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**REPORT NAME**

2020 Quarter 4 Reporting

**RECOMMENDATION**

That Council accept the report and attachments as information.

**IMPLICATIONS**

**Reason:** Corporate reporting is presented to council on a quarterly basis.

**Authority (MGA section/bylaw/policy number):**

**Amount of funding required:** n/a

**Funding source:** n/a

**BACKGROUND**

Corporate reporting provides council and the public with a progress update on our various projects and programs. This reporting demonstrates our commitment to achieving positive results, and helps foster open, transparent communication.

*The reporting includes:*

- County highlights
- Status updates on strategic and operational initiatives
- Financial reports for departments and projects
- Operating and capital reserve schedules

**ATTACHMENTS**

- 2020 Q4 Reporting

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**Reviewed by:** Duane Coleman, County Manager

**Date:** March 30, 2021



# Quarterly report

## Q4 – December 31, 2020

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#### Departmental quarterly reports

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- **Fire Services**
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- **Planning and Development**
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- **Public Works**
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  - Fiscal Services
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#### Major and Capital Project Plans

#### Road and Bridge Programs

#### Operating Reserve Schedule

#### Capital Reserve Schedule

#### Strategic Plan and Operational Plan Indicators

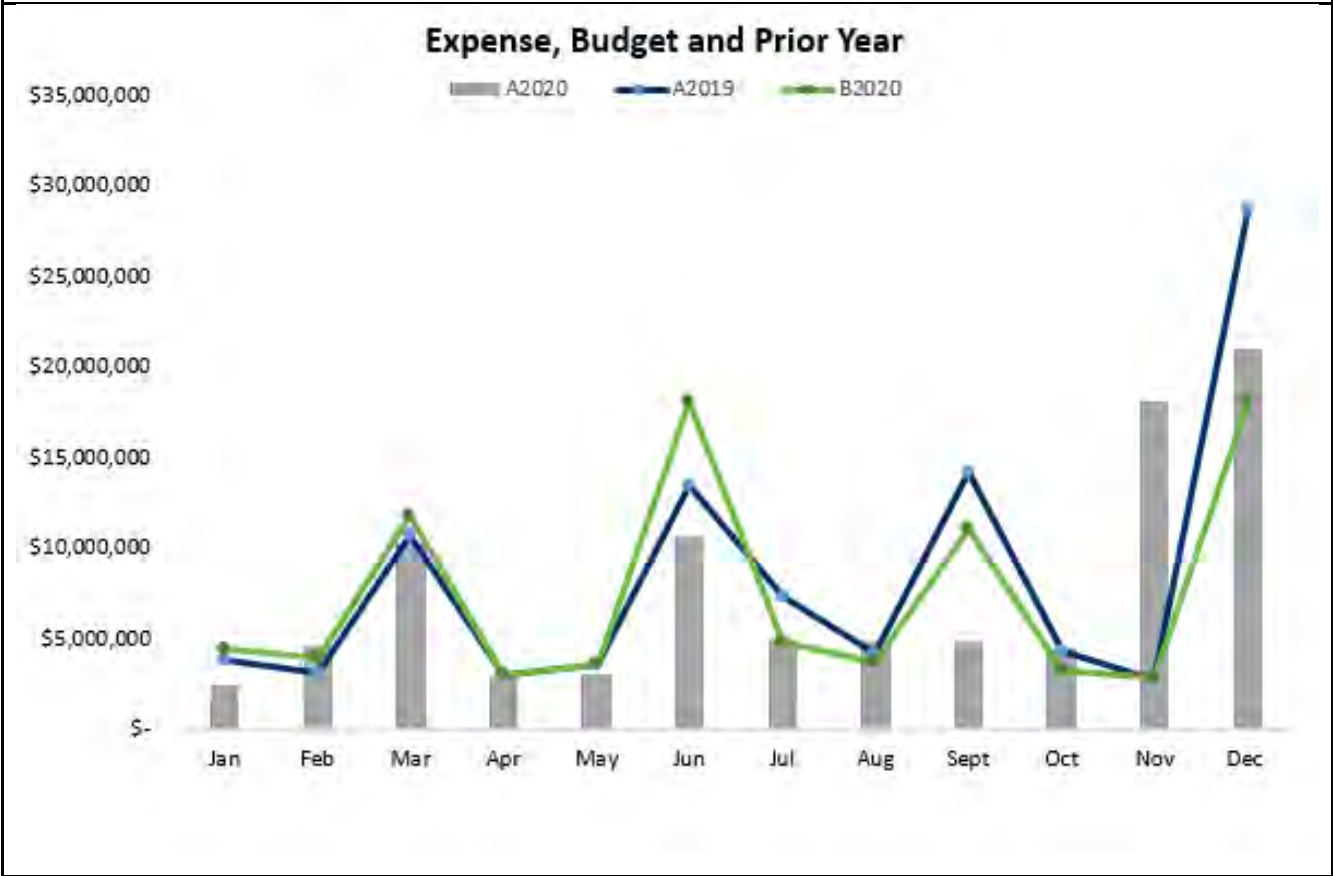
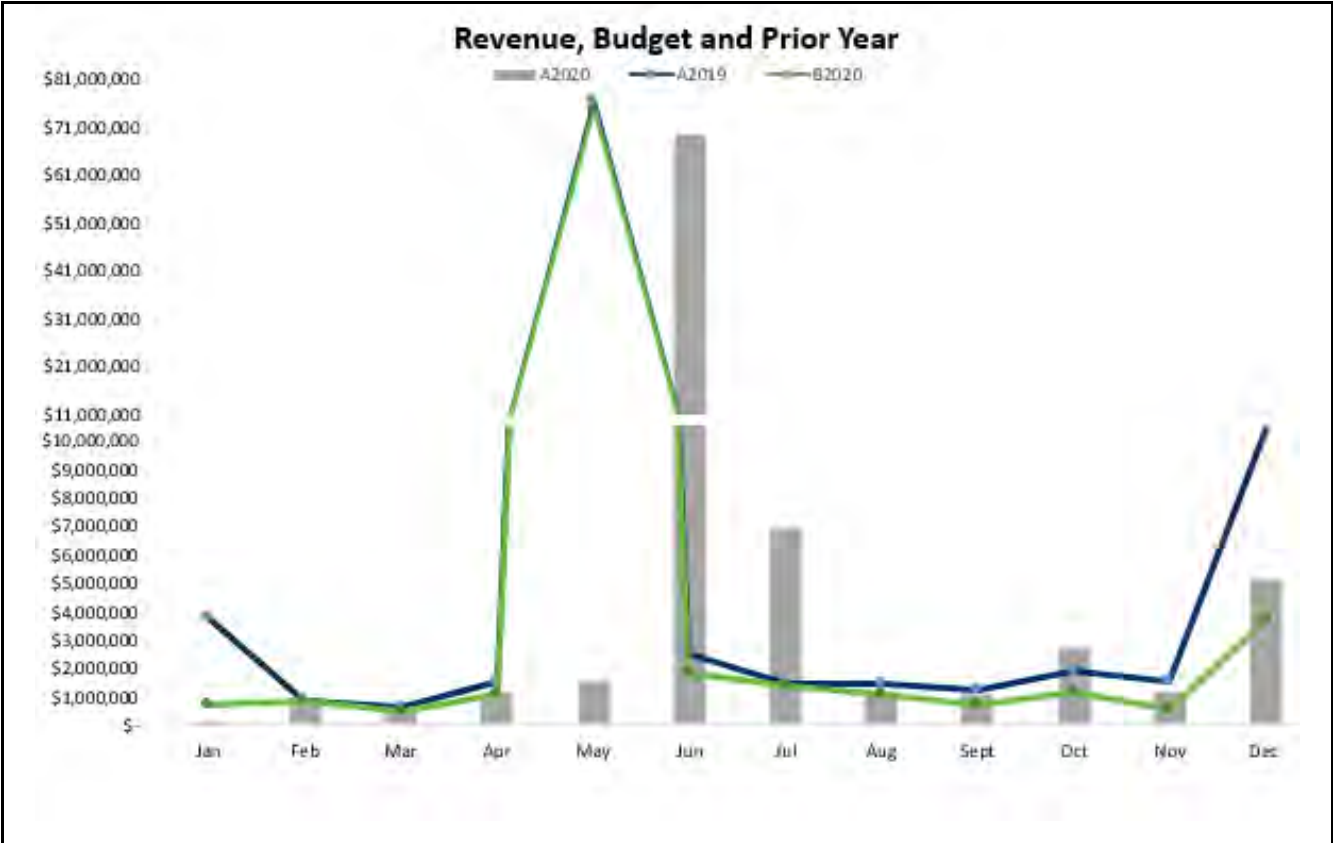
Indicator	Progress Description
	Action completed, deferred or is no longer being worked on.
	Action initiated and work is ongoing.
	Action not yet initiated.



## **Q4 Highlights**

- 2021 Interim budget was approved by Council on November 30.
- Utilizing a grant from the Canadian Agricultural Partnership, developed a 14-session online workshop series for local food producers to prepare for CanadaGAP certification, a food safety program for the production, handling, and brokering of fruits and vegetables.
- Completed security upgrades at Nisku Public Works Shop, Nisku Fire Hall and Community Operations Centre.
- Learning and Development Strategic Plan was rolled out to staff in November 2020.
- Completed a Public Participation Framework.
- Developed and distributed 50 family bags throughout the County, with activities and information on how to stay connected with your family and build relationships during stressful times.
- Developed and distributed 150 senior's connection bags with activities, information and resources to support seniors.
- Home Visitation and Family Support program completed 156 visits, providing one on one support both virtually and in person to families with children 0 to 16.
- Substantial groundwork and concrete work complete at the construction site of the New Sarepta District Fire Station and the project is on schedule for Q2 2021 occupancy.
- Received the final report for Phase 1 of the Regional Emergency Management Agency and the report will be presented to Council on April 7, 2021.
- Completed the design for the Nisku Spine Road between 18 Avenue and Airport Road.
- Completed the 2020 Rural Road Initiative program.

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	30-40	\$6,890	15	Rural Residential/Multi-lot Subdivision	\$488,500
					2	New Sarepta	\$232,500
					2	Large Rural Parcel	\$916,500
2	6	Residential Parcel	2 to 16	\$69,275	21	Rural Residential/Multi-lot Subdivisions	\$680,000
	2	Farmland	30-75	\$7,300	2	Large Rural Parcel	\$865,000
3*	8	Residential Lots	Lot	\$335,475	8	Multi-lot Subdivisions	\$541,500
					3	Large Rural Parcel	\$670,000
4	1	Residential Parcel	2.5	\$74,890	3	Rural Residential	\$745,000
					2	Large Rural Parcel	\$811,790
5	1	Residential Lake Lot	Lot	\$349,000	2	Rural Residential	\$358,750
	2	Farmland	140-160	\$5,315	3	Large Rural parcel	\$286,000
6	2	Residential Parcel	10-12	\$11,875	3	Rural Residential	\$319,000
	7	Farmland	35-160	\$2,810	2	Lake Property	\$397,500
7	0				2	Rural Residential	\$262,000
					1	Large Rural Parcel	\$485,000
Nisku	2	Industrial Lots	2-8	\$512,500	1	4 acre parcel with building	\$2,900,000
					1	20 acre parcel with building	\$12,844,000
<b>Total sales</b>	<b>33</b>				<b>73</b>		

**\* Division 3 does not include Nisku Business Park**

2019 Q4 Vacant Sales 9

2019 Q4 Improved Sales 43

Total 2019 Vacant Sales 62

Total 2019 Improved Sales 144

Total 2020 Vacant Sales 78

Total 2020 Improved Sales 177

## Nisku vacancy rates

Nisku Business Park vacancy rates seem to have stabilized and sit around the 8.5% range consistent with Q3. Rental rates are ranging from \$9 to \$13 per square foot depending on property type and size of the building but current trends indicate that this is a tenants market.

## Development highlights

Project	Update
Amazon	Building is complete, occupied and staffed. Permits closed.
Aurora Sky facility (Cold Storage Addition)	All permits are closed on the Aurora Sky project.
Destiny Bioscience facility	All work has ceased.
Monarch Lands (York Realty)	Work is complete, occupancy granted.
Aurora Polaris (Distribution Centre)	Work continues on the interior and the addition to house lotron. Partial occupancy of the distribution centre; lotron addition is 75% complete.
One Properties (commercial/industrial lease bay facility)	Building is complete and occupancy permitted. File is now closed.
High Brix Manufacturing	Foundation installed, walls constructed and roof is near completion for office and warehouse. Construction is nearing completion.
Pylypow Properties Inc.	Single tenant building is substantially complete.
Bali Holdings	Office and shop for Champ Machine. Foundation is in, wall framing complete, roof framing started. Construction is nearing completion.
Aurora Polaris (Edibles)	Interior alterations to create the edibles production section. Construction is substantially complete.
Silent Aire Office/Shop	Foundation construction has started.
Aliya's Foods (Chef Bombay)	Food processing facility and office. Foundation construction has started.
Ice Cream Depot	Interior alterations to existing new building have begun.
Leduc County Fire Hall (New Sarepta)	Foundation construction has started. Occupancy expected in Q2 2021.
Star Commercial Properties (multi bay office/shops)	Site work has begun. Construction expected to commence in early 2021.

## Permits

Development permits	2019 Q4 Totals	2020 Q4 Totals	2020 YTD
Received	40	65	261
Issued	38	59	248
Refused	0	1	4
Processing	0	3	3
Closed/withdrawn	2	2	6

Building permits	2019 Q4 Totals	2020 Q4 Totals	2020 YTD
Issued	49	66	245
Est. Construction value	\$25,797,759	\$46,203,086	\$82,591,855
Fees	\$167,226	\$268,276	\$507,352

Safety code permits	2019 Q4 issued	2020 Q4 Issued	2020 YTD issued	2019 Q4 Fees	2020 Q4 Fees	2020 YTD Fees
Electrical	167	125	473	\$48,837	\$28,203	\$104,044
Gas	150	129	352	\$19,466	\$12,958	\$36,791
Plumbing	59	43	279	\$11,376	\$8,230	\$32,019
Private sewage	41	26	101	\$7,168	\$4,275	\$16,352
<b>Total</b>	<b>417</b>	<b>323</b>	<b>1,205</b>	<b>\$86,847</b>	<b>\$53,666</b>	<b>\$189,206</b>

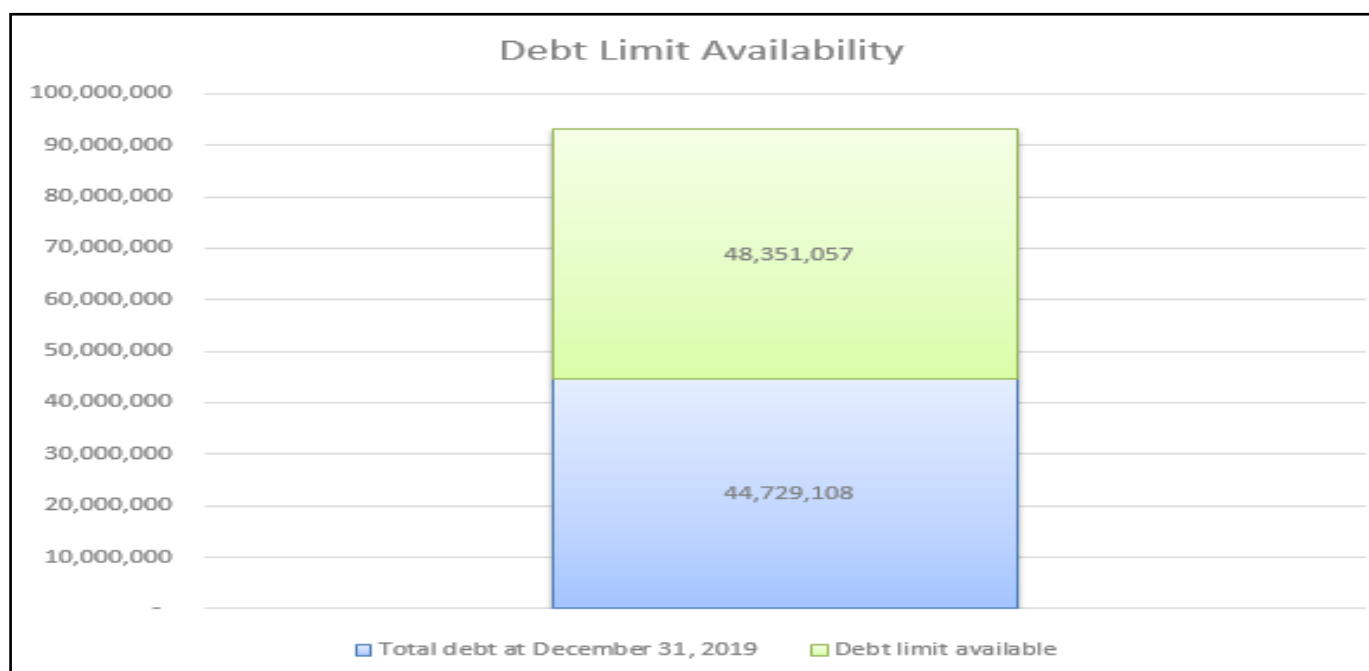
## Health and Safety

- Continued work for the safety response to COVID-19 by ensuring compliance with Alberta Health Services' (AHS) recommendations including:
  - Updating staff and contractor screening questions to reflect changes announced by AHS.
  - Updating the Public Encounter Procedure to include Safety Codes.
- Successfully passed documentation only external safety audit.
- Conducted safety orientation for gravel haulers.
- Inspected and stocked all vehicle first aid kits.
- Attended the annual road operations meeting.
- 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.
- Developed and delivered online training for firefighters while in person training was off line due to COVID-19 restrictions.

## Whistleblower complaints

	Q4 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 initiated in 2020.
  - Increase to arts and cultural grants funding.
  - Financial support provided to the Calmar Recreation Master Plan.
  - Vista park and open space plan approved in 2019.
  - On November 24, Council approved a land purchase along the North Saskatchewan River. This land will provide future parks space and access to the river for County residents.
- 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 agreements with the City of Beaumont and City of Leduc approved in 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. Thirteen held in 2019 and 24 were planned for 2020 however in-person programming was affected 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.
  - An agreement was established with community volunteers in New Sarepta to build and maintain a community outdoor skating rink. Rink open to public use occurred in early 2021.
  - In summer of 2020, grant funds received to support no cost/low cost outdoor concerts and virtual programming.

## **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.
- Local foods interactive map is being developed for the Discover Leduc Region website.

#### **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.
- An Agriculture Impact Assessment tool was created to support subdivision authority processes.

### 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 and project will be completed in 2021.

#### **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.
- On May 5, 2020, Council decision to decline participation in the Regional Transit Service Commission and seek other transit options.

#### **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**

- Project initiated in 2020 with anticipated completion in 2021.

### 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 census 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 a 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

<b>Strategic priority – All</b> County Manager's Office will create an environment that supports department initiatives that move council's strategic priorities forward.	
<b>Goal 1</b>	<b>Strategic priority – economic development</b> Promote the county's enriched quality of life and business opportunities.
<b>Goal 2</b>	<b>Strategic priority – regional leadership</b> Build and nurture collaborative leadership capacity by enhancing relationships with municipal and provincial partners.



<b>Goal 3</b>	<b>Strategic priority – enriched quality of life</b> Engage citizens and businesses to influence municipal services, programs and practices.
<b>Corporate leadership</b> County Manager's Office will create a team environment that empowers individuals and groups to contribute to effective organizational management.	
<b>Goal 4</b>	<b>Corporate priority</b> Serve residents and businesses through efficient, effective and comprehensive municipal services.
<b>Goal 5</b>	<b>Corporate priority</b> Continue to build a corporate culture that inspires staff to excel in their roles and contribute to organizational success.
<b>Goal 6</b>	<b>Corporate priority</b> Continue to enhance internal communication practices to support the organization's strategic and operational goals.

### 3: Department Highlights

- 2021 Interim budget was approved by Council on November 30.
- Completed a Public Participation Framework.
- Council approved administration to proceed with the development of an agreement with the successful proponent from the Expression of interest for the repurposing of the New Sarepta fire hall.
- 2020 staff satisfaction survey conducted.
- Continued work on asset management initiatives identified as deliverables for the Federation of Canadian Municipalities' grant.
- Continued oversight of Leduc County's response to 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec. 31 2020</b>	<b>Identified deliverables with status update</b>
Roll out of new brand standards.	Q1 2020		2020 action plan developed. <ul style="list-style-type: none"> <li>• Brand guideline document finalized.</li> <li>• Brand guidelines rolled out to organization on March 6.</li> </ul>
	Q4 2020		2020 identified actions completed. <ul style="list-style-type: none"> <li>• Application of brand standards being rolled out on forms, templates, vehicle decals, etc.</li> </ul>

			<ul style="list-style-type: none"> <li>Redesign of Fire Services brand visuals completed with the creation of a new emblem and guidelines.</li> </ul>
Provide training for brand ambassador program.	Q1 2020		Initial training completed. <ul style="list-style-type: none"> <li>Training video finalized.</li> <li>In-person roll-out delayed due to public health restrictions.</li> <li>New video-conference approach to training will be completed in 2021.</li> </ul>

### Strategy 1.2

Ensure efficient use of resources to maximize economic development opportunities.

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

### Strategy 1.3

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

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Develop a resident guide.	Q1 2020		Guide distributed to new residents and available on our website. <ul style="list-style-type: none"> <li>Project not yet initiated.</li> <li>This initiative is included in the 2021 Corporate Plan and will be completed in 2021.</li> </ul>

## 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 Dec. 31 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"> <li>Various meetings held throughout Q1.</li> <li>Three CAO meetings held in Q2.</li> </ul>

			<ul style="list-style-type: none"> <li>• Meetings held with City of Beaumont and City of Leduc.</li> <li>• Regional CAO meetings held regularly.</li> </ul>
Coordinate joint council meetings with other local municipalities.	Q4 2020		<p>Four meetings held.</p> <ul style="list-style-type: none"> <li>• Joint council meeting held with the City of Leduc on February 18 to discuss Regional Transit Services Commission.</li> <li>• Further meetings not planned in 2020 given the pandemic.</li> </ul>

### Strategy 2.2

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

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec. 31 2020</b>	<b>Identified deliverables with status update</b>
Lobby for grant support of Leduc County projects and initiatives.	Ongoing		<p>Successful grant applications.</p> <ul style="list-style-type: none"> <li>• Successful grant application to the Municipal Stimulus Program in the amount of \$1.6M for funding of 2021 capital projects.</li> <li>• Application for MOST grant with additional funding of \$1.4M in 2020.</li> <li>• Continued advocacy for federal grants to support construction for the next phases of the Nisku Spine Road.</li> </ul>
Strengthen relationships with other orders of government.	Ongoing		<p>Increased levels of participation.</p> <ul style="list-style-type: none"> <li>• 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. Advocacy efforts were completed and the Province made the decision to not proceed with any of the scenarios presented. Final decision had minimal financial impact on the County.</li> <li>• Meetings held with Members of Legislated Assembly to discuss local issues and opportunities.</li> <li>• Meeting held with Member of Parliament in November.</li> </ul>

### 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 Dec. 31 2020	Identified deliverables with status update
Develop guide to support the public participation policy.	Q2 2020		Report to council and consistent application of framework across the organization. <ul style="list-style-type: none"><li>• Project completed in Q4.</li><li>• Council workshop held on November 10 to discuss the framework.</li><li>• Staff training conducted in November.</li></ul>
Host events to allow citizens to connect with council.	Q3 2020		A minimum of two events held. <ul style="list-style-type: none"><li>• Planning for a Leduc County day was initiated in Q1.</li><li>• Initiative cancelled given impact of pandemic.</li></ul>
Establish citizen and/or business focus group(s) that can be called upon to gather feedback on various issues and initiatives.	Q2 2020		Focus group(s) established. <ul style="list-style-type: none"><li>• Initiative on hold given impact of pandemic.</li><li>• This initiative is included in the 2021 Corporate Plan and will be completed in 2021.</li></ul>
Conduct the citizen satisfaction survey.	Q3 2020		Findings report presented to council. <ul style="list-style-type: none"><li>• Written survey completed.</li><li>• Plan for roll-out was reconsidered given pandemic.</li><li>• Timing of survey was discussed with council on September 1 and the decision was made to defer the survey until 2021.</li><li>• Survey launched in Q1 2021.</li></ul>

## 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 Dec. 31 2020	Identified deliverables with status update
Review of organizational structure effectiveness.	Q2 2020		Review current fleet practices and prepare a multi-year corporate-wide fleet management strategy. <ul style="list-style-type: none"><li>Gathering of data to inform strategy development.</li><li>Current state report finalized and in 2021 work on the strategy will continue.</li></ul>
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"><li>Workshop held Feb. 11.</li></ul>
	Ongoing		Quarterly report presented to council. <ul style="list-style-type: none"><li>Reporting integrated into quarterly reporting for Q2.</li></ul>
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"><li>Ongoing review of policies to ensure clarity and organizational effectiveness.</li><li>In 2020, nine policies have been eliminated, 18 have been amended, and three new policies have been developed.</li><li>Phase 2 of the website redevelopment project is ongoing which will enhance online services.</li></ul>
	Q4 2020		Change current processes to improved processes. <ul style="list-style-type: none"><li>Continued work on Human Resources Administrative Directives to streamline processes and remove unnecessary procedures.</li></ul>
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"><li>Senior Management Team business planning workshop held in June.</li><li>2021 Interim budget approved by Council in November.</li></ul>

Establish website governance committee to oversee continuous evaluation of the website effectiveness.	Q1 2020		<p>Administrative governance committee established.</p> <ul style="list-style-type: none"> <li>Website governance established as part of the terms of reference for the IT governance committee.</li> <li>Committee meets regularly to review information technology and website projects.</li> </ul>
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#### Strategy 4.2

Ongoing evaluation of fiscal management practices.

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Review tax revenue sharing agreement with the City of Leduc.	Q3 2020		<p>Revised agreement approved by both councils.</p> <ul style="list-style-type: none"> <li>Leduc County sent a letter to the City of Leduc in July, with our position in the matter.</li> <li>Meeting held with the City of Leduc on November 17.</li> </ul>
Enhance the three-year operating budget and 10-year capital plan.	Q4 2020		<p>2021 budget approved by council.</p> <ul style="list-style-type: none"> <li>Additional data collection to support budget development.</li> <li>2021 Interim budget approved by Council on November 30.</li> </ul>
Advance asset management (AM) practices of the organization.	Q1 2020		<p>Reassignment of current staff position to an AM corporate focus.</p> <ul style="list-style-type: none"> <li>Position funding was eliminated at 2020 final budget.</li> </ul>
	Q2 2020		<p>Create a multi-year AM strategy.</p> <ul style="list-style-type: none"> <li>Asset Management Committee is conducting research on governance and strategy.</li> <li>Additional organizational effort spent on data collection to inform 2021 budget decisions.</li> </ul>
	Q3 2020		<p>AM plan to inform 2021 budget.</p> <ul style="list-style-type: none"> <li>Asset Management Plans will be developed in 2021.</li> </ul>

## 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 Dec. 31 2020	Identified deliverables with status update
Create opportunities to support team building.	Q3 2020		County-wide staff appreciation event held. <ul style="list-style-type: none"><li>• Held in-person meetings in Q1 with all departments and gathered feedback on the annual event.</li><li>• Alternative plan for staff appreciation event developed and delivered in October.</li><li>• Executive Leadership Team held staff meetings in all fire districts in September.</li><li>• Executive Leadership Team held meetings with all departments in Q4.</li></ul>
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"><li>• Draft action plan developed in Q2.</li><li>• Action plan rolled out to staff in October.</li><li>• Action plan for firefighter survey finalized.</li></ul>
	Q4 2020		2020 actions completed. <ul style="list-style-type: none"><li>• Compensation report from external consultant finalized in September.</li><li>• Roll-out of mental health initiative.</li><li>• SMT established the corporate philosophy on compensation, learning and leaves.</li><li>• Roll-out of compensation project information to staff occurred in October.</li></ul>

### Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
County Manager's Office participation in health and safety initiatives, such as toolbox meetings and site inspections.	Q4 2020		10 activities attended per year. <ul style="list-style-type: none"><li>• Debrief held upon completion of the Health and Safety audit.</li></ul>

			<ul style="list-style-type: none"> <li>Two staff attended the Director of Emergency Management course on February 24.</li> <li>Members of the Executive Leadership Team attended department safety meetings and health and safety committee meetings throughout 2020.</li> </ul>
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## Goal 6

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

### Strategy 6.1

Create foundational communications documents.

