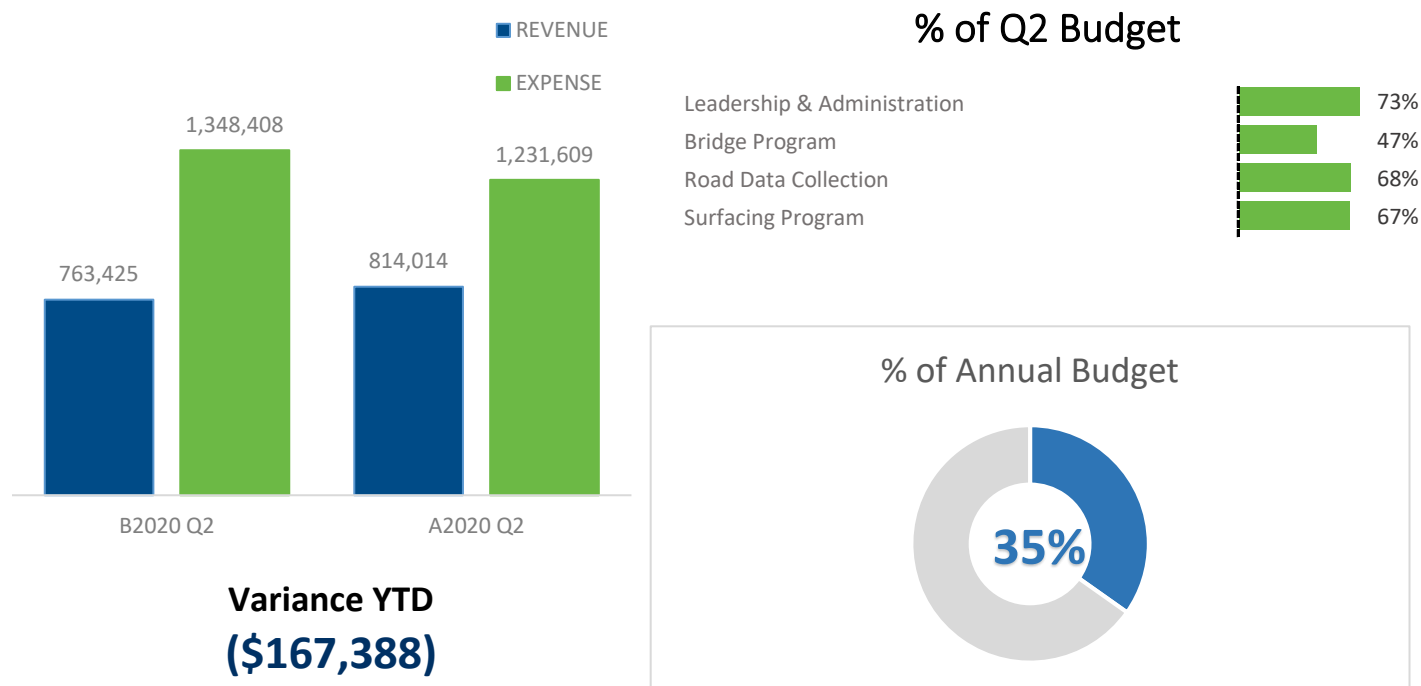
Develop a detailed storm water management facility maintenance program.

Actions	Target dates	Status at June 30 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

Q2 - 2020 Financial Reporting

Department Head: Des Mryglod



Leadership & Administration

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	15,000	7,500	5,700	(1,800)	76%	38%
OTHER REVENUE FROM OWN SOURCES	55,900	28,000	80,389	52,389	287%	144%
OTHER TRANSACTIONS	1,455,850	727,925	727,925	-	100%	50%
Total Revenue	1,526,750	763,425	814,014	50,589	107%	53%
EARNINGS & BENEFITS	849,299	426,928	440,344	13,416	103%	52%
GENERAL SERVICES-CONTRACTED	190,397	90,302	42,994	(47,308)	48%	23%
GOODS,SUPPLIES & MATERIALS PURCHASED	6,600	4,500	620	(3,880)	14%	9%
RESERVES,TRANSFERS & GRANTS	50,000	25,000	-	(25,000)	0%	0%
FINANCIAL SERVICE CHARGES	1,455,850	727,924	704,205	(23,719)	97%	48%
Total Expense	2,552,146	1,274,654	1,188,163	(86,491)	93%	47%
Surplus/(Deficit)	(1,025,396)	(511,229)	(374,149)	137,080	73%	36%

Variances

- Other revenue from own sources
 - Insurance proceeds from the Nisku Recycling Systems shop fire were higher than anticipated.
- General services-contracted
 - Expenses related to conferences/conventions (registrations, mileage, accomodations, airfare, etc.) are unused due to COVID-19.

PUBLIC WORKS - ENGINEERING

Q2 - 2020 Financial Reporting

Bridge Program

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	60,000	30,000	14,054	(15,946)	47%	23%
Total Expense	60,000	30,000	14,054	(15,946)	47%	23%
Surplus/(Deficit)	(60,000)	(30,000)	(14,054)	15,946	47%	23%

Variances

- General services-contracted
 - Variance due to more work being done in house.

Road Data Collection

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	15,000	6,250	4,200	(2,050)	67%	28%
GOODS,SUPPLIES & MATERIALS PURCHASED	-	-	43	43	0%	0%
Total Expense	15,000	6,250	4,243	(2,007)	68%	28%
Surplus/(Deficit)	(15,000)	(6,250)	(4,243)	2,007	68%	28%

Variances

- No significant variances.

Surfacing Program

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	100,000	37,504	24,235	(13,269)	65%	24%
GOODS,SUPPLIES & MATERIALS PURCHASED	-	-	914	914	0%	0%
Total Expense	100,000	37,504	25,149	(12,355)	67%	25%
Surplus/(Deficit)	(100,000)	(37,504)	(25,149)	12,355	67%	25%

