



Quarterly report

Q3 2020

Table of contents

County Highlights

Corporate Plan

Departmental quarterly reports

- **Administration**
 - Assessment
 - Corporate Services
 - Finance
- **Agricultural Services**
- **Enforcement Services**
- **Family and Community Support Services**
- **Fire Services**
- **Legislative**
- **Parks and Recreation**
- **Planning and Development**
- **Public Transit**
- **Public Works**
 - Public Works and Engineering
 - Public Works Road Operations
 - Water distribution
 - Wastewater system
 - Waste management
- **Other**
 - Fiscal Services
 - Requisitions

Major and Capital Project Plans

Operating Reserve Schedule

Capital Reserve Schedule

Strategic Plan and Operational Plan Indicators

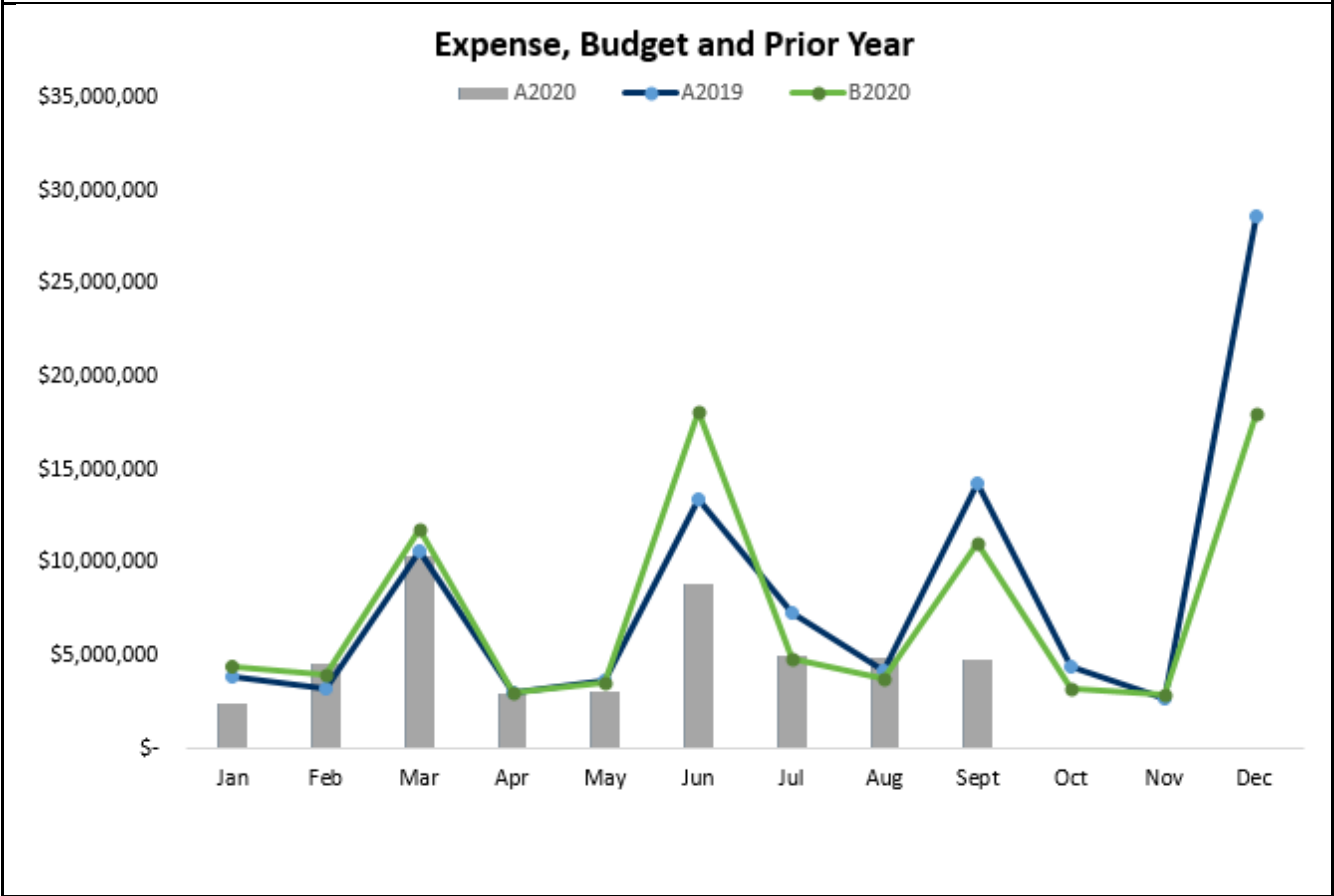
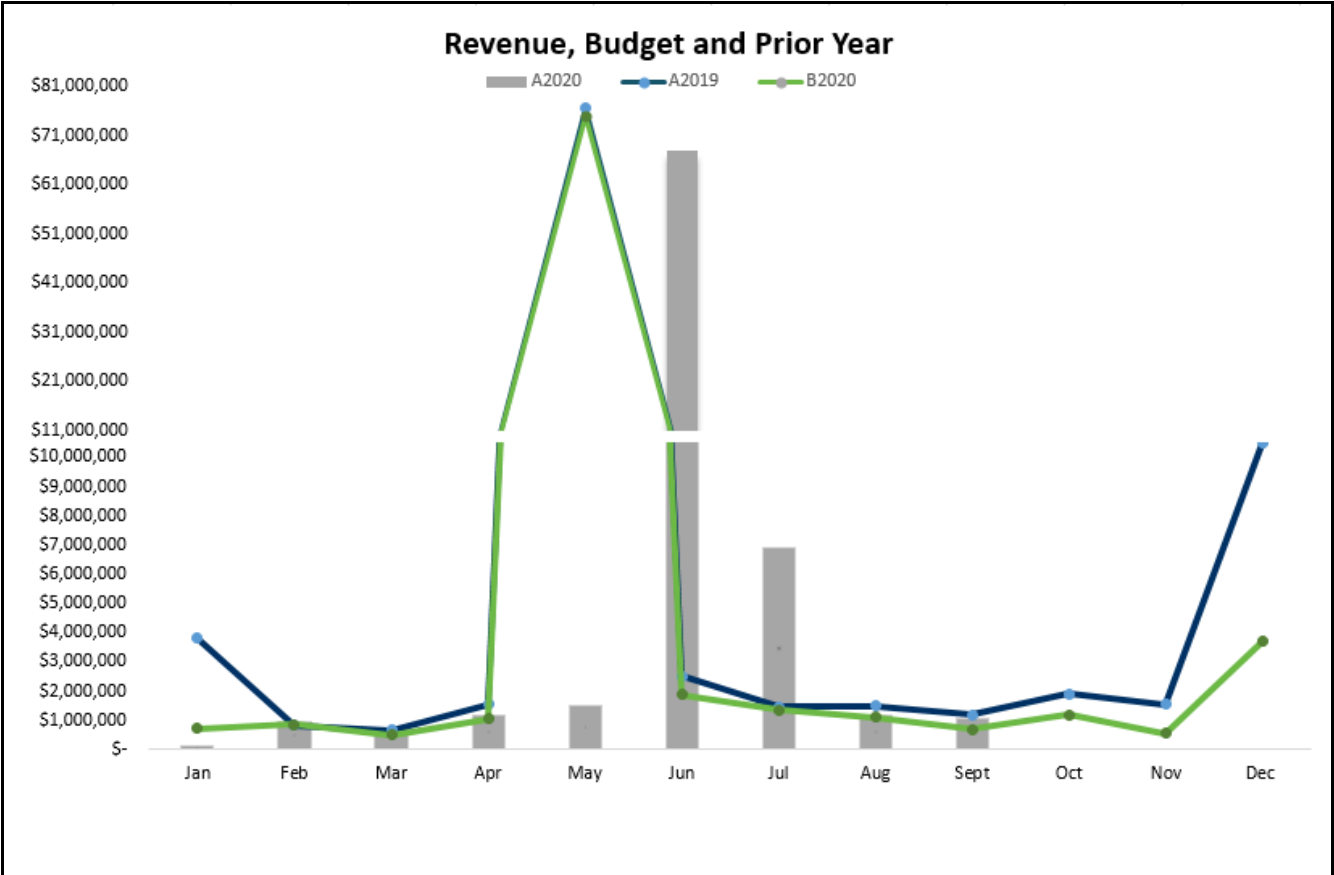
Indicator	Progress Description
	Action completed, deferred or is no longer being worked on.
	Action initiated and work is ongoing.
	Action not yet initiated.



Q3 Highlights

- Advocated for the Airport Vicinity Protection Area regulation, which supports 24 hour, 7 day, a week operations at the Edmonton international Airport.
- Enhancements to the website calendar for Family and Community Support Services' programs and events. A QR code was created and is included on printed materials, which seamlessly directs residents to the website for more information.
- Family Resource Network staff resumed in-person supports and services for clients. Program sites, in Thorsby and Devon, have been updated to reflect the new program model supporting children newborn to 18 years of age.
- Groundbreaking ceremony for the East District Fire Station was held on September 1.
- Aerial Ladder "Tower 11" was put into service on September 1.
- Completed advocacy efforts in response to the release of the Government of Alberta's report on the Well, Pipeline and Machinery and Equipment Model Review.
- Ongoing work to prepare the 2021 budget based on the guidelines approved by council on August 25.
- Collaborated with Leduc Adult Learning and Canadian Revenue Agency to promote financial literacy webinars.
- Online summer programs were held virtually and in-person for youth and families.
- Completed the following road initiatives during Q3:
 - 2021 Road Program.
 - 2021 Rural Road Initiative.
 - Cement-stabilized test section on South Wizard Lake Road.

Revenues and expenditures



Real estate market activity

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

Division	# of vacant sales	Property type	Parcel size (acres)	Median value/acre	# of improved sales	Property type	Median improved value
1	1	Residential New Sarepta	Lot	\$67,000	6	Rural Residential/Multi-lot Subdivision	\$645,240
					2	New Sarepta	\$312,500
2	1	Residential Parcel	3 to 4	\$62,860	7	Multi-lot Subdivisions	\$640,000
	1	Farmland	158	\$6,960	3	Rural Residential	\$585,000
					1	Large Rural Parcel	\$1,100,000
3*	7	Residential Lots	Lot	\$302,500	5	Multi-lot Subdivisions	\$708,000
	1	Rural Residential Lots	2-3	\$64,000	3	Rural Residential Parcel	\$500,000
	1	Farmland	55	\$4,360			
4	1	Farmland	77.5	\$6,500	1	Rural Residential	\$762,000
					4	Large Rural Parcel	\$631,790
5	1	Residential Parcel	8.5	\$22,120	3	Rural Residential	\$435,000
	1	Farmland	80	\$6,655	2	Lake Property	\$895,500
					1	Large rural parcel	\$900,000
6	1	Residential Parcel	2.5	\$43,435	1	Rural Residential	\$349,000
	1	Multi-Lot Subdivision	Lot	\$112,000			
	1	Farmland	30	\$4,230	8	Lake Property	\$337,000
7	1	Residential Parcel	12.5	\$9,420	1	Multi-Lot Subdivision	\$90,000
					1	Rural Residential	\$333,750
Nisku	0				1	1.5 acre	\$1,150,000
					1	37.5 acre multiple buildings parcel	\$15,875,000
Total sales	19				51		

* Division 3 does not include Nisku Business Park

2019 Q2 Vacant Sales 20

2019 Q2 Improved Sales 52

Nisku vacancy rates

Nisku Business Park vacancy rates hover around the 8.5% range, up from 7% in Q2.

Rental rates are ranging from \$10 to \$15 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. Destiny Bioscience is in receivership.
Monarch Lands (York Realty)	Work is complete, occupancy granted.
Aurora Polaris (Distribution Centre)	Work continues on the interior and the addition to house lotron.
One Properties (commercial/industrial lease bay facility)	Building is complete and occupancy permitted. Some final paperwork still to come.
High Brix Manufacturing	Foundation installed, walls constructed and roof is near completion for office and warehouse.
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.
Aurora Polaris (Edibles)	Interior alterations to create the edibles production section. Installation of wall panels begun and saw cutting of slab for new plumbing work has started.

Permits

Development permits	2019 Q3 Totals	2020 Q3 Totals	2020 YTD
Received	91	90	196
Issued	86	73	175
Refused	2	0	3
Processing	3	14	14
Closed/withdrawn	0	3	4

Building permits	2019 Q3 Totals	2020 Q3 Totals	2020 YTD
Issued	96	76	180
Est. Construction value	\$53,974,199	\$13,496,086	\$36,427,679
Fees	\$352,139	\$87,355	\$239,348

Safety code permits	2019 Q3 issued	2020 Q3 Issued	2020 YTD issued	2019 Q3 Fees	2020 Q3 Fees	2020 YTD Fees
Electrical	177	141	348	\$41,733	\$23,304	\$75,789
Gas	90	99	223	\$9,775	\$8,598	\$23,785
Plumbing	77	54	236	\$12,481	\$5,460	\$23,789
Private sewage	31	50	75	\$5,032	\$8,174	\$12,077
Total	375	344	882	\$69,021	\$45,536	\$135,440