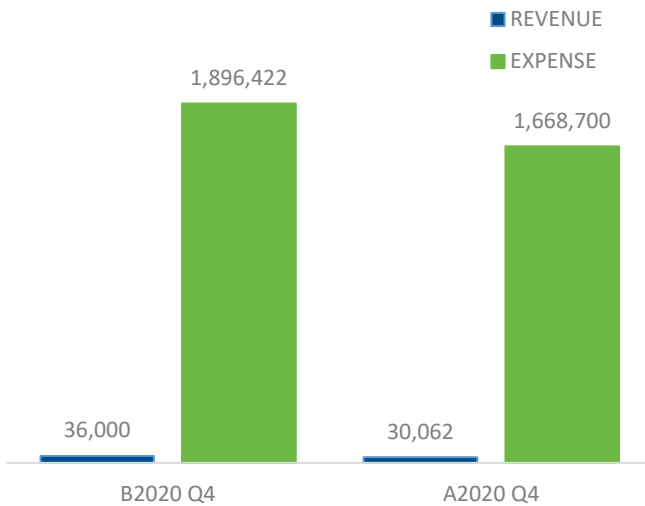
Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Create a crisis communications plan to support emergency management preparedness.	Q3 2020		An approved plan. <ul style="list-style-type: none"> <li>Project was initiated in collaboration with a NAIT Disaster and Emergency management student whose final project was to develop a municipal crisis communications plan.</li> <li>Staff supervised and mentored NAIT student in the development of their final project.</li> <li>This initiative is included in the 2021 Corporate Plan and will be completed in 2021.</li> </ul>
Create a strategic communications plan.	Q4 2020		An approved plan. <ul style="list-style-type: none"> <li>Public participation framework completed in Q4.</li> </ul>



# COUNTY MANAGER'S OFFICE

## Q4 - 2020 Financial Reporting

Department Head: Duane Coleman

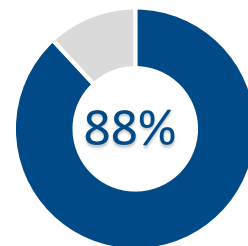


**Variance YTD**  
**(\$221,784)**

### % of Q4 Budget



### % of Annual Budget



## Corporate Leadership

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
<b>Total Revenue</b>	-	-	-	<b>0%</b>	<b>0%</b>
EARNINGS & BENEFITS	1,293,383	1,275,838	(17,545)	99%	99%
GENERAL SERVICES-CONTRACTED	318,440	200,242	(118,198)	63%	63%
GOODS,SUPPLIES & MATERIALS PURCHASED	460	858	398	187%	187%
<b>Total Expense</b>	<b>1,612,283</b>	<b>1,476,938</b>	<b>(135,345)</b>	<b>92%</b>	<b>92%</b>
<b>Surplus/(Deficit)</b>	<b>(1,612,283)</b>	<b>(1,476,938)</b>	<b>135,345</b>	<b>92%</b>	<b>92%</b>

### Variance

- General services - contracted
  - Less legal and professional fees than anticipated.
  - Decision made not to proceed with meeting management software initiative.
  - Conference expenses were less than anticipated due to pandemic related cancellations.

# COUNTY MANAGER'S OFFICE

## Q4 - 2020 Financial Reporting

### Communications

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>OTHER TRANSACTIONS</i>	36,000	30,062	(5,938)	84%	84%
<b>Total Revenue</b>	<b>36,000</b>	<b>30,062</b>	<b>(5,938)</b>	<b>84%</b>	<b>84%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	246,639	161,658	(84,981)	66%	66%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	37,500	10,104	(27,396)	27%	27%
<b>Total Expense</b>	<b>284,139</b>	<b>191,762</b>	<b>(92,377)</b>	<b>67%</b>	<b>67%</b>
<b>Surplus/(Deficit)</b>	<b>(248,139)</b>	<b>(161,700)</b>	<b>86,439</b>	<b>65%</b>	<b>65%</b>

### Variance

- *General services - contracted*
  - Due to the pandemic, the spring chronicle edition was cancelled resulting in reductions to postage and printing costs.
  - Less advertising than anticipated in 2020 as fewer programs/events were held.
  - Conference expenses were less than anticipated due to pandemic related cancellations.
  - Less professional services fees than anticipated due to deferral of video production and citizen survey to 2021 and savings realized in costs for media training and website.
- *Goods, supplies & materials purchased*
  - Due to the pandemic, many in-person events were cancelled resulting in reduced purchases for promotional items.
  - Less purchases for branded materials than anticipated.

## 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

<b>Goal 1</b>	<b>Strategic priority – Agricultural innovation and support for local food</b> 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.
<b>Goal 2</b>	<b>Strategic priority – Enhanced transportation systems</b> 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.
<b>Goal 3</b>	<b>Strategic priority – Economic development</b> 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.
<b>Goal 4</b>	<b>Strategic priority – Regional leadership</b>

	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.
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### 3: Department Goals

<b>Goal 5</b>	Update the county-owned land inventory.
<b>Goal 6</b>	Review the role of Leduc County in taking intervener status and/or active participant with Designated Industrial Property (DIP) appeals.

### 4: Department Highlights

- All assessment appeals were resolved prior to scheduled hearing dates and therefore no appeals proceeded to the Assessment Review Board.
- 2020 assessment inspections were completed.
- 2020 market analysis was in progress with final provincial assessment declaration to be made by February 28, 2021.

### 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec 31 2020</b>	<b>Deliverables and/or key performance indicators</b>
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"> <li>• Continue to monitor changes in agricultural business ventures. Currently there have not been significant changes in this assessment area.</li> </ul>
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"> <li>• Two members of the Assessment Services team completed a full</li> </ul>

			inspection of the Aurora and Destiny Bioscience facilities. <ul style="list-style-type: none"> <li>• Collaborated with other assessment colleagues that have cannabis facilities in order to ensure consistency and equity.</li> <li>• Planned seminars were cancelled.</li> </ul>
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## 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 Dec 31 2020	Identified deliverables with status update
Develop a strategy to analyze DIP assessment base.	Q3 2020		Ensure that DIP assessments are accurate, fair and equitable. <ul style="list-style-type: none"> <li>• Provincial assessor's office reviewed oil and gas properties and added or created a 2020 assessment for affected properties.</li> </ul>

## 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 Dec 31 2020	Deliverables and/or key performance indicators
Partner with Economic Development and other stakeholders to develop an	Q4 2020		Gather all required business information and data to compile a map. Complete analysis of all requirements for the

interactive business map for the Nisku Business Park.			<p>production and maintenance of an interactive map.</p> <ul style="list-style-type: none"> <li>• A draft map of occupied businesses has been completed with available information. This map will be tested, as an internal resource, until it is refined and we have received feedback.</li> <li>• Collaborate with Economic Development in 2021 on the business census project to gather mapping data.</li> </ul>
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#### 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 Dec 31 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"> <li>• Manager of Assessment Services is Chair of the Practice Review Committee of the AAA for 2020.</li> <li>• An Assessor also participated on the 2020 Conference Committee but this event was cancelled.</li> <li>• All Assessors participated in the online version of the Annual General Meeting of the AAA.</li> <li>• Manager of Assessment Services participated in the well, pipeline, and machinery and equipment model review as a member of the RMA delegation.</li> <li>• All Assessors participated in the virtual AAA Symposium.</li> </ul>

## 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 Dec 31 2020	Deliverables and/or key performance indicators
Update county-owned land inventory with historical property background.	Q4 2020		An updated and continually maintained internal document for corporate use. <ul style="list-style-type: none"><li>• A county owned land list is compiled.</li><li>• Inter-departmental collaboration continues to gather historical property information.</li></ul>

## 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

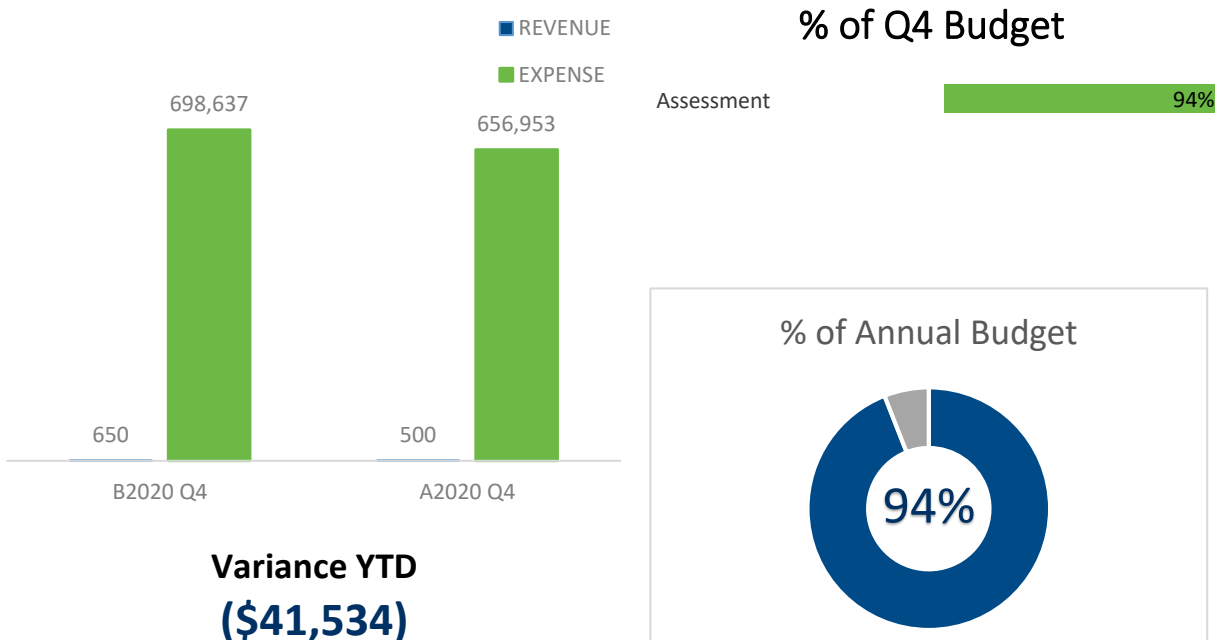
Develop a framework that guides Leduc County's involvement and actions in the DIP appeal process.

Actions	Target dates	Status at Dec 31 2020	Deliverables and/or Key Performance Indicators
Complete a risk analysis of possible DIP/Linear appeals and seek legal advice as to an appropriate course of action in terms of taking intervener status/active participant status.	Q2 2020		Guidelines that direct Leduc County's level of involvement and participation in DIP/Linear appeals. <ul style="list-style-type: none"><li>• Leduc County is an active participant in the Capital Power linear appeals and two Machinery and Equipment appeals.</li><li>• It is important for Leduc County to participate in order to be informed of the status of any appeal that affects our assessment base.</li></ul>

# ASSESSMENT

## Q4 - 2020 Financial Reporting

Department Head: Karen Burnand



### Assessment

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	650	500	(150)	77%	77%
<b>Total Revenue</b>	<b>650</b>	<b>500</b>	<b>(150)</b>	<b>77%</b>	<b>77%</b>
EARNINGS & BENEFITS	627,652	602,843	(24,809)	96%	96%
GENERAL SERVICES-CONTRACTED	54,527	41,508	(13,019)	76%	76%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,320	1,465	(3,855)	28%	28%
FINANCIAL SERVICE CHARGES	11,138	11,138	-	100%	100%
<b>Total Expense</b>	<b>698,637</b>	<b>656,953</b>	<b>(41,684)</b>	<b>94%</b>	<b>94%</b>
<b>Surplus/(Deficit)</b>	<b>(697,987)</b>	<b>(656,453)</b>	<b>41,534</b>	<b>94%</b>	<b>94%</b>

#### Variance

##### Earnings & benefits

- There was one vacant position in Q4.

##### General services - contracted

- The annual computerized assessment system fees were lower than anticipated.
- Conference and meeting expenses are under budget due to pandemic 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

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

## 3: Department Highlights

- Completed security upgrades at Nisku Public Works Shop, Nisku Fire Hall and Community Operations Centre.
- Completed building lifecycle reviews for Nisku Public Works shop and Nisku Fire Hall.
- Completed a current state condition report to support the development of a Fleet Strategic Plan.
- Installed our new help desk software program.
- Upgraded the Serenic server.
- Installed new data storage infrastructure.
- Information and Records Management Policy was approved by Council in December 2020.
- Continued work for the safety response to COVID-19 by ensuring compliance with Alberta Health Services' (AHS) recommendations including:
  - Updating staff and contractor screening questions to reflect changes announced by AHS.
  - Updating the Public Encounter Procedure to include Safety Codes.
- Successfully passed documentation only external safety audit in Q4.
- Conducted safety orientation for gravel haulers.
- Learning and Development Strategic Plan was rolled out to staff in November 2020.
- 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.

## 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec. 31 2020</b>	<b>Deliverables and/or key performance indicators</b>
Develop, review and roll out recommended compensation procedures.	Q1 2020		Compensation procedure document(s) are completed and rolled out. <ul style="list-style-type: none"><li>• Employee compensation review completed.</li><li>• Compensation procedures are being developed.</li></ul>
Implement the year one recommendations from the Employee Compensation Review.	Q1 2020		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"> <li>• Compensation directives and procedure documents are being drafted.</li> <li>• Compensation directives and roll out was delayed and will now be finalized in Q2 2021.</li> </ul> <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"> <li>• Reviewing HR directives and making changes as required.</li> <li>• Deferred until Q4 2021.</li> </ul>
Roll out the new compensation tool and procedures to all employees.	Q1 2020		<p>Compensation training sessions for staff and management are completed.</p> <ul style="list-style-type: none"> <li>• Compensation program was rolled out to staff.</li> </ul> <p>All staff are provided with letters specific to their compensation adjustment (if applicable).</p> <ul style="list-style-type: none"> <li>• Letters sent to staff at the end of Q1 2021.</li> </ul>

### Strategy 1.2

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

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

			<ul style="list-style-type: none"> <li>• Training sessions have been deferred due to COVID-19.</li> <li>• Written materials developed and distributed to supervisors in Q1 2021 to support this process.</li> </ul>
Training and development plans are completed for all employees.	Q2 2020		<p>A training and development plan is completed and signed off for all employees.</p> <ul style="list-style-type: none"> <li>• Training and development plans for 2020 have been completed.</li> </ul>

## 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 Dec. 31 2020	Deliverables and/or key performance indicators
Align IT resources to the approved strategic plan.	Q1 2020		<p>Resources are aligned to ensure completion of strategic recommendations.</p> <ul style="list-style-type: none"> <li>• Completed with the hiring of a Project Manager in April.</li> </ul>
Perform IT infrastructure assessments.	Q1 2020		<p>A network/bandwidth assessment has been completed.</p> <ul style="list-style-type: none"> <li>• Completed with the delivery of the report and recommendations in Q2.</li> </ul>
Review IT policies and procedures and develop new applicable procedures.	Q2 2020		<p>A framework and procedures have been reviewed and developed.</p> <ul style="list-style-type: none"> <li>• The policy and procedures framework was completed in Q1.</li> <li>• Information and Records Management Policy was approved by Council in December, 2020.</li> </ul>
Develop an IT disaster recovery plan and test.	Q4 2020		<p>An IT technology disaster recovery plan has been developed.</p> <ul style="list-style-type: none"> <li>• Plan was completed and tested in Q4.</li> </ul>
Develop a digital information plan.	Q4 2020		<p>A digital information plan has been developed.</p> <ul style="list-style-type: none"> <li>• The Records and Digital Information Plan was completed in November 2020.</li> </ul>
Perform an OnBase assessment.	Q4 2020		OnBase assessment has been completed.

			<ul style="list-style-type: none"> <li>OnBase assessment started in Q2 was completed in Q3 ahead of schedule.</li> </ul>
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## Strategy 2.2

Implement the year one recommendations from the Cyber Security Review.

Actions	Target dates	Status at Dec. 31 2020	Deliverables and/or key performance indicators
Develop the security awareness program.	Q1 2020		The security awareness program has been completed. <ul style="list-style-type: none"> <li>The security awareness program was developed in Q1.</li> </ul>
Develop security procedures.	Q1 2020		Security incident response procedures are completed. <ul style="list-style-type: none"> <li>Security incident response procedures have been completed.</li> </ul>
Implement staff cybersecurity training.	Q2 2020		Two training sessions delivered in 2020. <ul style="list-style-type: none"> <li>The first cyber security training sessions rolled out in Q1.</li> <li>The second cyber security training session was rolled out in Q2.</li> </ul>
Develop and implement IT asset and configuration management plan.	Q3 2020		IT asset and configuration management plan created. <ul style="list-style-type: none"> <li>Currently being drafted. Software purchased and installed; documentation created, and training delivered.</li> <li>The IT asset and configuration management plan was completed in Q4.</li> </ul>

# CORPORATE SERVICES

## Q4 - 2020 Financial Reporting

### Information Technology

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>OTHER TRANSACTIONS</i>	3,650	3,650	-	100%	100%
<b>Total Revenue</b>	<b>3,650</b>	<b>3,650</b>	<b>-</b>	<b>100%</b>	<b>100%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	376,155	333,514	(42,641)	89%	89%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	149,100	126,266	(22,834)	85%	85%
<i>RESERVES,TRANSFERS &amp; GRANTS</i>	-	107,756	107,756	0%	0%
<b>Total Expense</b>	<b>525,255</b>	<b>567,535</b>	<b>42,280</b>	<b>108%</b>	<b>108%</b>
<b>Surplus/(Deficit)</b>	<b>(521,605)</b>	<b>(563,885)</b>	<b>(42,280)</b>	<b>108%</b>	<b>108%</b>

#### Variances

- *General services - contracted*
  - Conference expenses were less than anticipated due to pandemic related cancellations.
  - Cost savings on license renewals as a result of negotiating for better rates.
  - Cancelled redundant software/program subscriptions.
  - Copier usage fees were lower than anticipated due to the number of staff working from home.

### Records Management

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<b>Total Revenue</b>	-	-	-	<b>0%</b>	<b>0%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	6,512	2,628	(3,884)	40%	40%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	7,500	2,584	(4,916)	34%	34%
<i>EXPENSE</i>	-	5,000	5,000	0%	0%
<b>Total Expense</b>	<b>14,012</b>	<b>10,212</b>	<b>(3,800)</b>	<b>73%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(14,012)</b>	<b>(10,212)</b>	<b>3,800</b>	<b>73%</b>	<b>73%</b>

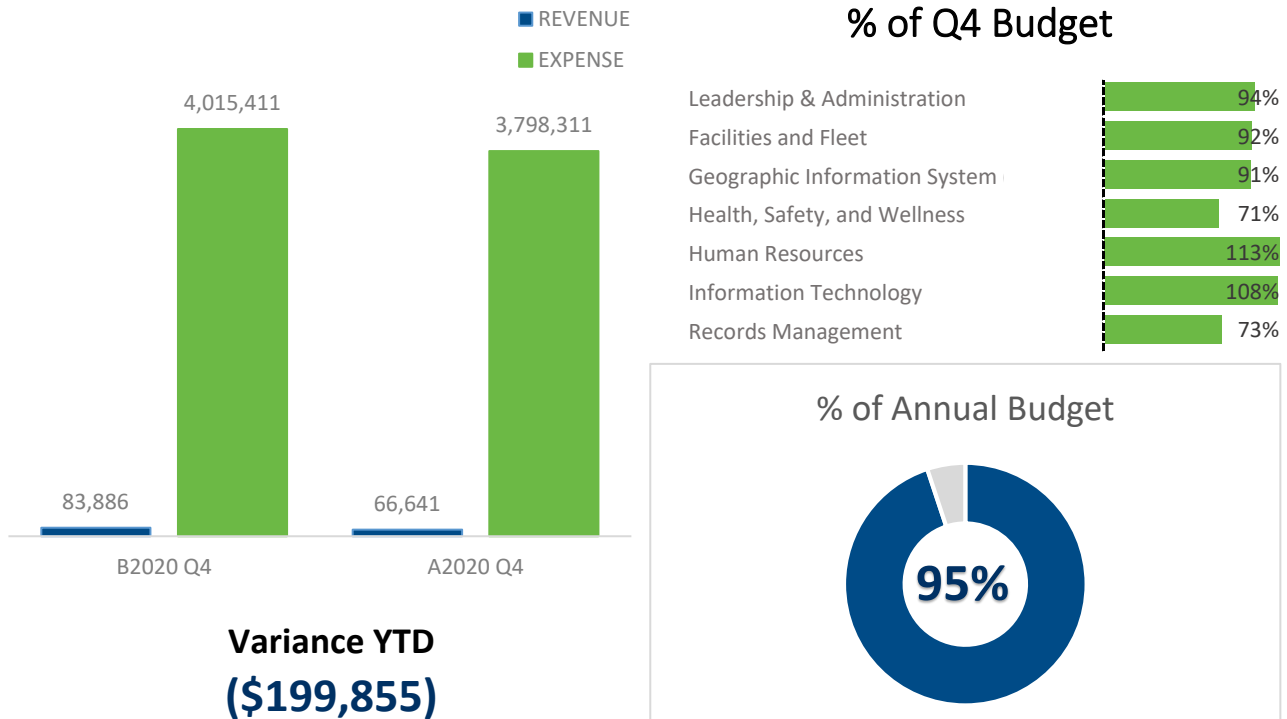
#### Variances

- No significant variances.

# CORPORATE SERVICES

## Q4 - 2020 Financial Reporting

Department Head: Roseanne Hall



### Leadership & Administration

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	3,400	3,597	197	106%	106%
OTHER REVENUE FROM OWN SOURCES	1,000	627	(373)	63%	63%
<b>Total Revenue</b>	<b>4,400</b>	<b>4,224</b>	<b>(176)</b>	<b>96%</b>	<b>96%</b>
EARNINGS & BENEFITS	2,226,417	2,111,919	(114,498)	95%	95%
GENERAL SERVICES-CONTRACTED	222,740	187,212	(35,528)	84%	84%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,040	1,056	(5,984)	15%	15%
<b>Total Expense</b>	<b>2,456,197</b>	<b>2,300,187</b>	<b>(156,010)</b>	<b>94%</b>	<b>94%</b>
<b>Surplus/(Deficit)</b>	<b>(2,451,797)</b>	<b>(2,295,963)</b>	<b>155,834</b>	<b>94%</b>	<b>94%</b>

#### Variances

- Earnings & benefits
  - There were two vacant positions in Q1 and Q2.



# CORPORATE SERVICES

## Q4 - 2020 Financial Reporting

- *General services - contracted*
  - Conference expenses were less than anticipated due to pandemic related cancellations.
  - Insurance and professional services for software maintenance/education were less than anticipated.

### Facilities and Fleet

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	450	-	(450)	0%	0%
OTHER REVENUE FROM OWN SOURCES	9,336	13,357	4,021	143%	143%
OTHER TRANSACTIONS	16,500	16,500	-	100%	100%
<b>Total Revenue</b>	<b>26,286</b>	<b>29,857</b>	<b>3,571</b>	<b>114%</b>	<b>114%</b>
GENERAL SERVICES-CONTRACTED	238,892	203,634	(35,258)	85%	85%
GOODS,SUPPLIES & MATERIALS PURCHASED	185,362	143,042	(42,320)	77%	77%
RESERVES,TRANSFERS & GRANTS	69,386	83,590	14,204	120%	120%
FINANCIAL SERVICE CHARGES	333,691	333,406	(285)	100%	100%
<b>Total Expense</b>	<b>827,331</b>	<b>763,672</b>	<b>(63,659)</b>	<b>92%</b>	<b>92%</b>
<b>Surplus/(Deficit)</b>	<b>(801,045)</b>	<b>(733,815)</b>	<b>67,230</b>	<b>92%</b>	<b>92%</b>

### Variances

- *General services - contracted*
  - Repairs and maintenance for shared buildings was less than anticipated.
- *Goods, supplies & materials purchased*
  - Annual furniture replacement and non-essential building and equipment maintenance deferred due to the pandemic.

### Geographic Information System (GIS)

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<b>Total Revenue</b>	-	-	-	<b>0%</b>	<b>0%</b>
GENERAL SERVICES-CONTRACTED	17,753	12,344	(5,409)	70%	70%
PURCHASES FR OTHER GOV & AGENCIES	7,000	7,211	211	103%	103%
RESERVES,TRANSFERS & GRANTS	-	3,000	3,000	0%	0%
<b>Total Expense</b>	<b>24,753</b>	<b>22,555</b>	<b>(2,198)</b>	<b>91%</b>	<b>91%</b>
<b>Surplus/(Deficit)</b>	<b>(24,753)</b>	<b>(22,555)</b>	<b>2,198</b>	<b>91%</b>	<b>91%</b>

### Variances

- No significant variances.

# CORPORATE SERVICES

## Q4 - 2020 Financial Reporting

### Health, Safety, and Wellness

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	28,000	19,345	(8,655)	69%	69%
<b>Total Revenue</b>	<b>28,000</b>	<b>19,345</b>	<b>(8,655)</b>	<b>69%</b>	<b>69%</b>
GENERAL SERVICES-CONTRACTED	38,062	22,159	(15,903)	58%	58%
GOODS,SUPPLIES & MATERIALS PURCHASED	58,016	45,688	(12,328)	79%	79%
<b>Total Expense</b>	<b>96,078</b>	<b>67,846</b>	<b>(28,232)</b>	<b>71%</b>	<b>71%</b>
<b>Surplus/(Deficit)</b>	<b>(68,078)</b>	<b>(48,501)</b>	<b>19,577</b>	<b>71%</b>	<b>71%</b>

#### Variances

- *General services - contracted*
  - Corporate training was cancelled due to the pandemic.
- *Goods, supplies & materials purchased*
  - Safety line monitoring was less than anticipated.
  - Ergonomic adjustments to workstations and first aid supplies were less than expected due to staff working from home.

### Human Resources

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	21,550	9,565	(11,985)	44%	44%
<b>Total Revenue</b>	<b>21,550</b>	<b>9,565</b>	<b>(11,985)</b>	<b>44%</b>	<b>44%</b>
GENERAL SERVICES-CONTRACTED	52,735	47,170	(5,565)	89%	89%
GOODS,SUPPLIES & MATERIALS PURCHASED	19,050	19,134	84	100%	100%
<b>Total Expense</b>	<b>71,785</b>	<b>66,304</b>	<b>(5,481)</b>	<b>92%</b>	<b>92%</b>
<b>Surplus/(Deficit)</b>	<b>(50,235)</b>	<b>(56,739)</b>	<b>(6,504)</b>	<b>113%</b>	<b>113%</b>

#### Variances

- *Other transactions*
  - Funds carried forward for training were not used due to the pandemic and restrictions on gatherings.



## **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

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

### 4: Department Highlights

- Collected \$71,220,762 (96.13%) of property taxes by December 31.
- Council approved of the interim 2021 budget with a 0% tax budget increase over 2020.
- Continued cross-departmental work on asset management.

### 5: Action Plan

#### Goal 1

Enhance financial and organizational sustainability.

#### Strategy 1.1

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

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec. 31 2020</b>	<b>Deliverables and/or key performance indicators</b>
Continue audit of internal control processes.	Q4 2020		Internal audit report completed for three departments. <ul style="list-style-type: none"><li>• Research of department revenues and preliminary work complete.</li><li>• Department meetings were delayed due to the pandemic, work will carry over to 2021.</li></ul>
Research collection agency options.	Q1 2020		Selection of a collection agency. <ul style="list-style-type: none"><li>• Options reviewed and agency selected.</li></ul>

#### Strategy 1.2

Continue to develop long-term financial planning models.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec. 31 2020</b>	<b>Deliverables and/or key performance indicators</b>
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. <ul style="list-style-type: none"><li>• 2021-2026 long-range plan approved in Q4.</li></ul>

### Strategy 1.3

Continue review of financial policies.