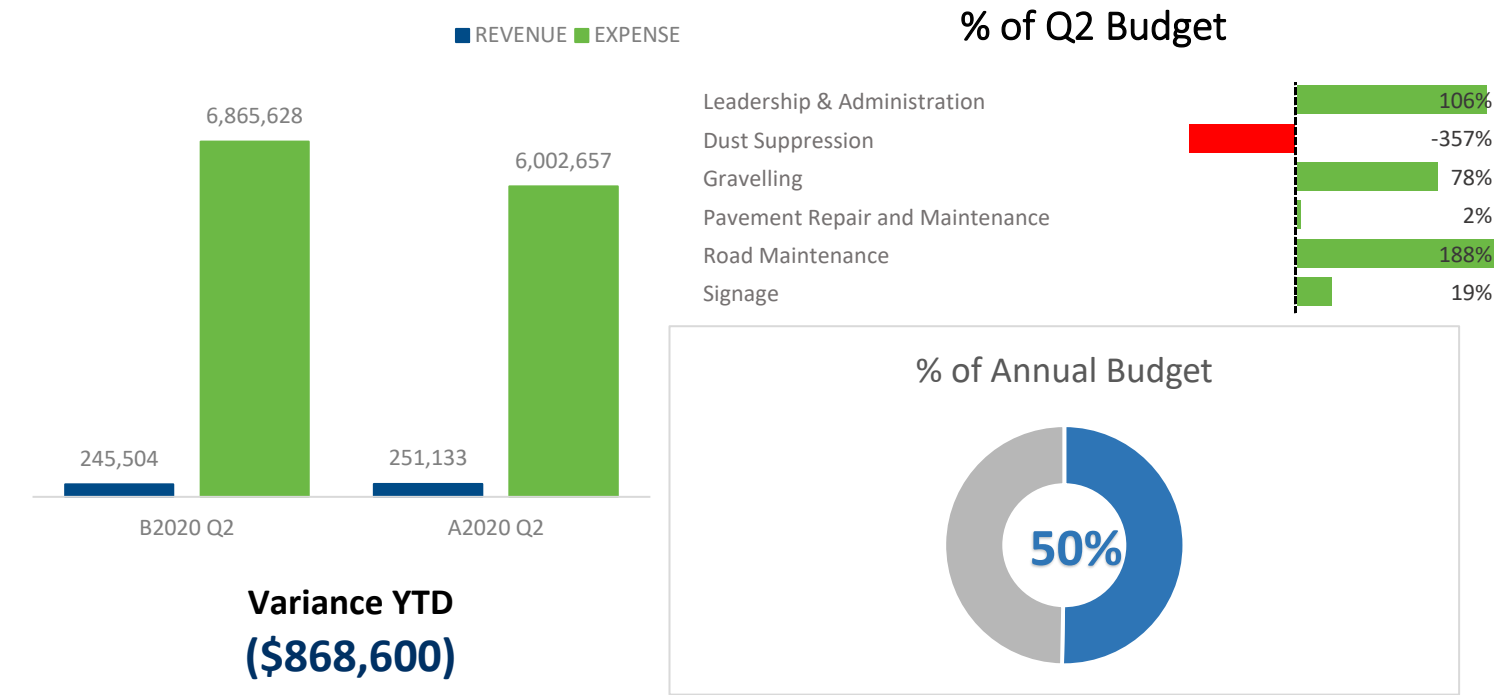
Variances

- No significant variances.

PUBLIC WORKS - ROAD OPERATIONS

Q2 - 2020 Financial Reporting

Department Head: Garrett Broadbent



Leadership & Administration

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	33,909	-	-	-	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	17,500	10,000	5,700	(4,300)	57%	33%
OTHER REVENUE FROM OWN SOURCES	-	-	(360)	(360)	0%	0%
OTHER TRANSACTIONS	32,000	17,004	11,872	(5,132)	70%	37%
Total Revenue	83,409	27,004	17,212	(9,792)	64%	21%
EARNINGS & BENEFITS	3,894,551	1,954,672	2,043,270	88,598	105%	52%
GENERAL SERVICES-CONTRACTED	701,888	361,260	456,750	95,491	126%	65%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,422,071	676,707	662,828	(13,879)	98%	47%
Total Expense	6,018,510	2,992,639	3,162,848	170,209	106%	53%
Surplus/(Deficit)	(5,935,101)	(2,965,635)	(3,145,636)	(180,001)	106%	53%

Variances

- *Earnings & benefits*
 - Road operations crews were required to work additional hours due to severe weather conditions causing road failures.
- *General services-contracted*
 - Additional contract graders were hired to repair road failures as quickly as possible resulting in equipment rentals being over budget.
 - A portion of the variance is due to cash flow of gravel crushing. Half of the expense was budgeted in Q2 and the other half was budgeted in Q3. The entire expense was paid in Q2 and the gravel crushing cost was on budget.

PUBLIC WORKS - ROAD OPERATIONS

Q2 - 2020 Financial Reporting

Dust Suppression

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	218,000	218,000	232,904	14,904	107%	107%
Total Revenue	218,000	218,000	232,904	14,904	107%	107%
GENERAL SERVICES-CONTRACTED	30,000	15,000	-	(15,000)	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	536,434	268,217	387	(267,830)	0%	0%
Total Expense	566,434	283,217	387	(282,830)	0%	0%
Surplus/(Deficit)	(348,434)	(65,217)	232,517	297,734	-357%	-67%

Variance

- *Goods, supplies & materials purchased*
 - Due to spring conditions, the first application of dust suppression did not start until June 23, 2020. Corresponding invoices were paid in Q3 and the second application will commence August 17.

Gravelling

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 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	1,464,100	1,018,132	(445,968)	70%	59%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,761,400	1,485,100	1,295,248	(189,852)	87%	74%
Total Expense	3,500,500	2,949,200	2,313,380	(635,820)	78%	66%
Surplus/(Deficit)	(3,003,326)	(2,949,200)	(2,313,380)	635,820	78%	77%

Variance

- *General services-contracted*
 - Weather conditions in December 2019 were very conducive for 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. In Q2 the County continued to haul and place gravel on the roads to address problem areas and replenish inventory.
- *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

Q2 - 2020 Financial Reporting

Pavement Repair and Maintenance

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	1,245,900	322,000	1,712	(320,288)	1%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	50,100	10,104	5,328	(4,776)	53%	11%
Total Expense	1,296,000	332,104	7,040	(325,064)	2%	1%
Surplus/(Deficit)	(1,296,000)	(332,104)	(7,040)	325,064	2%	1%

Variance

- *General services-contracted*
 - Due to spring conditions, the major pavement repair and maintenance program was delayed until Q3.

Road Maintenance

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	358,400	164,802	198,432	33,630	120%	55%
GOODS,SUPPLIES & MATERIALS PURCHASED	450,000	106,666	312,604	205,938	293%	69%
Total Expense	808,400	271,468	511,036	239,568	188%	63%
Surplus/(Deficit)	(808,400)	(271,468)	(511,036)	(239,568)	188%	63%

Variance

- *General services-contracted*
 - Additional contract grader services were required in Q1 and the beginning of Q2 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 and the beginning of Q2.
 - Variance due to multiple emergency road repairs, culvert wash outs and replacements.

PUBLIC WORKS - ROAD OPERATIONS

Q2 - 2020 Financial Reporting

Signage

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	1,000	500	1,017	517	203%	102%
Total Revenue	1,000	500	1,017	517	203%	102%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	43,200	37,000	7,966	(29,034)	22%	18%
Total Expense	43,200	37,000	7,966	(29,034)	22%	18%
Surplus/(Deficit)	(42,200)	(36,500)	(6,949)	29,551	19%	16%