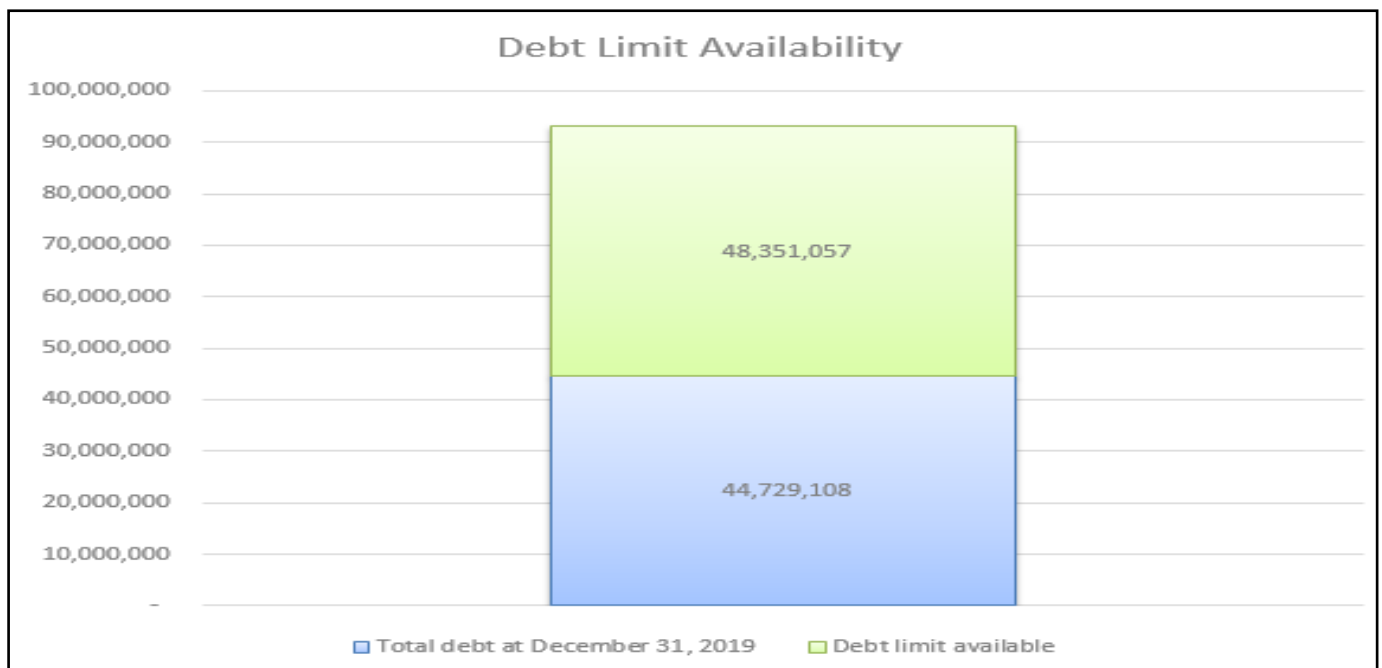
Health and Safety

- Continued work for the safety response to COVID-19 by ensuring compliance with Alberta Health Services' recommendations and by developing safe work procedures including:
 - Development of a safe work practice for FCSS home visits or when utilizing non-Leduc County facilities that include a process to pre-screen clients and conduct site assessments.
 - Worked with Parks to develop a pre-screen process for summer programs.
 - Worked with Assessment to update their field level hazard assessment and develop a process for pre-screening prior to inspections.
 - Conducted a site assessment with FCSS for Family Resource Network sites in Devon and Thorsby.
- The Health and Safety Coordinator recertified in First Aid, allowing for the delivery of in-house first aid training for staff.
- Conducted noise level readings at Nisku Fire Hall and reviewed PPE and safe work practices.
- Continued to support the psychological health and safety of staff through the promotion and enhancement of the "Not Myself Today" mental health awareness and support program that was rolled out to staff beginning in March.

Whistleblower complaints

	Q3 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.
- 1.2** Maintain existing partnerships and pursue new partnership opportunities with other municipalities to leverage county investment. **Q4 | 2018.**
- Continued collaboration with six regional partners to deliver recreation opportunities to our residents for reasonable financial investment.
 - New recreation cost share agreement with the City of Beaumont approved in January 2020
 - 2020 will offer coordinated activities with FCSS Family resource network staff to support children's programs.
 - Additional financial support to not for profits or community groups supported by policies CD-01 Community Facility Special Projects, CD-2 Community Association Grant Funding, and CD-03 Community Facility Operating Funding.
 - Additional financial support, for operating costs, to community halls approved in 2019.
 - Special grant support for energy efficient projects with the Calmar and New Sarepta Ag Societies.
- 1.3** Offer affordable county-sponsored programs and activities to all citizens. **Q1 | 2018**
- Ongoing commitment to offer recreational programs and opportunities for low or no cost. For example:
 - "Free Range" kids program that allowed families and youth to attend and participate in free park activities across the county. 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.

2. Agricultural innovation and support for local food

Focus areas

- 2.1** Develop a plan framework for the re-visioning of smallholding agricultural activity. **Q2 | 2020**
- Identified action in the 2020 Agricultural Services Operational Plan (Strategy 1.2) to continue to roll out tactics that are embedded within the Agricultural Strategy and support the re-visioning of small holding agriculture.
- 2.2** Support integration of agri-science and innovation in agricultural production. **Q1 | 2019**
- Application, in collaboration the University of Alberta with support from Edmonton Global, for a CARES grant for a scale-up facility for agri-business was submitted in 2019 however it was unsuccessful.
- 2.3** Support local food initiatives. **Q2 | 2019**
- Repurpose of existing staff resources to local food focus in 2019.
 - Many local food focused workshops held in 2019 such as Raising Chickens in the County and bee keeping and seven workshops planned for 2020 however in-person workshops were cancelled due to COVID-19 pandemic.

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

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

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

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

3. Enhanced transportation systems

Focus areas

3.1 Improve transportation networks. Q4 | 2018

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

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

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

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

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

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

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

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

- RFP posted February 4, 2020 with project awarded on July 24, 2020.
- The RFP was closed on February 26, 2020.
- The award was delayed due to impact of COVID (meaningful public consultation would be difficult).
- The project was awarded on July 24, 2020.
- This award delay will result in a delay in the completion of the Transportation Master Plan.
- 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 licensing program for Leduc County (Initiative E3).
- Approval of an Agricultural Strategy. (Initiative E5).
- Expanded transit service to the Nisku Business Park (Initiative E6).
- Greater Nisku Area Structure Plan project initiated in 2020 (Initiative E7).
- Ongoing support to advance asset management practices (Initiative E13).
- Involvement with Edmonton Global as a partner in economic growth (Initiative E16).

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

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

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

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

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

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

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

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

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

- Utility rate review completed in 2019.

5. Regional leadership

Focus areas

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

- Approval of the Intermunicipal Planning Framework with the Cities of Beaumont and Edmonton in January 2020.
- Identified actions in 2020 Planning & Development Operational Plan (Strategy 1.2) to complete intermunicipal collaboration initiatives with regional partners.

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

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

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

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

1: County Manager's Office

1.1: Our mission

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

1.2: Service areas

Corporate leadership

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

Communications

- Ensures messages and strategies are supportive of civic participation and align with council's strategic plan and county priorities.
- Provides strategic communications counsel and tactical support to council, senior leadership and county departments to create open, transparent, proactive and two-way communication within the county and between the county and the people it serves.
- Protects the county's reputation, corporate identity and brand.
- Plans, develops and disseminates valuable information that is timely, accurate, clear and consistent.

2: Strategic and Corporate Priorities

Strategic priority – All County Manager's Office will create an environment that supports department initiatives that move council's strategic priorities forward.	
Goal 1	Strategic priority – economic development Promote the county's enriched quality of life and business opportunities.
Goal 2	Strategic priority – regional leadership Build and nurture collaborative leadership capacity by enhancing relationships with municipal and provincial partners.
Goal 3	Strategic priority – enriched quality of life Engage citizens and businesses to influence municipal services, programs and practices.
Corporate leadership County Manager's Office will create a team environment that empowers individuals and groups to contribute to effective organizational management.	
Goal 4	Corporate priority Serve residents and businesses through efficient, effective and comprehensive municipal services.
Goal 5	Corporate priority Continue to build a corporate culture that inspires staff to excel in their roles and contribute to organizational success.
Goal 6	Corporate priority Continue to enhance internal communication practices to support the organization's strategic and operational goals.

3: Department Highlights

- Advocated for the Airport Vicinity Protection Area regulation which supports 24 hour, 7 day a week operations at the Edmonton International Airport.
- Completed advocacy efforts in response to the release of the Government of Alberta's report on the Well, Pipeline and Machinery and Equipment Model Review.
- Presented council with an environmental scan report to inform the setting of 2021 budget guidelines on August 25.
- Executive Leadership Team held staff meetings in all fire districts in September.
- An Expression of interest process was initiated for the 2022 repurposing of the New Sarepta fire hall.
- Meeting was held with the City of Beaumont to discuss regional fire opportunities.

4: Action Plan

Goal 1

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

Strategy 1.1

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Roll out of new brand standards.	Q1 2020		2020 action plan developed. <ul style="list-style-type: none">• Brand guideline document finalized.• Brand guidelines rolled out to organization on March 6.
	Q4 2020		2020 identified actions completed. <ul style="list-style-type: none">• Application of brand standards being rolled out on forms, templates, vehicle decals, etc.• Redesign of Fire Services brand visuals initiated in May and work in nearing completion.
Provide training for brand ambassador program.	Q1 2020		Initial training completed. <ul style="list-style-type: none">• Training video finalized.• In-person roll-out delayed due to public health restrictions.• New video-conference approach to training will be completed in 2021.

Strategy 1.2

Ensure efficient use of resources to maximize economic development opportunities.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Examine current economic development investment and adjust where needed to maximize benefit to Leduc County and the region.	Q1 2020		Hiring of a new agriculture-focused economic development officer funded by grant dollars (two-year term position). <ul style="list-style-type: none">• Position filled January 27.

Strategy 1.3

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Develop a resident guide.	Q1 2020		Guide distributed to new residents and available on our website. <ul style="list-style-type: none">• Project not yet initiated.• Will be completed in 2021.

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 Sep 30 2020	Identified deliverables with status update
Hold chief administrative officers (CAO) meetings with other local municipalities to discuss regional matters/initiatives.	Q4 2020		One meeting held each quarter. <ul style="list-style-type: none">• Various meetings held throughout Q1.• Three CAO meetings held in Q2.• Meetings held with City of Beaumont and City of Leduc.• Regional CAO meetings held regularly.
Coordinate joint council meetings with other local municipalities.	Q4 2020		Four meetings held. <ul style="list-style-type: none">• Joint council meeting held with the City of Leduc on February 18 to discuss Regional Transit Services Commission.• Further meetings not being planned in 2020 given the pandemic.

Strategy 2.2

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Lobby for grant support of Leduc County projects and initiatives.	Ongoing		Successful grant applications. <ul style="list-style-type: none">• Submitted grant application to the Municipal Stimulus Program in the amount of \$1.6M for funding of 2021 projects.

Strengthen relationships with other orders of government.	Ongoing		<p>Increased levels of participation.</p> <ul style="list-style-type: none"> • Manager of Assessment participated in the provincial Well, Pipeline, and Machinery and Equipment model review as a member of the RMA contingent. Report released in late July and advocacy efforts are ongoing. • Collaboration with Provincial Operations Centre during the COVID-19 emergency activation.
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Goal 3

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

Strategy 3.1

Encourage public participation in local government.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Develop guide to support the public participation policy.	Q2 2020		<p>Report to council and consistent application of framework across the organization.</p> <ul style="list-style-type: none"> • Project initiated in Q2 and is progressing. • Council workshop will be held on November 10 to discuss the framework.
Host events to allow citizens to connect with council.	Q3 2020		<p>A minimum of two events held.</p> <ul style="list-style-type: none"> • Planning for a Leduc County day was initiated in Q1. • Initiative cancelled given impact of pandemic.
Establish citizen and/or business focus group(s) that can be called upon to gather feedback on various issues and initiatives.	Q2 2020		<p>Focus group(s) established.</p> <ul style="list-style-type: none"> • Initiative on hold given impact of pandemic. • This initiative will be completed in 2021.
Conduct the citizen satisfaction survey.	Q3 2020		<p>Findings report presented to council.</p> <ul style="list-style-type: none"> • Written survey completed. • Plan for roll-out being reconsidered given pandemic. • Timing of survey was discussed with council on September 1 and the decision was made to defer the survey until 2021.

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 Sep 30 2020	Identified deliverables with status update
Review of organizational structure effectiveness.	Q2 2020		Review current fleet practices and prepare a multi-year corporate-wide fleet management strategy. <ul style="list-style-type: none">Gathering of data to inform strategy development.Draft current state report being finalized.
Evaluate achievement of deliverables for the 2018-2021 Strategic Plan.	Q1 2020		February 2020 workshop held for a strategic plan review. <ul style="list-style-type: none">Workshop held Feb 11.
	Ongoing		Quarterly report presented to council. <ul style="list-style-type: none">Reporting integrated into quarterly reporting for Q2.
Examine current processes that could be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	Q2 2020		Identify current processes that could be done differently. <ul style="list-style-type: none">Ongoing review of policies to ensure clarity and organizational effectiveness. In 2020, five policies have been eliminated, 15 have been amended, one new policy has been developed. These were presented and approved by the Municipal Policy Review Committee.Phase 2 of the website redevelopment project is ongoing which will enhance online services.
	Q4 2020		Change current processes to improved processes.
Enhance the service-based budget model that was first introduced for our 2020 budget.	Q4 2020		Review of 2020 budget process and incorporate improvements for the 2021 budget. <ul style="list-style-type: none">Senior Management Team business planning workshop held in June.Budget documents will not change significantly for 2021.
Establish website governance committee to oversee continuous evaluation of the website effectiveness.	Q1 2020		Administrative governance committee established.

			<ul style="list-style-type: none"> Website governance will be established as part of the terms of reference for the IT governance committee.
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Strategy 4.2

Ongoing evaluation of fiscal management practices.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Review tax revenue sharing agreement with the City of Leduc.	Q3 2020		Revised agreement approved by both councils. <ul style="list-style-type: none"> Meeting held with City of Leduc on January 28th, 2020. Leduc County sent a letter to the City of Leduc in July, with our position in the matter. Next meeting scheduled for November 17.
Enhance the three-year operating budget and 10-year capital plan.	Q4 2020		2021 budget approved by council. <ul style="list-style-type: none"> Work is ongoing on the development of the 2021 budget. Additional data collection to support budget development.
Advance asset management (AM) practices of the organization.	Q1 2020		Reassignment of current staff position to an AM corporate focus. <ul style="list-style-type: none"> Hiring freeze on this new position given pandemic. Position funding was eliminated at 2020 final budget.
	Q2 2020		Create a multi-year AM strategy. <ul style="list-style-type: none"> Asset Management Committee is conducting research on governance and strategy. Additional organization effort spent on data collection to inform 2021 budget decisions.
	Q3 2020		AM plan to inform 2021 budget. <ul style="list-style-type: none"> Asset Management Plans will be developed in 2021.