Actions	Target dates	Status at Dec. 31 2020	Deliverables and/or key performance indicators
Research information on optimal reserve balances and revise reserve policy as needed.	Q4 2020		A revised reserve policy approved by council. <ul style="list-style-type: none"><li>Preliminary research in progress and will be scheduled to come to policy committee in Q2 of 2021.</li></ul>

### 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 Dec. 31 2020	Deliverables and/or key performance indicators
Establish new quarterly reporting templates that align with service-based budgeting.	Q2 2020		Completion of 2020 quarter one reporting. <ul style="list-style-type: none"><li>Quarter one reporting done.</li></ul>
Continue to build on and enhance the service based budget model.	Q4 2020		Approved 2021 interim budget. <ul style="list-style-type: none"><li>Council approved interim budget in December 2020.</li></ul>

### 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 Dec. 31 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"><li>Cheque-scanner being fully utilized.</li></ul>
Enhance reporting of payroll statistics to management.	Q1 2020		Regular automated reports to senior management. <ul style="list-style-type: none"><li>Customized, automated reports created and being utilized.</li></ul>

**Strategy 3.2**

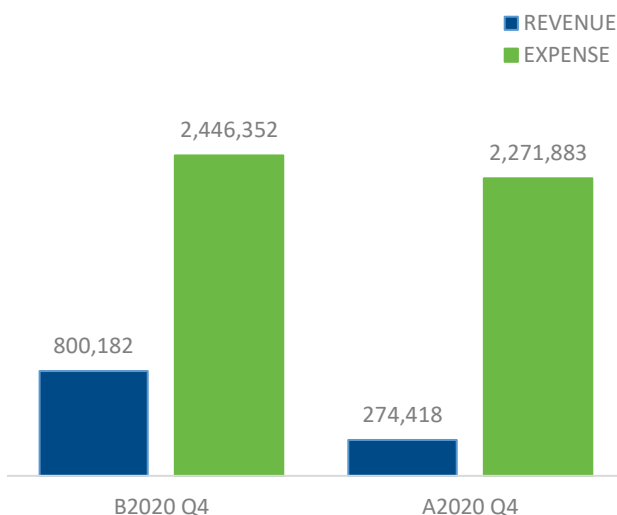
Enhance customer service by expanding payment options.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec. 31 2020</b>	<b>Deliverables and/or key performance indicators</b>
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"><li>• Administrative procedure completed.</li></ul>
Examine how financial transactions are being processed to determine where customer service can be enhanced.	Q3 2020		Implementation of processes that enhance customer service. <ul style="list-style-type: none"><li>• Processes are being evaluated as part of the internal control review that is in progress.</li></ul>
Examine e-commerce solutions for credit card payments online.	Q4 2020		Rollout solutions as warranted. <ul style="list-style-type: none"><li>• Training completed with the website developers to utilize the new website for online payments.</li><li>• Set up merchant account to accept online payments.</li><li>• Initial meetings held to discuss procedures for processing online payments.</li></ul>

# FINANCE

## Q4 - 2020 Financial Reporting

Department Head: Natasha Wice



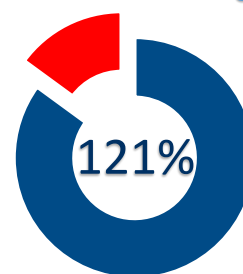
**Variance YTD**  
**\$351,295**

### % of Q4 Budget

Financial Services  
Administrative Services

133%  
88%

### % of Annual Budget



## Financial Services

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	551,070	21,071	(529,999)	4%	4%
SALES OF GOODS & SVS TO INDIVIDUALS	33,500	40,614	7,114	121%	121%
OTHER REVENUE FROM OWN SOURCES	150,600	152,155	1,555	101%	101%
OTHER TRANSACTIONS	63,012	58,772	(4,240)	93%	93%
<b>Total Revenue</b>	<b>798,182</b>	<b>272,612</b>	<b>(525,570)</b>	<b>34%</b>	<b>34%</b>
EARNINGS & BENEFITS	1,048,527	976,177	(72,350)	93%	93%
GENERAL SERVICES-CONTRACTED	179,257	156,393	(22,864)	87%	87%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,650	1,433	(1,217)	54%	54%
RESERVES,TRANSFERS & GRANTS	787,350	760,258	(27,092)	97%	97%
<b>Total Expense</b>	<b>2,017,784</b>	<b>1,894,261</b>	<b>(123,523)</b>	<b>94%</b>	<b>94%</b>
<b>Surplus/(Deficit)</b>	<b>(1,219,602)</b>	<b>(1,621,649)</b>	<b>(402,047)</b>	<b>133%</b>	<b>133%</b>

### Variances

- Sales of goods and svcs to other gov
  - The accounting treatment for the Edmonton annexation proceeds was changed after 2020 budget approval. All revenue was recognized in 2019.
- Earnings & benefits
  - 1 vacant position for Q2 and part of Q3.

# FINANCE

## Q4 - 2020 Financial Reporting

- *General services - contracted*
  - Registrations and subsistence for courses and conferences have been less than anticipated due to pandemic related cancellations.
- *Reserves, transfers and grants*
  - Less than anticipated grants to individuals and organizations.

### Administrative Services

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	2,000	1,806	(194)	90%	90%
<b>Total Revenue</b>	<b>2,000</b>	<b>1,806</b>	<b>(194)</b>	<b>90%</b>	<b>90%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	91,950	83,894	(8,056)	91%	91%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	51,600	45,925	(5,675)	89%	89%
<i>RESERVES,TRANSFERS &amp; GRANTS</i>	276,048	236,323	(39,725)	86%	86%
<i>FINANCIAL SERVICE CHARGES</i>	8,970	11,480	2,510	128%	128%
<b>Total Expense</b>	<b>428,568</b>	<b>377,622</b>	<b>(50,946)</b>	<b>88%</b>	<b>88%</b>
<b>Surplus/(Deficit)</b>	<b>(426,568)</b>	<b>(375,817)</b>	<b>50,751</b>	<b>88%</b>	<b>88%</b>

### Variances

- *Reserves, transfers and grants*
  - Less than anticipated transfer to allowance for doubtful accounts.



## **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**

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

### 3: Department Highlights

- Utilizing a grant from the Canadian Agricultural Partnership, developed a 14-session online workshop series for local food producers to prepare for CanadaGAP certification, a food safety program for the production, handling, and brokering of fruits and vegetables.
- Developed weed inspection management tool utilizing current GIS software to track and identify weed infestations within Leduc County, to replace third-party software.
- Participated in and provided support to several consultation studies and groups based around agriculture (Regional Agricultural Master Plan, Rural West Economic Diversification study, Tri-County Agriculture Communications Plan, and Tri-County Agriculture Business Study).

### 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 Dec. 31 2020	Deliverables and/or key performance indicators
Work with Planning and Development and Parks and Recreation to promote agri-tourism in Leduc County.	Q3 - Q4 2020		Engage our residents and coordinate one networking event for those interested in local food and/or agri-tourism. <ul style="list-style-type: none"><li>• Although no networking event can be held during COVID-19, agri-tourism is being promoted through the Discover Leduc Region website. Local Food locations will be added to the website in 2021.</li><li>• Local Foods map went live on the Discover Leduc Region website in March 2021.</li></ul>
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"><li>• Held February 27 and 28.</li><li>• 124 participants on Day 1 and 82 participants on Day 2.</li></ul>
Coordinate seven local food workshops within Leduc County.	Q1 - Q4 2020		Seven workshops <ul style="list-style-type: none"><li>• February 8 - Before the Plate screening and discussion (33 participants).</li><li>• Several workshops cancelled due to COVID-19.</li><li>• Planning for webinar series (14 sessions) for CanadaGAP completed in Q4 2020 for Q1 2021 delivery.</li></ul>

### 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 Dec. 31 2020	Deliverables and/or key performance indicators
Deliver on the tactics that are embedded within our Agricultural Strategy that advocate for agriculture in Leduc County. <ul style="list-style-type: none"><li>Establish an advocacy group to promote agriculture on a county-wide basis.</li></ul>	Q3 2020		Expand the Terms of Reference for the Agricultural Service Board (ASB) and how we could utilize that already established group. <ul style="list-style-type: none"><li>Terms of Reference for ASB was not expanded upon in 2020. This will be planned for 2021 to explore expanding the ASB's role within Leduc County.</li></ul>
Work with regional partners (Sturgeon County and Parkland County) and implement a targeted education and communication strategy focused on the importance of food and agriculture throughout the Edmonton Metropolitan Region.	Q2 2020		Communication plan developed. <ul style="list-style-type: none"><li>AdFarm was selected as the consulting partner for the development of the communications strategy.</li><li>Provided support and comment for the AdFarm final report.</li></ul>
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. <ul style="list-style-type: none"><li>Project was delayed to 2021, therefore support was not provided in 2020.</li></ul>

### 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 Dec. 31 2020	Deliverables and/or key performance indicators
Control brush with selective herbicides less than 10-feet high in intersections and in the right-of-way adjacent to the road to improve driving visibility and promote efficient drainage.	Q3 - Q4 2020		Ten intersections and 30 kilometres of roadside brush to be brushed and sprayed. <ul style="list-style-type: none"><li>Thirteen intersections and 79 km of roadside right-of-way sprayed in 2020.</li></ul>
Support the grading and shoulder pull program by controlling unwanted	Q2 - Q3 2020		150 km to be completed. <ul style="list-style-type: none"><li>Completed 788 km.</li></ul>

vegetation through the application of non-selective herbicides along roadsides.			
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"> <li>Due to COVID-19, unable to complete program. However, regular mowing program targeted identified problem vegetation areas and mowed where possible.</li> </ul>
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. <ul style="list-style-type: none"> <li>Approximately 1 km of seeding was completed and one small area (less than 1 acre) of municipal reserve.</li> </ul>

### Goal 3

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

#### Strategy 3.1

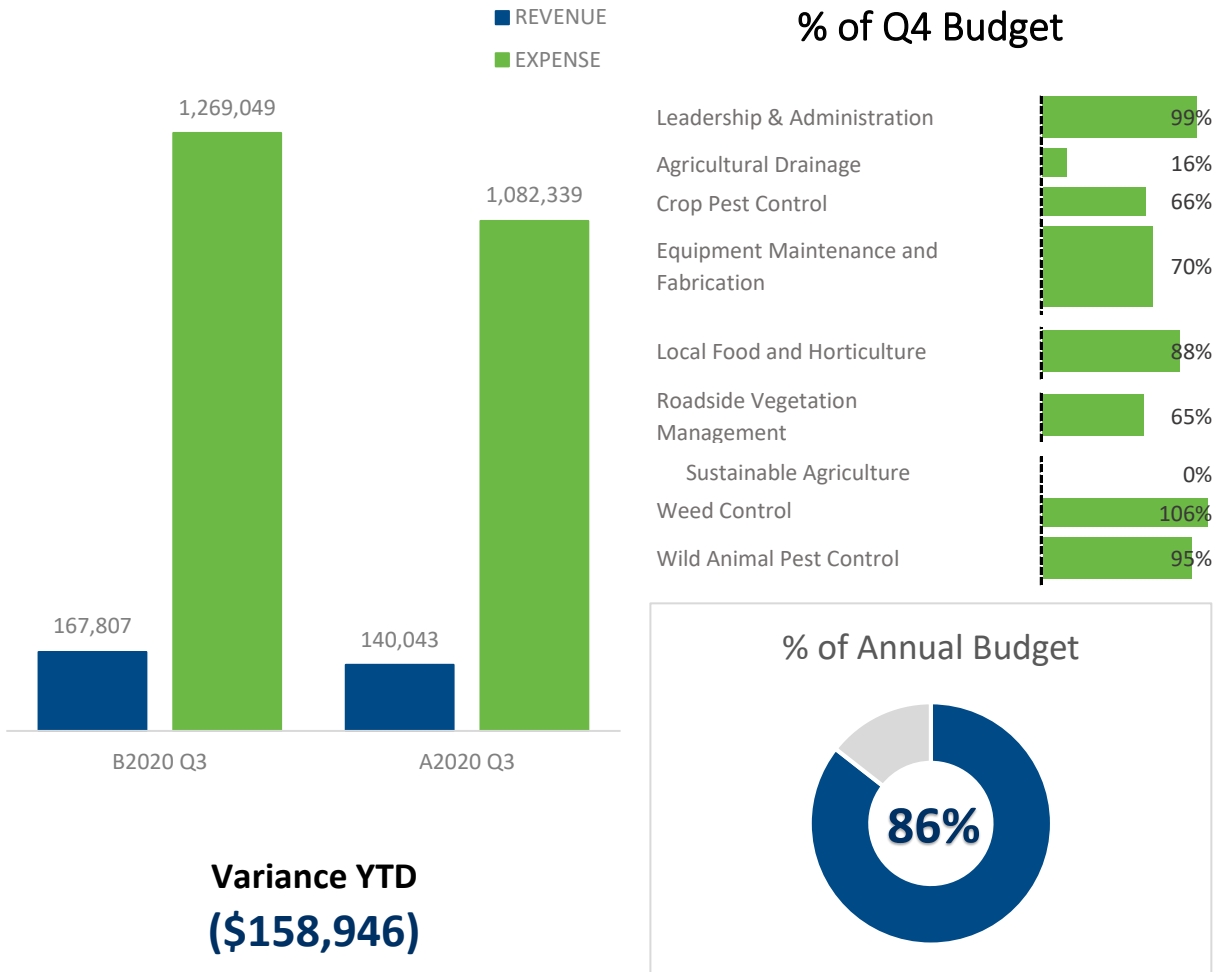
Working with members of the Edmonton Metropolitan Regional Board (EMRB), support the regional agricultural industry.

Actions	Target dates	Status at Dec. 31 2020	Deliverables and/or key performance indicators
Provide technical expertise to the Regional Agricultural Master Plan (RAMP) task force.	Q4 2020		The RAMP task force develops specific agricultural-supportive policy boundaries; determine priority agricultural areas, special agricultural areas; and limit unnecessary conversion and fragmentation. Additionally, it will establish a consistent approach to food and agriculture throughout the EMRB. <ul style="list-style-type: none"> <li>Staff supported Planning and Development with input on two RAMP meetings.</li> </ul>
Provide technical expertise to the RAMP task force to support the development of a Regional Land Evaluation Site Assessment (LESA) tool.	Q1 - Q4 2020		<ul style="list-style-type: none"> <li>Regional Land Evaluation Site Assessment (LESA) tool developed.</li> <li>Support was provided to develop Leduc County's Agricultural Impact Assessment.</li> <li>LESA tool being addressed further at RAMP task force.</li> </ul>

# AGRICULTURAL SERVICES

## Q4 - 2020 Financial Reporting

Department Head: Garrett Broadbent



### Leadership & Administration

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	-	591	591	0%	0%
<b>Total Revenue</b>	-	<b>591</b>	<b>591</b>	<b>0%</b>	<b>0%</b>
EARNINGS & BENEFITS	356,970	368,678	11,708	103%	103%
GENERAL SERVICES-CONTRACTED	16,086	5,211	(10,875)	32%	32%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,400	909	(2,491)	27%	27%
RESERVES,TRANSFERS & GRANTS	22,500	21,499	(1,001)	96%	96%
<b>Total Expense</b>	<b>398,956</b>	<b>396,296</b>	<b>(2,660)</b>	<b>99%</b>	<b>99%</b>
<b>Surplus/(Deficit)</b>	<b>(398,956)</b>	<b>(395,706)</b>	<b>3,250</b>	<b>99%</b>	<b>99%</b>

# AGRICULTURAL SERVICES

## Q4 - 2020 Financial Reporting

### Variances

- *General services - contracted*
  - Conference expenses were less than anticipated due to pandemic related cancellations.

### Agricultural Drainage

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	1,500	1,500	-	100%	100%
<b>Total Revenue</b>	<b>1,500</b>	<b>1,500</b>	<b>-</b>	<b>100%</b>	<b>100%</b>
GENERAL SERVICES-CONTRACTED	8,010	2,513	(5,497)	31%	31%
<b>Total Expense</b>	<b>8,010</b>	<b>2,513</b>	<b>(5,497)</b>	<b>31%</b>	<b>31%</b>
<b>Surplus/(Deficit)</b>	<b>(6,510)</b>	<b>(1,013)</b>	<b>5,497</b>	<b>16%</b>	<b>16%</b>

### Variances

- No significant variances.

### Crop Pest Control

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
EARNINGS & BENEFITS	53,522	40,824	(12,698)	76%	76%
GENERAL SERVICES-CONTRACTED	26,490	13,430	(13,060)	51%	51%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,050	3,044	(4,006)	43%	43%
<b>Total Expense</b>	<b>87,062</b>	<b>57,298</b>	<b>(29,764)</b>	<b>66%</b>	<b>66%</b>
<b>Surplus/(Deficit)</b>	<b>(87,062)</b>	<b>(57,298)</b>	<b>29,764</b>	<b>66%</b>	<b>66%</b>

### Variances

- *Earnings & benefits*
  - Less hours worked than budgeted.
- *General services - contracted*
  - Fewer samples were sent for testing resulting in lower lab testing costs than anticipated.
  - Savings on vehicle leases as a vehicle was not leased for the clubroot inspector.

# AGRICULTURAL SERVICES

## Q4 - 2020 Financial Reporting

### Equipment Maintenance and Fabrication

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO INDIVIDUALS</i>	3,000	4,198	1,198	140%	140%
<i>CONDITIONAL GRANTS FR OTHER GOV</i>	122,326	123,907	1,581	101%	101%
<i>OTHER TRANSACTIONS</i>	20,000	-	(20,000)	0%	0%
<b>Total Revenue</b>	<b>145,326</b>	<b>128,105</b>	<b>(17,221)</b>	<b>88%</b>	<b>88%</b>
<i>EARNINGS &amp; BENEFITS</i>	118,030	109,550	(8,480)	93%	93%
<i>GENERAL SERVICES-CONTRACTED</i>	42,205	23,006	(19,200)	55%	55%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	67,408	53,443	(13,966)	79%	79%
<b>Total Expense</b>	<b>227,644</b>	<b>185,998</b>	<b>(41,646)</b>	<b>82%</b>	<b>82%</b>
<b>Surplus/(Deficit)</b>	<b>(82,318)</b>	<b>(57,893)</b>	<b>24,425</b>	<b>70%</b>	<b>70%</b>

#### Variances

- *Other transactions*
  - Transfers from reserves were less than anticipated because the non-potable water point was not constructed in 2020.
- *General services - contracted*
  - Construction for the non-potable water point did not begin in 2020 but is scheduled for 2021.
- *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, equipment and machine parts and shop supplies than originally budgeted.

### Local Food and Horticulture

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO OTHER GOV</i>	-	2,750	2,750	0%	0%
<i>CONDITIONAL GRANTS FR OTHER GOV</i>	-	4,525	4,525	0%	0%
<b>Total Revenue</b>	<b>-</b>	<b>7,275</b>	<b>7,275</b>	<b>0%</b>	<b>0%</b>
<i>EARNINGS &amp; BENEFITS</i>	93,757	91,989	(1,768)	98%	98%
<i>GENERAL SERVICES-CONTRACTED</i>	9,024	11,224	2,200	124%	124%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	6,500	375	(6,125)	6%	6%
<b>Total Expense</b>	<b>109,281</b>	<b>103,588</b>	<b>(5,693)</b>	<b>95%</b>	<b>95%</b>
<b>Surplus/(Deficit)</b>	<b>(109,281)</b>	<b>(96,313)</b>	<b>12,968</b>	<b>88%</b>	<b>88%</b>

#### Variances

- No significant variances.



# AGRICULTURAL SERVICES

## Q4 - 2020 Financial Reporting

### Roadside Vegetation Management

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>EARNINGS &amp; BENEFITS</i>	116,749	106,786	(9,963)	91%	91%
<i>GENERAL SERVICES-CONTRACTED</i>	14,532	7,614	(6,918)	52%	52%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	94,956	32,621	(62,335)	34%	34%
<b>Total Expense</b>	<b>226,237</b>	<b>147,022</b>	<b>(79,216)</b>	<b>65%</b>	<b>65%</b>
<b>Surplus/(Deficit)</b>	<b>(226,237)</b>	<b>(147,022)</b>	<b>79,216</b>	<b>65%</b>	<b>65%</b>

#### Variances

- *Goods, supplies & materials purchased*
  - Chemicals were budgeted under roadside vegetation management but coded to weed control.
  - Due to reduced seasonal staff, equipment was not fully utilized and therefore less fuel, machine parts and tires were required.

### Sustainable Agriculture Program

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>OTHER TRANSACTIONS</i>	8,481	377	(8,104)	4%	4%
<b>Total Revenue</b>	<b>8,481</b>	<b>377</b>	<b>(8,104)</b>	<b>4%</b>	<b>4%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	6,902	284	(6,618)	4%	4%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	3,000	93	(2,907)	3%	3%
<b>Total Expense</b>	<b>9,902</b>	<b>377</b>	<b>(9,525)</b>	<b>4%</b>	<b>4%</b>
<b>Surplus/(Deficit)</b>	<b>(1,421)</b>	<b>0</b>	<b>1,421</b>	<b>0%</b>	<b>0%</b>

#### Variances

- *Other transactions*
  - Draws from reserves were lower than anticipated due to expenses being under budget.
- *General services - contracted*
  - Workshop expenses were less than anticipated due to pandemic related cancellations.

# AGRICULTURAL SERVICES

## Q4 - 2020 Financial Reporting

### Weed Control

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO INDIVIDUALS</i>	8,000	-	(8,000)	0%	0%
<b>Total Revenue</b>	<b>8,000</b>	<b>-</b>	<b>(8,000)</b>	<b>0%</b>	<b>0%</b>
<i>EARNINGS &amp; BENEFITS</i>	26,833	23,377	- 3,456	87%	87%
<i>GENERAL SERVICES-CONTRACTED</i>	26,900	10,891	(16,009)	40%	40%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	12,800	27,881	15,081	218%	218%
<b>Total Expense</b>	<b>66,533</b>	<b>62,150</b>	<b>(4,383)</b>	<b>93%</b>	<b>93%</b>
<b>Surplus/(Deficit)</b>	<b>(58,533)</b>	<b>(62,150)</b>	<b>(3,617)</b>	<b>106%</b>	<b>106%</b>

#### Variances

- *Sales of goods & svcs to individuals*
  - Weed notice enforcements were not needed in 2020.
- *General services - contracted*
  - Agriculture Infestation Management Solution (AIMS) anticipated upgrade to mobile-friendly program did not occur which resulted in cost savings.
  - No weed enforcement notices were required by third-party contractors, so there was no cost for equipment rentals.
- *Goods, supplies and materials purchased*
  - Chemicals were budgeted under roadside vegetation management but coded to weed control.

### Wild Animal Pest Control

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO INDIVIDUALS</i>	2,500	810	(1,690)	32%	32%
<i>OTHER REVENUE FROM OWN SOURCES</i>	2,000	1,386	(614)	69%	69%
<b>Total Revenue</b>	<b>4,500</b>	<b>2,195</b>	<b>(2,305)</b>	<b>49%</b>	<b>49%</b>
<i>EARNINGS &amp; BENEFITS</i>	108,731	110,370	1,639	102%	102%
<i>GENERAL SERVICES-CONTRACTED</i>	14,779	7,021	(7,758)	48%	48%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	11,913	9,706	(2,206)	81%	81%
<b>Total Expense</b>	<b>135,423</b>	<b>127,098</b>	<b>(8,326)</b>	<b>94%</b>	<b>94%</b>
<b>Surplus/(Deficit)</b>	<b>(130,923)</b>	<b>(124,902)</b>	<b>6,021</b>	<b>95%</b>	<b>95%</b>

#### 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.
  - 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

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

## 3: Department Highlights

- Participated in the external health and safety audit.
- Worked with Alberta Transportation to gather data for collision locations and details from 2015 to 2019 to inform future internal planning.
- Hosted Smart Squad e-ticketing presentation and training.
- Hosted a cargo securement presentation by Strathcona County.
- Participated in the Alberta Justice Peace Officer Program review and audit.
- Director taught theory and traffic legislation for the Community Peace Officer Induction Program (CPOIP) at the Alberta Justice College.
- Request for Proposal for Pound Facility services completed and new contract commenced.
- Assisted Alberta Health Services' response to five public complaints involving suspected public health order violations. All of which have been unfounded.

## 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 Dec. 31 2020	Deliverables and/or key performance indicators
Educate road users through traffic enforcement and interactions, and conduct high-visibility traffic operations in key areas.	Q4 2020		Conduct a minimum of 12 dedicated traffic operations per year. <ul style="list-style-type: none"><li>• With the implementation of new traffic operation practices, this goal was achieved and exceeded, resulting in an average of 51 traffic operations per month in Q4.</li><li>• A total of 677 dedicated traffic operations were conducted for the year.</li></ul>
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"><li>• With increased collaboration with Road Operations, this goal was exceeded, resulting in an average of 117 patrols per month in Q4.</li><li>• A total of 1,408 patrols on banned roads were conducted for the year.</li></ul>
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"><li>• The 2020 cargo securement awareness program resulted in an increased average of 6 cargo securement stops per month in Q4.</li><li>• A total of 130 cargo securement inspections and educational events were conducted for the year.</li></ul>

### 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 Dec. 31 2020	Deliverables and/or key performance indicators
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	Q4 2020		Conduct 15 patrols in hot spots (including subdivisions) per month. <ul style="list-style-type: none"><li>• With the use of the patrol report database to deploy resources, an average of 147 hot spots patrols were conducted in Q4.</li><li>• A total of 1,611 patrols in hot spots were conducted for the year.</li></ul>

### Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at Dec. 31 2020	Deliverables and/or key performance indicators
Provide traffic control for parades and special events such as Wizard Lake Canada Day Parade, Leduc Black Gold Parade, Calmar Fair Days Parade and Santa Claus Parade in the City of Leduc.	Q4 2020		Participate in special events during the summer peak season. <ul style="list-style-type: none"><li>• Due to the cancellation of most community events, no traffic control requests were received.</li></ul>

## 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 Dec. 31 2020	Deliverables and/or key performance indicators
Assist with traffic control and scene safety at collisions, as requested.	Q4 2020		Statistics and ongoing updates provided to Protective Services Committee. <ul style="list-style-type: none"><li>• Averaged 6 assists per month to emergency services in Q4.</li><li>• Assisted emergency services at 73 incidents for the year.</li></ul>
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 Dec. 31 2020	Deliverables and/or key performance indicators
Host and instruct commercial vehicle dimension and weights enforcement course.	Q1 2020		Provide one dimension and weights instruction course per year. <ul style="list-style-type: none"><li>Curriculum is being revised for class forecasted for delivery in Q4 2021.</li></ul>
Host and instruct traffic speed enforcement course.	Q3 2020		Provide one traffic speed enforcement course for the region per year. <ul style="list-style-type: none"><li>Delivered instruction to officers from Fort McMurray in Q3.</li></ul>
Assess enhanced policing service levels and agreements.	Q3 2020		Assess enhanced policing service levels and agreements once per year. <ul style="list-style-type: none"><li>Completed in conjunction with budget preparation in Q3.</li></ul>

### 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 Dec. 31 2020	Deliverables and/or key performance indicators
Participate in and support community special events, open houses, school presentations, and other community engagement opportunities in collaboration with other departments and agencies.	Q4 2020		Summary of activities provided to Protective Services Committee. <ul style="list-style-type: none"><li>Participated in 4 community engagement opportunities in Q4.</li><li>Revisions to the Community Peace Officer Performance Plan were presented at the end of May 2020 and the revised plan was approved.</li></ul>
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 Dec. 31 2020	Deliverables and/or key performance indicators
Promote boat safety through education, compliance and enforcement.	Q3 2020		Conduct a minimum of three boat patrols in the summer months. <ul style="list-style-type: none"><li>• Conducted 1 boat patrol.</li><li>• Conducted 8 shoreline education patrols in Q3.</li><li>• Boat Safety Awareness event with Transport Canada at Wizard Lake was held in September.</li></ul>
Promote off-highway safety through education, compliance and enforcement.	Q4 2020		Conduct a minimum of three off-highway vehicle patrols in the summer months. <ul style="list-style-type: none"><li>• Conducted two quad patrols for the year.</li><li>• Provided off highway vehicle material, which included rules and regulations, to five subdivisions.</li></ul>

## Goal 5

Respond to property concerns and promote compliance.

### Strategy 5.1

Address nuisance and unsightly premises.