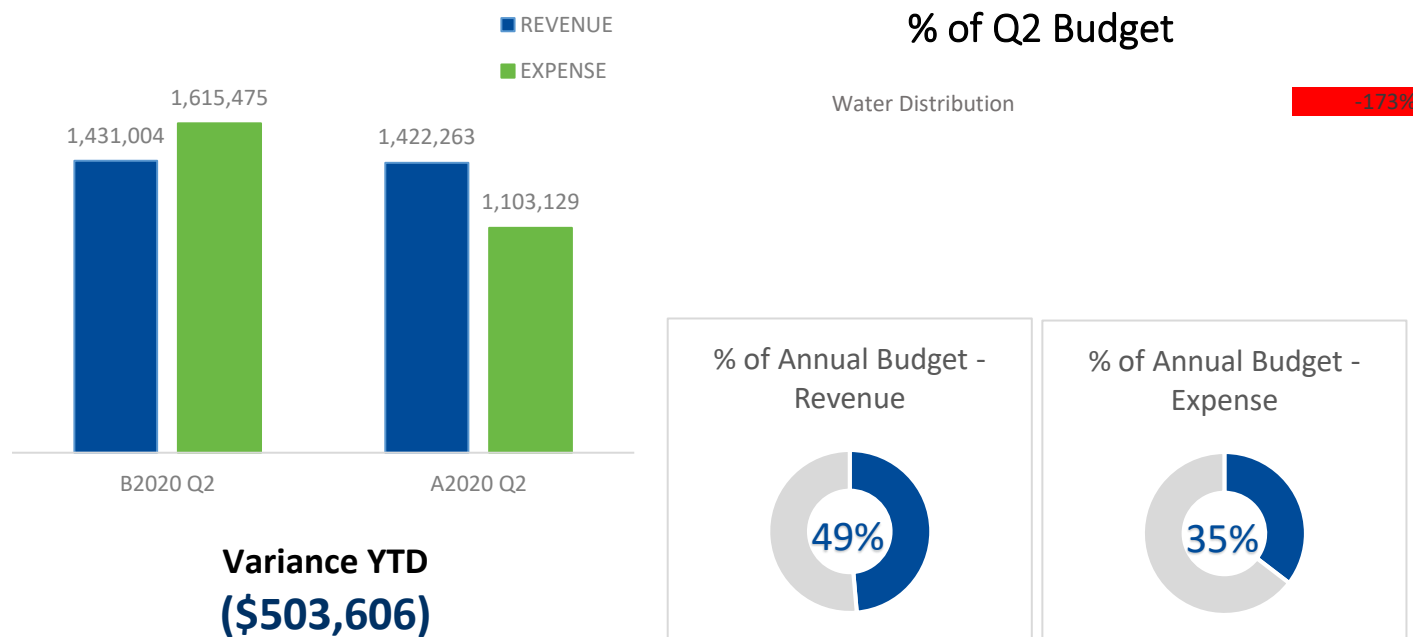
Variance

- *Goods, supplies & materials purchased*
 - Due to the amount of road work needed in 2020, sign maintenance and replacement was postponed. Additional work will be completed near the end of Q3 and into Q4.

WATER DISTRIBUTION

Q2 - 2020 Financial Reporting

Department Head: Des Mryglod



Water Distribution

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,738,538	1,339,182	1,326,071	(13,111)	99%	48%
OTHER REVENUE FROM OWN SOURCES	36,500	16,848	21,218	4,370	126%	58%
OTHER TRANSACTIONS	149,949	74,974	74,974	-	100%	50%
Total Revenue	2,924,987	1,431,004	1,422,263	(8,740)	99%	49%
EARNINGS & BENEFITS	406,727	182,463	173,982	(8,481)	95%	43%
GENERAL SERVICES-CONTRACTED	440,589	268,755	137,019	(131,736)	51%	31%
PURCHASES FR OTHER GOV & AGENCIES	1,171,522	637,235	448,422	(188,813)	70%	38%
GOODS,SUPPLIES & MATERIALS PURCHASED	190,530	101,894	87,014	(14,880)	85%	46%
RESERVES,TRANSFERS & GRANTS	412,524	206,262	43,759	(162,503)	21%	11%
FINANCIAL SERVICE CHARGES	494,386	218,866	212,932	(5,934)	97%	43%
Total Expense	3,116,278	1,615,475	1,103,129	(512,346)	68%	35%
Surplus/(Deficit)	(191,291)	(184,472)	319,135	503,606	-173%	-167%

Variances

- *General services-contracted*
 - Wet spring conditions resulted in delays to repairing engineering structures, buildings and grounds.
 - Repairs to equipment in Nisku is over budget. Pumps at the east and west reserviors required repairs.

WATER DISTRIBUTION

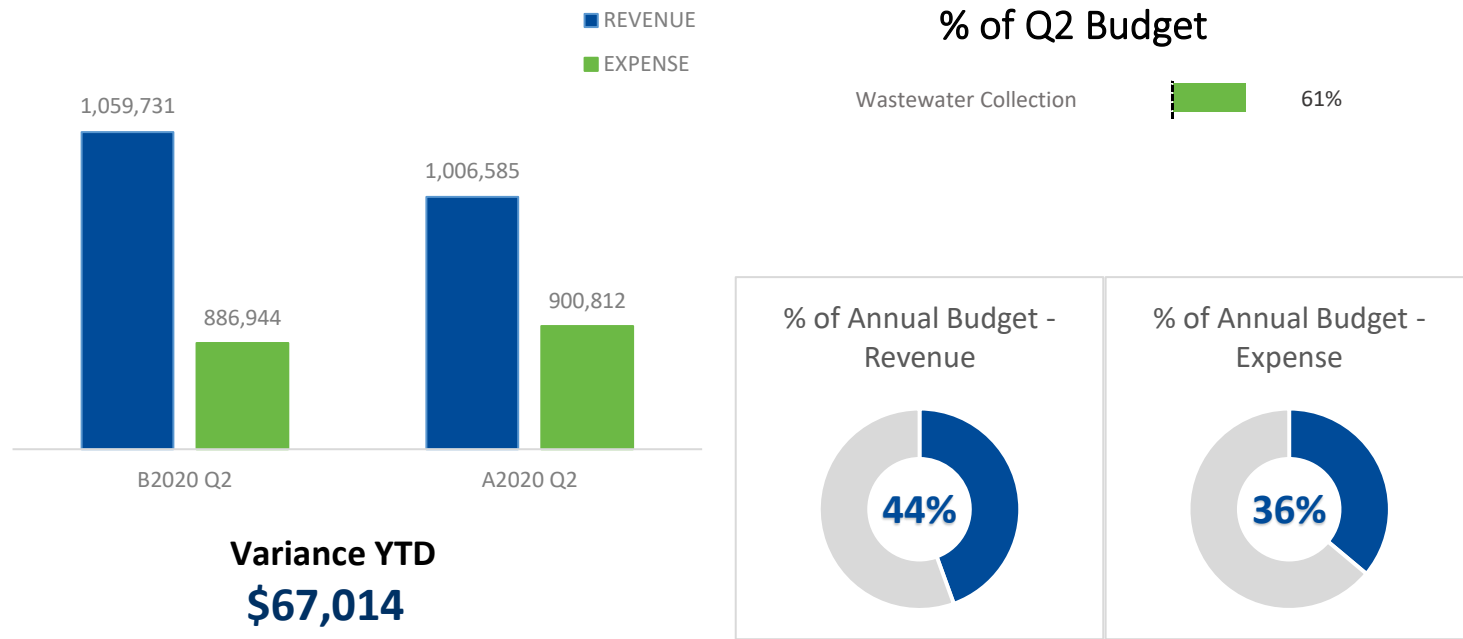
Q2 - 2020 Financial Reporting

- *Purchases fr other gov & agencies*
 - The June invoice from the Capital Region Southwest Water Services Commission had not been received at the time of this report.
 - Bulk water sales in Nisku have been slightly less than anticipated, therefore water purchases have been less than expected.
- *Reserves, transfers & grants*
 - Interest transfers to reserves were not complete at the time of this report.