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 Sep 30 2020	Identified deliverables with status update
Create opportunities to support team building.	Q3 2020		County-wide staff appreciation event held. <ul style="list-style-type: none">• Held in-person meetings in Q1 with all departments and gathered feedback on the annual event.• Alternative plan for staff appreciation event developed and delivered in October.• Fall meetings are scheduled with all departments.• Executive Leadership Team held staff meetings in all fire districts in September.
Develop and deliver on an action plan based on staff satisfaction survey completed in Q4 2019.	Q1 2020		Action plan created. <ul style="list-style-type: none">• Draft action plan developed in Q2.• Action plan rolled out to staff in October.• Action plan for firefighter survey being finalized.
	Q4 2020		2020 actions completed. <ul style="list-style-type: none">• Compensation report from external consultant finalized in September.• Roll-out of mental health initiative.• SMT worked on the development of corporate philosophy on compensation, learning and leaves.• Roll-out of compensation project information to staff occurred in October.

Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
County Manager's Office participation in health and safety initiatives, such as toolbox meetings and site inspections.	Q4 2020		10 activities attended per year. <ul style="list-style-type: none">• Debrief held upon completion of the Health and Safety audit.

			<ul style="list-style-type: none"> Two staff attended the Director of Emergency Management course on February 24. Attended department safety meetings and health and safety committee meetings.
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Goal 6

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

Strategy 6.1

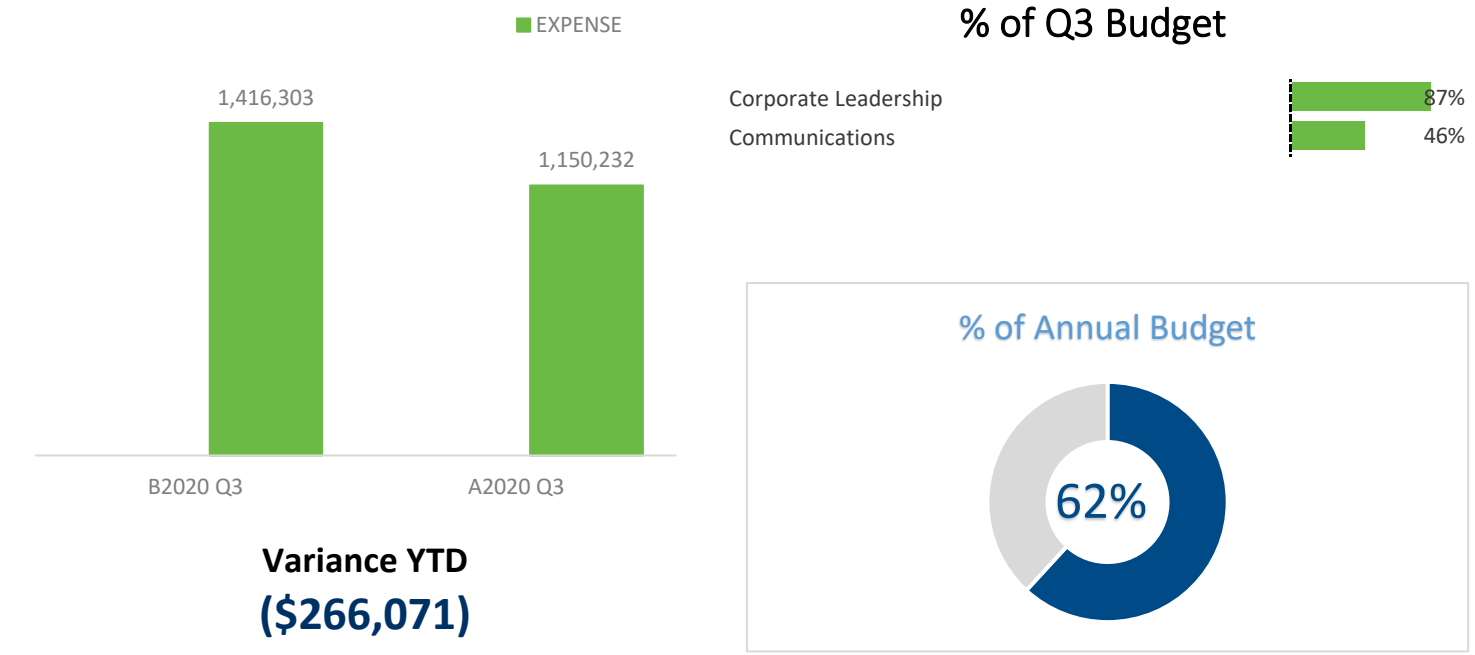
Create foundational communications documents.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Create a crisis communications plan to support emergency management preparedness.	Q3 2020		An approved plan. <ul style="list-style-type: none"> Project was initiated in collaboration with a NAIT Disaster and Emergency management student whose final project was to develop a municipal crisis communications plan. Staff supervised and mentored NAIT student in the development of their final project.
Create a strategic communications plan.	Q4 2020		An approved plan.

COUNTY MANAGER'S OFFICE

Q3 - 2020 Financial Reporting

Department Head: Duane Coleman



Corporate Leadership

Account	Budget 2020	B2020	Q3	A2020	Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
Total Revenue	-	-	-	-	-	-	0%	0%
EARNINGS & BENEFITS	1,293,383	969,698		961,459		(8,239)	99%	74%
GENERAL SERVICES-CONTRACTED	318,440	246,226		96,726		(149,500)	39%	30%
GOODS,SUPPLIES & MATERIALS PURCHASED	460	370		357		(13)	96%	78%
Total Expense	1,612,283	1,216,294		1,058,542		(157,752)	87%	66%
Surplus/(Deficit)	(1,612,283)	(1,216,294)		(1,058,542)		157,752	87%	66%

Variance

- General services - contracted
 - Less legal and professional fees than anticipated.
 - No costs incurred for conferences in 2020 due to pandemic.
 - Costs not yet incurred for meeting management software initiative (E-Scribe).

COUNTY MANAGER'S OFFICE

Q3 - 2020 Financial Reporting

Communications

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	36,000	-	-	-	0%	0%
Total Revenue	36,000	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	246,639	167,509	85,606	(81,903)	51%	35%
GOODS,SUPPLIES & MATERIALS PURCHASED	37,500	32,500	6,084	(26,416)	19%	16%
Total Expense	284,139	200,009	91,690	(108,319)	46%	32%
Surplus/(Deficit)	(248,139)	(200,009)	(91,690)	108,319	46%	37%

Variance

- *General services - contracted*
 - Due to the pandemic: spring chronicle edition was cancelled resulting in reductions to postage and printing costs; less advertising than anticipated as fewer programs/events were held.
 - Media training for staff and council has been completed for 2020 however the invoice had not been received at the time of this report.
 - Website professional fees have been less than anticipated.
- *Goods, supplies & materials purchased*
 - Due to the pandemic, many in-person events were cancelled resulting in reduced purchases for promotional items.
 - Purchases for new branded items has been delayed and will be completed in Q4.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Assessment

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

2: Strategic Priorities

Goal 1	Strategic priority – Agricultural innovation and support for local food Provide fair and equitable assessments for agriculture related businesses and educate ratepayers about the potential assessment implications as it relates to these value-added ventures.
Goal 2	Strategic priority – Enhanced transportation systems Project and maintain a stable assessment base in order for Leduc County to have stable funding to continue to improve and maintain transportation infrastructure and provide access to public transportation options.
Goal 3	Strategic priority – Economic development Provide consistent and stable assessment and taxation policy that facilitates an economic development-friendly environment. Leduc County has a very competitive taxation policy that should continue to promote activity and growth in our region. The Assessment department engages with our ratepayers and stakeholders in order to understand the market trends and pressures.
Goal 4	Strategic priority – Regional leadership

	Collaborate with other assessment jurisdictions within and outside of our region. We endeavor to support and learn from all of our assessment colleagues in order to maintain consistency, fairness and equity.
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3: Department Goals

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

4: Department Highlights

- Well, Pipeline and Machinery and Equipment Model Review was completed and Council was briefed on the possible assessment scenarios and impacts to Leduc County assessments.
- Assessment appeal deadline was August 25, 2020 and we received 17 appeals.
- Assessment inspections are progressing well.

5: Action Plan

Goal 1

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

Strategy 1.1

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

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Build further awareness and understanding of agricultural industry trends.	Q3 2020		Incorporate knowledge of agricultural trends to prepare appropriate agriculture assessments and communicate possible assessment changes to ratepayers. <ul style="list-style-type: none"> • Continue to monitor changes in agricultural business ventures. Currently there have not been significant changes in this assessment area.
Arrange for specific property tours and attend seminars on cannabis production in order to gain knowledge of the cannabis industry and delineate between growing and processing.	Q2 2020		Utilize knowledge to produce cannabis facility assessments that are appropriately reflective of the agriculture and/or commercial use of the property. <ul style="list-style-type: none"> • 2 members of the Assessment Services team completed a full inspection of the Aurora and Destiny Bioscience facilities.

			<ul style="list-style-type: none"> • Collaborated with other assessment colleagues that have cannabis facilities in order to ensure consistency and equity. • Planned seminars were cancelled.
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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 Sep 30 2020	Identified deliverables with status update
Develop a strategy to analyze DIP assessment base.	Q3 2020		Ensure that DIP assessments are accurate, fair and equitable. <ul style="list-style-type: none"> • An initial review has been completed and we are discussing inconsistencies with the provincial assessor's office.

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 Sept 30 2020	Deliverables and/or key performance indicators
Partner with Economic Development and other stakeholders to develop an interactive business map for the Nisku Business Park.	Q4 2020		Gather all required business information and data to compile a map. Complete analysis of all requirements for the production and maintenance of an interactive map.

			<ul style="list-style-type: none"> 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.
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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 Sep 30 2020	Deliverables and/or key performance indicators
The assessors will be active members of Alberta Assessors Association (AAA).	2020		Participate in AAA committees and working groups and/or act as a facilitator and trainer at various AAA educational events. <ul style="list-style-type: none"> Manager of Assessment Services is Chair of the Practice Review Committee of the AAA for 2020. An Assessor also participated on the 2020 Conference Committee but this event was cancelled. All Assessors participated in the online version of the Annual General Meeting of the AAA. Manager of Assessment Services participated in the well, pipeline, and machinery and equipment model review as a member of the RMA delegation. All Assessors participated in the virtual AAA Symposium.

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 Sep 30 2020	Deliverables and/or key performance indicators
Update county-owned land inventory with historical property background.	Q4 2020		An updated and continually maintained internal document for corporate use. <ul style="list-style-type: none">In process of gathering and compiling county owned property data.

Goal 6

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

Strategy 6.1

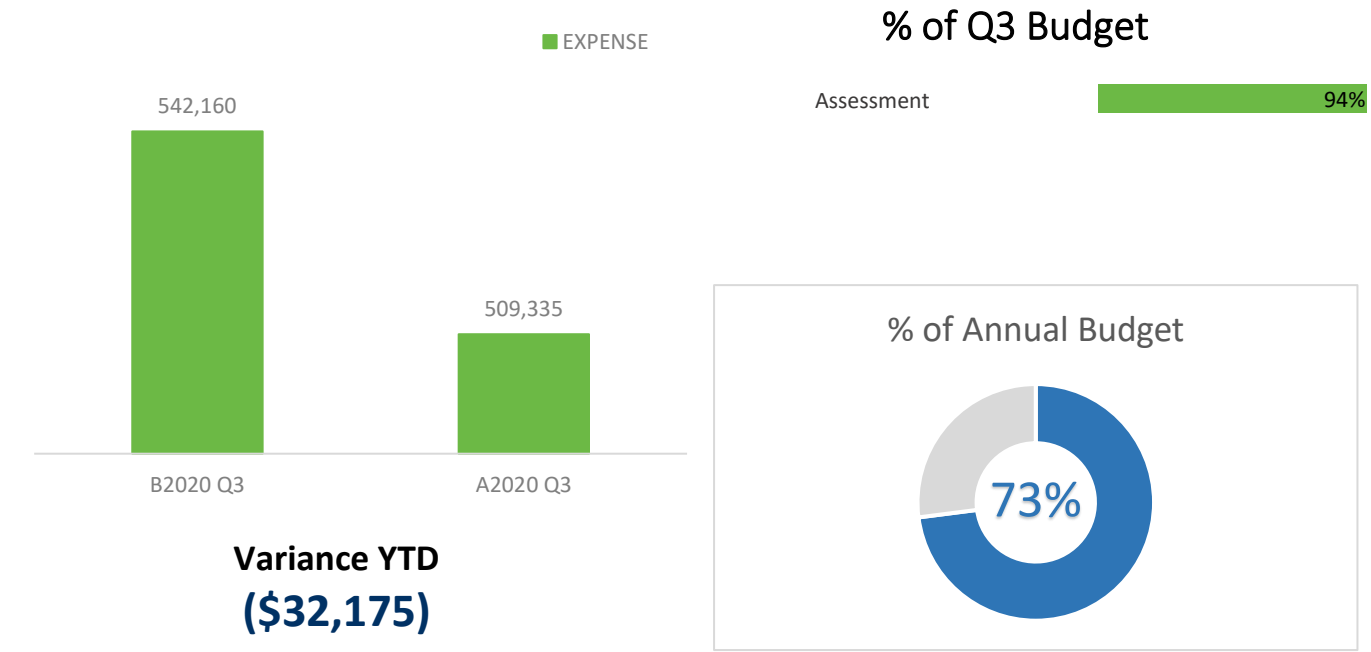
Develop a framework that guides Leduc County's involvement and actions in the DIP appeal process.

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or Key Performance Indicators
Complete a risk analysis of possible DIP/Linear appeals and seek legal advice as to an appropriate course of action in terms of taking intervener status/active participant status.	Q2 2020		Guidelines that direct Leduc County's level of involvement and participation in DIP/Linear appeals. <ul style="list-style-type: none">Leduc County is an active participant in the Capital Power linear appeals and two Machinery and Equipment appeals.It is important for Leduc County to participate in order to be informed of the status of any appeal that affects our assessment base.