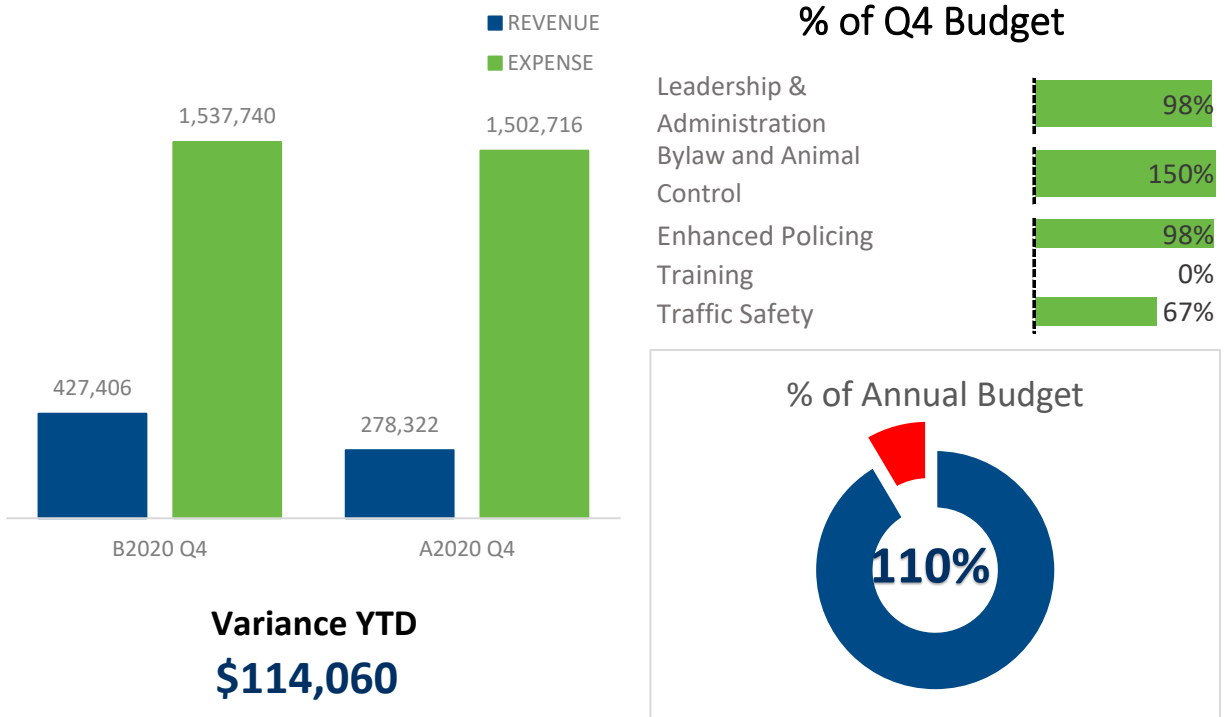
Actions	Target dates	Status at Dec. 31 2020	Deliverables and/or key performance indicators
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2020		Respond to property complaints within three business days.  Bring nuisance properties into compliance before the end of fall. <ul style="list-style-type: none"><li>• There were a total of 38 complaints for the year.</li><li>• To date, there are five active files.</li></ul>



# ENFORCEMENT SERVICES

## Q4 - 2020 Financial Reporting

Department Head: Clarence Nelson



### Leadership & Administration

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	3,000	-	(3,000)	0%	0%
<b>Total Revenue</b>	<b>3,000</b>	<b>-</b>	<b>(3,000)</b>	<b>0%</b>	<b>0%</b>
EARNINGS & BENEFITS	792,094	752,987	(39,107)	95%	95%
GENERAL SERVICES-CONTRACTED	57,112	59,021	1,909	103%	103%
GOODS,SUPPLIES & MATERIALS PURCHASED	55,664	67,404	11,740	121%	121%
<b>Total Expense</b>	<b>904,870</b>	<b>879,411</b>	<b>(25,459)</b>	<b>97%</b>	<b>97%</b>
<b>Surplus/(Deficit)</b>	<b>(901,870)</b>	<b>(879,411)</b>	<b>22,459</b>	<b>98%</b>	<b>98%</b>

### Variances

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

# ENFORCEMENT SERVICES

## Q4 - 2020 Financial Reporting

### Bylaw and Animal Control

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	10,034	7,596	(2,438)	76%	76%
<b>Total Revenue</b>	<b>10,034</b>	<b>7,596</b>	<b>(2,438)</b>	<b>76%</b>	<b>76%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	39,560	54,030	14,470	137%	137%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	240	-	(240)	0%	0%
<i>RESERVES,TRANSFERS &amp; GRANTS</i>	3,300	3,300	-	100%	100%
<b>Total Expense</b>	<b>43,100</b>	<b>57,330</b>	<b>14,230</b>	<b>133%</b>	<b>133%</b>
<b>Surplus/(Deficit)</b>	<b>(33,066)</b>	<b>(49,734)</b>	<b>(16,668)</b>	<b>150%</b>	<b>150%</b>

#### Variances

- *General services - contracted*
  - Animal control contract was extended in Q1 due to a delay in recruitment.

### Enhanced Policing

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>PURCHASES FR OTHER GOV &amp; AGENCIES</i>	557,270	548,730	(8,540)	98%	98%
<b>Total Expense</b>	<b>557,270</b>	<b>548,730</b>	<b>(8,540)</b>	<b>98%</b>	<b>98%</b>
<b>Surplus/(Deficit)</b>	<b>(557,270)</b>	<b>(548,730)</b>	<b>8,540</b>	<b>98%</b>	<b>98%</b>

#### Variances

- No significant variances.

# ENFORCEMENT SERVICES

## Q4 - 2020 Financial Reporting

### Training

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO OTHER GOV</i>	5,604	-	(5,604)	0%	0%
<b>Total Revenue</b>	<b>5,604</b>	-	<b>(5,604)</b>	<b>0%</b>	<b>0%</b>
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	2,500	-	(2,500)	0%	0%
<b>Total Expense</b>	<b>2,500</b>	-	<b>(2,500)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>3,104</b>	-	<b>(3,104)</b>	<b>0%</b>	<b>0%</b>

#### Variances

- No training hosted in 2020.

### Traffic Safety

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	408,768	270,726	(138,042)	66%	66%
<b>Total Revenue</b>	<b>408,768</b>	<b>270,726</b>	<b>(138,042)</b>	<b>66%</b>	<b>66%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	30,000	17,245	(12,756)	57%	57%
<b>Total Expense</b>	<b>30,000</b>	<b>17,245</b>	<b>(12,756)</b>	<b>57%</b>	<b>57%</b>
<b>Surplus/(Deficit)</b>	<b>378,768</b>	<b>253,482</b>	<b>(125,286)</b>	<b>67%</b>	<b>67%</b>

#### Variances

- *Other revenue from own sources*
  - Decreased traffic on local roads during the summer peak season combined with delays and disposal of many court proceedings has resulted in a decreased fine revenue.
- *General services - contracted*
  - Contract expenses for manual road permits has been less than anticipated due to reduced heavy traffic volume.



# Family and Community Support Services 2020 Q4 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**

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

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

## **4: Department Highlights**

- Home Visitation and Family Support program completed 156 visits, providing one on one support both virtually and in person to families with children 0 to 16.
- Developed and distributed 50 family bags throughout the County, with activities and information on how to stay connected with your family and build relationships during stressful times.
- Developed and distributed 150 seniors connection bags with activities, information and resources to support seniors.
- Hosted in person Halloween activities in Calmar, Warburg and Thorsby with a total of 103 participants.
- Hosted online Christmas activities with 36 participants from Calmar and area.
- Offered Parent Education sessions virtually and in person with an attendance of 182 parents and caregivers.
- Bridges program served 29 individuals this quarter, providing one on one support including support of three participants to complete their FASD assessment at the Glenrose Hospital and receive a diagnosis.
- Hosted 65 people for online programs including Breaking Loneliness, group counselling, online Women's Mini Pavilion and Mind Your Money webinar.
- Christmas Elves program completed in December with 42 hampers being delivered to County residents. In total, 456 hampers were delivered to the region impacting 1,455 residents.

## 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 Dec. 31 2020	Deliverables and/or key performance indicators
Implement enhanced financial literacy training and workshop opportunities in all FCSS programs and services.	Q4 2020		<p>Support and partner in hosting financial literacy workshops in three communities. Include financial literacy support documents and materials in all parent-lead programs across the region.</p> <ul style="list-style-type: none"><li>• Family Resource Network hosted financial literacy training workshops to 33 parents and children.</li><li>• A pilot self tax program has been developed for 2021 implementation. This program is designed to assist residents will self tax filing.</li><li>• Hosted five workshops in partnership with Leduc Adult Learning and Credit Counselling Society. In total, 25 participants attended.</li></ul> <p>Include financial literacy training and materials in Seniors' Week and all related community events.</p> <ul style="list-style-type: none"><li>• Seniors' Week and Community Awareness events were cancelled as a result of COVID-19.</li><li>• Information packages were distributed to 150 seniors across the County containing financial resource information and supports.</li><li>• Financial planning is included in Seniors Without Walls programming, of which we are a partner.</li></ul>

## 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 Dec. 31 2020	Deliverables and/or key performance indicators
Explore opportunities to implement a not-for-profit association that will assist in future service provision for Leduc County.	Q2 2020		<p>A report of opportunities, pros and cons will be presented to Council for consideration.</p> <ul style="list-style-type: none"><li>The AGM of the Leduc County Community Support Society was held on August 25. Council will continue to operate the society, which may create opportunities for future grants that support social services programs.</li></ul>

## 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 Dec. 31 2020	Deliverables and/or key performance indicators
Work in partnership with communications to ensure that we maximize opportunities to promote services and resources on Leduc County's website.	Q4 2020		<p>An increased number of residents will access the Social Services website information in 2020.</p> <ul style="list-style-type: none"><li>Programs and events calendar enhanced on the County website. A QR code has been developed for all posters, which directs residents to the calendar on our website.</li><li>In 2020, 32 Facebook advertising campaigns were hosted. Messaging included resource supports and information referral, as well as marketing of programs and workshops to promote FCSS services.</li><li>In 2019, 2,077 people visited FCSS resource and information pages on the Leduc County website. In 2020, this increased to 4,286.</li></ul>
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"> <li>• Promotion of 211 is regularly added to public information items and has been added as a community resource on the Leduc County website.</li> <li>• In 2020, 30 residents accessed 211 services for resource support and assistance.</li> <li>• Administration continues to promote this service, as it is a valuable afterhours resource and support.</li> </ul>
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#### 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 Dec. 31 2020	Deliverables and/or key performance indicators
Continue efforts to improve public education and awareness of opioid risks and dangers.	Q4 2020		<p>Attend quarterly meetings with regional FCSS departments to prepare and develop shared community messaging.</p> <ul style="list-style-type: none"> <li>• Regional meeting held in Q1 with efforts to enhance and promote awareness in 2020.</li> <li>• During the remainder of 2020, regional meetings focused on shared resource and service delivery on a variety of community needs and concerns as a result of the pandemic.</li> </ul> <p>Host two community information sessions to increase community or partner association knowledge of opioids and their risks to the community.</p> <ul style="list-style-type: none"> <li>• A naloxone training and information workshop was held in partnership with the City of Leduc with 21 attendees.</li> <li>• Two vaping sessions were supported in partnership with the Leduc Drug Action Committee. In total, 22 people attended.</li> </ul> <p>Analyze three year statistical information provided by the province to determine the level of concern in Leduc County.</p> <ul style="list-style-type: none"> <li>• We have received statistical summaries of opioid related impacts from 2016-2019 for Leduc County. Administration</li> </ul>



			will utilize the data to track trends over time.
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#### 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 Dec. 31 2020	Deliverables and/or key performance indicators
Continue conversations with regional partners and funding agencies to increase municipal mental health supports to this region.	Q4 2020		<p>Funding sources identified, action plan developed.</p> <ul style="list-style-type: none"> <li>A grant of \$20,000 was received to support enhanced counselling and mental health support to Leduc County. Funds were used to enhance counselling services, prepare resource packages to families and seniors. A total of 431 residents were supported through this program.</li> <li>Mental health resource sheets were developed and distributed through multiple channels in 2020. This included newsletter and chronicle articles, utility bill inserts and direct mail to County residents. Information and resources were also shared with neighboring communities.</li> </ul>

#### 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.

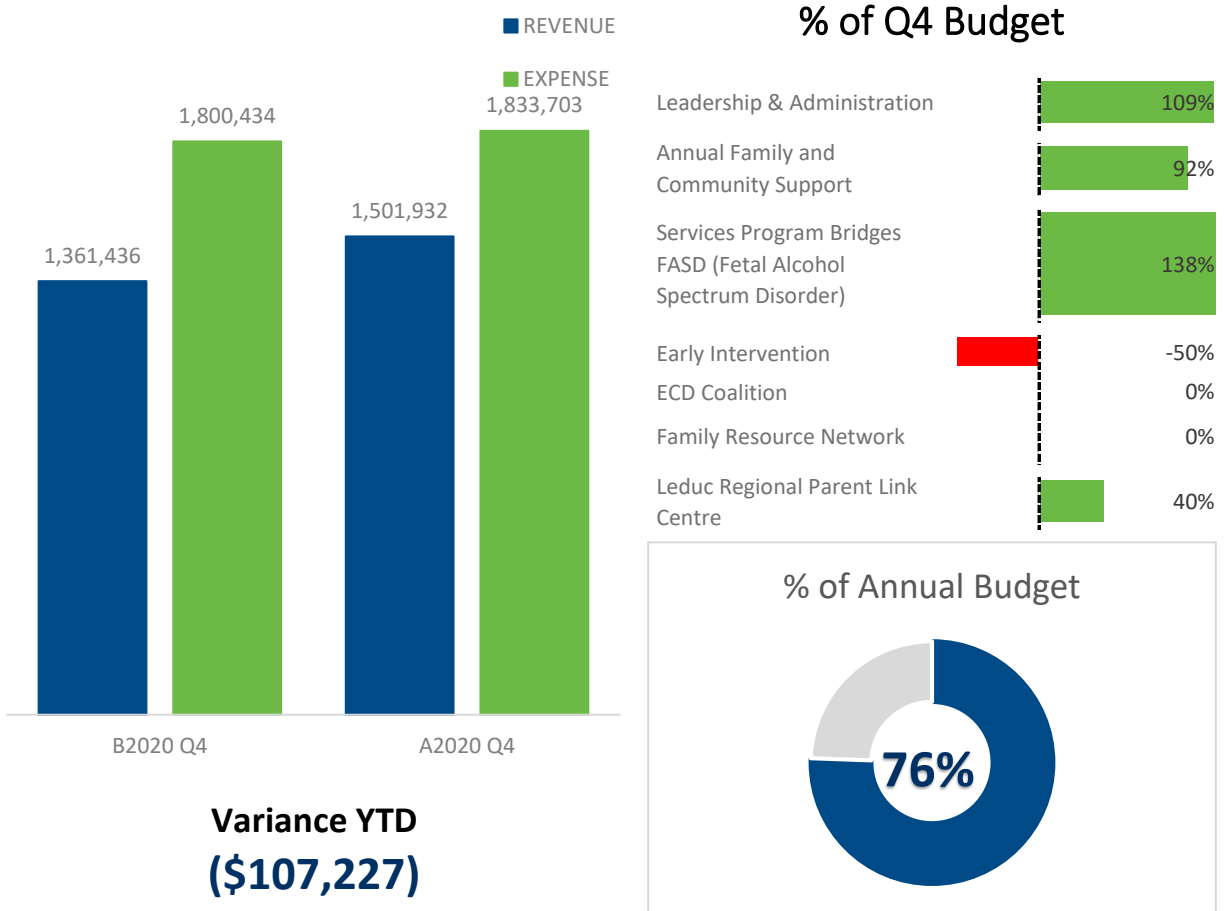
Actions	Target dates	Status at Dec. 31 2020	Deliverables and/or key performance indicators
Continued conversations with Leduc and Beaumont to determine the most effective method of service provision to their residents through regional grant programs and services.	Q4 2020		<p>Alternative funding models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

			<ul style="list-style-type: none"> <li>• We continue to partner and improve our communication with Beaumont and Devon, as we provide Family Resource Network services to their residents.</li> </ul>
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# FAMILY AND COMMUNITY SUPPORT SERVICES

## Q4 - 2020 Financial Reporting

Department Head: Dean Ohnysty



### Leadership & Administration

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	-	1,500	1,500	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	474,774	494,774	20,000	104%	104%
<b>Total Revenue</b>	<b>474,774</b>	<b>496,274</b>	<b>21,500</b>	<b>105%</b>	<b>105%</b>
EARNINGS & BENEFITS	210,912	194,464	(16,448)	92%	92%
GENERAL SERVICES-CONTRACTED	5,100	16,339	11,239	320%	320%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,000	7,711	4,711	257%	257%
<b>Total Expense</b>	<b>219,012</b>	<b>218,514</b>	<b>(498)</b>	<b>100%</b>	<b>100%</b>
<b>Surplus/(Deficit)</b>	<b>255,762</b>	<b>277,760</b>	<b>21,998</b>	<b>109%</b>	<b>109%</b>

#### Variances

- No significant variances.

# FAMILY AND COMMUNITY SUPPORT SERVICES

## Q4 - 2020 Financial Reporting

### Annual Family and Community Support

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	2,400	150	(2,250)	6%	6%
CONDITIONAL GRANTS FR OTHER GOV	2,134	2,134	-	100%	100%
<b>Total Revenue</b>	<b>4,534</b>	<b>2,284</b>	<b>(2,250)</b>	<b>50%</b>	<b>50%</b>
EARNINGS & BENEFITS	392,873	383,666	(9,207)	98%	98%
GENERAL SERVICES-CONTRACTED	82,199	55,925	(26,274)	68%	68%
GOODS,SUPPLIES & MATERIALS PURCHASED	11,734	1,439	(10,295)	12%	12%
RESERVES,TRANSFERS & GRANTS	72,877	72,877	-	100%	100%
<b>Total Expense</b>	<b>559,683</b>	<b>513,906</b>	<b>(45,777)</b>	<b>92%</b>	<b>92%</b>
<b>Surplus/(Deficit)</b>	<b>(555,149)</b>	<b>(511,622)</b>	<b>43,527</b>	<b>92%</b>	<b>92%</b>

#### Variances

- *General services - contracted*
  - Variance is a result of reduced home support, counselling and direct staff services due to the pandemic.
- *Goods, supplies & materials purchased*
  - Programs were reduced due to the pandemic which resulted a reduction of program supplies and food purchased.

### Services Program Bridges FASD (Fetal Alcohol Spectrum Disorder)

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	234,607	198,139	(36,468)	84%	84%
<b>Total Revenue</b>	<b>234,607</b>	<b>198,139</b>	<b>(36,468)</b>	<b>84%</b>	<b>84%</b>
EARNINGS & BENEFITS	245,852	232,136	(13,716)	94%	94%
GENERAL SERVICES-CONTRACTED	15,220	4,731	(10,489)	31%	31%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,400	1,144	(1,256)	48%	48%
<b>Total Expense</b>	<b>263,472</b>	<b>238,011</b>	<b>(25,461)</b>	<b>90%</b>	<b>90%</b>
<b>Surplus/(Deficit)</b>	<b>(28,865)</b>	<b>(39,872)</b>	<b>(11,007)</b>	<b>138%</b>	<b>138%</b>

#### Variances

- *Conditional grants fr other gov*
  - Unspent funds have been deferred and will be used in 2021.

# FAMILY AND COMMUNITY SUPPORT SERVICES

## Q4 - 2020 Financial Reporting

### Early Intervention

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	130,022	93,853	(36,169)	72%	72%
<b>Total Revenue</b>	<b>130,022</b>	<b>93,853</b>	<b>(36,169)</b>	<b>72%</b>	<b>72%</b>
EARNINGS & BENEFITS	94,645	97,805	3,161	103%	103%
GENERAL SERVICES-CONTRACTED	9,564	8,547	(1,017)	89%	89%
GOODS,SUPPLIES & MATERIALS PURCHASED	802	87	(715)	11%	11%
<b>Total Expense</b>	<b>105,011</b>	<b>106,440</b>	<b>1,429</b>	<b>101%</b>	<b>101%</b>
<b>Surplus/(Deficit)</b>	<b>25,011</b>	<b>(12,586)</b>	<b>(37,598)</b>	<b>-50%</b>	<b>-50%</b>

#### Variances

- The Early Intervention program ended March 31, 2020.

### ECD Coalition

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS		40,953	40,953	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	-	12,533	12,533	0%	0%
<b>Total Revenue</b>	<b>-</b>	<b>53,486</b>	<b>53,486</b>	<b>0%</b>	<b>0%</b>
GENERAL SERVICES-CONTRACTED	-	12,023	12,023	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	-	2,467	2,467	0%	0%
RESERVES,TRANSFERS & GRANTS	-	39,097	39,097	0%	0%
<b>Total Expense</b>	<b>-</b>	<b>53,588</b>	<b>53,588</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>(101)</b>	<b>(101)</b>	<b>0%</b>	<b>0%</b>

#### Variances

- This program funding was cancelled by the province during 2020. Actuals are a result of utilizing prior year's funding that was carried forward.

# FAMILY AND COMMUNITY SUPPORT SERVICES

## Q4 - 2020 Financial Reporting

### Family Resource Network

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	517,499	506,940	(10,559)	98%	98%
<b>Total Revenue</b>	<b>517,499</b>	<b>506,940</b>	<b>(10,559)</b>	<b>98%</b>	<b>98%</b>
EARNINGS & BENEFITS	491,077	487,273	(3,804)	99%	99%
GENERAL SERVICES-CONTRACTED	40,875	12,575	(28,300)	31%	31%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,500	7,092	(408)	95%	95%
<b>Total Expense</b>	<b>539,452</b>	<b>506,940</b>	<b>(32,512)</b>	<b>94%</b>	<b>94%</b>
<b>Surplus/(Deficit)</b>	<b>(21,953)</b>	<b>-</b>	<b>21,953</b>	<b>0%</b>	<b>0%</b>

#### Variances

- General services - contracted
  - Variance is due to program and direct service expense reductions during the pandemic.

### Leduc Regional Parent Link Centre

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	-	150,955	150,955	0%	0%
<b>Total Revenue</b>	<b>-</b>	<b>150,955</b>	<b>150,955</b>	<b>0%</b>	<b>0%</b>
EARNINGS & BENEFITS	97,394	180,914	83,520	186%	186%
GENERAL SERVICES-CONTRACTED	14,863	12,784	(2,079)	86%	86%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,547	2,606	1,059	168%	168%
<b>Total Expense</b>	<b>113,804</b>	<b>196,304</b>	<b>82,500</b>	<b>172%</b>	<b>172%</b>
<b>Surplus/(Deficit)</b>	<b>(113,804)</b>	<b>(45,349)</b>	<b>68,455</b>	<b>40%</b>	<b>40%</b>

#### Variances

- Parent Link program funding ended March 31st. Similar services are now offered through Family Resource Network funding.

## **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

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

## 3: Department Highlights

- Substantial groundwork and concrete work complete at the construction site of the New Sarepta District Fire Station and the project is on schedule for Q2 2021 occupancy.
- Launched the 2021 recruitment drive.
- Officer specific online training program developed and launched.
- Online firefighter training developed and delivered.
- Two committee meetings held with Warburg and a terms of reference was developed to discuss the fire services cost share agreement.
- Continued monitoring of Alberta Health Services (AHS) requirements regarding COVID-19 and adjustments are made to internal processes as needed.
- Annual review of the Leduc County Municipal Emergency Plan approved by Council.



- Completed audiometric testing for apparatus. As a result, developed safe work practices, ordered additional headphones for our radios and arranged hearing tests for Firefighters.
- Received the final report for Phase 1 of the Regional Emergency Management Agency and the report will be presented to Council on April 7, 2021.

## 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 Dec. 31 2020	Identified deliverables with status update
Enhance mental and physical support services for firefighters.	Q3 2020		<p>Offer bi-annual voluntary physical and mental health checkups for firefighters, and offer peer support team training and support.</p> <ul style="list-style-type: none"> <li>• Pre-screening of recruit firefighters was conducted with the assistance of a medical doctor.</li> <li>• Peer team engaged with ongoing training.</li> <li>• Mental health trauma care specialist third party contract in place.</li> </ul>
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		<p>Partner with doctor to expand our approach to physical and mental wellness and prevention.</p> <ul style="list-style-type: none"> <li>• Consulted doctor on wellness initiatives in light of COVID-19.</li> <li>• Structured a Health and Safety Fire sub-committee. First meeting was held in February.</li> </ul>
	Q4 2020		<p>With guidance from legislated requirements and National Fire Protection Association (NFPA) standards, develop assistive training and policies.</p> <ul style="list-style-type: none"> <li>• Developed a Hazard Identification Assessment Control (HIAC).</li> <li>• Had a cancer care consultant conduct a review in November 2019, which resulted in the adoption of a number of cancer reduction initiatives, as per NFPA 1500, including instituting decontamination processes and bought air monitoring unit.</li> </ul>

			<ul style="list-style-type: none"> <li>Ongoing training with firefighters and members of the Fire Services.</li> </ul>
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### Strategy 1.2

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

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Include additional focus on physical and mental wellness as part of the recruit training program.	Q2 2020		Firefighters are aware of procedures, guidelines and resources available to keep them healthy, both physically and mentally. <ul style="list-style-type: none"> <li>Incorporated into training material for June 2020 recruit class.</li> <li>All recruits provided information regarding mental health and immunization requirements.</li> </ul>
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"> <li>Working with an Occupational Health &amp; Safety doctor and the University of Alberta on an updated medical assessment for applicants.</li> <li>Updating application process ahead of 2021 recruitment.</li> <li>Evaluations will be completed with the 2021 recruit candidates ahead of their March 2021 start date.</li> </ul>

### Strategy 1.3

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

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

## 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 Dec. 31 2020	Identified deliverables with status update
Update Leduc County's Fire Service bylaw.	Q3 2020		<p>Revised bylaw approved by council.</p> <ul style="list-style-type: none"><li>• Bylaw revisions delayed due to scheduling issues caused by COVID-19 shutdowns across partner municipalities' in Leduc County.</li><li>• Draft Burning Bylaw updates will be brought to a Council workshop in April 2021.</li></ul>
Assist partner municipalities with revisions of their fire services bylaws.	Q4 2020		<p>Provide suggested bylaw revisions to partner municipalities.</p> <ul style="list-style-type: none"><li>• Quarterly fire services meetings held with Town of Calmar.</li><li>• Ongoing collaborative work with Calmar to discuss revisions.</li><li>• Bylaw suggestions provided to Calmar on November 5, 2020.</li></ul>
Update burning bylaw for Nisku Business Park.	Q3 2020		<p>Revised bylaw approved by council.</p> <ul style="list-style-type: none"><li>• Complete and passed by council.</li></ul>
Investigate a regional quality management plan for all direct-control district communities.	Q4 2020		<p>Regional quality management plan (QMP) 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.</p> <ul style="list-style-type: none"><li>• QMPs have been developed for Warburg, Thorsby and Calmar. These QMPs are reflective of the same services provided by Leduc County.</li><li>• Seeking approval and adoption from regional partners.</li><li>• In collaboration with Leduc County Safety Codes, Regional QMP development will be completed in 2021.</li></ul>
Develop a standard operating policies, procedures and guidelines manual and train staff to ensure awareness and compliance.	Q4 2020		<p>Completed manual and training will be provided to firefighters.</p>

			<ul style="list-style-type: none"> <li>Reference to new and updated procedures will be added to training to ensure awareness.</li> <li>Ongoing updates to Standard Operating Guidelines and Safe Work Practices as required.</li> </ul>
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"> <li>Project is delayed, anticipated completion in Q3 2021.</li> </ul>
Develop a Dress and Department Protocol handbook.	Q2 2020		Dress and Department Protocol handbook approved. <ul style="list-style-type: none"> <li>Brand guideline update completed in December.</li> <li>Handbook will be finalized and distributed to Firefighters in 2021.</li> </ul>

### 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 Dec. 31 2020	Identified deliverables with status update
Roll out the High School Cadet Program and promote program awareness in the community through partnership with Black Gold Regional Schools.	Q2 2020		High School Cadet Program rolled out locally. <ul style="list-style-type: none"> <li>As of Q3 2020, school access is restricted. Cadet program on hold potentially for 1-2 years.</li> </ul>
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"> <li>An approval process is in place, which tracks audience outreach and tracks activities.</li> <li>As of Q3, school access is restricted. Reading week program on hold potentially for 1-2 years.</li> </ul>

### Strategy 3.2

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

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Discuss levels of service provided to partner municipalities with councils.	Q3 2020		Report to partner municipality councils. <ul style="list-style-type: none"><li>• Report presented to Calmar in Q4.</li><li>• Thorsby will be scheduled for Q2 2021.</li></ul>
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"><li>• A temporary emergent dispatch protocol was put in place to address COVID-19 concerns.</li><li>• Permanent implementation of this type of protocol to be discussed with Leduc County, Thorsby and Calmar councils.</li><li>• Updated protocol will be presented to municipal partner councils in Q4.</li><li>• Updated protocol accepted by Calmar Council.</li></ul>

### Goal 4

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

#### Strategy 4.1

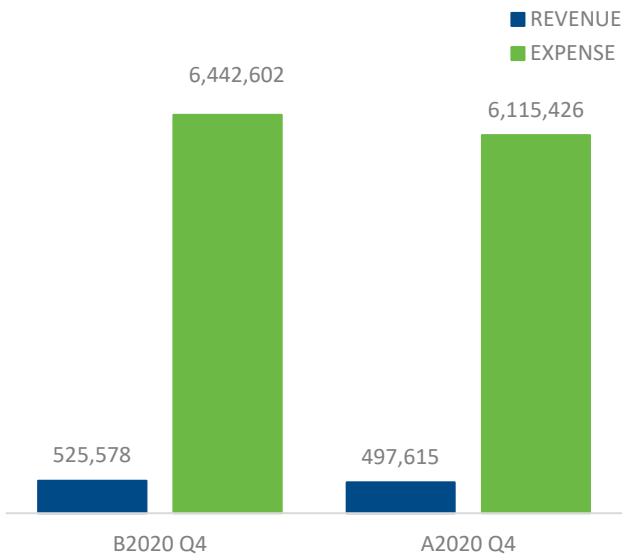
Develop a county-wide emergency management agency.