WASTEWATER COLLECTION

Q2 - 2020 Financial Reporting

Department Head: Des Mryglod



Wastewater Collection

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,128,113	1,023,347	969,931	(53,416)	95%	46%
OTHER REVENUE FROM OWN SOURCES	52,928	36,384	36,655	271	101%	69%
OTHER TRANSACTIONS	82,825	-	-	-	0%	0%
Total Revenue	2,263,866	1,059,731	1,006,585	(53,146)	95%	44%
EARNINGS & BENEFITS	303,144	162,927	137,937	(24,990)	85%	46%
GENERAL SERVICES-CONTRACTED	153,491	52,459	71,713	19,254	137%	47%
PURCHASES FR OTHER GOV & AGENCIES	1,418,064	499,448	514,021	14,573	103%	36%
GOODS,SUPPLIES & MATERIALS PURCHASED	49,684	20,500	21,526	1,026	105%	43%
RESERVES,TRANSFERS & GRANTS	290,067	6,120	22,881	16,761	374%	8%
FINANCIAL SERVICE CHARGES	281,965	145,490	132,734	(12,756)	91%	47%
Total Expense	2,496,415	886,944	900,812	13,868	102%	36%
Surplus/(Deficit)	(232,549)	172,787	105,773	(67,014)	61%	-45%

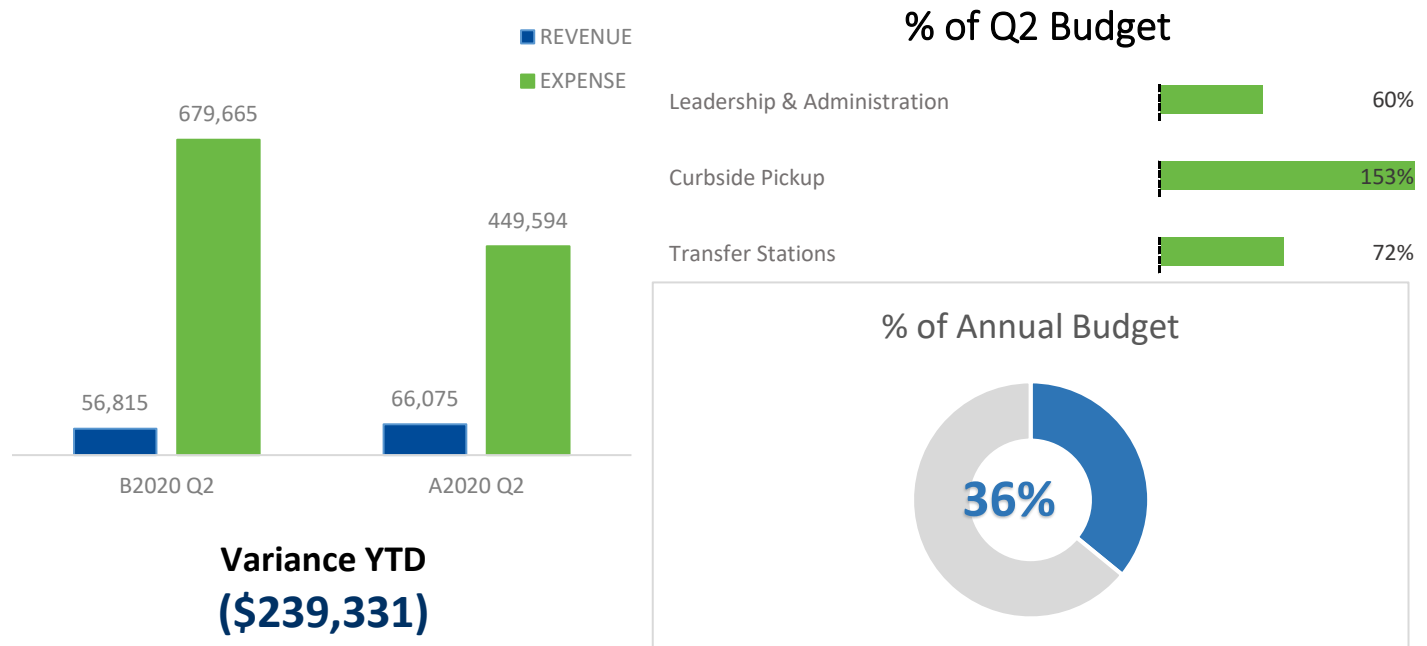
Variances

- *Sales of goods & svcs to individuals*
 - Due to the COVID-19 impact on water sales, wastewater sales in Nisku Industrial Park from March to June were approximately 9% lower than anticipated.
 - Overstrength charges have been higher than anticipated.
- *Earnings & benefits*
 - Variance due to the cashflow of the annual administrative allocation.

WASTE MANAGEMENT

Q2 - 2020 Financial Reporting

Department Head: Des Mryglod



Leadership & Administration

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	4,830	2,415	216	(2,199)	9%	4%
CONDITIONAL GRANTS FR OTHER GOV	230,488	-	-	-	0%	0%
Total Revenue	235,318	2,415	216	(2,199)	9%	0%
EARNINGS & BENEFITS	394,828	197,420	191,719	(5,701)	97%	49%
GENERAL SERVICES-CONTRACTED	43,369	21,689	7,067	(14,622)	33%	16%
PURCHASES FR OTHER GOV & AGENCIES	580,624	250,312	84,857	(165,455)	34%	15%
GOODS,SUPPLIES & MATERIALS PURCHASED	10,204	5,102	1,626	(3,476)	32%	16%
Total Expense	1,029,025	474,523	285,270	(189,253)	60%	28%
Surplus/(Deficit)	(793,707)	(472,108)	(285,054)	187,054	60%	36%

Variances

- Purchases fr other gov & agencies
 - The May GFL Environmental Inc. invoice and the June Leduc & District Regional Waste Management Authority invoices had not been received at the time of this report.
 - Starting in Q2, Leduc & District Regional Waste Management Authority invoices are being coded to each transfer station however, the budget remains in leadership and administration.

WASTE MANAGEMENT

Q2 - 2020 Financial Reporting

Curbside Pickup

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	103,163	51,582	55,708	4,127	108%	54%
Total Revenue	103,163	51,582	55,708	4,127	108%	54%
<i>GENERAL SERVICES-CONTRACTED</i>	77,237	38,619	35,816	(2,802)	93%	46%
Total Expense	77,237	38,619	35,816	(2,802)	93%	46%
Surplus/(Deficit)	25,926	12,963	19,892	6,929	153%	77%

Variances

- No significant variances.

Transfer Stations

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q2</i>	<i>A2020 Q2</i>	<i>Variance (\$)</i>	<i>% of Q2 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO OTHER GOV</i>	5,000	2,500	9,600	7,100	384%	192%
<i>OTHER REVENUE FROM OWN SOURCES</i>	637	318	550	232	173%	86%
Total Revenue	5,637	2,818	10,150	7,332	360%	180%
<i>GENERAL SERVICES-CONTRACTED</i>	305,707	166,524	95,900	(70,624)	58%	31%
<i>PURCHASES FR OTHER GOV & AGENCIES</i>	-	-	30,511	30,511	0%	0%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	-	-	2,097	2,097	0%	0%
Total Expense	305,707	166,524	128,507	(38,017)	77%	42%
Surplus/(Deficit)	(300,070)	(163,706)	(118,357)	45,348	72%	39%