ASSESSMENT

Q3 - 2020 Financial Reporting

Department Head: Karen Burnand



Assessment

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	650	650	-	-	0%	0%
Total Revenue	650	650	-	(650)	0%	0%
EARNINGS & BENEFITS	627,652	475,315	471,715	(3,600)	99%	75%
GENERAL SERVICES-CONTRACTED	54,527	51,592	25,493	(26,099)	49%	47%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,320	4,115	990	(3,125)	24%	19%
FINANCIAL SERVICE CHARGES	11,138	11,138	11,138	-	100%	100%
Total Expense	698,637	542,160	509,335	(32,825)	94%	73%
Surplus/(Deficit)	(697,987)	(541,510)	(509,335)	32,175	94%	73%

Variance

- *General services - contracted*
 - The annual computerized assessment system fees were lower than anticipated.
 - Fees budgeted for Designated Industrial Property assessment analysis and confirmation have not been utilized to date.
 - Conference and meeting expenses are under budget due to pandemic related cancellations.
 - Repairs and maintenance to vehicles have been less than anticipated.



1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

- Ensures the Corporate Services team successfully delivers strategic, reliable and valued support to the organization that aids in the achievement of strategic objectives.
- Leads the preparation, oversight, and alignment of the Corporate Services budget, ensuring responsible and appropriate use of municipal funds.
- Ensures the Corporate Services team delivers a consistent level of customer service that is valued and respected by our clients, council and our residents.
- Administers and supplies administrative summer coverage for the organization.
- Provides administrative support to the various business units within Corporate Services and the director, as required.
- Coordinates, tracks, reports and provides oversight of all insurance claims for the county.
- Coordinates and provides support for employee events and recognition, corporate events, and Corporate Services team planning sessions.
- Provides custodial services in Leduc County municipal offices and ensures workspaces and common areas meet customer service standards.
- Designs, codes and implements new computer software programs; promotes the use of OnBase for the development of new applications wherever possible.
- Improves and supports existing systems by identifying current challenges and implementing modifications or enhancements.
- Assists with determining operational system objectives by studying business functions, gathering information, evaluating output requirements and formats, and offering best-practice solutions and recommendations for improvements across the organization.

Facilities and fleet

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

Geographic Information Systems (GIS)

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

Health, safety and wellness

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

Human resources

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

Information technology (IT)

- Develops and maintains IT policies, procedures, workflows, and network and business systems architecture, which ensures data governance, assurance and security.
- Executes the procurement, maintenance and support of all hardware components, the network infrastructure, telephone and all other equipment required for the organization to function efficiently.
- Supports and provides assistance to the end users with respect to software and the management and storage of electronic data.
- Partners with all lines of business to provide innovative, forward-thinking technology solutions to meet business and county needs.
- Works with business areas to identify business needs and/or challenges.

Records management

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

2: Strategic Priorities

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

3: Department Highlights

- Corporate services budgets and business plan for 2021 were completed.
- Finalized the Leduc County Learning and Development Strategic Plan.
- Corporate insurance renewal information was complied and submitted.
- Researched and developed a plan for annual facility maintenance life cycling.
- Completed a comprehensive review of the OnBase system which provided recommendations for effective and efficient records management in the future.
- Continued supporting the safety response to COVID-19 by ensuring compliance with Alberta Health Services' recommendations and by developing safe work procedures including:
 - Development of a safe work practice for FCSS home visits or when utilizing non-Leduc county facilities that included a process to pre-screen clients and conduct site assessments.
 - Worked with Parks to develop a pre-screen process for summer programs.
 - Worked with Assessment to update their field level hazard assessment and develop a process for pre-screening prior to inspections.
- Procured a new IT Help Desk software program.
- Completed the 6-month review of the Information Technology Strategic Plan with Tantus and it was determined that we are on track to meet our goals.

4: Action plan

Goal 1

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

Strategy 1.1

Implement the year one recommendations from the Employee Compensation Review.

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
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"> • Employee compensation review completed. • Compensation procedures are being developed.
Implement the year one recommendations from the Employee Compensation Review.	Q1 2020		Adjust/develop human resources procedures regarding pay and benefits administration to reflect recommendations from the compensation review.

			<ul style="list-style-type: none"> • Compensation directives and procedure documents are being drafted. Anticipated completion Q4. <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"> • Reviewing HR directives and making changes as required. Anticipated completion Q4.
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"> • Working on a communication plan to roll out compensation program to staff. <p>All staff are provided with letters specific to their compensation adjustment (if applicable).</p> <ul style="list-style-type: none"> • Letters for staff are being drafted.

Strategy 1.2

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

Actions	Target dates	Status at Sep 30 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"> • Training and development forms and procedures are completed. <p>Information sessions for staff are completed.</p> <ul style="list-style-type: none"> • In-person information sessions for staff have been deferred due to COVID-19.
Develop individualized training plan templates.	Q1 2020		<p>Templates are created and reviewed with senior management.</p> <ul style="list-style-type: none"> • Templates were completed and reviewed by senior management.
Train supervisors and managers on the individualized training plan procedure and timelines.	Q1 2020		<p>Training sessions are completed for all supervisory staff.</p> <ul style="list-style-type: none"> • Training sessions have been deferred due to COVID-19.
Training and development plans are completed for all employees.	Q2 2020		<p>A training and development plan is completed and signed off for all employees.</p>

			<ul style="list-style-type: none"> • Training and development plans are due to be completed in Q4.
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Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Align IT resources to the approved strategic plan.	Q1 2020		Resources are aligned to ensure completion of strategic recommendations. <ul style="list-style-type: none"> • Completed with the hiring of a Project Manager in April.
Perform IT infrastructure assessments.	Q1 2020		A network/bandwidth assessment has been completed. <ul style="list-style-type: none"> • Completed with the delivery of the report and recommendations in Q2.
Review IT policies and procedures and develop new applicable procedures.	Q2 2020		A framework and procedures have been reviewed and developed. <ul style="list-style-type: none"> • The policy and procedures framework was completed in Q1. • Information and Records Management Policy to be presented to Policy Committee in November and will be completed by the end of Q4.
Develop an IT disaster recovery plan and test.	Q4 2020		An IT technology disaster recovery plan has been developed.
Develop a digital information plan.	Q4 2020		A digital information plan has been developed. <ul style="list-style-type: none"> • Digital information plan development was initiated in Q2 and is anticipated to be completed in Q4.
Perform an OnBase assessment.	Q4 2020		OnBase assessment has been completed. <ul style="list-style-type: none"> • OnBase assessment started in Q2 was completed in Q3 ahead of schedule.

Strategy 2.2

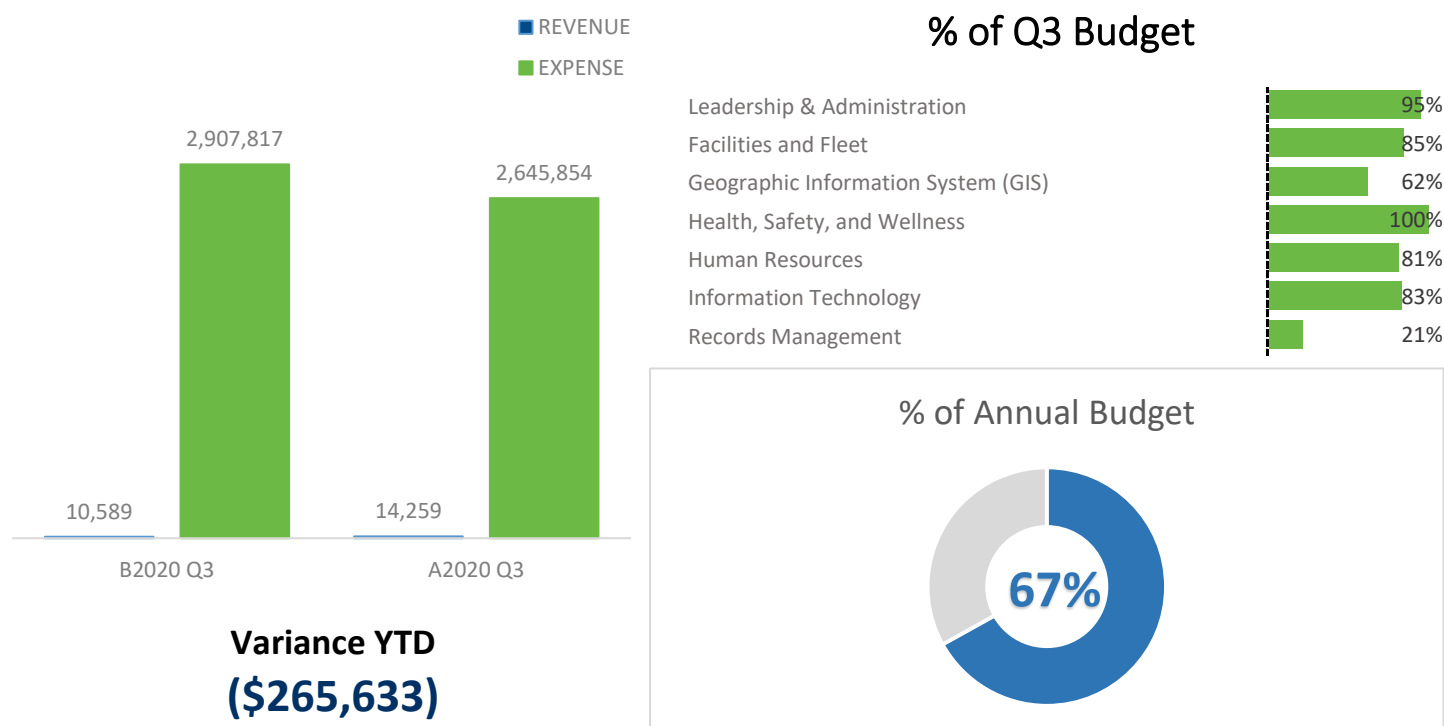
Implement the year one recommendations from the Cyber Security Review.

Actions	Target dates	Status at Sep 30 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">• The security awareness program was developed in Q1.
Develop security procedures.	Q1 2020		Security incident response procedures are completed. <ul style="list-style-type: none">• Security incident response procedures have been completed.
Implement staff cybersecurity training.	Q2 2020		Two training sessions delivered in 2020. <ul style="list-style-type: none">• The first cyber security training sessions rolled out in Q1.• The second cyber security training session was rolled out in Q2.
Develop and implement IT asset and configuration management plan.	Q3 2020		IT asset and configuration management plan created. <ul style="list-style-type: none">• Currently being drafted. Software purchased and installed; documentation created, and training delivered.• To be completed in Q4.

CORPORATE SERVICES

Q3 - 2020 Financial Reporting

Department Head: Roseanne Hall



Leadership & Administration

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	3,400	2,550	2,976	426	117%	88%
OTHER REVENUE FROM OWN SOURCES	1,000	700	331	(369)	47%	33%
Total Revenue	4,400	3,250	3,307	57	102%	75%
EARNINGS & BENEFITS	2,226,417	1,678,142	1,595,878	(82,264)	95%	72%
GENERAL SERVICES-CONTRACTED	222,740	165,760	158,958	(6,802)	96%	71%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,040	5,315	1,569	(3,746)	30%	22%
Total Expense	2,456,197	1,849,217	1,756,405	(92,812)	95%	72%
Surplus/(Deficit)	(2,451,797)	(1,845,967)	(1,753,098)	92,869	95%	72%

Variances

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

CORPORATE SERVICES

Q3 - 2020 Financial Reporting

Facilities and Fleet

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	450	337	-	(337)	0%	0%
<i>OTHER REVENUE FROM OWN SOURCES</i>	9,336	7,002	11,071	4,069	158%	119%
<i>OTHER TRANSACTIONS</i>	16,500	-	-	-	0%	0%
Total Revenue	26,286	7,339	11,071	3,732	151%	42%
<i>GENERAL SERVICES-CONTRACTED</i>	238,892	178,120	153,657	(24,463)	86%	64%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	185,362	136,534	97,486	(39,048)	71%	53%
<i>RESERVES,TRANSFERS & GRANTS</i>	69,386	-	-	-	0%	0%
<i>FINANCIAL SERVICE CHARGES</i>	333,691	166,845	160,950	(5,895)	96%	48%
Total Expense	827,331	481,499	412,093	(69,406)	86%	50%
Surplus/(Deficit)	(801,045)	(474,160)	(401,022)	73,138	85%	50%

Variances

- *General services - contracted*
 - Building reviews scheduled for Q3 to be completed in Q4.
- *Goods, supplies & materials purchased*
 - Annual furniture replacement and non-essential building maintenance deferred due to the pandemic.

Geographic Information System (GIS)

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
<i>GENERAL SERVICES-CONTRACTED</i>	17,753	17,315	8,019	(9,296)	46%	45%
<i>PURCHASES FR OTHER GOV & AGENCIES</i>	7,000	5,256	5,891	635	112%	84%
Total Expense	24,753	22,571	13,911	(8,660)	62%	56%
Surplus/(Deficit)	(24,753)	(22,571)	(13,911)	8,660	62%	56%

Variances

- No significant variances.

CORPORATE SERVICES

Q3 - 2020 Financial Reporting

Health, Safety, and Wellness

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	28,000	-	-	-	0%	0%
Total Revenue	28,000	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	38,062	29,662	13,652	(16,010)	46%	36%
GOODS,SUPPLIES & MATERIALS PURCHASED	58,016	22,637	38,519	15,882	170%	66%
Total Expense	96,078	52,299	52,171	(128)	100%	54%
Surplus/(Deficit)	(68,078)	(52,299)	(52,171)	128	100%	77%

Variances

- *General services - contracted*
 - Corporate training was cancelled due to the pandemic.
- *Goods, supplies & materials purchased*
 - Employee corporate wear was purchased in Q1. Funds carried forward from 2019 to fund this purchase were budgeted in Q4.

Human Resources

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
OTHER REVENUE FROM OWN SOURCES	-	-	(119)	(119)	0%	0%
OTHER TRANSACTIONS	21,550	-	-	-	0%	0%
Total Revenue	21,550	-	(119)	(119)	0%	-1%
GENERAL SERVICES-CONTRACTED	52,735	36,738	31,924	(4,814)	87%	61%
GOODS,SUPPLIES & MATERIALS PURCHASED	19,050	11,050	6,688	(4,362)	61%	35%
Total Expense	71,785	47,788	38,612	(9,176)	81%	54%
Surplus/(Deficit)	(50,235)	(47,788)	(38,731)	9,057	81%	77%

Variances

- No significant variances.