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Provide oversight and direction to the investigation of a county-wide partnership allowing sustained emergency management, when required, to align with Bill 8 requirements.	Q4 2020		Partners signing an exploration agreement to further examine the opportunity for the sub-regional agency. <ul style="list-style-type: none"><li>• Path forward report received from contractor and will be presented to Council on April 6, 2021.</li></ul>
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"><li>• Monthly emergency disaster topics posted on website up to February and then was suspended due to COVID-19 pandemic.</li></ul>

			<ul style="list-style-type: none"> <li>Public education strategy will resume once COVID-19 impacts have decreased.</li> </ul>
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"> <li>Information sent out for May 4-9 Emergency Preparedness week.</li> <li>Show and shine event was cancelled due to COVID-19 pandemic.</li> </ul>

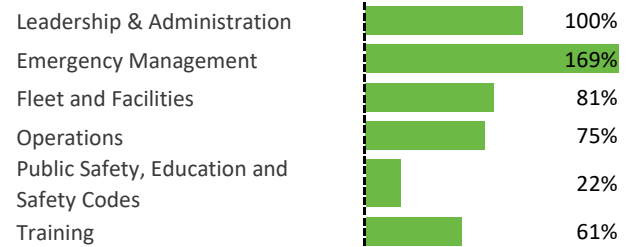
# FIRE SERVICES

Department Head: Keven Lefebvre

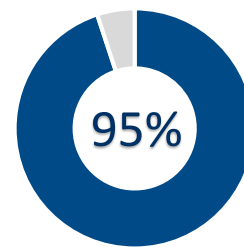


**Variance YTD**  
**(\$299,212)**

## % of Q4 Budget



## % of Annual Budget



## Leadership & Administration

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	196,618	120,116	(76,502)	61%	61%
SALES OF GOODS & SVS TO INDIVIDUALS	1,600	1,800	200	113%	113%
OTHER REVENUE FROM OWN SOURCES	4,000	9,293	5,293	232%	232%
<b>Total Revenue</b>	<b>202,218</b>	<b>131,208</b>	<b>(71,010)</b>	<b>65%</b>	<b>65%</b>
EARNINGS & BENEFITS	1,245,946	1,226,279	(19,667)	98%	98%
GENERAL SERVICES-CONTRACTED	104,155	64,791	(39,364)	62%	62%
PURCHASES FR OTHER GOV & AGENCIES	94,100	71,815	(22,285)	76%	76%
GOODS,SUPPLIES & MATERIALS PURCHASED	25,850	13,044	(12,806)	50%	50%
RESERVES,TRANSFERS & GRANTS	2,890,021	2,890,021	-	100%	100%
FINANCIAL SERVICE CHARGES	239,449	248,629	9,180	104%	104%
<b>Total Expense</b>	<b>4,599,521</b>	<b>4,514,580</b>	<b>(84,941)</b>	<b>98%</b>	<b>98%</b>
<b>Surplus/(Deficit)</b>	<b>(4,397,303)</b>	<b>(4,383,372)</b>	<b>13,931</b>	<b>100%</b>	<b>100%</b>

## FIRE SERVICES

### Variances

- *Sales of goods & svs to other gov*
  - Revenues were less than anticipated due to lower call volumes.
- *General services - contracted*
  - Less repairs and maintenance costs due to lower call volumes.
  - Registrations and subsistence for courses and conferences is less than budgeted due to pandemic related cancellations.

## Emergency Management

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO OTHER GOV</i>	20,000	20,370	370	102%	102%
<i>OTHER REVENUE FROM OWN SOURCES</i>	17,457	15,556	(1,901)	89%	89%
<b>Total Revenue</b>	<b>37,457</b>	<b>37,137</b>	<b>(320)</b>	<b>99%</b>	<b>99%</b>
<i>EARNINGS &amp; BENEFITS</i>	-	6,325	6,325	0%	0%
<i>GENERAL SERVICES-CONTRACTED</i>	79,900	69,731	(10,169)	87%	87%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	22,000	69,782	47,782	317%	317%
<b>Total Expense</b>	<b>101,900</b>	<b>145,923</b>	<b>44,023</b>	<b>143%</b>	<b>143%</b>
<b>Surplus/(Deficit)</b>	<b>(64,443)</b>	<b>(108,787)</b>	<b>(44,344)</b>	<b>169%</b>	<b>169%</b>

### Variances

- *General services - contracted*
  - Scenario training was postponed due to the pandemic.
  - Course and conference expenses are under budget due to pandemic related cancellations.
- *Goods, supplies & materials purchased*
  - Unbudgeted pandemic response costs were charged to emergency management.

## Fleet and Facilities

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	52,700	55,156	2,456	105%	105%
<b>Total Revenue</b>	<b>52,700</b>	<b>55,156</b>	<b>2,456</b>	<b>105%</b>	<b>105%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	262,315	256,266	(6,049)	98%	98%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	558,605	423,691	(134,914)	76%	76%
<b>Total Expense</b>	<b>820,920</b>	<b>679,957</b>	<b>(140,963)</b>	<b>83%</b>	<b>83%</b>
<b>Surplus/(Deficit)</b>	<b>(768,220)</b>	<b>(624,801)</b>	<b>143,419</b>	<b>81%</b>	<b>81%</b>

### Variances

- *Goods, supplies & materials purchased*
  - Lower call volumes resulted in less repair costs to facilities and vehicles.



## FIRE SERVICES

### Operations

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO OTHER GOV</i>	46,253	28,404	(17,849)	61%	61%
<i>SALES OF GOODS &amp; SVS TO INDIVIDUALS</i>	154,500	238,018	83,518	154%	154%
<b>Total Revenue</b>	<b>200,753</b>	<b>266,422</b>	<b>65,669</b>	<b>133%</b>	<b>133%</b>
<i>EARNINGS &amp; BENEFITS</i>	704,811	644,302	(60,509)	91%	91%
<i>GENERAL SERVICES-CONTRACTED</i>	1,300	900	(400)	69%	69%
<i>PURCHASES FR OTHER GOV &amp; AGENCIES</i>	75,000	65,574	(9,426)	87%	87%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	12,250	3,056	(9,194)	25%	25%
<b>Total Expense</b>	<b>793,361</b>	<b>713,832</b>	<b>(79,529)</b>	<b>90%</b>	<b>90%</b>
<b>Surplus/(Deficit)</b>	<b>(592,608)</b>	<b>(447,410)</b>	<b>145,198</b>	<b>75%</b>	<b>75%</b>

#### Variances

- *Sale of goods & svcs to individuals*
  - Increased responses to motor vehicle collisions resulted in higher recovery revenue.
- *Earnings & benefits*
  - Less than anticipated call volumes and reduced training due to restrictions.

### Public Safety, Education and Safety Codes

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<b>Total Revenue</b>	-	-	-	<b>0%</b>	<b>0%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	3,000	-	(3,000)	0%	0%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	7,000	2,214	(4,786)	32%	32%
<b>Total Expense</b>	<b>10,000</b>	<b>2,214</b>	<b>(7,786)</b>	<b>22%</b>	<b>22%</b>
<b>Surplus/(Deficit)</b>	<b>(10,000)</b>	<b>(2,214)</b>	<b>7,786</b>	<b>22%</b>	<b>22%</b>

#### Variances

- No significant variances.

## FIRE SERVICES

### Training

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO OTHER GOV</i>	30,000	7,692	(22,308)	26%	26%
<i>SALES OF GOODS &amp; SVS TO INDIVIDUALS</i>	2,450	-	(2,450)	0%	0%
<b><i>Total Revenue</i></b>	<b>32,450</b>	<b>7,692</b>	<b>(24,758)</b>	<b>24%</b>	<b>24%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	76,400	36,838	(39,562)	48%	48%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	40,500	22,081	(18,419)	55%	55%
<b><i>Total Expense</i></b>	<b>116,900</b>	<b>58,919</b>	<b>(57,981)</b>	<b>50%</b>	<b>50%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(84,450)</b>	<b>(51,228)</b>	<b>33,222</b>	<b>61%</b>	<b>61%</b>

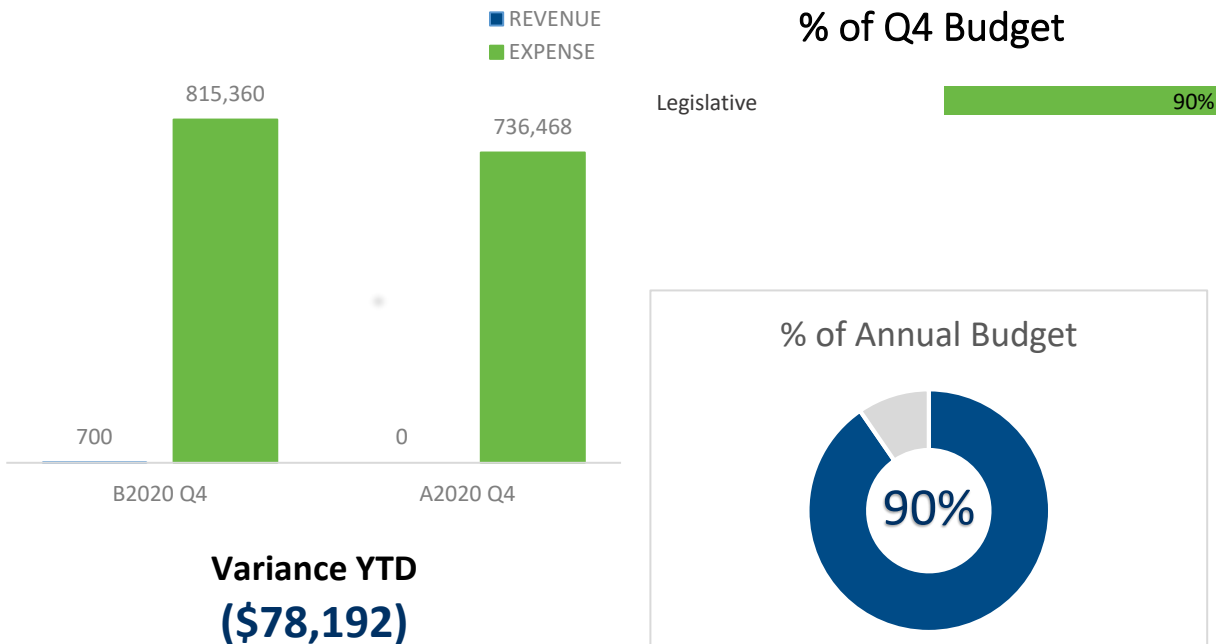
#### Variances

- No training was held from March to December, therefore revenues and expenses were less than anticipated.

# LEGISLATIVE

## Q4 - 2020 Financial Reporting

Department Head: Natasha Wice



### Legislative

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	700	-	(700)	0%	0%
<b>Total Revenue</b>	<b>700</b>	<b>-</b>	<b>(700)</b>	<b>0%</b>	<b>0%</b>
EARNINGS & BENEFITS	700,356	689,913	(10,443)	99%	99%
GENERAL SERVICES-CONTRACTED	103,144	45,219	(57,925)	44%	44%
GOODS,SUPPLIES & MATERIALS PURCHASED	11,860	1,336	(10,524)	11%	11%
<b>Total Expense</b>	<b>815,360</b>	<b>736,468</b>	<b>(78,892)</b>	<b>90%</b>	<b>90%</b>
<b>Surplus/(Deficit)</b>	<b>(814,660)</b>	<b>(736,468)</b>	<b>78,192</b>	<b>90%</b>	<b>90%</b>

### Variances

- General services - contracted
  - Conference expenses were less than anticipated due to pandemic related cancellations.

## **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

<b>Goal 1</b>	<b>Strategic priority – Enriched Quality of Life</b> Parks and Recreation will create a new, shared vision for parks and recreation in Leduc County.
<b>Goal 2</b>	<b>Strategic priority – Enriched Quality of Life</b> Parks and Recreation will work collaboratively with local governments and partner organizations to create a vibrant recreation system for community service provision.

## 3: Department Highlights

- An agreement was established with community volunteers in New Sarepta to build and maintain a community outdoor skating rink. With services and programs limited due to the pandemic, this proved to be a valuable option for families.
- A community hall engagement event was held on November 19 for hall board members. Attendees received an update of County related supports and services and engaged in information sharing that supports improved services and programs.
- On November 24, Council approved a land purchase along the North Saskatchewan River. This land will provide future parks space and access to the river for County residents.
- A stakeholder survey was sent to local community associations and board members. In total, 23 responses were received, which help inform a 2021 action plan for not-for-profit resources supports and assistance.
- Ten recreation and cultural programs were held in Q4 serving 93 families, 158 individuals and 1,036 engagements through online events and programs. Programs included concerts, storytelling, crafts and escape rooms.
- Fifty-four local community not-for-profit associations were awarded grant funding to support 2021 programs and events.

## 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec. 31 2020</b>	<b>Identified deliverables with Status update</b>
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"> <li>• Planned engagement events were delayed due to COVID-19 pandemic.</li> <li>• A stakeholder engagement survey was completed with 23 responses received.</li> <li>• We partnered with the Town of Calmar in developing a recreation visioning document for their</li> </ul>

			<p>community. This document will help inform future service level decisions and programs impacting the Calmar Recreation District.</p> <ul style="list-style-type: none"> <li>A provincial collaboration grant request has been submitted to complete a recreation visioning document in partnership with Warburg and Thorsby. If successful, a plan will be developed in 2021.</li> </ul>
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"> <li>The committee continues to meet and is finalizing a recommendation to Council for consideration. This recommendation will include areas of need in the community and opportunities to use grant funds in support of these needs.</li> </ul> <p>Create a community profile, asset map and action plan.</p> <ul style="list-style-type: none"> <li>The Province has extended this program into 2022 as a result of the pandemic. A plan will be presented to Council in Q4 2021 for 2022 implementation.</li> </ul>

## 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 Dec. 31 2020	Identified deliverables with Status update
Recreation cost-share agreements will be reviewed with Devon, Warburg, Calmar and Thorsby to ensure that we continue to meet community shared-service needs.	Q2 2020		<p>Agreements will be reviewed with Council and signed for 2020 implementation.</p> <ul style="list-style-type: none"> <li>Draft agreements are under review by partners.</li> <li>A review of cost share adjustments was held with Council on October 6.</li> <li>Administrative meetings are currently taking place to prepare documents for Council approvals.</li> <li>Notice was provided to the Town of Devon for a discontinuation of the agreement, as both municipalities</li> </ul>

			receive a mutual benefit of services to residents.
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### Strategy 2.2

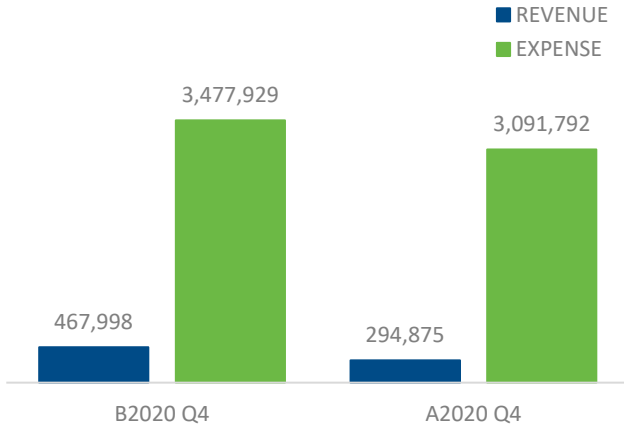
Work with partner organizations to develop new or enhanced recreation programs and services in Leduc County.

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with Status update
Administration will pursue grant and sponsorship opportunities that can assist with the cost of two additional comfort cabins at Centennial Park on Joseph Lake for the 2021 camping season.	Q2 2020		Grant opportunities and sponsorships will be pursued. <ul style="list-style-type: none"> <li>Initial conversations and opportunities were identified in Q1.</li> <li>As a result of the change in the economic climate, applications for this program were not pursued.</li> </ul>
Administration will actively engage in conversations to advance interests in developing new community ball diamonds within New Sarepta.	Q2 2020		Council review and approval of conceptual plan. <ul style="list-style-type: none"> <li>A conceptual plan has been developed and will be presented once further advancement of land securement is achieved.</li> </ul> Host meetings with landowner to secure required lands. <ul style="list-style-type: none"> <li>A draft concept was reviewed with the landowner.</li> <li>Meetings were held with the landowner in August, but an agreement could not be reached in 2020.</li> <li>Land owner conversations will resume in Q2 2021.</li> <li>Administration is reviewing alternate locations.</li> </ul>

# PARKS AND RECREATION

## Q4 - 2020 Financial Reporting

Department Head: Dean Ohnysty

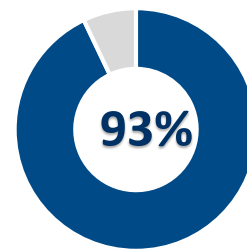


**Variance YTD**  
**(\$213,014)**

### % of Q4 Budget

Leadership & Administration	94%
Parks Service Areas	193%
Recreation Service Areas	90%

### % of Annual Budget



## Leadership & Administration

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	14,000	9,268	(4,732)	66%	66%
CONDITIONAL GRANTS FR OTHER GOV	10,000	3,700	(6,300)	37%	37%
<b>Total Revenue</b>	<b>24,000</b>	<b>13,074</b>	<b>(10,926)</b>	<b>54%</b>	<b>54%</b>
EARNINGS & BENEFITS	543,013	511,501	(31,512)	94%	94%
GENERAL SERVICES-CONTRACTED	56,548	21,271	(35,277)	38%	38%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,350	3,539	(1,811)	66%	66%
RESERVES,TRANSFERS & GRANTS	14,000	9,268	(4,732)	66%	66%
FINANCIAL SERVICE CHARGES	419,460	418,368	(1,092)	100%	100%
<b>Total Expense</b>	<b>1,038,371</b>	<b>963,947</b>	<b>(74,424)</b>	<b>93%</b>	<b>93%</b>
<b>Surplus/(Deficit)</b>	<b>(1,014,371)</b>	<b>(950,873)</b>	<b>63,498</b>	<b>94%</b>	<b>94%</b>

### Variances

- *General services - contracted*
  - Registrations and mileage for courses and conventions has been less than anticipated due to pandemic related cancellations.
  - Community development support assistance through programs and workshops has been less than anticipated due to restrictions on gatherings.



# PARKS AND RECREATION

## Q4 - 2020 Financial Reporting

### Parks Service Areas

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO INDIVIDUALS</i>	369,900	247,818	(122,082)	67%	67%
<i>OTHER REVENUE FROM OWN SOURCES</i>	6,701	6,683	(18)	100%	100%
<i>OTHER TRANSACTIONS</i>	22,086	22,086	-	100%	100%
<b>Total Revenue</b>	<b>398,687</b>	<b>276,587</b>	<b>(122,100)</b>	<b>69%</b>	<b>69%</b>
<i>EARNINGS &amp; BENEFITS</i>	157,512	152,590	(4,922)	97%	97%
<i>GENERAL SERVICES-CONTRACTED</i>	164,807	138,178	(26,629)	84%	84%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	102,601	63,972	(38,629)	62%	62%
<i>RESERVES,TRANSFERS &amp; GRANTS</i>	20,500	20,616	116	101%	101%
<i>FINANCIAL SERVICE CHARGES</i>	7,043	5,147	(1,896)	73%	73%
<b>Total Expense</b>	<b>452,463</b>	<b>380,504</b>	<b>(71,959)</b>	<b>84%</b>	<b>84%</b>
<b>Surplus/(Deficit)</b>	<b>(53,776)</b>	<b>(103,917)</b>	<b>(50,141)</b>	<b>193%</b>	<b>193%</b>

### Variances

- *Sales of goods & svs to individuals*
  - Campground revenues were less than anticipated due to the delayed opening of campgrounds and gradual site openings in June.
- *General services - contracted*
  - Reduced expenditures are a result of late season services and closure of day use, concession and washroom facilities and group camping areas.
- *Goods, supplies & materials purchased*
  - Reduced expenditures are a result of reduced service costs related to washrooms, utilities and general operations.

### Recreation Service Areas

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q1 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO INDIVIDUALS</i>	27,578	5,214	(22,364)	19%	19%
<i>OTHER TRANSACTIONS</i>	17,733	-	(17,733)	0%	0%
<b>Total Revenue</b>	<b>45,311</b>	<b>5,214</b>	<b>(40,097)</b>	<b>12%</b>	<b>12%</b>
<i>EARNINGS &amp; BENEFITS</i>	47,710	48,791	1,081	102%	102%
<i>GENERAL SERVICES-CONTRACTED</i>	163,701	99,483	(64,218)	61%	61%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	54,501	28,167	(26,334)	52%	52%
<i>RESERVES,TRANSFERS &amp; GRANTS</i>	1,721,183	1,570,847	(150,336)	91%	91%
<i>FINANCIAL SERVICE CHARGES</i>	-	53	53	0%	0%
<b>Total Expense</b>	<b>1,987,095</b>	<b>1,747,341</b>	<b>(239,754)</b>	<b>88%</b>	<b>88%</b>
<b>Surplus/(Deficit)</b>	<b>(1,941,784)</b>	<b>(1,742,128)</b>	<b>199,656</b>	<b>90%</b>	<b>90%</b>

# PARKS AND RECREATION

## *Q4 - 2020 Financial Reporting*

### **Variances**

- Reduced programs and events due to the pandemic resulted in lower revenues and expenses than anticipated.
- *Reserves, transfers & grants*
  - 2019 cost shares were less than anticipated.



## **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

<b>Goal 1</b>	<b>Strategic priority – Regional leadership</b> Planning and Development will continue to lead the county's efforts in regional collaboration and intermunicipal partnerships.
<b>Goal 2</b>	<b>Strategic priority – Economic development</b> Planning and Development will lead economic development activities for the county to grow the non-residential tax base.
<b>Goal 3</b>	<b>Strategic priority – Agricultural innovation and support for local food</b> 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.
<b>Goal 4</b>	<b>Strategic Priority – Municipal Development Plan Framework</b> We will create an up to date policy and regulatory framework to implement the county's new Municipal Development Plan.
<b>Goal 5</b>	<b>Strategic Priority – Safety Codes</b> We will continue to be leaders in safety codes in Alberta.

## 3: Department Highlights

- Processed 261 development permits and 1,450 safety codes permits for an estimated total construction value of \$82.5M in 2020.
- Planning & Development is leading or has completed a number of major projects, including:
  - Broadband Strategy.
  - Rural West Economic Diversification Plan.
  - Agri-Tourism Strategy.
  - Investment Readiness and Implementation Strategy (IRIS).
  - Land Use Bylaw Review.
  - Nisku Major Employment Centre Area Structure Plan.
  - Nisku Area Redevelopment Plan.
  - Southern Country Residential Area Structure Plan.
  - Business Census.

## 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 Dec. 31 2020	Identified deliverables with status update
Advance phase two of the Airport Accord.	Q2 2020		Work program and budget approved by oversight committee. <ul style="list-style-type: none"><li>Phase two of the airport accord has been postponed.</li></ul>

#### Strategy 1.2

Complete intermunicipal collaboration initiatives with regional partners.

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Complete intermunicipal collaboration frameworks (ICFs) and intermunicipal development plans (IDPs) with Beaver and Brazeau counties.	Q4 2020		Adoption of ICFs and IDPs by council. <ul style="list-style-type: none"><li>All required ICFs and IDPs are completed.</li></ul>
Complete ICFs for recreation with the applicable EMRB neighbours.	Q4 2020		Adoption of ICFs by council. <ul style="list-style-type: none"><li>Recreation ICFs with EMRB neighbours no longer required under provincial statute; ICFs not completed at the direction of Council.</li></ul>
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"><li>Project was initiated by county staff in Q2, however, the city has indicated that budget for the review has been cut and they no longer have the capacity to complete the review in 2020 or 2021.</li><li>Discussions initiated with the City of Leduc to budget for IDP update in 2022.</li></ul>

### Strategy 1.3

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

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Support mayor and councillors participating in board activities, committees and decision-making.	Ongoing		Provide regular briefings to Governance & Priorities Committee. <ul style="list-style-type: none"><li>• Reports delivered monthly to Governance &amp; Priorities Committee.</li><li>• Supported mayor and councillors at 12 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.</li></ul>

### 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 Dec. 31 2020	Identified deliverables with status update
Undertake a Leduc County broadband strategy.	Q3 2020		Completion of broadband strategy. <ul style="list-style-type: none"><li>• Phase 1 report was completed and presented to Council in November 2020.</li><li>• Administration are pursuing options for implementation in Nisku and exploring partnership opportunities.</li><li>• Project is now scheduled to be completed in Q2 2021.</li></ul>
Undertake a rural economic development strategy.	Q3 2020		Completion of rural economic development strategy. <ul style="list-style-type: none"><li>• Strategy is complete; report presented to Council and the report was accepted.</li></ul>

### Strategy 2.2

Ensure Leduc County is ready for investment.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec. 31 2020</b>	<b>Identified deliverables with status update</b>
Develop a community profile for Leduc County to aid in investment attraction activities.	Q4 2020		Community profile approved by Council. <ul style="list-style-type: none"><li>Community profile has been folded into the Investment Readiness &amp; Implementation Strategy.</li><li>New target for completion is Q2 2021.</li></ul>
Execute coal phase out strategy; pursue available grant opportunities to support strategic objectives aimed at economic diversification in a post-coal economy.	Ongoing		Substantive grant money awarded in 2020. <ul style="list-style-type: none"><li>Grant application approved by Western Economic Diversification for \$70,000 to fund an investigation into the feasibility of creating a Business Retention and Expansion (BR&amp;E) facility in Nisku.</li><li>An additional grant submission is planned to support repurposing of the Nisku Recreation Centre and an 18-month BR&amp;E program.</li><li>County is in discussions with the federal government in relation to significant infrastructure dollars.</li></ul>
Complete phase one of Investment Readiness and Implementation Strategy.	Q2 2020		Completion of phase one scope of work as per project charter. <ul style="list-style-type: none"><li>Phase 1 completed; Phase 2 has been initiated and is on schedule to be completed in 2021.</li></ul>

### Strategy 2.3

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

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec. 31 2020</b>	<b>Identified deliverables with status update</b>
Develop a business-licensing program jointly with the Leduc Regional Chamber of Commerce.	Q1 2020		Council approved program in place. <ul style="list-style-type: none"><li>Implementation delayed due to restrictions on direct stakeholder engagement due to the pandemic.</li><li>Council has directed administration to postpone the business licensing program and conduct a business census jointly with the Chamber.</li></ul>

### 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 Dec. 31 2020	Identified deliverables with status update
Continue county representation on Regional Agriculture Master Plan (RAMP) task force; support mayor's participation.	Q3 2020		RAMP project completed/supported by Leduc County. <ul style="list-style-type: none"><li>• Significant effort undertaken to advance the RAMP project including administrative representation at working group and subcommittee levels support to mayor at task force meetings.</li><li>• Numerous working group and subcommittee meetings attended in Q4.</li><li>• Project will be carried over into 2021.</li></ul>

#### Strategy 3.2

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

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Undertake an Agri-tourism strategy.	Q3 2020		Completion of Agri-tourism strategy. <ul style="list-style-type: none"><li>• Strategy is complete; consultants presented to council and the report was accepted.</li></ul>

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



			<ul style="list-style-type: none"> <li>Drafts are in progress and will come forward in keeping with the council approved project schedule.</li> </ul>
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#### 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 Dec. 31 2020	Identified deliverables with status update
Create a statutory policy framework for the greater Nisku area (Greater Nisku Major Area Structure Plan).	Q4 2020		New ASP draft prepared and ready for Council consideration. <ul style="list-style-type: none"> <li>First reading of the Nisku Major Employment Centre ASP to be presented to Council in Q2 2021.</li> </ul>

##### Strategy 4.2

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

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Update county Land Use Bylaw.	Q1 2020		Council approved project charter. <ul style="list-style-type: none"> <li>Project charter approved by Council.</li> <li>Administration have assembled committees, public consultation strategies, phasing plan and detailed timeline.</li> </ul>

#### 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 Dec. 31 2020	Identified deliverables with status update
Conduct discussions with sub-regional partners regarding options for joint accreditation.	Q4 2020		Options investigated. <ul style="list-style-type: none"> <li>This initiative will be expanded to consider planning services in addition to safety codes, and is included in the 2021 department operational plan.</li> </ul>

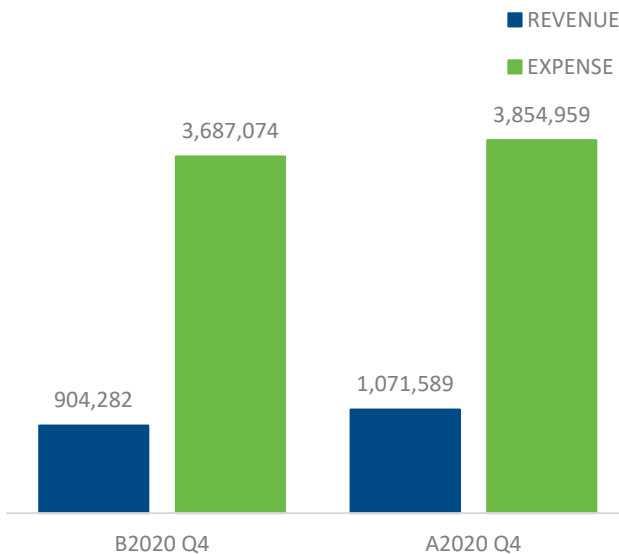
**Strategy 5.2**

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

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec. 31 2020</b>	<b>Identified deliverables with status update</b>
Safety codes officers (SCOs) to serve on external committees.	Ongoing		Access to a stronger SCO network. <ul style="list-style-type: none"><li>• SCOs provided input as subject matter experts for Safety Codes Council workshops (under development) and competency review committee.</li><li>• SCOs presented change proposals to the 2020 private sewage standard of practice working group; 1 accepted, 1 refused.</li></ul>

# PLANNING AND DEVELOPMENT

Department Head: Grant Bain

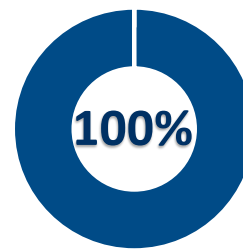


**Variance YTD**  
**\$578**

## % of Q4 Budget



## % of Annual Budget



## Leadership & Administration

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
CONDITIONAL GRANTS FR OTHER GOV	115,918	161,565	45,647	139%	139%
<b>Total Revenue</b>	<b>115,918</b>	<b>161,565</b>	<b>45,647</b>	<b>139%</b>	<b>139%</b>
EARNINGS & BENEFITS	530,652	503,636	(27,016)	95%	95%
GENERAL SERVICES-CONTRACTED	8,467	144,604	136,137	1708%	1708%
GOODS,SUPPLIES & MATERIALS PURCHASED	200	613	413	307%	307%
FINANCIAL SERVICE CHARGES	15,000	13,755	(1,245)	92%	92%
<b>Total Expense</b>	<b>554,319</b>	<b>662,608</b>	<b>108,289</b>	<b>120%</b>	<b>120%</b>
<b>Surplus/(Deficit)</b>	<b>(438,401)</b>	<b>(501,043)</b>	<b>(62,642)</b>	<b>114%</b>	<b>114%</b>

### Variances

- Conditional grants from other gov
  - Unbudgeted grant funding received for the rural economic diversification strategy.
- General services - contracted
  - Unbudgeted expenditures related to the rural economic diversification strategy.