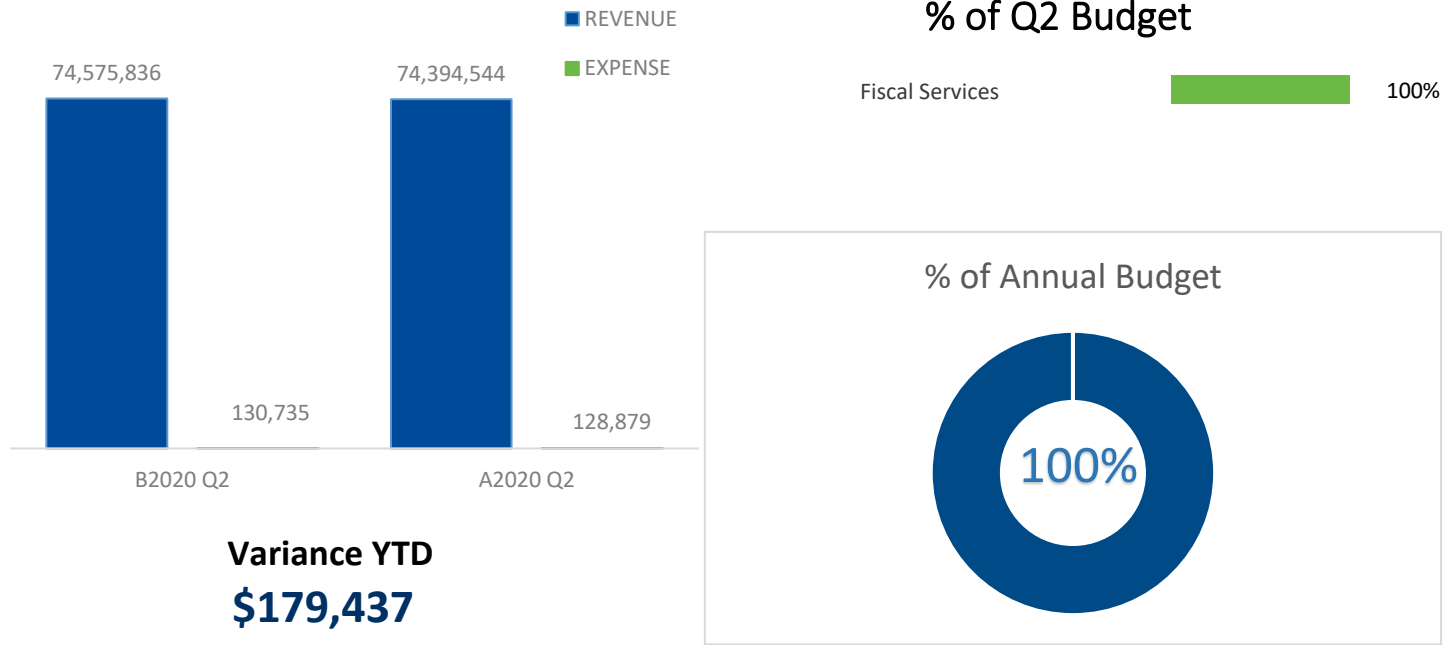
Variances

- *General services-contracted*
 - June invoices for waste, blue bag collections, and bin rentals had not been received at the time of this report.
- *Purchases fr other gov & agencies*
 - Starting in Q2, Leduc & District Regional Waste Management Authority invoices are being coded to each transfer station however, the budget remains in leadership and administration.

FISCAL SERVICES

Q2 - 2020 Financial Reporting

Department Head: Natasha Wice



Fiscal Services

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
TAXES	73,095,126	73,516,448	73,498,790	(17,658)	100%	101%
TAXES-GRANT IN LIEU	95,601	95,601	30,519	(65,082)	32%	32%
OTHER REVENUE FROM OWN SOURCES	1,102,905	737,809	637,158	(100,651)	86%	58%
UNCONDITIONAL GRANTS FR OTHER GOV	93,560	93,560	99,752	6,192	107%	107%
OTHER TRANSACTIONS	264,836	132,418	128,325	(4,093)	97%	48%
Total Revenue	74,652,028	74,575,836	74,394,544	(181,292)	100%	100%
RESERVES, TRANSFERS & GRANTS	254,361	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	264,836	132,418	128,325	(4,093)	97%	48%
OTHER TRANSACTIONS-GENERAL	(130,338)	(1,683)	554	2,237	-33%	0%
Total Expense	388,859	130,735	128,879	(1,856)	99%	33%
Surplus/(Deficit)	74,263,169	74,445,101	74,265,664	(179,437)	100%	100%

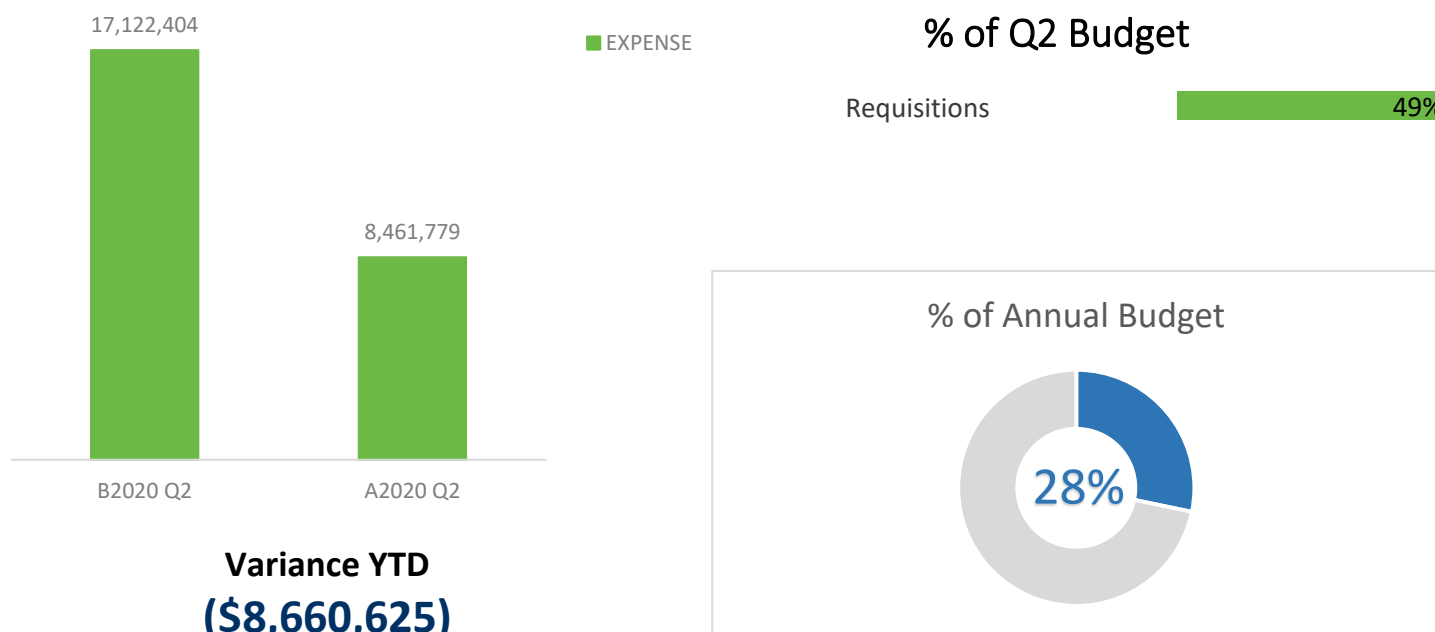
Variances

- Taxes - grant in lieu
 - Variance due to the timing of tax notices and adjustments made.
- Other revenue from own sources
 - Investment revenue entries were not complete at the time of this report.

REQUISITIONS EXPENDITURES

Q2 - 2020 Financial Reporting

Department Head: Natasha Wice



Requisitions

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q2 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
RESERVES, TRANSFERS & GRANTS	29,950,048	17,122,404	8,461,779	(8,660,625)	49%	28%
Total Expense	29,950,048	17,122,404	8,461,779	(8,660,625)	49%	28%
Surplus/(Deficit)	(29,950,048)	(17,122,404)	(8,461,779)	8,660,625	49%	28%

Variances

- *Reserves, transfers & grants*
 - Alberta Education has deferred payment of non-residential requisitions until December 2020 resulting in a variance of \$4.4 million.
 - Cost share payments of \$4.1 million were not paid in July as budgeted because the tax due date was deferred to September 30.