CORPORATE SERVICES

Q3 - 2020 Financial Reporting

Information Technology

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	3,650	-	-	-	0%	0%
Total Revenue	3,650	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	376,155	318,397	271,069	(47,328)	85%	72%
GOODS,SUPPLIES & MATERIALS PURCHASED	149,100	125,844	99,480	(26,364)	79%	67%
Total Expense	525,255	444,241	370,549	(73,692)	83%	71%
Surplus/(Deficit)	(521,605)	(444,241)	(370,549)	73,692	83%	71%

Variances

- *General services - contracted*
 - The September telephone invoice had not been received at the time of this report.
 - A portion of the software programs cost less to renew than they had in previous years.
 - Copier usage fees lower than anticipated due to the number of employees working from home.
 - Many courses and conferences were cancelled due to the pandemic.
- *Goods supplies & materials purchased*

Records Management

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	6,512	5,202	1,673	(3,529)	32%	26%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,500	5,000	440	(4,560)	9%	6%
Total Expense	14,012	10,202	2,112	(8,090)	21%	15%
Surplus/(Deficit)	(14,012)	(10,202)	(2,112)	8,090	21%	15%

Variances

- No significant variances.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Financial services

- Adheres to regulatory compliance and oversees internal controls to safeguard assets and mitigate risks to the organization.
- Leads financial reporting, investment management and budgeting processes to ensure fiscal responsibility that aids in the achievement of strategic objectives and allows for long-term stability.
- Ensures responsive policies that align with council's strategic priorities.
- Endeavors to deliver accurate, reliable and timely information with respect and integrity to all residents and stakeholders.
- Coordinates the development, preparation, distribution, maintenance and reporting of operating and capital budgets as well as grant submissions.
- Oversees cash handling and processing operations for taxation, accounts payable, accounts receivable, utilities and debt collection.
- Provides support to departments within the organization to enhance reporting, decision-making and service delivery.
- Provides transparent customer service with compassion, respect and accountability that is fair and equitable.
- Provides accurate and timely compensation in a confidential manner while supporting the organization through education and awareness.

Administrative services

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

2: Strategic Priorities

Strategic priority – All

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

3: Department Goals

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

4: Department Highlights

- Collected \$61,834,670 (83.46%) of property taxes by September 30th. An additional \$3,418,677 will be collected through the tax installment payment plan before year-end, bringing the total property taxes collected to \$65,253,347 (88.07%).
- Continued work with departments to prepare the interim 2021 budget.
- Council workshop held on September 24 to begin discussions on 2021 major and capital project plans.
- Continued cross-departmental work on asset management.
- Contributed to an environmental scan report in preparation for the 2021 budget.

5: Action Plan

Goal 1

Enhance financial and organizational sustainability.

Strategy 1.1

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

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Continue audit of internal control processes.	Q4 2020		Internal audit report completed for three departments. <ul style="list-style-type: none">• Research of department revenues and preliminary work complete.• Department meetings were delayed due to COVID-19, project likely to carry over to 2021.
Research collection agency options.	Q1 2020		Selection of a collection agency. <ul style="list-style-type: none">• Options reviewed and agency selected.

Strategy 1.2

Continue to develop long-term financial planning models.

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Continue to enhance the five-year capital plan by identifying and analyzing factors such as inflation, growth rates and other influencing factors.	Q4 2020		Development of long-range plan utilizing appropriate factors. <ul style="list-style-type: none">Influencing factors are being considered during preparation for the 2021 interim budget.

Strategy 1.3

Continue review of financial policies.

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Research information on optimal reserve balances and revise reserve policy as needed.	Q4 2020		A revised reserve policy approved by council. <ul style="list-style-type: none">Preliminary research in progress.

Goal 2

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

Strategy 2.1

Continue to enhance department reporting and reorganize data.

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Establish new quarterly reporting templates that align with service-based budgeting.	Q2 2020		Completion of 2020 quarter one reporting. <ul style="list-style-type: none">Quarter one reporting done.
Continue to build on and enhance the service based budget model.	Q4 2020		Approved 2021 interim budget. <ul style="list-style-type: none">Interim budget process is underway.

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 Sep 30 2020	Deliverables and/or key performance indicators
Implement cheque-scanning technology for onsite deposits.	Q1 2020		Utilization of cheque-scanning technology. <ul style="list-style-type: none">Cheque-scanner being fully utilized.
Enhance reporting of payroll statistics to management.	Q1 2020		Regular automated reports to senior management. <ul style="list-style-type: none">Customized, automated reports created and being utilized.

Strategy 3.2

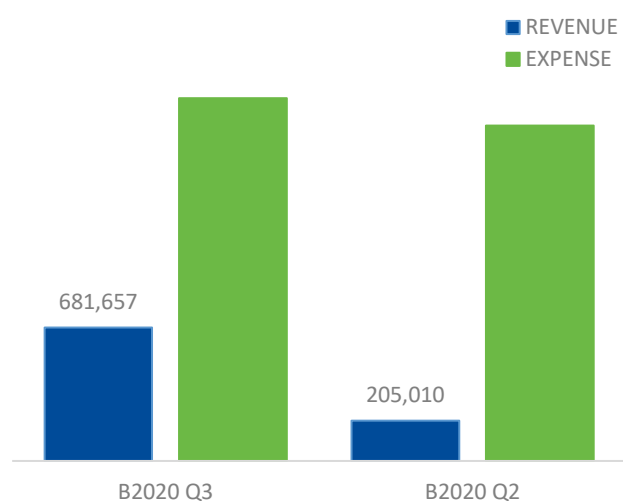
Enhance customer service by expanding payment options.

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Develop an administrative procedure for corporate acceptance of credit card payments.	Q1 2020		Acceptance of credit card payments according to approved procedure. <ul style="list-style-type: none">Administrative procedure completed.
Examine how financial transactions are being processed to determine where customer service can be enhanced.	Q3 2020		Implementation of processes that enhance customer service. <ul style="list-style-type: none">Processes are being evaluated as part of the internal control review that is in progress.
Examine e-commerce solutions for credit card payments online.	Q4 2020		Rollout solutions as warranted. <ul style="list-style-type: none">Training completed with the website developers to utilize the new website for online payments.Set up merchant account to accept online payments.Initial meetings held to discuss procedures for processing online payments.

FINANCE

Q3 - 2020 Financial Reporting

Department Head: Natasha Wice



Variance YTD
\$336,200

% of Q3 Budget

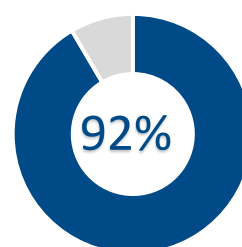
Financial Services

137%

Administrative Services

60%

% of Annual Budget



Financial Services

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	551,070	550,320	20,321	(529,999)	4%	4%
SALES OF GOODS & SVS TO INDIVIDUALS	33,500	24,861	40,816	15,955	164%	122%
OTHER REVENUE FROM OWN SOURCES	150,600	91,964	133,578	41,614	145%	89%
OTHER TRANSACTIONS	63,012	13,012	8,772	(4,240)	67%	14%
Total Revenue	798,182	680,157	203,488	(476,669)	30%	25%
EARNINGS & BENEFITS	1,048,527	761,681	716,507	(45,174)	94%	68%
GENERAL SERVICES-CONTRACTED	179,257	167,842	154,304	(13,538)	92%	86%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,650	2,450	889	(1,561)	36%	34%
RESERVES,TRANSFERS & GRANTS	787,350	787,350	759,958	(27,392)	97%	97%
Total Expense	2,017,784	1,719,323	1,631,658	(87,665)	95%	81%
Surplus/(Deficit)	(1,219,602)	(1,039,166)	(1,428,170)	(389,004)	137%	117%

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.
- *Other revenue from own sources*
 - Higher than anticipated drilling permit revenues by \$50,000. Less than anticipated land rental revenue by \$10,000.
- *Earnings & benefits*
 - 1 vacant position during Q2.

FINANCE

Q3 - 2020 Financial Reporting

- *Reserves, transfers and grants*

- Variance is due to cash flow. The transfer to reserves for annexation proceeds was budgeted in July however the transfer was done in June.

Administrative Services

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	2,000	1,500	1,522	22	101%	76%
Total Revenue	2,000	1,500	1,522	22	101%	76%
<i>GENERAL SERVICES-CONTRACTED</i>	91,950	87,310	37,352	(49,958)	43%	41%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	51,600	38,700	34,205	(4,495)	88%	66%
<i>RESERVES,TRANSFERS & GRANTS</i>	276,048	-	-	-	0%	0%
<i>FINANCIAL SERVICE CHARGES</i>	8,970	6,795	8,466	1,671	125%	94%
Total Expense	428,568	132,805	80,023	(52,782)	60%	19%
Surplus/(Deficit)	(426,568)	(131,305)	(78,501)	52,804	60%	18%

Variances

- *General services - contracted*

- Variance is due to cash flow of external audit fees.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Corporate leadership and administration

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

Agricultural drainage

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

Crop pest control

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

Equipment maintenance and fabrication

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

Local food and horticulture

- Supports Leduc County residents by being a resource to develop and strengthen their capacities as local food producers.
- Connects with food consumers to develop more self-reliant and resilient food networks in the region.
- Hosts and supports local initiatives that increase grower and consumer awareness of local food.
- Supports social licensing initiatives to build public trust for the second largest industry in Alberta – agriculture.

- Is a conduit for information relating to horticultural pests and disease issues affecting trees and garden vegetables.
- Advocate and supports agricultural educational opportunities for youth.

Roadside vegetation management

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

Sustainable agriculture program

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

Weed control

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

Wild animal pest control

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

2: Strategic Priorities

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

3: Department Highlights

- Roadside spraying was completed in Q3, along with the majority of the roadside mowing. Minor touch-ups and special requests for mowing will be completed in Q4 while the weather is conducive.
- Clubroot of Canola initial inspections were completed in Q3, as were the majority of secondary inspections. Only a few secondary inspections were left to be completed in Q4. Samples for potential pathotype shifts will be submitted for testing.
- Participated in and provided support to several consultation studies based around agriculture (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 Sep 30 2020	Deliverables and/or key performance indicators
Work with Planning and Development and Parks and Recreation to promote agri-tourism in Leduc County.	Q3 - Q4 2020		Engage our residents and coordinate one networking event for those interested in local food and/or agri-tourism. <ul style="list-style-type: none"> Although no networking event can be held during COVID-19, agri-tourism is being promoted through the Discover Leduc Region website. Local Food will be added in 2021.
Advocate for the 2020 Alberta Farm Fresh Producers (AFFPA) Conference to be hosted in Nisku and support the event through conference sponsorship and in-kind coordination.	Q1 2020		Farm to Market to Table Conference in Nisku <ul style="list-style-type: none"> Held February 27 and 28. 124 participants on Day 1 and 82 participants on Day 2.
Coordinate seven local food workshops within Leduc County.	Q1 - Q4 2020		Seven workshops <ul style="list-style-type: none"> Feb 8 - Before the Plate screening and discussion (33 participants). Several workshops postponed due to COVID-19. Preparing several virtual workshops for Q4.

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 Sep 30 2020	Deliverables and/or key performance indicators
Deliver on the tactics that are embedded within our Agricultural Strategy that advocate for agriculture in Leduc County. <ul style="list-style-type: none">Establish an advocacy group to promote agriculture on a county-wide basis.	Q3 2020		Expand the Terms of Reference for the ASB Committee and how we could utilize that already established group. <ul style="list-style-type: none">Will explore expanding the Terms of Reference in Q4.
Work with regional partners (Sturgeon County and Parkland County) and implement a targeted education and communication strategy focused on the importance of food and agriculture throughout the Edmonton Metropolitan Region.	Q2 2020		<ul style="list-style-type: none">AdFarm was selected as the consulting partner for the development of the communications strategy.Public engagement begun by AdFarm with support from Leduc County staff.Final report completeCommunication strategy based on findings in the report needs to be decided on.
Work with the Planning and Development department to develop policies, which support the re-visioning of small-holding agriculture in Leduc County.	Q4 2020		Determine agricultural permitted activities and animal units on small-holdings.

Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Control brush with selective herbicides less than 10-feet high in intersections and in the right-of-way adjacent to the road to improve driving visibility and promote efficient drainage. <ul style="list-style-type: none">57 intersections identified and 10 brushed and followed up by spraying in 2019.	Q3 - Q4 2020		Ten intersections and 30 kms of roadside brush to be brushed and sprayed. <ul style="list-style-type: none">13 intersections and 79 kms of roadside right-of-way were sprayed in 2020.

<ul style="list-style-type: none"> 181 km roadsides were identified to be either brushed or sprayed and 31 km of those were sprayed in 2019. 			
Support the grading and shoulder pull program by controlling unwanted vegetation through the application of non-selective herbicides along roadsides.	Q2 - Q3 2020		150 kms to be completed. <ul style="list-style-type: none"> 788 km completed.
Mow problem vegetation (reed canary grass, sweet clover) that affect operational maintenance and create sightline issues for our driving public.	Q2 - Q4 2020		Targeting 500 kms/month from June to September. <ul style="list-style-type: none"> Due to COVID-19, unable to complete program. However, regular mowing program targeted problem vegetation areas.
Reseed and ensure the establishment of desired grass species on roadside slopes to stabilize the soil, protect road structure and maintain the value of the road with regards to shoulder pulling.	Q3 - Q4 2020		10 kms to be completed. <ul style="list-style-type: none"> Approximately 1 km of seeding has been completed.