# PLANNING AND DEVELOPMENT

## Development Services

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO INDIVIDUALS</i>	117,000	87,070	(29,930)	74%	74%
<i>OTHER REVENUE FROM OWN SOURCES</i>	37,182	57,176	19,994	154%	154%
<b>Total Revenue</b>	<b>154,182</b>	<b>144,246</b>	<b>(9,936)</b>	<b>94%</b>	<b>94%</b>
<i>EARNINGS &amp; BENEFITS</i>	970,880	1,017,540	46,660	105%	105%
<i>GENERAL SERVICES-CONTRACTED</i>	22,939	5,642	(17,297)	25%	25%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	1,550	1,022	(528)	66%	66%
<b>Total Expense</b>	<b>995,369</b>	<b>1,024,205</b>	<b>28,835</b>	<b>103%</b>	<b>103%</b>
<b>Surplus/(Deficit)</b>	<b>(841,187)</b>	<b>(879,958)</b>	<b>(38,771)</b>	<b>105%</b>	<b>105%</b>

### Variances

- *Sales of goods and services to individuals*
  - Subdivision, rezoning and development agreement revenues were less than anticipated due to lower development activity in 2020.
- *Other revenue from own sources*
  - Development permits have exceeded budget expectations.
- *Earnings & benefits*
  - Unbudgeted staff adjustments.
- *General services - contracted*
  - Conference expenses were less than anticipated due to pandemic related cancellations.

## Economic Development

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<b>Total Revenue</b>	-	-	-	<b>0%</b>	<b>0%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	21,910	2,916	(18,994)	13%	13%
<i>PURCHASES FR OTHER GOV &amp; AGENCIES</i>	50,000	81,812	31,812	164%	164%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	1,260	427	(833)	34%	34%
<b>Total Expense</b>	<b>73,170</b>	<b>85,155</b>	<b>11,985</b>	<b>116%</b>	<b>116%</b>
<b>Surplus/(Deficit)</b>	<b>(73,170)</b>	<b>(85,155)</b>	<b>(11,985)</b>	<b>116%</b>	<b>116%</b>

### Variances

- *General services - contracted*
  - Expenses related to courses and conferences were less than anticipated due to pandemic related cancellations.
- *Purchases from other gov & agencies*
  - Unanticipated increase in the shareholder contributions for Edmonton Global.

# PLANNING AND DEVELOPMENT

## Regional and Long Range Planning

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	-	70,000	70,000	0%	0%
<b>Total Revenue</b>	<b>-</b>	<b>70,000</b>	<b>70,000</b>	<b>0%</b>	<b>0%</b>
EARNINGS & BENEFITS	698,032	709,658	11,626	102%	102%
GENERAL SERVICES-CONTRACTED	13,617	78,612	64,995	577%	577%
PURCHASES FR OTHER GOV & AGENCIES	49,000	48,782	(218)	100%	100%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,110	119	(991)	11%	11%
<b>Total Expense</b>	<b>761,759</b>	<b>837,170</b>	<b>75,411</b>	<b>110%</b>	<b>110%</b>
<b>Surplus/(Deficit)</b>	<b>(761,759)</b>	<b>(767,170)</b>	<b>(5,411)</b>	<b>101%</b>	<b>101%</b>

### Variances

- *Conditional grants from other gov*
  - Unbudgeted grant received for the business retention and expansion feasibility study.
- *General services - contracted*
  - Unbudgeted consulting expenses related to the business retention and expansion feasibility study.

## Safety Codes

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	6,000	4,064	(1,936)	68%	68%
OTHER REVENUE FROM OWN SOURCES	628,182	691,713	63,531	110%	110%
<b>Total Revenue</b>	<b>634,182</b>	<b>695,777</b>	<b>61,595</b>	<b>110%</b>	<b>110%</b>
EARNINGS & BENEFITS	1,181,267	1,180,933	(334)	100%	100%
GENERAL SERVICES-CONTRACTED	116,980	63,832	(53,148)	55%	55%
GOODS,SUPPLIES & MATERIALS PURCHASED	4,210	1,057	(3,153)	25%	25%
<b>Total Expense</b>	<b>1,302,457</b>	<b>1,245,821</b>	<b>(56,636)</b>	<b>96%</b>	<b>96%</b>
<b>Surplus/(Deficit)</b>	<b>(668,275)</b>	<b>(550,044)</b>	<b>118,231</b>	<b>82%</b>	<b>82%</b>

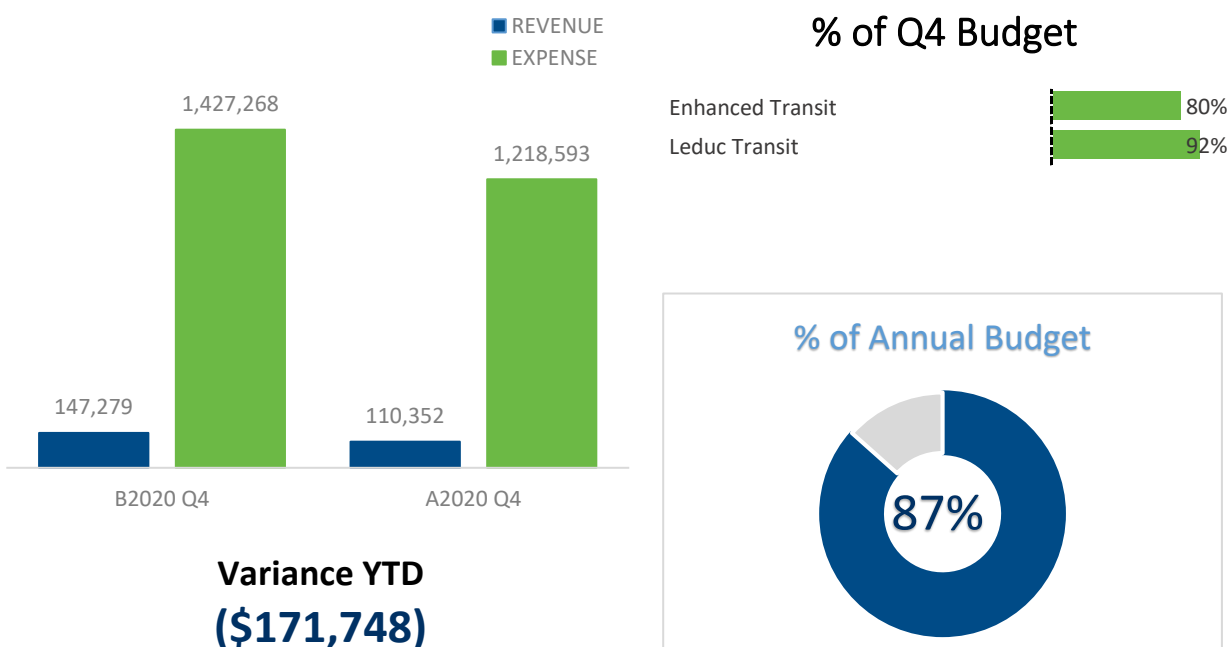
### Variances

- *Other revenue from own sources*
  - Building, electrical, plumbing, gas and private sewage permit revenue have been higher than anticipated due to a higher number of permit applications than expected.
- *General services - contracted*
  - Contracted safety codes officer services were cancelled as a result of the pandemic.
  - Registrations and subsistence for courses and conferences were less than anticipated due to pandemic related cancellations.

# PUBLIC TRANSIT

## Q4 - 2020 Financial Reporting

Department Head: Rick Thomas



### Enhanced Transit

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
<b>Total Revenue</b>	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	268,843	121,290	(147,553)	45%	45%
PURCHASES FR OTHER GOV & AGENCIES	268,843	307,727	38,884	114%	114%
<b>Total Expense</b>	<b>537,686</b>	<b>429,017</b>	<b>(108,669)</b>	<b>80%</b>	<b>80%</b>
<b>Surplus/(Deficit)</b>	<b>(537,686)</b>	<b>(429,017)</b>	<b>108,669</b>	<b>80%</b>	<b>80%</b>

#### Variances

- *General services - contracted*
  - EIA transit service was reduced to on-demand service due to the pandemic and corresponding reduction in ridership.
- *Purchases fr other gov & agencies*
  - Route 747 transit services were not reduced by Edmonton Transit Services (ETS) during the pandemic. However, there was a reduction in ridership and revenues.

# PUBLIC TRANSIT

## Q4 - 2020 Financial Reporting

### Leduc Transit

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO OTHER GOV</i>	137,279	70,901	(66,378)	52%	52%
<i>SALES OF GOODS &amp; SVS TO INDIVIDUALS</i>	10,000	9,498	(502)	95%	95%
<i>CONDITIONAL GRANTS FR OTHER GOV</i>	-	29,953	29,953	0%	0%
<b><i>Total Revenue</i></b>	<b>147,279</b>	<b>110,352</b>	<b>(36,927)</b>	<b>75%</b>	<b>75%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	25	22	(3)	87%	87%
<i>PURCHASES FR OTHER GOV &amp; AGENCIES</i>	725,259	625,091	(100,168)	86%	86%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	1,000	1,195	195	120%	120%
<i>RESERVES,TRANSFERS &amp; GRANTS</i>	163,198	163,198	-	100%	100%
<i>FINANCIAL SERVICE CHARGES</i>	100	70	(30)	70%	70%
<b><i>Total Expense</i></b>	<b>889,582</b>	<b>789,576</b>	<b>(100,006)</b>	<b>89%</b>	<b>89%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(742,303)</b>	<b>(679,224)</b>	<b>63,079</b>	<b>92%</b>	<b>92%</b>

### Variances

- *Sale of goods & svcs to other gov*
  - Revenues are down due to free transit during Q2.
  - Reduced ridership as a result of the pandemic.
- *Conditional grants fr other gov*
  - Leduc County's share of the Municipal Operating Support Transfer (MOST) transit grant received by the City of Leduc was unbudgeted.
- *Purchases fr other gov & agencies*
  - Reduced transit service during the pandemic resulted in less expenditures.



## **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

<b>Goal 1</b>	<b>Strategic Priority – Enhanced Transportation Systems</b> Improve Leduc County's transportation networks.
<b>Goal 2</b>	<b>Strategic Priority – Enhanced Transportation Systems</b> Ensure the safety of customers travelling in and around Leduc County.
<b>Goal 3</b>	<b>Strategic Priority – Economic Development</b> Develop and implement a fiscally responsible service area expansion option for rural water and wastewater.
<b>Goal 4</b>	<b>Strategic Priority – Economic Development</b> Investigate alternative strategies to maintain affordable Leduc County utility rates and/or maintenance.
<b>Goal 5</b>	<b>Strategic Priority – Regional Leadership</b> Relationships with other municipalities are maintained and strengthened.
<b>Goal 6</b>	Ensure that Leduc County stormwater collection and treatment facilities meet the conditions of their approvals.

## 3: Department Highlights

- The 2021 road programs reviewed and approved by the Public Works Committee and Council.
- Completed the design for the Nisku Spine Road between 18 Avenue and Airport Road.
- Completed the 2020 Rural Road Initiative program.
- Completed the New Sarepta lift station design and tender.
- Inflow and infiltration analysis completed and submitted to the Alberta Capital Region Wastewater Commission.

## 4: Action Plan

### Goal 1

Improve Leduc County's transportation networks.

#### Strategy 1.1

Develop and implement a transportation master plan.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Dec. 31 2020</b>	<b>Identified deliverables with status update</b>
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"> <li>• The RFP was issued on February 4.</li> <li>• The RFP closed February 26.</li> <li>• Award was delayed; project was awarded on July 24.</li> <li>• Project has commenced.</li> </ul>
Complete transportation master plan.	Q4 2020		Transportation master plan approved by council. <ul style="list-style-type: none"> <li>• This initiative is included in the 2021 Engineering operational plan and will be completed in 2021.</li> </ul>

### Strategy 1.2

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

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Monitor and report on dust suppression trials (after one year, project implemented in 2019).	Q3 2020		Initial report on the effectiveness of the dust suppression trials. <ul style="list-style-type: none"><li>Project is complete and results were presented at the September Public Works Committee (PWC) meeting.</li></ul>
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"><li>Completed test section in July.</li></ul>
Continue year two of the Rural Road Initiative program.	Q4 2020		Improved road network rating. <ul style="list-style-type: none"><li>Projects identified for 2020 program.</li><li>Completed program in September.</li></ul>
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"><li>Fifteen miles roadside brushing complete.</li><li>Three intersection quadrants completed.</li><li>Pause in brushing program due to <i>Migratory Bird Act</i>.</li><li>Staff training underway for continuation of program in Q1 2021.</li></ul>
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. <ul style="list-style-type: none"><li>Administration unable to get updated data from RCMP.</li></ul>

### Strategy 1.3

Develop and implement a quality assurance program for road maintenance.

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Continue with a grader operator audit and training process.	Q4 2020		More consistent gravel road maintenance across the municipality. <ul style="list-style-type: none"><li>70% of targeted staff complete, final 30% to be completed in 2021.</li><li>Seven operators and one foreman have completed training – program completed for 2020.</li></ul>

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"> <li>Research phase of this initiative has been impacted by the pandemic and has not yet been initiated as planned.</li> <li>Organizational review of all AVL and GIS as part of corporate strategy 2021/2022.</li> </ul>
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#### Strategy 1.4

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

Actions	Target dates	Status at Dec. 31 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"> <li>Presented information to PWC in August.</li> <li>Draft program presented at September PWC.</li> <li>Final program approved by Council via budget deliberations.</li> </ul>

#### Strategy 1.5

Continue with cross training and succession planning.

Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Continue to provide equipment training to staff to allow advancement in the organization and build a multi-skilled workforce.	Q4 2020		Train two staff on new pieces of equipment. <ul style="list-style-type: none"> <li>New utility worker training underway.</li> <li>New truck driver was trained under our training program.</li> <li>Two additional staff being trained on heavy equipment.</li> </ul>

### 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 Dec. 31 2020	Identified deliverables with status update
Monitor and report on data collected by the electronic speed signs.	Q1 2020		Report on the effectiveness of the electronic speed signs.

			<ul style="list-style-type: none"> <li>Monitoring data.</li> <li>Access given to Enforcement Services to speed data and training provided to obtain and interpret data.</li> <li>Report presented to January 2020 PWC as information.</li> <li>Access provided to Enforcement Services given for hotspots and times.</li> </ul>
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### 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 Dec. 31 2020	Identified deliverables with status update
Support community initiatives for smaller scale water/wastewater treatment and servicing options for the higher density rural areas.	Q4 2020		Options for water and wastewater treatment and servicing. <ul style="list-style-type: none"> <li>Assisting Wildland Meadows with utility systems.</li> <li>Administration arranging a meeting with Minister of Environment and local Members of Legislative Assembly to discuss Vantage Point communal wastewater issue.</li> <li>Wildand Meadows is investigating the possibility of installing a communal treatment mound; administration will support as necessary.</li> <li>Investigating options to continue to support Vantage Pointe.</li> </ul>
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. <ul style="list-style-type: none"> <li>Report presented on January 15, 2021.</li> </ul>

### 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 Dec. 31 2020	Identified deliverables with status update
Implement phase one of Supervisory Control and Data Acquisition (SCADA) update (Nisku).	Q4 2020		Improve pumping sequencing and communication between the reservoirs to

			reduce pressure fluctuations and reduce electrical costs. Better flow rate and pressure data. <ul style="list-style-type: none"> <li>• System design complete and contractor has been secured.</li> <li>• Project completed in Q1 2021.</li> </ul>
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. <ul style="list-style-type: none"> <li>• Interest from oil companies for using treated wastewater for fracking.</li> <li>• Provided treated wastewater parameters to oil companies for fracking water.</li> <li>• Main issues are regulatory permitting and access to the lagoons.</li> </ul>

## 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 Dec. 31 2020	Identified deliverables with status update
Secure alternative water supply opportunities.	Q3 2020		Alternative water sources. <ul style="list-style-type: none"> <li>• Finalizing agreement with Town of Thorsby.</li> <li>• Amending the agreement and arranging a presentation to their Council.</li> <li>• Change in Town administration has led to delays in completing this project.</li> </ul>

## 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.

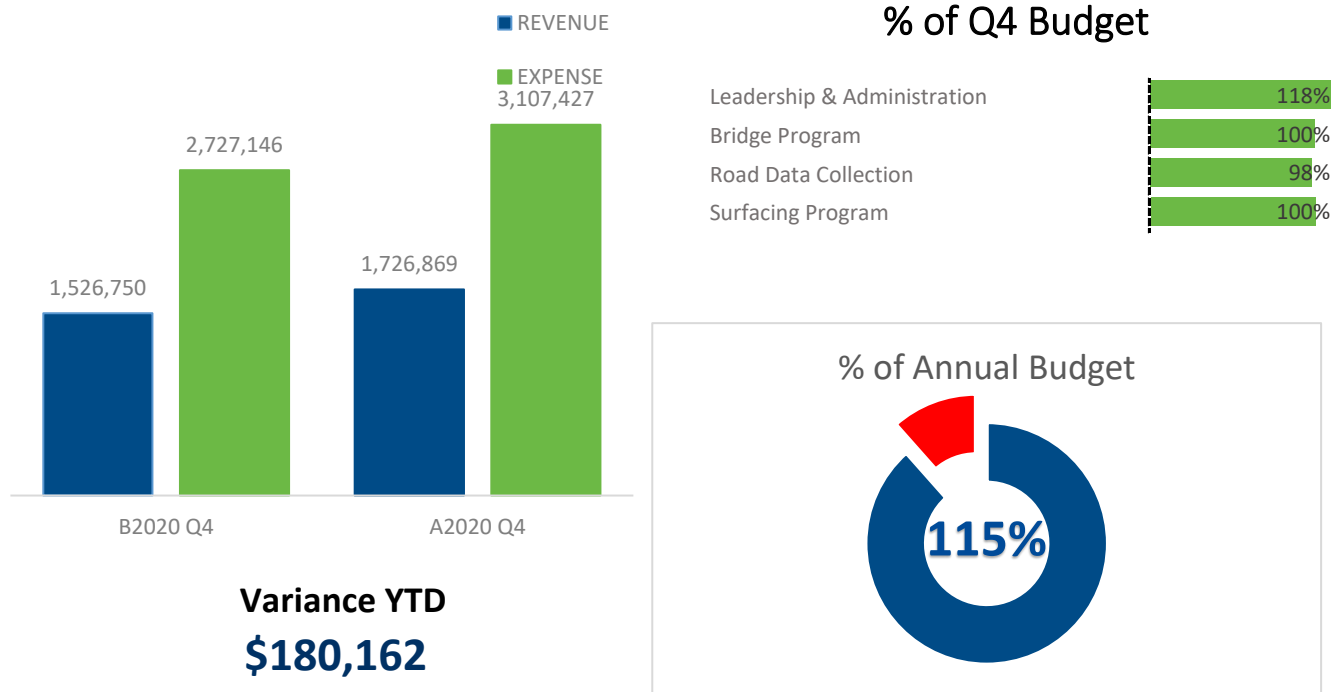
Actions	Target dates	Status at Dec. 31 2020	Identified deliverables with status update
Inventory Storm Water Management Facilities (SWMF).	Q2 2020		Inventory of SMWF completed. <ul style="list-style-type: none"> <li>• Data collection complete and being reviewed.</li> </ul>

Complete storm water quality testing within Nisku Business Park to establish a baseline for storm water parameters.	Q3 2020		<p>Baseline for Nisku storm water parameters.</p> <ul style="list-style-type: none"> <li>• Samples obtained during spring to obtain baseline.</li> <li>• Samples evaluated against appropriate standards for exceedances.</li> </ul>
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# PUBLIC WORKS - ENGINEERING

## Q4- 2020 Financial Reporting

Department Head: Des Mryglod



### Leadership & Administration

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	15,000	15,300	300	102%	102%
OTHER REVENUE FROM OWN SOURCES	55,900	255,719	199,819	457%	457%
OTHER TRANSACTIONS	1,455,850	1,455,850	-	100%	100%
<b>Total Revenue</b>	<b>1,526,750</b>	<b>1,726,869</b>	<b>200,119</b>	<b>113%</b>	<b>113%</b>
EARNINGS & BENEFITS	849,299	835,559	(13,740)	98%	98%
GENERAL SERVICES-CONTRACTED	190,397	320,914	130,518	169%	169%
GOODS,SUPPLIES & MATERIALS PURCHASED	6,600	1,927	(4,673)	29%	29%
RESERVES,TRANSFERS & GRANTS	50,000	319,853	269,853	640%	640%
FINANCIAL SERVICE CHARGES	1,455,850	1,454,625	(1,225)	100%	100%
<b>Total Expense</b>	<b>2,552,146</b>	<b>2,932,878</b>	<b>380,733</b>	<b>115%</b>	<b>115%</b>
<b>Surplus/(Deficit)</b>	<b>(1,025,396)</b>	<b>(1,206,009)</b>	<b>(180,614)</b>	<b>118%</b>	<b>118%</b>

# PUBLIC WORKS - ENGINEERING

## Q4- 2020 Financial Reporting

### Variances

- *Other revenue from own sources*
  - Higher than expected revenues from the community aggregate payment levy due to larger than anticipated hauls.
- *General services - contracted*
  - Council motion 209-20 approved an expense for a utility right of way.
- *Reserves, transfers & grants*
  - Transfers to reserves for the community aggregate payment levy were higher than anticipated due to larger than anticipated hauls.
  - Funds for projects being carried forward to 2021 were transferred to reserves.

### Bridge Program

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<b>Total Revenue</b>	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	60,000	59,755	(245)	100%	100%
<b>Total Expense</b>	<b>60,000</b>	<b>59,755</b>	<b>(245)</b>	<b>100%</b>	<b>100%</b>
<b>Surplus/(Deficit)</b>	<b>(60,000)</b>	<b>(59,755)</b>	<b>245</b>	<b>100%</b>	<b>100%</b>

### Variances

- No significant variances.

### Road Data Collection

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<b>Total Revenue</b>	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	15,000	12,840	(2,160)	86%	86%
GOODS,SUPPLIES & MATERIALS PURCHASED	-	1,825	1,825	0%	0%
<b>Total Expense</b>	<b>15,000</b>	<b>14,665</b>	<b>(335)</b>	<b>98%</b>	<b>98%</b>
<b>Surplus/(Deficit)</b>	<b>(15,000)</b>	<b>(14,665)</b>	<b>335</b>	<b>98%</b>	<b>98%</b>

### Variances

- No significant variances.



# PUBLIC WORKS - ENGINEERING

## Q4- 2020 Financial Reporting

### Surfacing Program

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<b>Total Revenue</b>	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	100,000	91,988	(8,012)	92%	92%
GOODS,SUPPLIES & MATERIALS PURCHASED	-	8,140	8,140	0%	0%
<b>Total Expense</b>	<b>100,000</b>	<b>100,128</b>	<b>128</b>	<b>100%</b>	<b>100%</b>
<b>Surplus/(Deficit)</b>	<b>(100,000)</b>	<b>(100,128)</b>	<b>(128)</b>	<b>100%</b>	<b>100%</b>

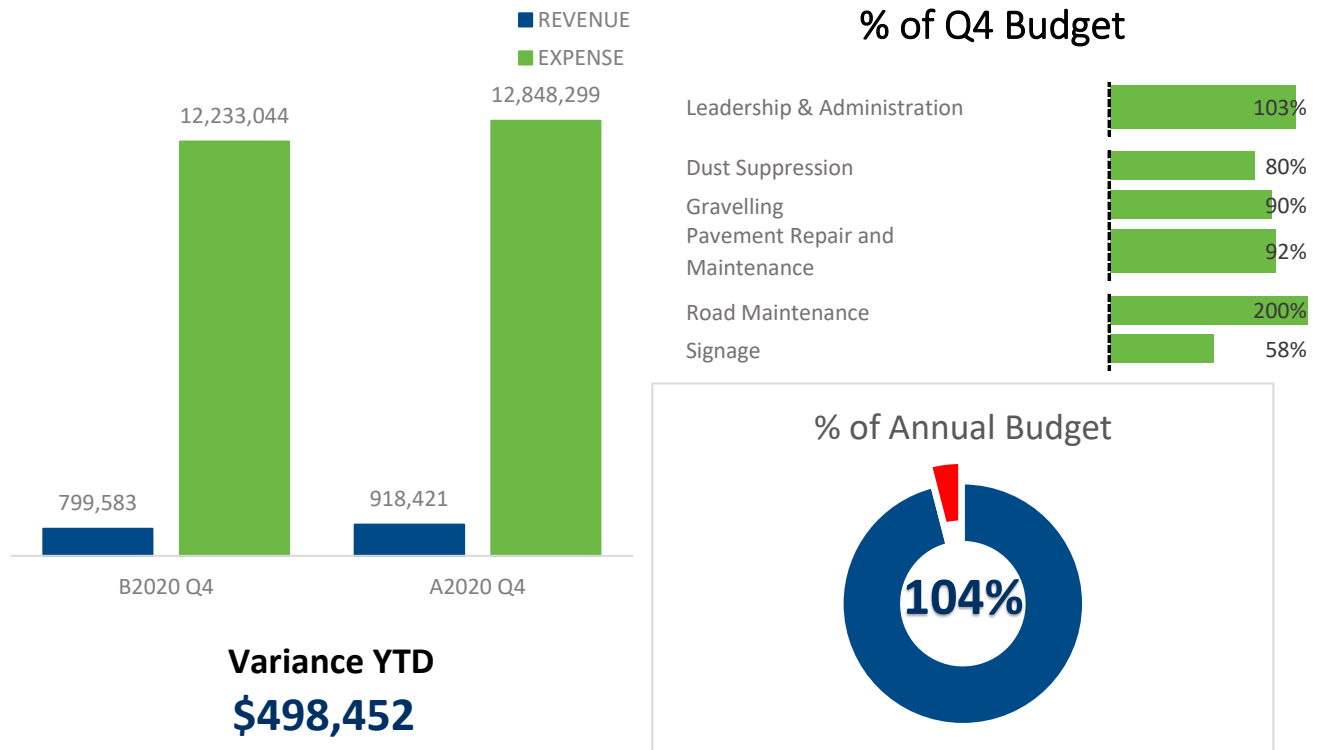
#### Variances

- No significant variances.