2020 Major Project and Capital Project Plan - Quarter 2 Funding & Expenditures Summary

Major Project and Capital Project Summary	Budget	Actual	Variance
Total	19,970,390	1,394,914	18,575,476
Total Expenditures	19,970,390	1,394,914	18,575,476

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	524,789	521,422	3,367
Other			
Sale/Trade-In	195,000	161,991	(33,009)
Reserve - Sale proceeds transfer to reserve	(195,000)	(161,991)	33,009
Reserve	90,739	88,573	2,166
Total Funding	615,528	609,995	5,533

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	5,658,736	193,308	5,465,428
Grants			
Fire Service Training Program (FSEPP)	27,335	4,780	22,555
Municipal Sustainability Initiative (MSI) Capital	6,116,793	2,655	6,114,138
Gas Tax Fund (GTF)	1,500,000	15,710	1,484,290
Strategic Transportation Infrastructure Program (STIP)	465,575	-	465,575
Western Economic Diversification Canada Grant	143,000	20,874	122,126
Fees & Rates			
Utility Rate User Pay	43,000	-	43,000
Other			
Debenture	1,700,000	-	1,700,000
Sale/Trade-In	122,372	-	122,372
Reserve	3,480,529	547,592	2,932,937
Offsite Levy	72,522	-	72,522
Total Funding	19,329,862	784,919	18,544,943

No Activity Project Summary	Budget	Actual	Savings/(Over) Expenditures
Other			
Reserve	25,000	-	25,000
Total Funding	25,000	-	25,000



2020 Major Project Plan - Quarter 2 Funding & Expenditures Summary

Major Project Summary	Budget	Actual	Variance
Major Projects	2,360,554	260,978	2,099,576
Total Expenditures	2,360,554	260,978	2,099,576

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	54,789	51,422	3,367
Other			
Reserve	69,481	69,481	-
Total Funding	124,270	120,903	3,367

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	1,330,000	14,934	1,315,066
Grants			
Fire Service Training Program (FSEPP)	27,335	4,780	22,555
Western Economic Diversification Canada Grant	143,000	20,874	122,126
Fees & Rates			
Utility Rate User Pay	43,000	-	43,000
Other			
Reserve	667,949	99,487	568,462
Total Funding	2,211,284	140,075	2,071,209

No Activity Project Summary	Budget	Actual	Savings/(Over) Expenditures
Other			
Reserve	25,000	-	25,000
Total Funding	25,000	-	25,000

2020 Major Project Plan Quarter 2 Reporting

Project Name	2020 Final Budget	Actual Total Expense as at June 30, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
Wet Weather Flow Management Plan - Nisku Wastewater Collection	\$ 47,000	\$ -	\$ 47,000		Work in progress	Sewer flow monitoring is ongoing, field inspections and wet weather assessment are pending.
Cyber Security Mitigation	\$ 60,000	\$ 14,920	\$ 45,080		Work in progress	The cyber security project consists of two components: 1. The network and bandwidth assessment (Budget \$25,000) was completed in Q2, but has not been invoiced. 2. The monitoring system and physical security (Budget \$35,000) are 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	Project approvals were provided to Warburg, Calmar, and Leduc. Awaiting project requests from Beaumont and Thorsby.
Building Lifecycle Maintenance	\$ 15,689	\$ 15,689	\$ -		Completed	Project completed.
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 are progressing and will be completed in Q4.
Nisku Fire Station Lighting Upgrades	\$ 39,100	\$ 35,733	\$ 3,368		Completed	Project completed.
Warburg EMS Trailer Renovation	\$ 35,000	\$ 14	\$ 34,986		Work in progress	Project was on hold due to access restrictions placed by Alberta Health Services during COVID-19. The project is now in progress and should be finished by the end of Q3.
Nisku East Water Reservoir Wastewater Disposal Improvement	\$ 43,000	\$ -	\$ 43,000		Work in progress	Substantially completed.
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 been awarded, however, was delayed due to uncertainty related to public consultation and the impact from COVID-19. This will have an impact on the project schedule.
Kavanagh Landfill Reclamation	\$ 21,900	\$ 13,019	\$ 8,881		Work in progress	The second year of post construction testing is in progress to meet the Alberta Environment guideline. Annual report will be submitted by the end of Q4.
2018 - 19 Fire Service Training Program	\$ 27,335	\$ 4,780	\$ 22,555		Work in progress	Remaining grant funds will be returned to Alberta Government in August 2020.
Facility Security Upgrades	\$ 45,390	\$ -	\$ 45,390		Work in progress	Project has started and will be completed by the end of Q4.
Greater Nisku Major Area Structure Plan (GNMASP)	\$ 12,000	\$ -	\$ 12,000		Work in progress	Project is in draft form and will complete in Q2 2021.
Investment Readiness and Implementation Strategy (IRIS)	\$ 158,000	\$ 35,874	\$ 122,126		Work in progress	Phase I is completed, and phase II will start in September 2020.
Southern Country Residential Area Structure Plan (SCRASP)	\$ 133,458	\$ 14,049	\$ 119,409		Work in progress	Project is on schedule.
Nisku Area Redevelopment Plan (Nisku ARP)	\$ 29,750	\$ -	\$ 29,750		Work in progress	Request for proposal (RFP) has been posted and project is to start late September or early October 2020.
Asset Management	\$ 62,066	\$ 4,200	\$ 57,866		Work in progress	Asset management committee work continues. Grant application has been successful and will supplement this project's budget.

Project Name	2020 Final Budget	Actual Total Expense as at June 30, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
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 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 be completed 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 and is expected to be completed by Q4 2020.
Warburg Arena Phase I Contribution	\$ 62,000	\$ 22,502	\$ 39,498		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	\$ 18,567	\$ 8,818		Work in progress	Project will be completed by the end of July 2020.
Social Services Framework	\$ 2,670	\$ 2,670	\$ -		Completed	
Leduc County Branding	\$ 18,000	\$ -	\$ 18,000		Work in progress	No expenses incurred to date.
Building Lifecycle Maintenance	\$ 66,811	\$ 66,811	\$ -		Completed	
Employee Compensation Review	\$ 22,000	\$ 12,150	\$ 9,850		Work in progress	Work is ongoing, however timelines have been impacted by COVID-19. No invoices received in Q2.
2020 Total Major Projects	\$ 2,360,554	\$ 260,978	\$ 2,099,576			

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/or 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 2 Funding & Expenditures Summary

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	5,451,024	879,416	4,571,608
	Road Program	10,878,001	216,919	10,661,082
	Bridge Program	1,280,811	37,601	1,243,210
Total Expenditures		17,609,836	1,133,936	16,475,900

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	470,000	470,000	-
Other				
	Sale/Trade-In	195,000	161,991	(33,009)
	Reserve - Sale proceeds transfer to reserve	(195,000)	(161,991)	33,009
	Reserve	21,258	19,092	2,166
Total Funding		491,258	489,092	2,166

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	4,328,736	178,374	4,150,362
Grants				
	Municipal Sustainability Initiative (MSI) Capital	6,116,793	2,655	6,114,138
	Gas Tax Fund (GTF)	1,500,000	15,710	1,484,290
	Strategic Transportation Infrastructure Program (STIP)	465,575	-	465,575
Other				
	Debenture	1,700,000	-	1,700,000
	Sale/Trade-In	122,372	-	122,372
	Reserve	2,812,580	448,105	2,364,475
	Offsite Levy	72,522	-	72,522
Total Funding		17,118,578	644,844	16,473,734