Goal 3

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

Strategy 3.1

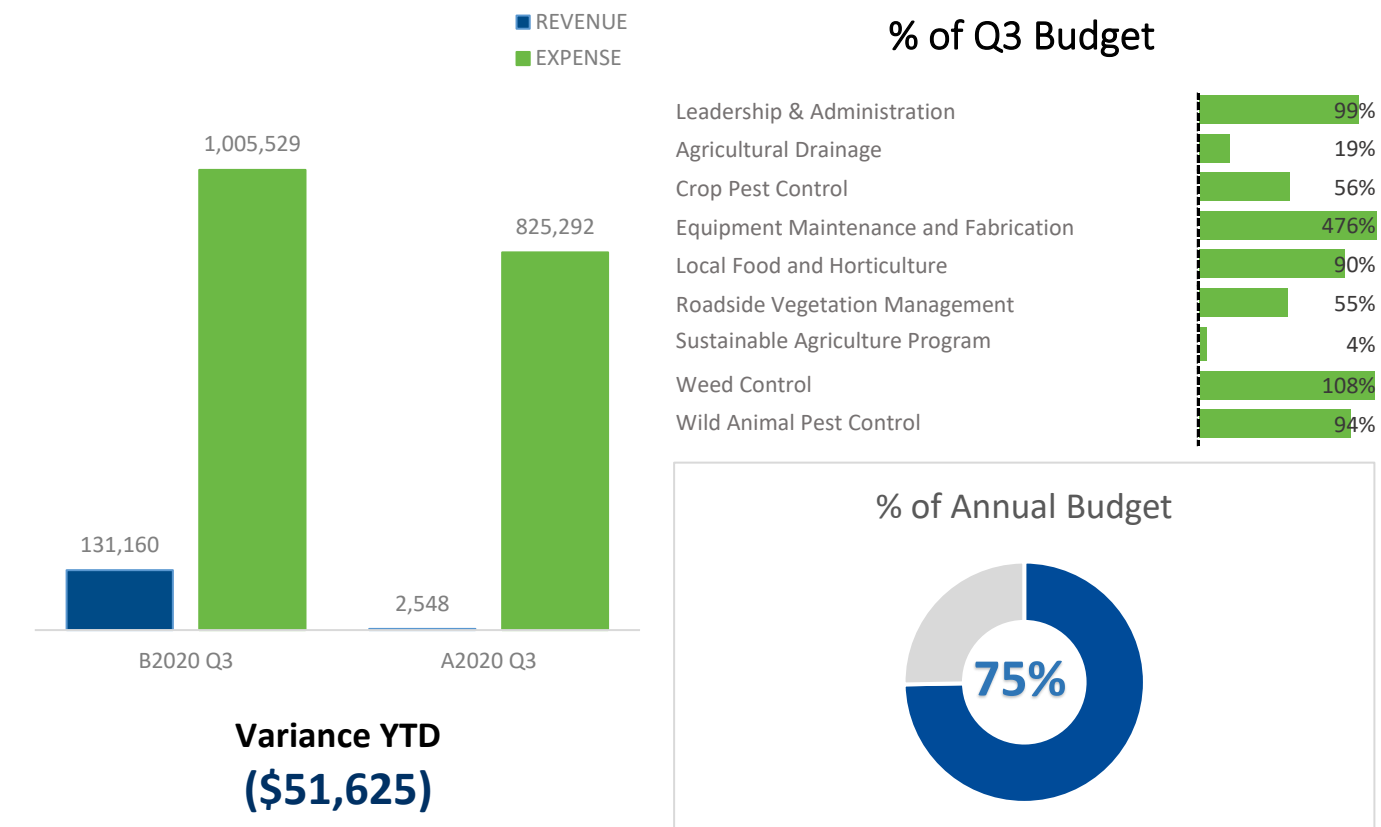
Working with members of the Edmonton Metropolitan Regional Board (EMRB), support the regional agricultural industry.

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Provide technical expertise to the Regional Agricultural Master Plan (RAMP) task force.	Q4 2020		The RAMP task force develops specific agricultural-supportive policy boundaries; determine priority agricultural areas, special agricultural areas; and limit unnecessary conversion and fragmentation. Additionally, it will establish a consistent approach to food and agriculture throughout the EMRB. <ul style="list-style-type: none"> Staff supported Planning and Development with email and phone input on three RAMP meetings.
Provide technical expertise to the RAMP task force to support the development of a Regional Land Evaluation Site Assessment (LESA) tool.	Q1 - Q4 2020		Regional Land Evaluation Site Assessment (LESA) tool developed. <ul style="list-style-type: none"> Support was provided to develop Leduc County's Agricultural Impact Assessment.

AGRICULTURAL SERVICES

Q3 - 2020 Financial Reporting

Department Head: Garrett Broadbent



Leadership & Administration

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	-	-	591	591	0%	0%
Total Revenue	-	-	591	591	0%	0%
EARNINGS & BENEFITS	356,970	267,729	273,916	6,187	102%	77%
GENERAL SERVICES-CONTRACTED	16,086	11,961	4,269	(7,692)	36%	27%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,400	2,633	458	(2,175)	17%	13%
RESERVES,TRANSFERS & GRANTS	22,500	17,500	17,499	(1)	100%	78%
Total Expense	398,956	299,823	296,142	(3,681)	99%	74%
Surplus/(Deficit)	(398,956)	(299,823)	(295,551)	4,272	99%	74%

Variances

- No significant variances.

AGRICULTURAL SERVICES

Q3 - 2020 Financial Reporting

Agricultural Drainage

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	1,500	-	-	-	0%	0%
Total Revenue	1,500	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	8,010	8,007	1,509	(6,498)	19%	19%
Total Expense	8,010	8,007	1,509	(6,498)	19%	19%
Surplus/(Deficit)	(6,510)	(8,007)	(1,509)	6,498	19%	23%

Variances

- *General services - contracted*
 - The County was not able to conduct drainage cleanouts due to weather conditions in Q1 and Q2. They are being completed in Q4.

Crop Pest Control

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
EARNINGS & BENEFITS	53,522	44,602	31,698	(12,904)	71%	59%
GENERAL SERVICES-CONTRACTED	26,490	25,391	7,630	(17,761)	30%	29%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,050	5,048	2,449	(2,599)	49%	35%
Total Expense	87,062	75,041	41,778	(33,263)	56%	48%
Surplus/(Deficit)	(87,062)	(75,041)	(41,778)	33,263	56%	48%

Variances

- *Earnings and benefits*
 - Timing issue between budgeted months for position (May-Oct) and actual months (Mar-Nov).
- *General services - contracted*
 - Lab testing was delayed in Q2 and has been extended into Q3.
 - Savings on vehicle leases as a vehicle was not leased for the clubroot inspector.

AGRICULTURAL SERVICES

Q3 - 2020 Financial Reporting

Equipment Maintenance and Fabrication

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	3,000	-	-	-	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	122,326	122,326	-	(122,326)	0%	0%
OTHER TRANSACTIONS	20,000	-	-	-	0%	0%
Total Revenue	145,326	122,326	-	- 122,326	0%	0%
EARNINGS & BENEFITS	118,030	88,911	82,924	(5,987)	93%	70%
GENERAL SERVICES-CONTRACTED	42,205	11,547	18,344	6,797	159%	43%
GOODS,SUPPLIES & MATERIALS PURCHASED	67,408	50,829	36,518	(14,311)	72%	54%
Total Expense	227,644	151,287	137,786	(13,501)	91%	61%
Surplus/(Deficit)	(82,318)	(28,961)	(137,786)	(108,825)	476%	167%

Variances

- Conditional grants fr other gov
 - Agriculture service board grant funding had not yet been received at the time of this report.
- Goods, supplies & materials purchased
 - Equipment has not been used as much as anticipated due to reduced seasonal staffing levels. This has resulted in lower fuel and equipment and machine part costs than originally budgeted.

Local Food and Horticulture

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	93,757	70,795	72,057	1,262	102%	77%
GENERAL SERVICES-CONTRACTED	9,024	5,742	1,676	(4,066)	29%	19%
GOODS,SUPPLIES & MATERIALS PURCHASED	6,500	5,771	340	(5,430)	6%	5%
Total Expense	109,281	82,308	74,073	(8,235)	90%	68%
Surplus/(Deficit)	(109,281)	(82,308)	(74,073)	8,235	90%	68%

Variances

- No significant variances.

AGRICULTURAL SERVICES

Q3 - 2020 Financial Reporting

Roadside Vegetation Management

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
EARNINGS & BENEFITS	116,749	116,749	92,654	(24,095)	79%	79%
GENERAL SERVICES-CONTRACTED	14,532	12,845	5,941	(6,905)	46%	41%
GOODS,SUPPLIES & MATERIALS PURCHASED	94,956	86,993	19,509	(67,484)	22%	21%
Total Expense	226,237	216,588	118,104	(98,484)	55%	52%
Surplus/(Deficit)	(226,237)	(216,588)	(118,104)	98,484	55%	52%

Variances

- *Earnings & benefits*
 - Two seasonal staff left earlier than budgeted for, which resulted in savings. There is also a timing difference between the budget months of work and actual months of work.
- *Goods, supplies & materials purchased*
 - Chemical purchases have been less than anticipated.
 - There have been fewer seasonal staff than originally budgeted for to operate equipment, so fuel and equipment and machine parts have been less expected.

Sustainable Agriculture Program

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
OTHER TRANSACTIONS	8,481	-	-	-	0%	0%
Total Revenue	8,481	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	6,902	5,501	284	(5,217)	5%	4%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,000	3,000	58	(2,942)	2%	2%
Total Expense	9,902	8,501	343	(8,159)	4%	3%
Surplus/(Deficit)	(1,421)	(8,501)	(343)	8,159	4%	24%

Variances

- *General services - contracted*
 - Several workshops that were planned have been postponed or cancelled due to COVID-19 gathering restrictions. This has resulted in reduced speaker fees, food, and room rentals.

AGRICULTURAL SERVICES

Q3 - 2020 Financial Reporting

Weed Control

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	8,000	5,500	-	(5,500)	0%	0%
Total Revenue	8,000	5,500	-	(5,500)	0%	0%
EARNINGS & BENEFITS	26,833	26,833	23,377	- 3,456	87%	87%
GENERAL SERVICES-CONTRACTED	26,900	22,937	10,605	(12,332)	46%	39%
GOODS,SUPPLIES & MATERIALS PURCHASED	12,800	12,385	27,413	15,027	221%	214%
Total Expense	66,533	62,155	61,394	(761)	99%	92%
Surplus/(Deficit)	(58,533)	(56,655)	(61,394)	(4,739)	108%	105%

Variances

- *General services - contracted*
 - Agriculture Infestation Management Solution (AIMS) anticipated upgrade to mobile-friendly program did not occur which resulted in a significant 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*
 - Herbicide purchases were coded to Weed Control, resulting in a variance.

Wild Animal Pest Control

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	2,500	1,352	714	(638)	53%	29%
OTHER REVENUE FROM OWN SOURCES	2,000	1,982	1,243	(739)	63%	62%
Total Revenue	4,500	3,334	1,957	(1,377)	59%	43%
EARNINGS & BENEFITS	108,731	81,545	82,286	741	101%	76%
GENERAL SERVICES-CONTRACTED	14,779	10,043	5,297	(4,746)	53%	36%
GOODS,SUPPLIES & MATERIALS PURCHASED	11,913	10,225	6,580	(3,645)	64%	55%
Total Expense	135,423	101,813	94,163	(7,650)	92%	70%
Surplus/(Deficit)	(130,923)	(98,479)	(92,206)	6,273	94%	70%

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

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

3: Department Highlights

- Instructed Incident Command System 100 and 200 to firefighters and staff.
- Provided unsecure load information to public entering the Leduc landfill and transfer stations.
- Presented the Community Standards bylaw legal review to Municipal Policy Review Committee.
- Instructed Radar Lidar course to officers from Fort McMurray.
- Researched e-ticketing programs being mandated in 2021.
- Boat safety awareness event at Wizard Lake with Transport Canada.

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 Sep 30 2020	Deliverables and/or key performance indicators
Educate road users through traffic enforcement and interactions, and conduct high-visibility traffic operations in key areas.	Q4 2020		Conduct a minimum of 12 dedicated traffic operations per year. <ul style="list-style-type: none">• With the implementation of new traffic operation practices, this goal was achieved and exceeded, resulting in an average of 66 traffic

			operations per month in Q3. This goal will be adjusted in 2021.
Assist departments in protecting of the county's road infrastructure through the enforcement of road bans.	Q2 2020		<p>Conduct a minimum of 40 patrols per month on banned roads during road ban season.</p> <ul style="list-style-type: none"> With increased collaboration with Road Operations, this goal was exceeded, resulting in an average of 120 patrols per month in Q3. This goal will be adjusted in 2021.
Support initiatives that focus on commercial vehicle safety, including commercial vehicle cargo securement.	Q4 2020		<p>Conduct a minimum of 25 traffic stops for commercial cargo securement each year.</p> <ul style="list-style-type: none"> The 2020 cargo securement awareness program resulted in an increased average of 20 cargo securement stops per month in Q3. This goal will be adjusted in 2021. Conducted several education events for residents at the regional landfill and transfer stations.

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 Sep 30 2020	Deliverables and/or key performance indicators
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	Q4 2020		<p>Conduct 15 patrols in hot spots (including subdivisions) per month.</p> <ul style="list-style-type: none"> With the use of the patrol report database to deploy resources, an average of 145 hot spots patrols were conducted per month in Q3. This goal will be adjusted in 2021.

Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Provide traffic control for parades and special events such as Wizard Lake Canada Day Parade, Leduc Black Gold Parade, Calmar Fair Days Parade and Santa Claus Parade in the City of Leduc.	Q4 2020		<p>Participate in special events during the summer peak season.</p> <ul style="list-style-type: none"> Due to the cancellation of most community events, no traffic control requests have been received.

Goal 2

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

Strategy 2.1

Respond to emergency public safety occurrences.

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Assist with traffic control and scene safety at collisions, as requested.	Q4 2020		Statistics and ongoing updates provided to Protective Services Committee. <ul style="list-style-type: none">Averaged 6 assists per month to emergency services in Q3.
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 Sep 30 2020	Deliverables and/or key performance indicators
Host and instruct commercial vehicle dimension and weights enforcement course.	Q1 2020		Provide one dimension and weights instruction course per year. <ul style="list-style-type: none">Curriculum is being revised for class forecasted for delivery in Q1 2021.
Host and instruct traffic speed enforcement course.	Q3 2020		Provide one traffic speed enforcement course for the region per year. <ul style="list-style-type: none">Delivered instruction to officers from Fort McMurray in Q3.
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">Completed in conjunction with budget preparation in Q3.

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 Sep 30 2020	Deliverables and/or key performance indicators
Participate in and support community special events, open houses, school presentations, and other community engagement opportunities in collaboration with other departments and agencies.	Q4 2020		Summary of activities provided to Protective Services Committee. <ul style="list-style-type: none">Revisions to the Community Peace Officer Performance Plan were presented at the end of May 2020 and the revised plan was approved.
Evaluate the Community Peace Officer Performance Plan, making amendments based on latest results and next-year projections.	Q4 2020		

Goal 4

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

Strategy 4.1

Deliver summer boat/off-highway vehicle patrol program.