# PUBLIC WORKS - ROAD OPERATIONS

## Q4 - 2020 Financial Reporting

Department Head: Garrett Broadbent



### Leadership & Administration

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	33,909	36,254	2,345	107%	107%
SALES OF GOODS & SVS TO INDIVIDUALS	17,500	20,114	2,614	115%	115%
OTHER REVENUE FROM OWN SOURCES	-	59,425	59,425	0%	0%
OTHER TRANSACTIONS	32,000	25,124	(6,876)	79%	79%
<b>Total Revenue</b>	<b>83,409</b>	<b>140,917</b>	<b>57,508</b>	<b>169%</b>	<b>169%</b>
EARNINGS & BENEFITS	3,894,551	3,898,458	3,907	100%	100%
GENERAL SERVICES-CONTRACTED	701,888	811,575	109,686	116%	116%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,422,071	1,560,373	138,302	110%	110%
<b>Total Expense</b>	<b>6,018,510</b>	<b>6,270,406</b>	<b>251,896</b>	<b>104%</b>	<b>104%</b>
<b>Surplus/(Deficit)</b>	<b>(5,935,101)</b>	<b>(6,129,489)</b>	<b>(194,388)</b>	<b>103%</b>	<b>103%</b>

# PUBLIC WORKS - ROAD OPERATIONS

## Q4 - 2020 Financial Reporting

### Variances

- *General services - contracted*
  - Building repairs and insurance premiums were higher than anticipated.
  - Equipment rentals were over budget due to emergency road repairs and culvert cleaning.
  - Equipment repairs were over budget due to several unanticipated equipment breakdowns.
- *Goods, supplies & materials purchased*
  - Equipment and machine parts were over budget due to several unanticipated equipment breakdowns.

### Dust Suppression

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO INDIVIDUALS</i>	218,000	232,138	14,138	106%	106%
<b>Total Revenue</b>	<b>218,000</b>	<b>232,138</b>	<b>14,138</b>	<b>106%</b>	<b>106%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	30,000	26,686	(3,314)	89%	89%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	536,434	484,330	(52,104)	90%	90%
<b>Total Expense</b>	<b>566,434</b>	<b>511,016</b>	<b>(55,418)</b>	<b>90%</b>	<b>90%</b>
<b>Surplus/(Deficit)</b>	<b>(348,434)</b>	<b>(278,878)</b>	<b>69,556</b>	<b>80%</b>	<b>80%</b>

### Variance

- *Goods, supplies & materials purchased*
  - Received approximately 50 less dust suppression applications in 2020 than 2019 which resulted in lower quantities of dust suppression materials purchased.

# PUBLIC WORKS - ROAD OPERATIONS

## Q4 - 2020 Financial Reporting

### Gravelling

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
OTHER REVENUE FROM OWN SOURCES	-	46,233	46,233	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	497,174	497,174	-	100%	100%
<b>Total Revenue</b>	<b>497,174</b>	<b>543,407</b>	<b>46,233</b>	<b>109%</b>	<b>109%</b>
GENERAL SERVICES-CONTRACTED	1,739,100	1,368,348	(370,752)	79%	79%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,761,400	1,864,495	103,095	106%	106%
<b>Total Expense</b>	<b>3,500,500</b>	<b>3,232,842</b>	<b>(267,658)</b>	<b>92%</b>	<b>92%</b>
<b>Surplus/(Deficit)</b>	<b>(3,003,326)</b>	<b>(2,689,435)</b>	<b>313,891</b>	<b>90%</b>	<b>90%</b>

#### Variance

- *Other revenue from own sources*
  - Unanticipated funds received from third parties to repair road damages.
- *General services - contracted*
  - A greater percentage of the gravelling program was completed in December 2019 than anticipated. Therefore less gravelling was required to be completed in 2020 than expected.

### Pavement Repair and Maintenance

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<b>Total Revenue</b>	-	-	-	<b>0%</b>	<b>0%</b>
GENERAL SERVICES-CONTRACTED	1,245,900	1,178,719	(67,181)	95%	95%
GOODS,SUPPLIES & MATERIALS PURCHASED	50,100	10,935	(39,165)	22%	22%
<b>Total Expense</b>	<b>1,296,000</b>	<b>1,189,654</b>	<b>(106,346)</b>	<b>92%</b>	<b>92%</b>
<b>Surplus/(Deficit)</b>	<b>(1,296,000)</b>	<b>(1,189,654)</b>	<b>106,346</b>	<b>92%</b>	<b>92%</b>

#### Variance

- *General services - contracted*
  - Road surfacing major asphalt repairs, line painting and crack sealing were completed under budget.
- *Goods, supplies & materials purchased*
  - Hot mix purchases for major asphalt and pothole repairs were lower than anticipated because the County invested a significant amount into major asphalt repairs in 2020.

# PUBLIC WORKS - ROAD OPERATIONS

## Q4 - 2020 Financial Reporting

### Road Maintenance

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<b>Total Revenue</b>	-	-	-	<b>0%</b>	<b>0%</b>
GENERAL SERVICES-CONTRACTED	358,400	764,793	406,393	213%	213%
GOODS,SUPPLIES & MATERIALS PURCHASED	450,000	855,288	405,288	190%	190%
<b>Total Expense</b>	<b>808,400</b>	<b>1,620,081</b>	<b>811,681</b>	<b>200%</b>	<b>200%</b>
<b>Surplus/(Deficit)</b>	<b>(808,400)</b>	<b>(1,620,081)</b>	<b>(811,681)</b>	<b>200%</b>	<b>200%</b>

#### Variance

- Unexpected road and culvert repairs to the gravel road network in 2020.
- Additional contract grader services, sand, salt and rock chips required in Q1 and Q2 due to higher than anticipated levels of snowfall.

### Signage

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	1,000	1,959	959	196%	196%
<b>Total Revenue</b>	<b>1,000</b>	<b>1,959</b>	<b>959</b>	<b>196%</b>	<b>196%</b>
GOODS,SUPPLIES & MATERIALS PURCHASED	43,200	26,335	(16,865)	61%	61%
<b>Total Expense</b>	<b>43,200</b>	<b>26,335</b>	<b>(16,865)</b>	<b>61%</b>	<b>61%</b>
<b>Surplus/(Deficit)</b>	<b>(42,200)</b>	<b>(24,376)</b>	<b>17,824</b>	<b>58%</b>	<b>58%</b>

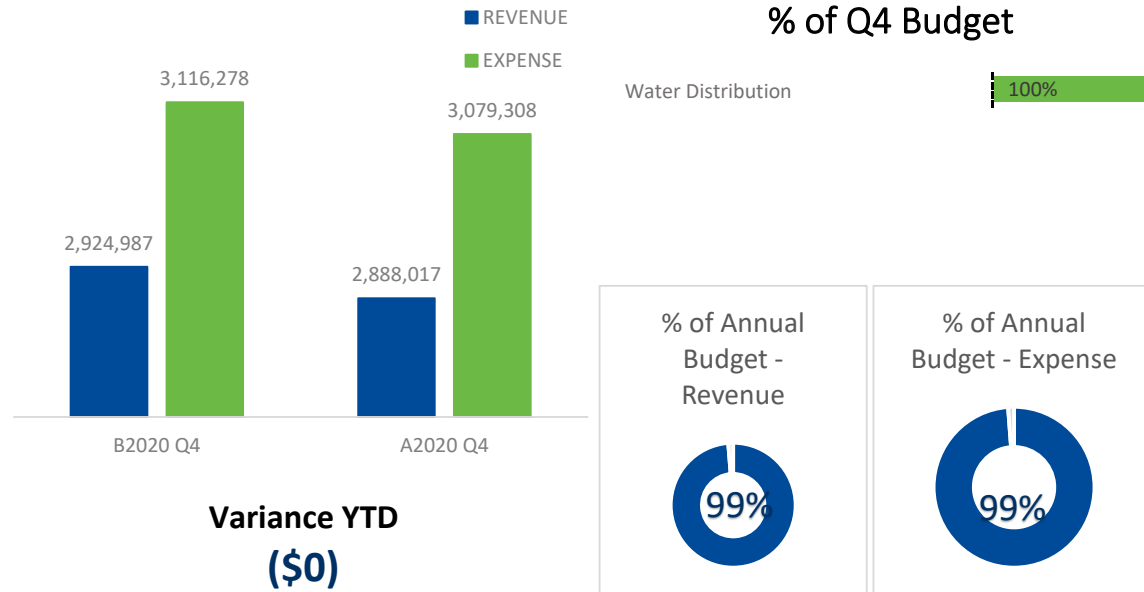
#### Variance

- Less than anticipated sign maintenance and replacement in 2020.

# WATER DISTRIBUTION

## Q4 - 2020 Financial Reporting

Department Head: Des Mryglod



### Water Distribution

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,738,538	2,670,933	(67,605)	98%	98%
OTHER REVENUE FROM OWN SOURCES	36,500	67,135	30,635	184%	184%
OTHER TRANSACTIONS	149,949	149,949	-	100%	100%
<b>Total Revenue</b>	<b>2,924,987</b>	<b>2,888,017</b>	<b>(36,970)</b>	<b>99%</b>	<b>99%</b>
EARNINGS & BENEFITS	406,727	378,999	(27,728)	93%	93%
GENERAL SERVICES-CONTRACTED	440,589	423,036	(17,553)	96%	96%
PURCHASES FR OTHER GOV & AGENCIES	1,171,522	1,119,879	(51,643)	96%	96%
GOODS,SUPPLIES & MATERIALS PURCHASED	190,530	168,600	(21,930)	88%	88%
RESERVES,TRANSFERS & GRANTS	412,524	494,407	81,883	120%	120%
FINANCIAL SERVICE CHARGES	494,386	494,386	-	100%	100%
<b>Total Expense</b>	<b>3,116,278</b>	<b>3,079,308</b>	<b>(36,970)</b>	<b>99%</b>	<b>99%</b>
<b>Surplus/(Deficit)</b>	<b>(191,291)</b>	<b>(191,291)</b>	<b>-</b>	<b>100%</b>	<b>100%</b>

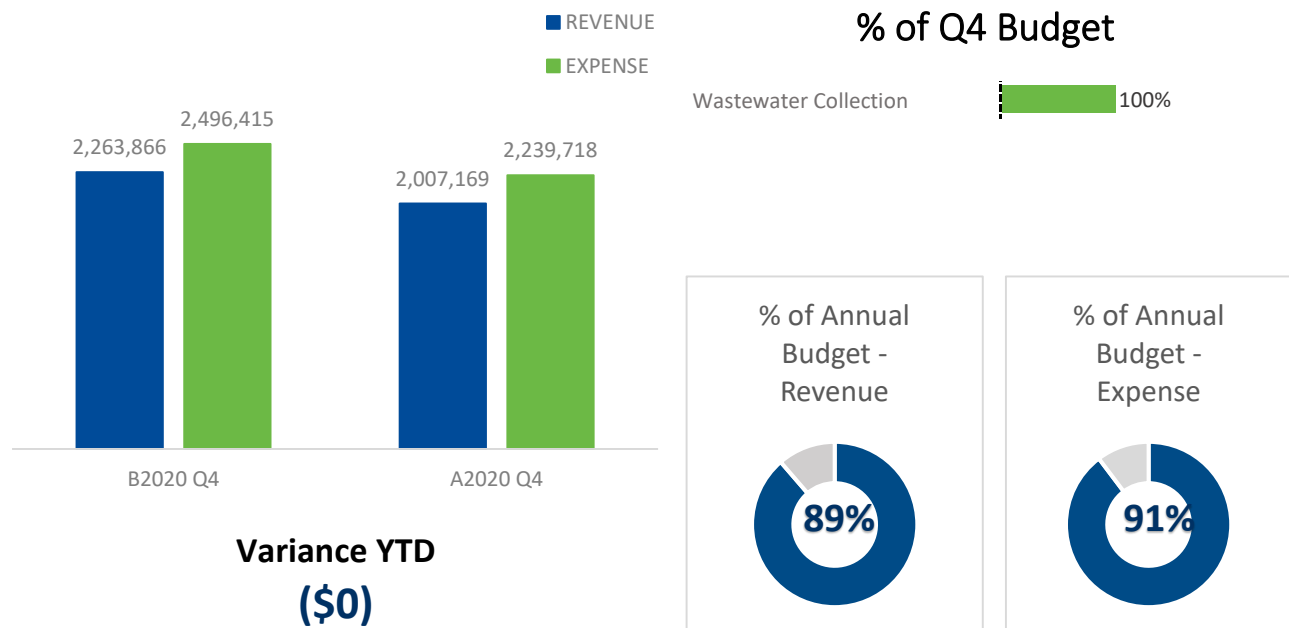
#### Variances

- Due to lower than anticipated consumption, revenues and expenses were less than expected.

# WASTEWATER COLLECTION

## Q4 - 2020 Financial Reporting

Department Head: Des Mryglod



### Wastewater Collection

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,128,113	1,871,301	(256,812)	88%	88%
OTHER REVENUE FROM OWN SOURCES	52,928	57,676	4,748	109%	109%
OTHER TRANSACTIONS	82,825	78,191	(4,634)	94%	94%
<b>Total Revenue</b>	<b>2,263,866</b>	<b>2,007,169</b>	<b>(256,697)</b>	<b>89%</b>	<b>89%</b>
EARNINGS & BENEFITS	303,144	310,551	7,407	102%	102%
GENERAL SERVICES-CONTRACTED	153,491	133,088	(20,403)	87%	87%
PURCHASES FR OTHER GOV & AGENCIES	1,418,064	1,242,387	(175,677)	88%	88%
GOODS,SUPPLIES & MATERIALS PURCHASED	49,684	38,087	(11,597)	77%	77%
RESERVES,TRANSFERS & GRANTS	290,067	233,639	(56,428)	81%	81%
FINANCIAL SERVICE CHARGES	281,965	281,965	-	100%	100%
<b>Total Expense</b>	<b>2,496,415</b>	<b>2,239,718</b>	<b>(256,697)</b>	<b>90%</b>	<b>90%</b>
<b>Surplus/(Deficit)</b>	<b>(232,549)</b>	<b>(232,549)</b>	<b>-</b>	<b>100%</b>	<b>100%</b>

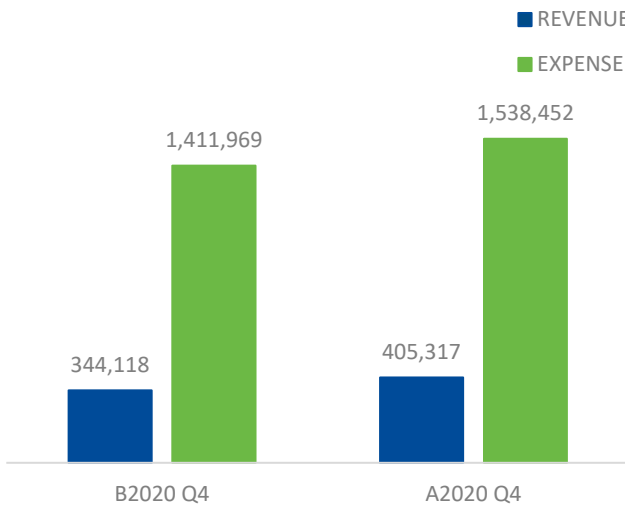
#### Variances

- Due to lower than anticipated consumption, revenues and expenses were less than expected.

# WASTE MANAGEMENT

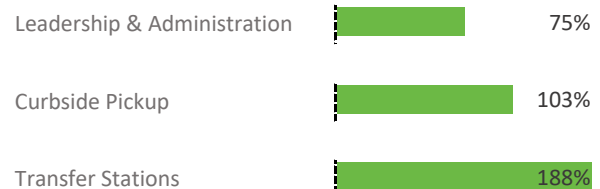
## Q4 - 2020 Financial Reporting

Department Head: Des Mryglod

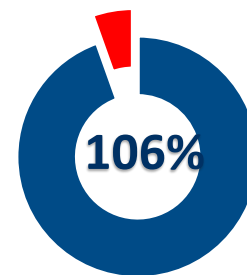


**Variance YTD**  
**\$65,284**

### % of Q4 Budget



### % of Annual Budget



## Leadership & Administration

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	4,830	419	(4,411)	9%	9%
CONDITIONAL GRANTS FR OTHER GOV	230,488	244,417	13,929	106%	106%
<b>Total Revenue</b>	<b>235,318</b>	<b>266,653</b>	<b>31,335</b>	<b>113%</b>	<b>113%</b>
EARNINGS & BENEFITS	394,828	381,747	(13,081)	97%	97%
GENERAL SERVICES-CONTRACTED	43,369	34,453	(8,916)	79%	79%
PURCHASES FR OTHER GOV & AGENCIES	580,624	443,709	(136,915)	76%	76%
GOODS,SUPPLIES & MATERIALS PURCHASED	10,204	2,633	(7,571)	26%	26%
<b>Total Expense</b>	<b>1,029,025</b>	<b>862,542</b>	<b>(166,483)</b>	<b>84%</b>	<b>84%</b>
<b>Surplus/(Deficit)</b>	<b>(793,707)</b>	<b>(595,889)</b>	<b>197,818</b>	<b>75%</b>	<b>75%</b>

### Variances

- 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 under leadership and administration.



# WASTE MANAGEMENT

## Q4 - 2020 Financial Reporting

### Curbside Pickup

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO INDIVIDUALS</i>	103,163	113,177	10,013	110%	110%
<b>Total Revenue</b>	<b>103,163</b>	<b>113,177</b>	<b>10,013</b>	<b>110%</b>	<b>110%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	77,237	85,697	8,460	111%	111%
<b>Total Expense</b>	<b>77,237</b>	<b>86,377</b>	<b>9,140</b>	<b>112%</b>	<b>112%</b>
<b>Surplus/(Deficit)</b>	<b>25,926</b>	<b>26,799</b>	<b>873</b>	<b>103%</b>	<b>103%</b>

#### Variances

- No significant variances.

### Transfer Stations

<i>Account</i>	<i>Budget 2020</i>	<i>A2020 Q4</i>	<i>Variance (\$)</i>	<i>% of Q4 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS &amp; SVS TO OTHER GOV</i>	5,000	17,600	12,600	352%	352%
<i>OTHER REVENUE FROM OWN SOURCES</i>	637	7,888	7,251	1238%	1238%
<b>Total Revenue</b>	<b>5,637</b>	<b>25,488</b>	<b>19,851</b>	<b>452%</b>	<b>452%</b>
<i>GENERAL SERVICES-CONTRACTED</i>	305,707	379,489	73,782	124%	124%
<i>PURCHASES FR OTHER GOV &amp; AGENCIES</i>	-	198,678	198,678	0%	0%
<i>GOODS,SUPPLIES &amp; MATERIALS PURCHASED</i>	-	11,365	11,365	0%	0%
<b>Total Expense</b>	<b>305,707</b>	<b>589,532</b>	<b>283,825</b>	<b>193%</b>	<b>193%</b>
<b>Surplus/(Deficit)</b>	<b>(300,070)</b>	<b>(564,044)</b>	<b>(263,974)</b>	<b>188%</b>	<b>188%</b>

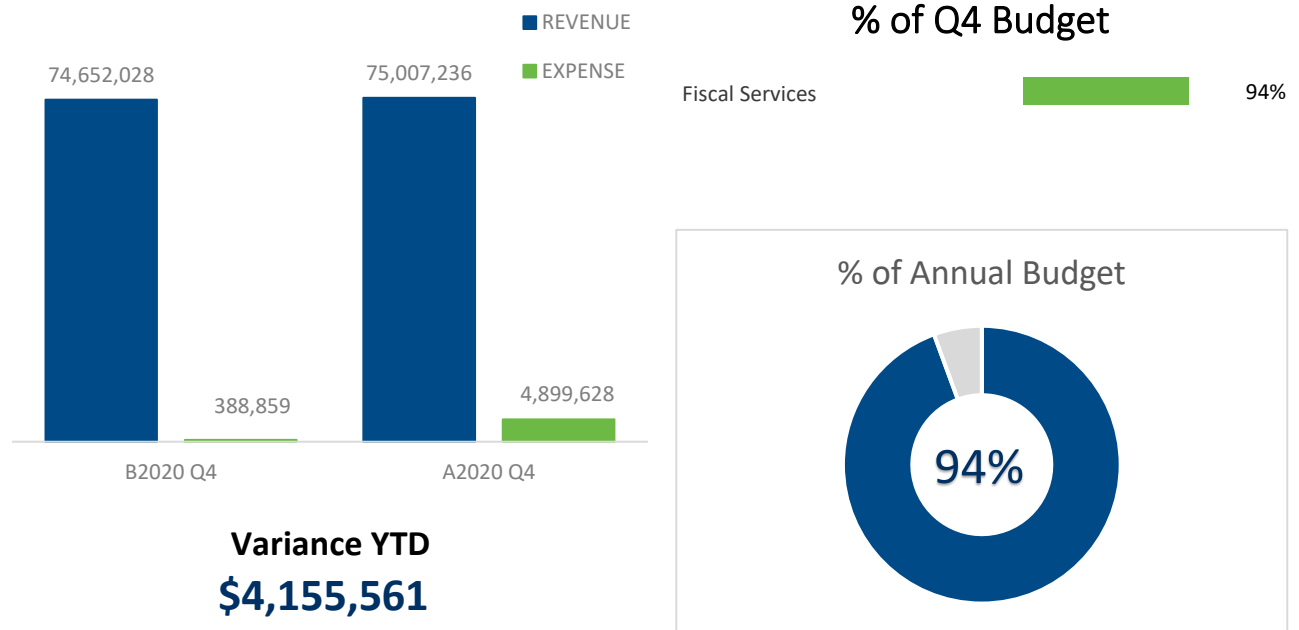
#### Variances

- *Sales of goods & svcs to other gov*
  - Transfer station access card sales were higher than anticipated.
- *General services - contracted*
  - To align with service level costing, publications, telephone and repairs to buildings were been moved to transfer stations. However, the budget remains under leadership and administration.
- *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 under leadership and administration.

# FISCAL SERVICES

## Q4 - 2020 Financial Reporting

Department Head: Natasha Wice



### Fiscal Services

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
TAXES	73,095,126	73,037,110	(58,016)	100%	100%
TAXES-GRANT IN LIEU	95,601	117,249	21,648	123%	123%
OTHER REVENUE FROM OWN SOURCES	1,102,905	1,714,599	611,694	155%	155%
UNCONDITIONAL GRANTS FR OTHER GOV	93,560	99,752	6,192	107%	107%
OTHER TRANSACTIONS	264,836	38,527	(226,309)	15%	15%
<b>Total Revenue</b>	<b>74,652,028</b>	<b>75,007,236</b>	<b>355,208</b>	<b>100%</b>	<b>100%</b>
RESERVES, TRANSFERS & GRANTS	254,361	4,954,361	4,700,000	1948%	1948%
FINANCIAL SERVICE CHARGES	264,836	264,492	(344)	100%	100%
OTHER TRANSACTIONS-GENERAL	(130,338)	(319,225)	(188,887)	245%	245%
<b>Total Expense</b>	<b>388,859</b>	<b>4,899,628</b>	<b>4,510,769</b>	<b>1260%</b>	<b>1260%</b>
<b>Surplus/(Deficit)</b>	<b>74,263,169</b>	<b>70,107,608</b>	<b>(4,155,561)</b>	<b>94%</b>	<b>94%</b>

#### Variances

- Other revenue from own sources
  - Investment revenue is higher than anticipated due to unbudgeted gains on the sale of investments.
  - Penalty interest revenue higher than anticipated.

# FISCAL SERVICES

## Q4 - 2020 Financial Reporting

Department Head: Natasha Wice

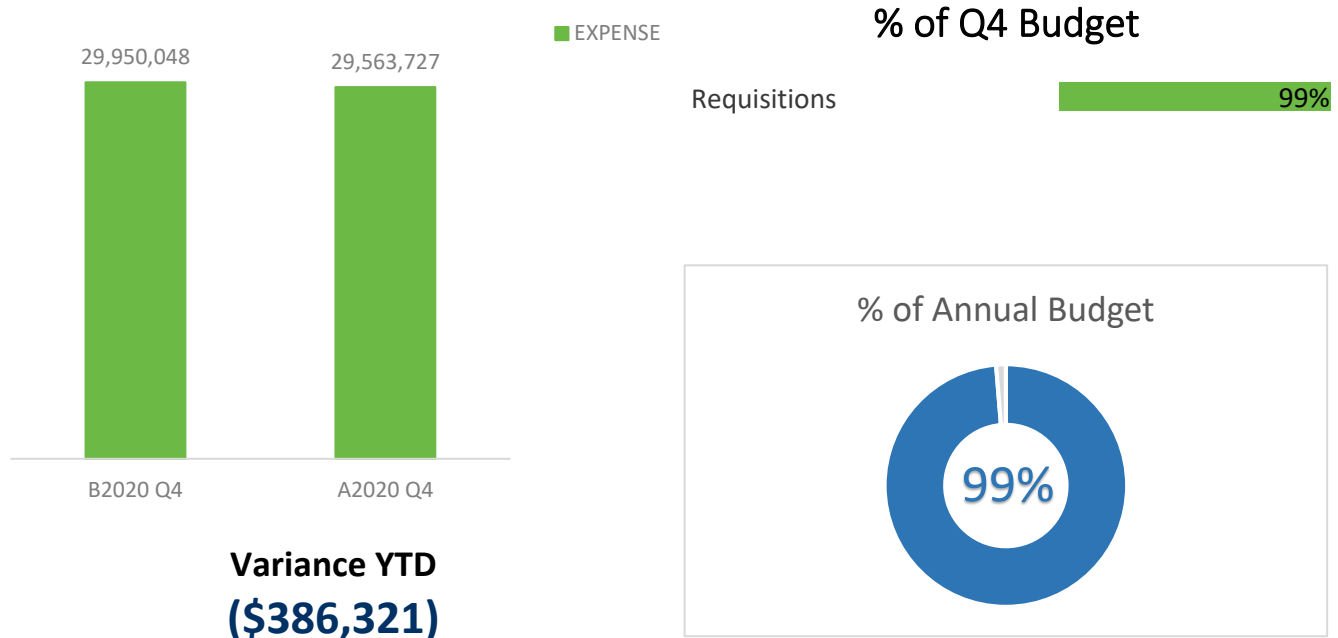
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- *Other transactions - general*
  - Variance due to unbudgeted over/under transactions associated with requisitions.
- *Reserves, transfers & grants*
  - Council motion 55-21 transferred funds to reserves.
- *Other transactions - general*
  - Variance due to unbudgeted over/under transactions associated with requisitions.

# REQUISITIONS EXPENDITURES

## Q4 - 2020 Financial Reporting

Department Head: Natasha Wice



### Requisitions

Account	Budget 2020	A2020 Q4	Variance (\$)	% of Q4 Budget	% of Total Budget
<b>Total Revenue</b>	-	-	-	0%	0%
RESERVES, TRANSFERS & GRANTS	29,950,048	29,563,727	(386,321)	99%	99%
<b>Total Expense</b>	<b>29,950,048</b>	<b>29,563,727</b>	<b>(386,321)</b>	<b>99%</b>	<b>99%</b>
<b>Surplus/(Deficit)</b>	<b>(29,950,048)</b>	<b>(29,563,727)</b>	<b>386,321</b>	<b>99%</b>	<b>99%</b>

#### Variances

- The cost share payment was less than anticipated.