2020 Capital Project Plan Quarter 2 Reporting

Project Name	2020 Final Budget	Actual Total Expense as at June 30, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
Nisku Septage Receiving Station Improvement - Engineering	\$ 40,000	\$ 1,053	\$ 38,948		Work in progress	Document review, geotechnical investigation and design consultation with haulers completed; preliminary and detailed designs are pending.
New Sarepta Lift Station - Engineering	\$ 60,000	\$ 1,725	\$ 58,275		Work in progress	Document review, geotechnical investigation and land survey completed, preliminary design started.
Purchase New Aerial Apparatus - Replace U23-199	\$ 872,124	\$ 25	\$ 872,099		Work in progress	Unit has been received and final fit out of equipment will be completed in Q3.
Purchase New Trailer - Replace U737	\$ 10,000	\$ -	\$ 10,000		Work in progress	Contracts signed, and expected delivery in Q3.
Purchase New Trailer - Replace U7318	\$ 10,500	\$ 10,971	\$ (471)		Work in progress	Purchase completed, the old unit will be sold by Q4.
Motor Grader Replacement - Replace U2300	\$ 470,000	\$ 470,000	\$ -		Completed	Project completed, the grader is in service.
Purchase New Truck - Old Unit 170 to be Retained in Enforcement	\$ 50,000	\$ 31,871	\$ 18,129		Work in progress	Truck has been purchased and is in use. However, some additional items need to be purchased and installed by the end of Q3.
Purchase New Light Truck - Replace U1190	\$ 40,000	\$ -	\$ 40,000		Work in progress	Truck was delivered in June 2020. Presently in shop for pre-inspection and set up. Not in service. Old unit will be sold in Q3.
Purchase New Light Truck - Replace U1510	\$ 40,000	\$ -	\$ 40,000		Work in progress	Truck was delivered in June 2020. Presently in shop for pre-inspection and set up. Not in service. Old unit will be sold in Q3.
Purchase New Light Truck - Replace U1630	\$ 58,000	\$ -	\$ 58,000		Work in progress	Project delayed due to GM factory shut down as a result of COVID-19. Truck will be delivered in Q3. Old unit will be sold in Q3.
Utilities SCADA Upgrade	\$ 347,800	\$ 13,806	\$ 333,994		Work in progress	Council Motion 158-20 approved additional funds in the amount of \$27,800 from Capital Wastewater Reserve for this project. Design completed, construction awarded and system integration ongoing.
Sell Spare Graders x 1	\$ -	\$ -	\$ -		Completed	Project completed. Sale value was \$4,004 less than the budgeted amount.
2020 Bridge Program	\$ 1,280,811	\$ 37,601	\$ 1,243,210		Work in progress	Council Motion 165-20 approved the change of funding for the 2020 Bridge program as follows: - BF 08627 \$37,500 from STIP Grant and \$17,320 from tax; - BF 01090 \$301,879 from STIP Grant and \$100,626 from tax. See bridge program summary.
2020 Road Program	\$ 9,309,168	\$ 113,643	\$ 9,195,525		Work in progress	Council Motion 179-20 approved reallocating the 2020 road program as follows: - Township road 500 - change to \$375,115; - South Vista Road - change to \$808,693; - Golfview Estates - change to \$198,353; - Arbor Estates - change to \$294,459; - Ironhorse Estates - change to \$367,550 Overall, there will be a savings of \$25,832 in the 2020 surfacing program. See road program summary.
Leduc County Fire Services East District Fire Station	\$ 2,759,306	\$ -	\$ 2,759,306		Work in progress	Contract awarded and ground breaking is planned for August.

Project Name	2020 Final Budget	Actual Total Expense as at June 30, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
Nisku Bulk Water Station Upgrade	\$ 16,500	\$ 15,785	\$ 715		Work in progress	All work completed except seasonal deficiency items.
New Sarepta Reservoir, Pumphouse and Bulk Water Station Upgrade	\$ 10,000	\$ -	\$ 10,000		Work in progress	Alternative project delivery method and above ground water storage assessment underway.
Sale of Patrol Vehicle	\$ -	\$ -	\$ -		Work in progress	Currently advertised for sale. Completion is unknown at this point.
Enforcement Unit LC2 will be transferred to Fire Services, and Fire Service Unit 23-233 will be transferred to Enforcement Department	\$ -	\$ -	\$ -		Completed	
New Sarepta Centre Avenue From Centre Street to 2st South	\$ 50,000	\$ -	\$ 50,000		Work in progress	Work has been completed, waiting for invoices.
Purchase Snow Pusher	\$ 15,000	\$ -	\$ 15,000		Work in progress	Delivery anticipated for Q4.
Sewer Transfer Station Automation - Nisku	\$ 22,825	\$ 11,113	\$ 11,712		Work in progress	All work completed except drainage improvement.
Nisku Recreation Centre Lighting Replacement	\$ 17,733	\$ 18,492	\$ (759)		Completed	
Range Road 250 - Cost Share with City of Leduc	\$ 125,000	\$ -	\$ 125,000		Work in progress	City of Leduc had advertised a request for proposal (RFP) of the project. Completion is unknown at this point.
New Sarepta Ball Diamond Relocation	\$ 3,525	\$ 600	\$ 2,925		Completed	
Diamond Estates Drainage Swale Project	\$ 25,680	\$ -	\$ 25,680		Work in progress	The remaining work will start in August, and the project will be completed by the end of September.
Mobile Communication Vehicle Improvement	\$ 10,075	\$ 1,211	\$ 8,864		Work in progress	Project will be completed by the end of Q3.
Purchase Two Multi-Use Pumpers	\$ 12,362	\$ 894	\$ 11,468		Work in progress	Project 90% complete, final decal installation to be completed once branding is determined.
Tandem Axle Truck with Winter Equipment and Attachment	\$ 300,000	\$ 301,870	\$ (1,870)		Work in progress	Old unit will be sold in Q3.
Signal Installation at 39 Avenue and Nisku Spine Road	\$ 72,522	\$ -	\$ 72,522		Work in progress	Work has been completed, waiting for invoices.
Intersection Improvement at 39 Avenue and Nisku Spine Road	\$ 187,072	\$ -	\$ 187,072		Work in progress	Work has been completed, waiting for invoices.
South Wizard Lake - From Hwy 795 to End (Test Section)	\$ 893,833	\$ 1,736	\$ 892,097		Work in progress	Work has been completed, waiting for invoices.
Nisku Spine Rd - From Twp 510 to 25 Avenue - Design	\$ 200,000	\$ -	\$ 200,000		Work in progress	Tender awarded, work in progress. Project will carry forward to 2021.
Nisku Spine Rd - From 18 Ave to Airport Road - Design	\$ 300,000	\$ 101,541	\$ 198,460		Work in progress	Work in progress, project will be completed in Q3.
2020 Total Capital Projects	\$ 17,609,836	\$ 1,133,936	\$ 16,475,900			

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/or 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 Road Program - Quarter 2 Summary