Actions	Target dates	Status at June 30 2020	Deliverables and/or key performance indicators
Promote boat safety through education, compliance and enforcement.	Q3 2020		Conduct a minimum of three boat patrols in the summer months. <ul style="list-style-type: none">Conducted 1 boat patrol.Conducted 8 shoreline education patrols in Q3.Boat Safety Awareness event with Transport Canada at Wizard Lake was held in September.
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">Conducted 2 quad patrols for the year.Provided off highway vehicle material, which included rules and regulations, to 5 subdivisions.

Goal 5

Respond to property concerns and promote compliance.

Strategy 5.1

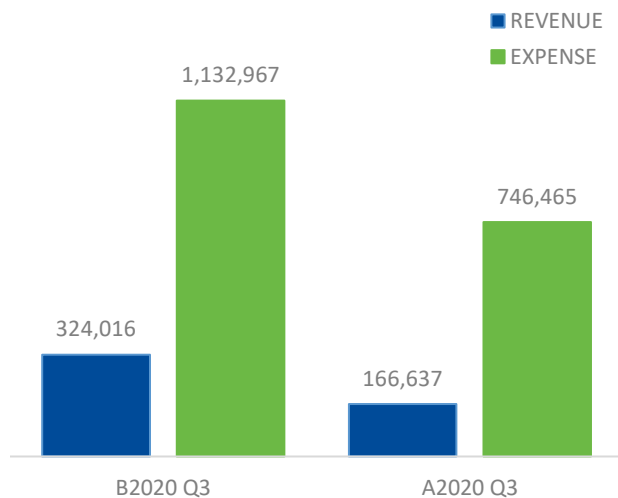
Address nuisance and unsightly premises.

Actions	Target dates	Status at June 30 2020	Deliverables and/or key performance indicators
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2020		<p>Respond to property complaints within three business days.</p> <p>Being nuisance properties into compliance before the end of fall.</p> <ul style="list-style-type: none">• There were 34 complaints to date.• There are 3 active files to date.

ENFORCEMENT SERVICES

Q3 - 2020 Financial Reporting

Department Head: Clarence Nelson

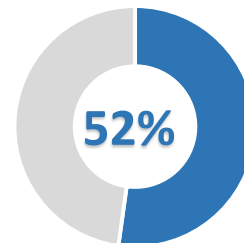


Variance YTD
(\$229,124)

% of Q3 Budget

Leadership & Administration	96%
Bylaw and Animal Control	197%
Enhanced Policing	8%
Training	0%
Traffic Safety	52%

% of Annual Budget



Leadership & Administration

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	3,000	2,250	-	(2,250)	0%	0%
Total Revenue	3,000	2,250	-	(2,250)	0%	0%
EARNINGS & BENEFITS	792,094	598,352	562,228	(36,124)	94%	71%
GENERAL SERVICES-CONTRACTED	57,112	43,006	43,382	376	101%	76%
GOODS,SUPPLIES & MATERIALS PURCHASED	55,664	41,744	45,615	3,871	109%	82%
Total Expense	904,870	683,102	651,225	(31,877)	95%	72%
Surplus/(Deficit)	(901,870)	(680,852)	(651,225)	29,627	96%	72%

Variances

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

ENFORCEMENT SERVICES

Q3 - 2020 Financial Reporting

Bylaw and Animal Control

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	10,034	7,526	3,719	(3,806)	49%	37%
Total Revenue	10,034	7,526	3,719	(3,806)	49%	37%
<i>GENERAL SERVICES-CONTRACTED</i>	39,560	28,322	46,614	18,292	165%	118%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	240	180	-	(180)	0%	0%
<i>RESERVES,TRANSFERS & GRANTS</i>	3,300	2,475	3,300	825	133%	100%
Total Expense	43,100	30,977	49,914	18,937	161%	116%
Surplus/(Deficit)	(33,066)	(23,451)	(46,195)	(22,743)	197%	140%

Variances

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

Enhanced Policing

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
<i>PURCHASES FR OTHER GOV & AGENCIES</i>	557,270	394,515	33,290	(361,225)	8%	6%
Total Expense	557,270	394,515	33,290	(361,225)	8%	6%
Surplus/(Deficit)	(557,270)	(394,515)	(33,290)	361,225	8%	6%

Variances

- *Purchases fr other gov & agencies*
 - Q1 - Q3 invoices for the criminal analyst, Leduc RCMP administration and RCMP enhanced positions had not be received at the time of this report.
 - Policing funding model invoice had not been received at the time of this report.
 - The Thorsby RCMP detachment position was under budget.

ENFORCEMENT SERVICES

Q3 - 2020 Financial Reporting

Training

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO OTHER GOV</i>	5,604	4,203	-	(4,203)	0%	0%
Total Revenue	5,604	4,203	-	(4,203)	0%	0%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	2,500	1,873	-	(1,873)	0%	0%
Total Expense	2,500	1,873	-	(1,873)	0%	0%
Surplus/(Deficit)	3,104	2,330	-	(2,330)	0%	0%

Variances

- No RADAR or LIDAR training hosted in 2020.

Traffic Safety

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	408,768	310,037	162,918	(147,119)	53%	40%
Total Revenue	408,768	310,037	162,918	(147,119)	53%	40%
<i>GENERAL SERVICES-CONTRACTED</i>	30,000	22,500	12,037	(10,464)	53%	40%
Total Expense	30,000	22,500	12,037	(10,464)	53%	40%
Surplus/(Deficit)	378,768	287,537	150,881	(136,656)	52%	40%

Variances

- *Other revenue from own sources*
 - Decreased travel and overall traffic on local roads during the summer peak season combined with delays and disposal of many court proceedings has resulted in a decreased fines revenue.
 - September fine revenue had not been received at the time of this report.
- *General services - contracted*
 - Contract expenses for manual road permits has been less than anticipated due to reduced heavy traffic volume.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Annual Family and Community Support Services (FCSS) Program

- Provides a multi-municipal program to serve the residents of Leduc County, Calmar, Thorsby and Warburg.
- Guided by five principles that are fundamental to program success: prevention, volunteerism, community development, local autonomy and accountability.
- Develops locally driven, preventive social initiatives to enhance the well-being of individuals, families and communities.
- Assists individuals and families to develop or enhance organizational skills, conflict resolution and problem-solving skills; communication skills, healthy relationship-building skills, friendship skills and positive self-esteem.
- Completes simple income tax returns for seniors, people with disabilities and families/individuals with low income.

Bridges FASD (Fetal Alcohol Spectrum Disorder)

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

Early Intervention

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

Early Childhood Resource Program

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

Family Connections Home Visitation

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

Leduc Regional Parent Link Centre

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

2: Strategic Priorities

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

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

4: Department Highlights

- Partnered with Leduc Adult Learning and Canadian Revenue Agency to promote Financial Literacy webinars. Topics included Budgeting 101, 75 Ways to Save on Household Expenses, Fraud and Scams and The Truth About Credit; 18 participants attended.
- Hosted community programs including, Relaunch Your Life, Co-parenting for Success, Anxiety workshop and babysitting course.
- Housekeeping home support services continue to provide services while following health and safety measures set by Alberta Health Services.
- Family Resource Network staff resumed in person supports and services for clients. Programs sites in Thorsby and Devon have been updated to reflect the new service model of the program for ages 0-18.
- An improved website calendar for programs and events has been developed including a QR code that directs residents to the website for more information.

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 Sep 30 2020	Deliverables and/or key performance indicators
Implement enhanced financial literacy training and workshop opportunities in all FCSS programs and services.	Q4 2020		<p>Support and partner in hosting financial literacy workshops in three communities. Include financial literacy support documents and materials in all parent-lead programs across the region.</p> <ul style="list-style-type: none">• We have partnered with Leduc Adult Learning and Canada Revenue Agency Outreach to promote financial literacy programming in community libraries.• Financial literacy is included in Family Resource Network programs. <p>Include financial literacy training and materials in Seniors' Week and all related community events.</p> <ul style="list-style-type: none">• Seniors' Week and Community Awareness events were cancelled as a result of COVID-19.• Financial planning is included in Seniors Without Walls programming of which we are a partner.

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 Sep 30 2020	Deliverables and/or key performance indicators
Explore opportunities to implement a not-for-profit association that will assist in future service provision for Leduc County.	Q2 2020		<p>A report of opportunities, pros and cons will be presented to council for consideration.</p> <ul style="list-style-type: none">• 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.
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Goal 3

Improved communication of resources and services to Leduc County residents.

Strategy 3.1

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

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Work in partnership with communications to ensure that we maximize opportunities to promote services and resources on Leduc County's website.	Q4 2020		<p>An increased number of residents will access the Social Services website information in 2020.</p> <ul style="list-style-type: none"> A plan was drafted in Q1 and has been enhanced during the COVID-19 pandemic to ensure that residents have access to the information that they need. Web, social media, newspaper and mail outs are occurring regularly. A programs and events calendar has been enhanced on the County website. A QR code has been developed for all posters, which directs residents to the calendar on our website.
Promote the 211 phone line and website.	Q4 2020		<p>An increased number of residents will be aware of the services offered by 211.</p> <ul style="list-style-type: none"> Promotion of 211 is regularly added to public information items and has been added as a community resource on the Leduc County website.

Goal 4

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

Strategy 4.1

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

Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Continue efforts to improve public education and awareness of opioid risks and dangers.	Q4 2020		Attend quarterly meetings with regional FCSS departments to prepare and develop shared community messaging.

			<ul style="list-style-type: none"> Regional meeting held in Q1 with efforts to enhance and promote awareness in 2020. <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"> We continue to engage with the Leduc drug action committee. In 2020, workshop focus and community awareness efforts have been directed to vaping which is becoming a major concern in the region. <p>Analyze three year statistical information provided by the province to determine the level of concern in Leduc County.</p> <ul style="list-style-type: none"> Data is received quarterly or as requested by Leduc County. Analysis will be completed in Q4.
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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 Sep 30 2020	Deliverables and/or key performance indicators
Continue conversations with regional partners and funding agencies to increase municipal mental health supports to this region.	Q4 2020		<p>Funding sources identified, action plan developed.</p> <ul style="list-style-type: none"> \$20,000 has been received to support enhanced counselling and mental health support to Leduc County. A mental health resource sheet has been developed and will be distributed across the region in Q4.

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.

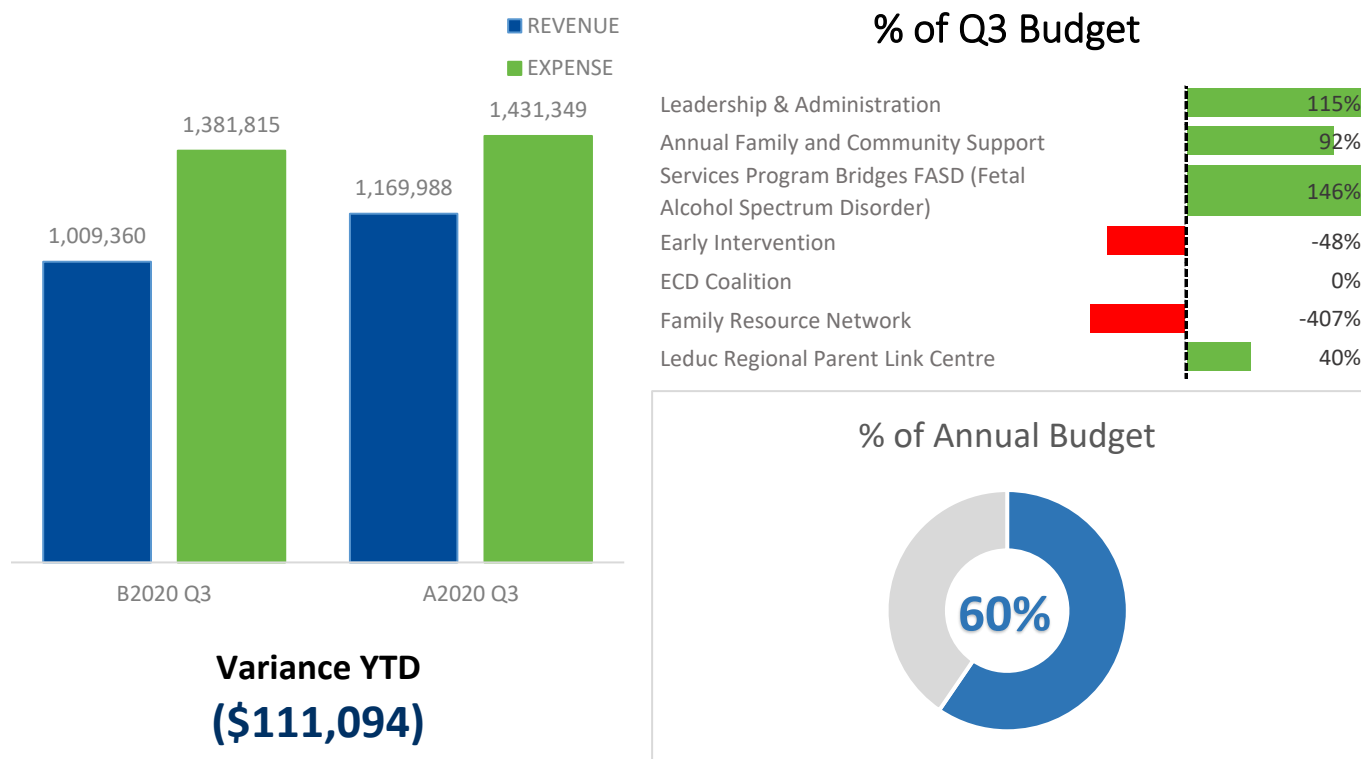
Actions	Target dates	Status at Sep 30 2020	Deliverables and/or key performance indicators
Continued conversations with Leduc and Beaumont to determine the most effective method of service provision to their	Q4 2020		Alternative funding models will be explored that share the cost of regional program service delivery.

residents through regional grant programs and services.			Effective April 1, the City of Leduc will manage Family Resource Network (FRN) services for their municipality. Leduc County was successful in receiving a contract for all remaining areas of the region.
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FAMILY AND COMMUNITY SUPPORT SERVICES

Q3 - 2020 Financial Reporting

Department Head: Dean Ohnysty



Leadership & Administration

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	-	-	1,500	1,500	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	474,774	356,080	376,082	20,002	106%	79%
Total Revenue	474,774	356,080	377,582	21,502	106%	80%
EARNINGS & BENEFITS	210,912	159,103	149,159	(9,944)	94%	71%
GENERAL SERVICES-CONTRACTED	5,100	4,117	7,567	3,450	184%	148%
GOODS,SUPPLIES & MATERIALS PURCHASED	3,000	2,245	1,800	(445)	80%	60%
Total Expense	219,012	165,465	158,526	(6,939)	96%	72%
Surplus/(Deficit)	255,762	190,615	219,056	28,441	115%	86%

Variances

- Conditional grants fr other gov
 - Unbudgeted grant received from the Family & Community Support Services Association of Alberta to assist with COVID-19 support.