## 2020 Major Project and Capital Project Plan - Quarter 4 Funding & Expenditures Summary

Major Project and Capital Project Summary	Budget	Actual	Variance
Total	21,795,390	15,373,093	6,422,297
<b>Total Expenditures</b>	<b>21,795,390</b>	<b>15,373,093</b>	<b>6,422,297</b>

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>			
Tax - General	4,635,560	3,031,307	1,604,253
<b>Grants</b>			
Fire Service Training Program (FSEPP)	27,335	27,335	-
Municipal Sustainability Initiative (MSI) Capital	7,296,826	6,726,548	570,278
Gas Tax Fund (GTF)	1,000,000	980,125	19,875
Strategic Transportation Infrastructure Program (STIP)	163,696	140,075	23,621
<b>Fees &amp; Rates</b>			
Utility Rate User Pay	43,000	48,094	(5,094)
<b>Other</b>			
Sale/Trade-In	285,500	245,207	40,293
Reserve	1,187,386	1,068,837	118,549
Others - Offsite Levy	72,522	10,071	62,451
<b>Total Funding</b>	<b>14,711,825</b>	<b>12,277,599</b>	<b>2,434,226</b>

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>			
Tax - General	373,626	47,875	325,751
<b>Grants</b>			
Municipal Sustainability Initiative (MSI) Capital	1,059,306	431,463	627,843
Gas Tax Fund (GTF)	500,000	92,174	407,826
Strategic Transportation Infrastructure Program (STIP)	301,879	20,539	281,340
Western Economic Diversification Canada Grant	143,000	123,092	19,908
<b>Other</b>			
Debenture	1,700,000	1,700,000	-
Sale/Trade-In	31,872	-	31,872
Reserve	2,973,882	680,350	2,293,532
<b>Total Funding</b>	<b>7,083,565</b>	<b>3,095,493</b>	<b>3,988,072</b>



## 2020 Major Project Plan - Quarter 4 Funding & Expenditures Summary

Major Project Summary	Budget	Actual	Variance
Final approved budget	2,360,554	1,392,119	968,435
Approved after final budget	(60,628)	(60,628)	-
<b>Total 2020 approved projects</b>	<b>2,299,926</b>	<b>1,331,491</b>	<b>968,435</b>

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>			
Tax - General	1,174,161	774,034	400,127
<b>Grants</b>			
Fire Service Training Program (FSEPP)	27,335	27,335	-
<b>Fees &amp; Rates</b>			
Utility Rate User Pay	43,000	42,755	245
<b>Other</b>			
Reserve	295,156	245,809	49,347
<b>Total Funding</b>	<b>1,539,652</b>	<b>1,089,933</b>	<b>449,719</b>

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>			
Tax - General	150,000	3,814	146,186
<b>Grants</b>			
Western Economic Diversification Canada Grant	143,000	123,092	19,908
<b>Other</b>			
Reserve	467,274	114,652	352,622
<b>Total Funding</b>	<b>760,274</b>	<b>241,557</b>	<b>518,717</b>



## 2020 Major Project Plan Quarter 4 Reporting

Project Name	2020 Final Budget	Actual Total Expense as at December 31, 2020	Total Cost Variance	Project Status	Variance Explanation
Wet Weather Flow Management Plan - Nisku Wastewater Collection	\$ 47,000	\$ 42,786.73	\$ 4,213	Complete	Project completed and under budget.
Cyber Security Mitigation	\$ 60,000	\$ 18,965.79	\$ 41,034	Complete	Project completed and under budget.
Beaumont Aquafit Contribution	\$ 500,000	\$ 500,000.00	\$ -	Complete	Project completed and under budget.
Recreation Cost Share Capital Contributions	\$ 450,000	\$ 188,100.00	\$ 261,900	Complete	Project completed and under budget.
Building Lifecycle Maintenance	\$ 15,689	\$ 15,689.00	\$ -	Complete	Project completed and under budget.
IT Strategic Plan - Year 1 Recommendations	\$ 100,000	\$ 15,810.27	\$ 84,190	Complete	Utilized the Records Coordinator to complete the Records and Digital Information plan in house. Utilized internal IT staff to document and create our architecture and standards. New IT Ticket system was less than anticipated. Reallocated \$60,628 to purchase a financial software server.
Nisku Fire Station Lighting Upgrades	\$ 39,100	\$ 35,732.50	\$ 3,368	Complete	Project completed and under budget.
Warburg EMS Trailer Renovation	\$ 35,000	\$ 25,684.24	\$ 9,316	Complete	Project completed and under budget.
Nisku East Water Reservoir Wastewater Disposal Improvement	\$ 43,000	\$ 42,753.24	\$ 247	Complete	Project completed and under budget.
Grader Operator Training	\$ 35,000	\$ 34,680.00	\$ 320	Complete	Project completed and under budget.
Transportation Master Plan	\$ 200,000	\$ -	\$ 200,000	Carried Forward	The project has been awarded, however, was delayed due to uncertainty related to public consultation and the impact from the pandemic.
Kavanagh Landfill Reclamation	\$ 21,900	\$ 21,817.09	\$ 83	Complete	Project completed and under budget.
2018 - 19 Fire Service Training Program	\$ 27,335	\$ 27,335.00	\$ -	Complete	Remaining grant funds returned to Alberta Government in August 2020.
Facility Security Upgrades	\$ 45,390	\$ 44,689.54	\$ 700	Complete	Project completed and under budget.
Greater Nisku Major Area Structure Plan (GNMASP)	\$ 12,000	\$ 500.00	\$ 11,500	Carried Forward	Project is in the second draft form and will be completed in Q2 2021.
Investment Readiness and Implementation Strategy (IRIS)	\$ 158,000	\$ 141,906.00	\$ 16,094	Carried Forward	Phase I is completed, and phase II has started. Background work is in progress.
Southern Country Residential Area Structure Plan (SCRASP)	\$ 133,458	\$ 68,439.17	\$ 65,019	Carried Forward	Project is on schedule, 50% of background reports complete and public engineering has started.
Nisku Area Redevelopment Plan (Nisku ARP)	\$ 29,750	\$ 14,222.50	\$ 15,528	Carried Forward	Consultant has been hired and background work has started.
Asset Management	\$ 62,066	\$ 7,440.00	\$ 54,626	Carried Forward	Asset management work is being done primarily by internal staff which results in this variance.
Regional Fire Services Framework	\$ 122,000	\$ -	\$ 122,000	Carried Forward	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 has been completed, 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 Q2 2021.
Warburg Arena Phase I Contribution	\$ 62,000	\$ 22,501.90	\$ 39,498	Complete	Project completed and under budget.
Clearwater Creek License Cleanout	\$ 25,000	\$ 9,050.00	\$ 15,950	Carried Forward	
Sewer Infiltration and Inflow Assessment - Nisku Wastewater Collection	\$ 27,385	\$ 27,385.00	\$ -	Complete	Project completed and under budget.
Social Services Framework	\$ 2,670	\$ 2,670.00	\$ -	Complete	Project completed and under budget.
Leduc County Branding	\$ 18,000	\$ -	\$ 18,000	Carried Forward	
Building Lifecycle Maintenance	\$ 66,811	\$ 66,811.00	\$ -	Complete	Project completed and under budget.
Employee Compensation Review	\$ 22,000	\$ 17,150.00	\$ 4,850	Complete	Project completed and under budget.
<b>2020 total final approved major projects</b>	<b>\$ 2,360,554</b>	<b>\$ 1,392,118.97</b>	<b>\$ 968,435</b>		

Project Name	2020 Final Budget	Actual Total Expense as at December 31, 2020	Total Cost Variance	Project Status	Variance Explanation
<b>Changes after final budget approved</b>					
IT Strategic Plan - Year 1 Recommendations	\$ (60,628)	\$ (60,628)	\$ -	Complete	Council motion 229-20 - Council approved that the allocation of \$60,628 in savings from 2020-MP-006 IT Strategic Plan to be used to replace the server hardware for financial management system (Serenic).
<b>Total changes after final budget approved</b>	<b>\$ (60,628)</b>	<b>\$ (60,628)</b>	<b>\$ -</b>		
<b>Total 2020 major projects</b>	<b>\$ 2,299,926</b>	<b>\$ 1,331,491</b>	<b>\$ 968,435</b>		

**Project Status:**

	Project carried forward to 2021
	Project completed and under budget
	Project completed and over budget





## 2020 Capital Project Plan - Quarter 4 Funding & Expenditures Summary

Capital Project Summary		Budget	Actual	Variance
	Final approved budget - other capital projects	5,451,024	4,616,019	835,005
	Final approved budget - road program	10,878,001	8,047,347	2,830,654
	Final approved budget - bridge program	1,280,811	777,477	503,334
	Approved after final budget	1,885,628	600,759	1,284,869
<b>Total 2020 approved projects</b>		<b>19,495,464</b>	<b>14,041,602</b>	<b>5,453,862</b>

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
	Tax - General	3,461,399	2,257,273	1,204,126
<b>Grants</b>				
	Municipal Sustainability Initiative (MSI) Capital	7,296,826	6,726,548	570,278
	Gas Tax Fund (GTF)	1,000,000	980,125	19,875
	Strategic Transportation Infrastructure Program (STIP)	163,696	140,075	23,621
<b>Fees &amp; Rates</b>				
	Utility Rate User Pay	-	5,339	(5,339)
<b>Other</b>				
	Sale/Trade-In	285,500	245,207	40,293
	Reserve	892,230	823,028	69,202
	Others - Offsite Levy	72,522	10,071	62,451
<b>Total Funding</b>		<b>13,172,173</b>	<b>11,187,666</b>	<b>1,984,507</b>

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
	Tax - General	223,626	44,061	179,565
<b>Grants</b>				
	Municipal Sustainability Initiative (MSI) Capital	1,059,306	431,463	627,843
	Gas Tax Fund (GTF)	500,000	92,174	407,826
	Strategic Transportation Infrastructure Program (STIP)	301,879	20,539	281,340
<b>Other</b>				
	Debenture	1,700,000	1,700,000	-
	Reserve	2,506,608	565,699	1,940,909
	Sale/Trade-In	31,872	-	31,872
<b>Total Funding</b>		<b>6,323,291</b>	<b>2,853,936</b>	<b>3,469,355</b>



## 2020 Capital Project Plan Quarter 4 Reporting

Project Name	2020 Final Budget	Actual Total Expense as at December 31, 2020	Total Cost Variance	Project Status	Variance Explanation
Nisku Septage Receiving Station Improvement - Engineering	\$ 40,000	\$ 29,657.25	\$ 10,343	Carried Forward	Document review, geotechnical investigation, land survey, and preliminary design completed. Detailed design and tender development underway.
New Sarepta Lift Station - Engineering	\$ 60,000	\$ 57,511.71	\$ 2,488	Complete	Project completed and under budget.
Purchase New Aerial Apparatus - Replace U23-199	\$ 872,124	\$ 869,499.67	\$ 2,624	Complete	Project completed and under budget.
Purchase New Trailer - Replace U737	\$ 10,000	\$ 9,645.00	\$ 355	Complete	Project completed and under budget.
Purchase New Trailer - Replace U7318	\$ 10,500	\$ 10,970.95	\$ (471)	Complete	
Motor Grader Replacement - Replace U2300	\$ 470,000	\$ 470,000.00	\$ -	Complete	Project completed and under budget.
Purchase New Truck - Old Unit 170 to be Retained in Enforcement	\$ 50,000	\$ 33,225.13	\$ 16,775	Complete	Project completed and under budget.
Purchase New Light Truck - Replace U1190	\$ 40,000	\$ 38,041.00	\$ 1,959	Complete	Project completed and under budget.
Purchase New Light Truck - Replace U1510	\$ 40,000	\$ 32,735.00	\$ 7,265	Complete	Project completed and under budget.
Purchase New Light Truck - Replace U1630	\$ 58,000	\$ 37,215.00	\$ 20,785	Carried Forward	Project delayed due to GM factory shut down as a result of the pandemic. Truck will be delivered in Q4. Old unit will be sold in 2021.
Utilities SCADA Upgrade	\$ 347,800	\$ 255,038.32	\$ 92,762	Carried Forward	Council Motion 158-20 approved additional funds in the amount of \$27,800 from Capital Wastewater Reserve for this project. Design completed, construction and programming integration in progress.
Sell Spare Graders x 1	\$ -		\$ -	Complete	
2020 Bridge Program	\$ 1,280,811	\$ 777,476.84	\$ 503,334	Carried Forward	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.

Project Name	2020 Final Budget	Actual Total Expense as at December 31, 2020	Total Cost Variance	Project Status	Variance Explanation
2020 Road Program	\$ 9,309,168	\$ 7,106,478.09	\$ 2,202,690	Carried Forward	Council Motion 179-20 approved reallocating the 2020 road program as follows: - Township road 500 - changed to \$375,115; - South Vista Road - changed to \$808,693; - Golfview Estates - changed to \$198,353; - Arbor Estates - changed to \$294,459; - Ironhorse Estates - changed to \$367,550 Council Motion 208-20 approved reallocating tax saving \$160,000 from Cloverlawn Road to the culvert replacements on Glen Park Road and the pavement repairs between the culvert location and Highway 2A. See road program summary.
Leduc County Fire Services East District Fire Station	\$ 2,759,306	\$ 2,131,462.78	\$ 627,843	Carried Forward	Contract awarded and ground breaking was in August. Anticipated complete in Q2 2021.
Nisku Bulk Water Station Upgrade	\$ 16,500	\$ 21,838.98	\$ (5,339)	Complete	
New Sarepta Reservoir, Pumphouse and Bulk Water Station Upgrade	\$ 10,000	\$ -	\$ 10,000	Complete	The analysis was completed in house with no cost, and presented to the Public Work Committee (PWC) on September 2020. The decision on which option was deferred to 2022.
Sale of Patrol Vehicle	\$ -	\$ -	\$ -	Carried Forward	Currently advertised for sale. Completion is unknown.
Enforcement Unit LC2 will be transferred to Fire Services, and Fire Service Unit 23-233 will be transferred to Enforcement Department	\$ -	\$ -	\$ -	Complete	
New Sarepta Centre Avenue From Centre Street to 2st South	\$ 50,000	\$ 50,000.00	\$ -	Complete	
Purchase Snow Pusher	\$ 15,000	\$ -	\$ 15,000	Carried Forward	
Sewer Transfer Station Automation - Nisku	\$ 22,825	\$ 20,680.04	\$ 2,145	Complete	Project completed and under budget.
Nisku Recreation Centre Lighting Replacement	\$ 17,733	\$ 18,492.14	\$ (759)	Complete	
Range Road 250 - Cost Share with City of Leduc	\$ 125,000	\$ -	\$ 125,000	Complete	Project cancelled.
New Sarepta Ball Diamond Relocation	\$ 3,525	\$ 600.00	\$ 2,925	Complete	Project completed and under budget.
Diamond Estates Drainage Swale Project	\$ 25,680	\$ -	\$ 25,680	Carried Forward	
Mobile Communication Vehicle Improvement	\$ 10,075	\$ 1,210.73	\$ 8,864	Complete	Project completed and under budget.
Purchase Two Multi-Use Pumpers	\$ 12,362	\$ 894.18	\$ 11,468	Complete	Project completed and under budget.
Tandem Axle Truck with Winter Equipment and Attachment	\$ 300,000	\$ 301,870.00	\$ (1,870)	Complete	
Signal Installation at 39 Avenue and Nisku Spine Road	\$ 72,522	\$ 10,071.05	\$ 62,451	Complete	Project completed and under budget.
Intersection Improvement at 39 Avenue and Nisku Spine Road	\$ 187,072	\$ 128,320.53	\$ 58,751	Complete	Project completed and under budget.
South Wizard Lake - From Hwy 795 to End (Test Section)	\$ 893,833	\$ 757,779.64	\$ 136,053	Complete	Project completed and under budget.
Nisku Spine Road - From Twp 510 to 25 Avenue - Design	\$ 200,000	\$ 78,745.02	\$ 121,255	Carried Forward	Design work in progress.
Nisku Spine Road - From 18 Ave to Airport Road - Design	\$ 300,000	\$ 191,384.00	\$ 108,616	Carried Forward	Design work in progress.

Project Name	2020 Final Budget	Actual Total Expense as at December 31, 2020	Total Cost Variance	Project Status	Variance Explanation
<b>2020 total final approved capital projects</b> \$ 17,609,836 \$ 13,440,843.05 \$ 4,168,993					
<b>Changes after final budget approved</b>					
Purchase New AS400 Serenic Server	\$ 60,628	\$ 50,755.75	\$ 9,872	Complete	Council motion 229-20: Council approved that the allocation of \$60,628 in savings from 2020-MP-006 IT Strategic Plan to replace the server hardware for the financial management system.
Leduc County Fire Services East District Fire Station	\$ 1,210,000	\$ -	\$ 1,210,000	Carried Forward	GP69-20: that the Governance & Priorities committee approves utilization of up to a maximum of \$1.21 million from the asset lifecycle management – buildings reserve to fund the budget shortfall, as required for the East District Fire Station project. Contract awarded and ground breaking was in August. Anticipated complete in Q2 2021.
Audio Visual Hardware in Council Chamber	\$ 65,000		\$ 65,000	Carried Forward	
North Saskatchewan River Land Purchase - SE 24-50-1-W5	\$ 550,000	\$ 550,003.20	\$ (3)	Complete	Council Motion 280-20: that Leduc County council authorizes administration to enter into a land purchase for property located at SE 24-50-1-W5 (North Saskatchewan River Lands) at a value of \$550,000 plus all application legal and transaction fees with funding to be taken from the Capital Fund Reserve.
<b>Total changes after final budget approved</b> \$ 1,885,628 \$ 600,759 \$ 1,284,869					
<b>Total 2020 capital projects</b> \$ 19,495,464 \$ 14,041,602 \$ 5,453,862					

**Project Status:**

	Project carried forward to 2021
	Project completed and under budget
	Project completed and over budget

## 2020 Road Program - Quarter 4 Summary

Project Description	Project Cost Entity	Existing Surface	Proposed Surface	Work Description	2020 Final Budget	Changes after Final Approved (Council Motion 179-20/208-20)	2020 Budget	Actual Total Expense As at December 31, 2020	Variance	Project Status	Notes
<b>Rural Roads</b>											
Range Road 244 - From Airport Road to Valleyview	2-32-1420-001	Chip Seal	Microsurface	Rehabilitation	\$ 135,000		\$ 135,000	\$ 103,524.00	\$ 31,476	Complete	
Range Road 222 - From Township Road 504 to North Boundary	2-32-1420-002	Chip Seal	Microsurface	Rehabilitation	\$ 180,000		\$ 180,000	\$ 171,315.00	\$ 8,685	Complete	
Spot repairs for microsurface roads	1-32-1420-003	Paved	Paved	Repair	\$ 200,000		\$ 200,000	\$ 178,010.52	\$ 21,989	Complete	
Township Road 500 - From Highway 814 to Range Road 243	2-32-1420-004	Paved	Paved	Rehabilitation	\$ 320,000	\$ 55,115	\$ 375,115	\$ 367,636.23	\$ 7,479	Complete	
South Vista Road - Range Road 244 A from Highway 625 to Airport Road	2-32-1420-005	Paved	Paved	Rehabilitation	\$ 750,000	\$ 58,693	\$ 808,693	\$ 787,089.11	\$ 21,604	Complete	
St. Francis main road - From Highway 770 to End	2-32-1420-006	Paved	Paved Microsurface	Rehabilitation	\$ 850,000		\$ 850,000	\$ 652,684.52	\$ 197,315	Complete	
Rural Road Initiative	1-32-1420-007	Various	Various	Repair	\$ 1,000,000		\$ 1,000,000	\$ 1,020,078.19	\$ (20,078)	Complete	
Range Road 240 - From Highway 616 to South Boundary	2-32-1420-008	Gravel	Paved	Rehabilitation	\$ 1,000,000		\$ 1,000,000	\$ 980,125.42	\$ 19,875	Complete	
Clover Lawn Road (Range Road 233)	2-32-1420-009	Paved	Paved	Rehabilitation	\$ 3,000,000	\$ (160,000)	\$ 2,840,000	\$ 1,747,258.73	\$ 1,092,741	Complete	
<b>Total Rural Roads</b>					<b>\$ 7,435,000</b>	<b>\$ (46,192)</b>	<b>\$ 7,388,808</b>	<b>\$ 6,007,721.72</b>	<b>\$ 1,381,086</b>		
<b>Subdivisions</b>											
Golfview Estates - NW 33-50-23-W4	2-32-1420-010	Cold Mix	Paved	Rehabilitation	\$ 300,000	\$ (101,648)	\$ 198,352	\$ 197,436.27	\$ 916	Complete	
Arbor Estates - SW 33-50-23-W4	2-32-1420-011	Chip Seal	Paved	Rehabilitation	\$ 400,000	\$ (105,541)	\$ 294,459	\$ 273,876.89	\$ 20,582	Complete	
Ironhorse Estates - SW 25-47-2-W5	2-32-1420-012	Paved	Paved	Rehabilitation	\$ 300,000	\$ 67,549	\$ 367,549	\$ 364,382.33	\$ 3,167	Complete	
<b>Total Subdivisions</b>					<b>\$ 1,000,000</b>	<b>\$ (139,640)</b>	<b>\$ 860,360</b>	<b>\$ 835,695.49</b>	<b>\$ 24,665</b>		
<b>New Sarepta Roads</b>											
New Sarepta: Storm Sewer and Ditch Improvements	2-32-1420-013			Rehabilitation	\$ 500,000		\$ 500,000	\$ 92,173.88	\$ 407,826	Carried Forward	Engineering work is in progress.
<b>Total New Sarepta Roads</b>					<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 92,173.88</b>	<b>\$ 407,826</b>		
<b>Nisku</b>											
Township Road 510 Design	2-32-1420-014				\$ 400,000		\$ 400,000	\$ 10,874.16	\$ 389,126	Carried Forward	A successful proponent has been awarded. Project will be completed in Q3 2021.
<b>Total Nisku</b>					<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ 10,874.16</b>	<b>\$ 389,126</b>		
Culvert Replacement on Glen Park Road and the pavement repairs between the culvert location and Highway 2A	1-32-1420-015					\$ 160,000	\$ 160,000	\$ 160,012.84	\$ (13)	Complete	
					<b>\$ -</b>	<b>\$ 160,000</b>	<b>\$ 160,000</b>	<b>\$ 160,012.84</b>	<b>\$ (13)</b>		
<b>Total 2020 Budget</b>					<b>\$ 9,335,000</b>	<b>\$ (25,832)</b>	<b>\$ 9,309,168</b>	<b>\$ 7,106,478.09</b>	<b>\$ 2,202,690</b>		



## 2020 Bridge Program - Quarter 4 Summary

Project Description	Project Number	Project Cost Entity	Legal Location	Existing Surface	Work Description	2020 Final Budget	Actual Total Expense As at December 31, 2020	Variance	Project Status	Notes
BF 70099 RR 33 North of Intersection with Hwy 39	2020-BF-001	2-32-1320-001	SE 4-49-3-W5	Bridge Structure	Rehabilitation	\$ 136,241	\$ 110,600.00	\$ 25,641	Complete	
BF 00587 APR BTW RR 240 & RR 241	2020-BF-002	2-32-1320-002	NW 30-49-27-W4M	Bridge Structure	Rehabilitation	\$ 270,486	\$ 209,800.00	\$ 60,686	Complete	
BF 01090 TWP 503A BTW RR 260 & RR 261	2020-BF-003	2-32-1320-003	NW 24-50-26-W4	Culvert	Rehabilitation	\$ 402,505	\$ 27,385.55	\$ 375,119	Carried Forward	Land acquisition for right of way is completed.
BF 08149 RR 280 BTW TWP 494 & TWP 500	2020-BF-004	1-32-1320-004	NW 30-49-27-W4M	Bridge Structure	Rehabilitation	\$ 32,020	\$ 32,020.00	\$ -	Complete	
BF 00749 TWP 494 West of RR 255	2020-BF-005	2-32-1320-005	NW 19-49-25-W4M	Bridge Structure	Rehabilitation	\$ 69,460	\$ 61,537.46	\$ 7,923	Complete	
BF 06540 RR 275 BTW TWP 490 & TWP 492	2020-BF-006	1-32-1320-006	NE 7-49-27-W4	Bridge Structure	Rehabilitation	\$ 33,515	\$ 33,498.65	\$ 16	Complete	
BF 13725 RR 11 BTW TWP 482 & TWP 484	2020-BF-007	1-32-1320-007	SE 23-48-1-W5	Bridge Structure	Rehabilitation	\$ 37,128	\$ 34,030.00	\$ 3,098	Complete	
BF 01727 TWP 502 BTW RR 233 & RR 234	2020-BF-008	1-32-1320-008	NW 9-50-23-W4	Culvert	Rehabilitation	\$ 4,984	\$ 4,863.00	\$ 121	Complete	
BF 08627 RR 32 BTW TWP 485 & TWP 484	2020-BF-009	1-32-1320-009	NE 27-48-3-W5	Culvert	Rehabilitation	\$ 54,820	\$ 44,146.13	\$ 10,674	Complete	
BF 01248 Telfordville RR 21 West Hwy 622	2020-BF-010	1-32-1320-010	NW 36-49-2-W5	Bridge Structure	Rehabilitation	\$ 49,961	\$ 47,650.00	\$ 2,311	Complete	
BF 76385 TWP 492 BTW RR 40 & RR 41	2020-BF-011	1-32-1320-011	SW 13-49-4-W5	Bridge Structure	Rehabilitation	\$ 40,991	\$ 34,949.92	\$ 6,041	Complete	
BF 74331 TWP 492 BTW RR 272 & RR 271	2020-BF-012	1-32-1320-012	SW 14-49-27-W4	Culvert	Rehabilitation	\$ 17,443	\$ 16,784.07	\$ 659	Complete	
BF 00588 RR 241 South of Airport Road	2020-BF-013	2-32-1320-013	NW 12-50-24-W4M	Bridge Structure	Rehabilitation	\$ 131,257	\$ 120,212.16	\$ 11,045	Complete	
					<b>Total 2020 Budget</b>	<b>\$ 1,280,811</b>	<b>\$ 777,476.94</b>	<b>\$ 503,334</b>		



## Operating Fund Reserve Schedule

For the period ended December 31, 2020

	Actual Balance as at December 31, 2019	APPLIED		ADDITIONS		Actual Balance as at December 31, 2020
		2020 Budget	2020 Actual	2020 Budget	2020 Actual	
External Agreements	2,657,937.29	26,214.00	18,110.33	188,128.00	202,332.39	2,842,159.35
Facilities & Equipment	532,465.14	87,066.00	16,490.00	-	224,911.10	740,886.24
Stabilization & Contingency	7,687,944.72	-	-	135,619.00	2,918,351.28	10,606,296.00
Special Purpose	8,892,581.21	692,864.00	3,149,177.61	530,000.00	1,044,344.56	6,787,748.16
Regulatory	1,441,614.61	50,000.00	50,000.00	64,000.00	187,044.27	1,578,658.88
Utilities	1,555,178.06	157,210.00	148,361.48	230,042.00	163,441.99	1,570,258.57
	<u>22,767,721.03</u>	<u>1,013,354.00</u>	<u>3,382,139.42</u>	<u>1,147,789.00</u>	<u>4,740,425.59</u>	<u>24,126,007.20</u>



## Capital Fund Reserve Schedule

For the period ended December 31, 2020

	Actual Balance as at December 31, 2019	APPLIED		ADDITIONS		Actual Balance as at December 31, 2020
		2020 Budget	2020 Actual	2020 Budget	2020 Actual	
Asset Lifecycle Management	7,339,379.99	60,390.00	594,692.76	440,570.00	3,731,823.46	10,476,510.69
Stabilization & Contingency	6,607,428.14	1,612,752.00	271,120.29	-	140,402.23	6,476,710.08
Special Purpose	915,030.24	760,000.00	685,159.26	-	395,904.00	625,774.98
Statutory	1,727,023.78	25,611.00	22,685.63	-	1,349,172.05	3,053,510.20
Utilities	910,495.40	386,500.00	301,195.57	389,724.00	442,394.04	1,051,693.87
	<u>17,499,357.55</u>	<u>2,845,253.00</u>	<u>1,874,853.51</u>	<u>830,294.00</u>	<u>6,059,695.78</u>	<u>21,684,199.82</u>