Project Description	2020 Final Budget	Changes after Final Approved (Council Motion 179-20)	2020 Budget	Actual Total Expense As at June 30, 2020	Variance	Project Status	Project Indicator	Notes
Rural Roads								
Range Road 244 - From Airport Road to Valleyview	\$ 135,000		\$ 135,000	\$ -	\$ 135,000		Work in progress	Project completed, awaiting final invoices.
Range Road 222 - From Township Road 504 to North Boundary	\$ 180,000		\$ 180,000	\$ -	\$ 180,000		Work in progress	Project will be completed by the end of August 2020.
Spot repairs for microsurface roads	\$ 200,000		\$ 200,000	\$ -	\$ 200,000		Work in progress	Repair work is in progress.
Township Road 500 - From Highway 814 to Range Road 243	\$ 320,000	\$ 55,115	\$ 375,115	\$ -	\$ 375,115		Work in progress	Construction in progress, will be completed by Q3.
South Vista Road - Range Road 244 A from Highway 625 to Airport Road	\$ 750,000	\$ 58,693	\$ 808,693	\$ -	\$ 808,693		Work in progress	Construction in progress, will be completed by Q3.
St. Francis main road - From Highway 770 to End	\$ 850,000		\$ 850,000	\$ -	\$ 850,000		Work in progress	Work will begin in September 2020.
Rural Road Initiative	\$ 1,000,000		\$ 1,000,000	\$ 81,515	\$ 918,485		Work in progress	Project in progress, will be completed by Q3.
Range Road 240 - From Highway 616 to South Boundary	\$ 1,000,000		\$ 1,000,000	\$ 15,710	\$ 984,290		Work in progress	Project in progress, will be completed by Q3.
Clover Lawn Road (Range Road 233)	\$ 3,000,000		\$ 3,000,000	\$ 16,418	\$ 2,983,582		Work in progress	Project in progress, will be completed by Q3.
	\$ 7,435,000	\$ 113,808	\$ 7,548,808	\$ 113,643	\$ 7,435,165			
Subdivisions								
Golfview Estates - NW 33-50-23-W4	\$ 300,000	\$ (101,648)	\$ 198,352	\$ -	\$ 198,352		Work in progress	Project in progress, will be completed by Q3.
Arbor Estates - SW 33-50-23-W4	\$ 400,000	\$ (105,541)	\$ 294,459	\$ -	\$ 294,459		Work in progress	Project in progress, will be completed by Q3.
Ironhorse Estates - SW 25-47-2-W5	\$ 300,000	\$ 67,549	\$ 367,549	\$ -	\$ 367,549		Work in progress	Project in progress, will be completed by Q3.
	\$ 1,000,000	\$ (139,640)	\$ 860,360	\$ -	\$ 860,360			
New Sarepta Roads								
New Sarepta: Storm Sewer and Ditch Improvements	\$ 500,000		\$ 500,000	\$ -	\$ 500,000		Work in progress	Engineering work is in progress.
	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000			
Nisku								

2020 Road Program - Quarter 2 Summary

Project Description	2020 Final Budget	Changes after Final Approved (Council Motion 179-20)	2020 Budget	Actual Total Expense As at June 30, 2020	Variance	Project Status	Project Indicator	Notes
Township Road 510 Design	\$ 400,000		\$ 400,000	\$ -	\$ 400,000		Work in progress	Request For Proposal (RFP) advertised and closing by the end of August.
	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ 400,000			
	\$ 9,335,000	\$ (25,832)	\$ 9,309,168	\$ 113,643	\$ 9,195,525			

2020 Bridge Program - Quarter 2 Summary

Project Description	Legal Location	Existing Surface	Work Description	2020 Final Budget	Actual Total Expense As at June 30, 2020	Variance	Project Status	Project Indicator	Notes
BF 70099 RR 33 North of Intersection with Hwy 39	SE 4-49-3-W5	Bridge Structure	Rehabilitation	\$ 136,241	\$ 2,013	\$ 134,228		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 00587 APR BTW RR 240 & RR 241	NW 30-49-27-W4M	Bridge Structure	Rehabilitation	\$ 270,486	\$ 2,098	\$ 268,388		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 01090 TWP 503A BTW RR 260 & RR 261	NW 24-50-26-W4	Culvert	Rehabilitation	\$ 402,505	\$ 15,278	\$ 387,227		Work in progress	Project will be delayed due to land acquisition for right of way. Will be completed in Q1 2021.
BF 08149 RR 280 BTW TWP 494 & TWP 500	NW 30-49-27-W4M	Bridge Structure	Rehabilitation	\$ 32,020	\$ 2,013	\$ 30,007		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 00749 TWP 494 West of RR 255	NW 19-49-25-W4M	Bridge Structure	Rehabilitation	\$ 69,460	\$ 2,098	\$ 67,362		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 06540 RR 275 BTW TWP 490 & TWP 492	NE 7-49-27-W4	Bridge Structure	Rehabilitation	\$ 33,515	\$ 2,013	\$ 31,502		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 13725 RR 11 BTW TWP 482 & TWP 484	SE 23-48-1-W5	Bridge Structure	Rehabilitation	\$ 37,128	\$ 2,013	\$ 35,115		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 01727 TWP 502 BTW RR 233 & RR 234	NW 9-50-23-W4	Culvert	Rehabilitation	\$ 4,984	\$ 2,013	\$ 2,971		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 08627 RR 32 BTW TWP 485 & TWP 484	NE 27-48-3-W5	Culvert	Rehabilitation	\$ 54,820	\$ 2,013	\$ 52,807		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 01248 Telfordville RR 21 West Hwy 622	NW 36-49-2-W5	Bridge Structure	Rehabilitation	\$ 49,961	\$ 2,013	\$ 47,948		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 76385 TWP 492 BTW RR 40 & RR 41	SW 13-49-4-W5	Bridge Structure	Rehabilitation	\$ 40,991	\$ 2,021	\$ 38,970		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 74331 TWP 492 BTW RR 272 & RR 271	SW 14-49-27-W4	Culvert	Rehabilitation	\$ 17,443	\$ 2,013	\$ 15,430		Work in progress	Construction is in progress, project will be completed by Q4 2020.



2020 Bridge Program - Quarter 2 Summary

Project Description	Legal Location	Existing Surface	Work Description	2020 Final Budget	Actual Total Expense As at June 30, 2020	Variance	Project Status	Project Indicator	Notes
BF 00588 RR 241 South of APR	NW 12-50-24-W4M	Bridge Structure	Rehabilitation	\$ 131,257	\$ -	\$ 131,257		Work in progress	Construction is in progress, project will be completed by Q4 2020.
			Total 2020 Budget	\$ 1,280,811	\$ 37,601	\$ 1,243,210			



Operating Fund Reserve Schedule

For the period ended June 30, 2020

	Actual Balance as at December 31, 2019	APPLIED		ADDITIONS		Actual Balance as at June 30, 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	-	-	224,911.10	757,376.24
Stabilization & Contingency	7,687,944.72	-	-	135,619.00	1,382,732.28	9,070,677.00
Special Purpose	8,892,581.21	692,864.00	1,894,910.63	530,000.00	817,267.25	7,807,015.14
Regulatory	1,441,614.61	50,000.00	-	64,000.00	7,922.69	1,449,537.30
Utilities	1,555,178.06	157,210.00	-	230,042.00	10,385.77	1,565,563.83
	22,767,721.03	1,013,354.00	1,894,910.63	1,147,789.00	2,435,296.40	23,308,106.80



Capital Fund Reserve Schedule

For the period ended June 30, 2020

	Actual Balance as at December 31, 2019	APPLIED		ADDITIONS		Actual Balance as at June 30, 2020
		2020 Budget	2020 Actual	2020 Budget	2020 Actual	
Asset Lifecycle Management	7,339,379.99	60,390.00	-	440,570.00	14,628.01	7,354,008.00
Stabilization & Contingency	6,607,428.14	1,612,752.00	-	-	140,402.23	6,747,830.37
Special Purpose	915,030.24	760,000.00	155,030.24	-	-	760,000.00
Statutory	1,727,023.78	25,611.00	22,085.63	-	35,246.85	1,740,185.00
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>177,115.87</u>	<u>830,294.00</u>	<u>196,357.57</u>	<u>17,518,599.25</u>