FAMILY AND COMMUNITY SUPPORT SERVICES

Q3 - 2020 Financial Reporting

Annual Family and Community Support

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	2,400	2,151	150	(2,001)	7%	6%
CONDITIONAL GRANTS FR OTHER GOV	2,134	-	-	-	0%	0%
Total Revenue	4,534	2,151	150	(2,001)	7%	3%
EARNINGS & BENEFITS	392,873	295,585	291,888	(3,697)	99%	74%
GENERAL SERVICES-CONTRACTED	82,199	64,137	36,193	(27,944)	56%	44%
GOODS,SUPPLIES & MATERIALS PURCHASED	11,734	7,209	1,439	(5,770)	20%	12%
RESERVES,TRANSFERS & GRANTS	72,877	72,877	72,877	-	100%	100%
Total Expense	559,683	439,808	402,397	(37,411)	91%	72%
Surplus/(Deficit)	(555,149)	(437,657)	(402,247)	35,410	92%	72%

Variances

- *General services - contracted*
 - Variance is a result of reduced home support, counselling and direct staff services due to the pandemic.

Services Program Bridges FASD (Fetal Alcohol Spectrum Disorder)

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	234,607	176,107	142,058	(34,049)	81%	61%
Total Revenue	234,607	176,107	142,058	(34,049)	81%	61%
EARNINGS & BENEFITS	245,852	184,388	170,192	(14,196)	92%	69%
GENERAL SERVICES-CONTRACTED	15,220	11,920	3,198	(8,722)	27%	21%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,400	1,800	873	(927)	48%	36%
Total Expense	263,472	198,108	174,263	(23,845)	88%	66%
Surplus/(Deficit)	(28,865)	(22,001)	(32,205)	(10,204)	146%	112%

Variances

- *Conditional grants fr other gov*
 - Variance is due to a timing difference between budget and actuals.

FAMILY AND COMMUNITY SUPPORT SERVICES

Q3 - 2020 Financial Reporting

Early Intervention

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	130,022	130,022	93,010	(37,012)	72%	72%
Total Revenue	130,022	130,022	93,010	(37,012)	72%	72%
EARNINGS & BENEFITS	94,645	94,645	97,805	3,161	103%	103%
GENERAL SERVICES-CONTRACTED	9,564	9,564	7,247	(2,317)	76%	76%
GOODS,SUPPLIES & MATERIALS PURCHASED	802	802	87	(715)	11%	11%
Total Expense	105,011	105,011	105,140	129	100%	100%
Surplus/(Deficit)	25,011	25,011	(12,130)	(37,142)	-48%	-48%

Variances

- Conditional grants fr other gov
 - The early intervention program ended March 31, 2020.

ECD Coalition

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	-	-	3,724	3,724	0%	0%
Total Revenue	-	-	3,724	3,724	0%	0%
GENERAL SERVICES-CONTRACTED	-	-	12,023	12,023	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	-	-	611	611	0%	0%
RESERVES,TRANSFERS & GRANTS	-	-	39,097	39,097	0%	0%
Total Expense	-	-	51,732	51,732	0%	0%
Surplus/(Deficit)	-	-	(48,008)	(48,008)	0%	0%

Variances

- General services - contracted
 - Honorariums for speakers and venues for workshops and events.
 - This program funding was cancelled by the province in 2020.

FAMILY AND COMMUNITY SUPPORT SERVICES

Q3 - 2020 Financial Reporting

Family Resource Network

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	517,499	345,000	402,509	57,509	117%	78%
Total Revenue	517,499	345,000	402,509	57,509	117%	78%
EARNINGS & BENEFITS	491,077	327,382	332,414	5,032	102%	68%
GENERAL SERVICES-CONTRACTED	40,875	27,240	6,842	(20,398)	25%	17%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,500	4,998	3,732	(1,266)	75%	50%
Total Expense	539,452	359,620	342,987	(16,633)	95%	64%
Surplus/(Deficit)	(21,953)	(14,620)	59,522	74,142	-407%	-271%

Variances

- *Conditional grants fr other gov*
 - Variance is due to October's grant payment being paid in September.
- *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>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	-	-	150,955	150,955	0%	0%
Total Revenue	-	-	150,955	150,955	0%	0%
EARNINGS & BENEFITS	97,394	97,394	180,914	83,520	186%	186%
GENERAL SERVICES-CONTRACTED	14,863	14,863	12,784	(2,079)	86%	86%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,547	1,547	2,606	1,059	168%	168%
Total Expense	113,804	113,804	196,304	82,500	172%	172%
Surplus/(Deficit)	(113,804)	(113,804)	(45,349)	68,455	40%	40%

Variances

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

1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Emergency management

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

Fleet and facilities

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

Operations

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

Public safety/education/safety codes

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

Training

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

2: Strategic and Corporate Priorities

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

3: Department Highlights

- East District Fire Station replacement groundbreaking ceremony held on September 1.
- Third annual recruit graduation and long service awards ceremony held on September 12.
- Eight recruit training graduates are now active in the stations, this was the first recruit class to include NFPA 1001 level 1 certification and Medical First Responder (MFR) first aid as part of recruit training.
- Aerial Ladder "Tower 11" was put into service on September 1.
- Council Committee formed to discuss Warburg District Fire Service cost share agreement.
- Continued monitoring of Alberta Health Services (AHS) requirements regarding COVID-19.
- Held 2 ICS 200 training courses for Senior Management Team and Fire Services.
- Ongoing updates to Safe Work Practices to align with Alberta Health Services guidelines.
- Distributed materials for Fire Prevention Week, which was in first week in October.

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 Sep 30 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">• Pre-screening of recruit firefighters was conducted with the assistance of a medical doctor.• Peer team engaged with ongoing training.• Mental health trauma care specialist third party contract in place.• Now Complete, No additional work carried out during Q3
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">• Consulted doctor on wellness initiatives in light of COVID-19.• Structured a Health and Safety Fire sub-committee. First meeting was held in February.
	Q4 2020		<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">• Developed a Hazard Identification Assessment Control (HIAC).• Had a cancer care consultant conduct a review in November 2019, which triggered us to adopt a number of cancer reduction initiatives, as per NFPA 1500, including our decontamination process, clean cab concept and air monitoring unit.• Ongoing training with firefighters and members of the Fire Services.• Now Complete, No additional work carried out during Q3.

Strategy 1.2

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Include additional focus on physical and mental wellness as part of the recruit training program.	Q2 2020		Firefighters are aware of procedures, guidelines and resources available to keep them healthy, both physically and mentally. <ul style="list-style-type: none">• Incorporated into training material for June 2020 recruit class.• All recruits provided information regarding mental health and immunization requirements.
Investigate the potential for a comprehensive medical assessment as part of the recruitment process.	Q4 2020		Ensure a healthy workforce. <ul style="list-style-type: none">• Working with an Occupational Health & Safety doctor and the University of Alberta on an updated medical assessment for applicants.• Updating application process ahead of 2021 recruitment.

Strategy 1.3

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Develop a firefighter working group investigate opportunities to reduce risk and lower the frequency and severity of any exposure.	Q2 2020		Develop gross decontamination procedure and educate firefighters. <ul style="list-style-type: none">• Complete and active as of Q1.

Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Update Leduc County's Fire Service bylaw.	Q3 2020		Revised bylaw approved by council. <ul style="list-style-type: none">• Bylaw revisions delayed due to scheduling issues caused by

			COVID-19 shutdowns across partner municipalities' in Leduc County.
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"> Quarterly fire services meetings with Town of Calmar continue with the next meeting being held November 5. Ongoing collaborative work with Calmar will be done at November meeting to finalize revisions.
Update burning bylaw for Nisku Business Park.	Q3 2020		<p>Revised bylaw approved by council.</p> <ul style="list-style-type: none"> Complete and passed by council.
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"> QMP's have been developed for Warburg, Thorsby and Calmar. These QMP's are reflective of the same services provided by Leduc County. Seeking approval and adoption from regional partners CAO's and council.
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"> New and updated procedures will be added to training to ensure awareness. Safe Work Practices being developed which become the mandatory safety requirement of the Standard Operating Guidelines (SOG). As more is learned about COVID-19, it requires continual updates and revisions of Safe Work Practices.
Develop an updated Standards of Cover (Station Location Master Plan) document in preparation of current and future forecast growth in Leduc County.	Q4 2020		<p>Standards of Cover document approved.</p> <ul style="list-style-type: none"> RFP awarded and work is progressing towards a Q4 deliverable. Update at the end of Q3 from consultant overseeing this project is that the analysis is complete and they are compiling reports.
Develop a Dress and Department Protocol handbook.	Q2 2020		<p>Dress and Department Protocol handbook approved.</p> <ul style="list-style-type: none"> Awaiting updated branding prior to release to firefighters.

			<ul style="list-style-type: none"> Review of Fire Services brand to be completed in Q4. New brand guidelines will be incorporated into the handbook before release to the firefighters.
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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 Sep 30 2020	Identified deliverables with status update
Roll out the High School Cadet Program and promote program awareness in the community through partnership with Black Gold Regional Schools.	Q2 2020		High School Cadet Program rolled out locally. <ul style="list-style-type: none"> Not yet initiated, likely delayed due to COVID-19. As of Q3 2020, school access is restricted. Cadet program on hold potentially for 1-2 years.
Participate in reading week and other school initiatives.	Q4 2020		Fire prevention officer attends reading week and/or other community events. <ul style="list-style-type: none"> An approval process is in place, which tracks audience outreach and tracks activities. As of Q3, school access is restricted. Reading week program on hold potentially for 1-2 years.

Strategy 3.2

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

Actions	Target dates	Status at Sep 30 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"> Schedule for presentations to Councils set for Q4.
Based on discussions with partner municipalities, if needed, prepare and present potential options to deliver desired levels of service.	Q4 2020		Update service agreement with Alberta Health Services and emergency medical services to align with levels of service expectations. <ul style="list-style-type: none"> A temporary emergent dispatch protocol was put in place to address COVID-19 concerns.

			<ul style="list-style-type: none"> • Permanent implementation of this type of protocol to be discussed with Leduc County, Thorsby and Calmar councils. • Updated protocol will be presented to municipal partner councils in Q4.
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Goal 4

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

Strategy 4.1

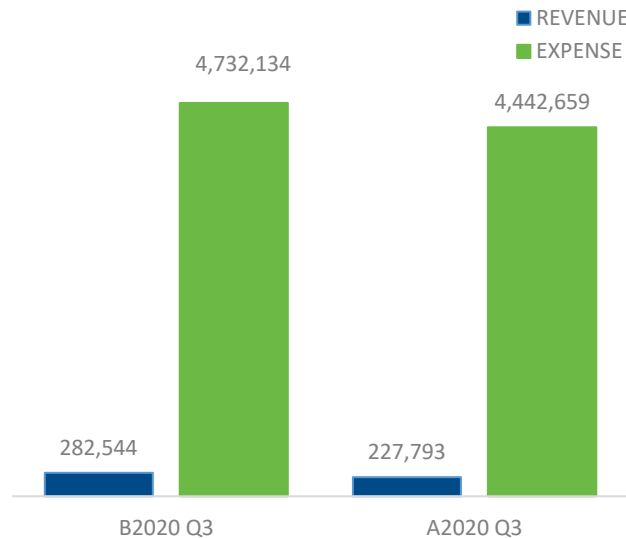
Develop a county-wide emergency management agency.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Provide oversight and direction to the investigation of a county-wide partnership allowing sustained emergency management, when required, to align with Bill 8 requirements.	Q4 2020		Partners signing an exploration agreement to further examine the opportunity for the sub-regional agency. <ul style="list-style-type: none"> • RFP for phase 1 closed May 29. • Contract has been awarded. • Draft bylaw wording received at end of Q3. Full presentation of go forward plan to be completed by contractor in Q4.
Develop a long-term public education strategy on disaster preparedness for the residents and businesses of Leduc County.	Q4 2020		Disaster preparedness information is available on the Leduc County website. <ul style="list-style-type: none"> • Monthly emergency disaster topics posted on website up to February and then was suspended due to COVID-19 pandemic. • Public education strategy will resume once COVID-19 impacts have decreased.
Expand our participation in Emergency Preparedness Week.	Q2 2020		Organize a “be ready in case of” theme and an emergency management show-and-shine type event. <ul style="list-style-type: none"> • Information sent out for May 4-9 Emergency Preparedness week. • Show and shine event was cancelled due to COVID-19 pandemic.

FIRE SERVICES

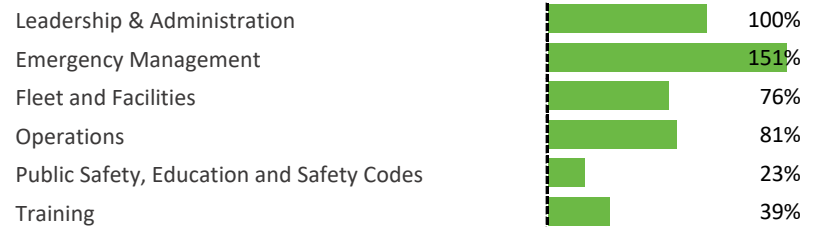
Q3 - 2020 Financial Reporting

Department Head: Keven Lefebvre

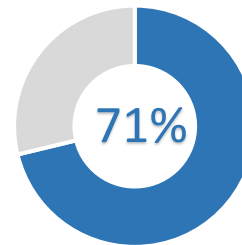


Variance YTD
(\$234,724)

% of Q3 Budget



% of Annual Budget



Leadership & Administration

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	196,618	75,525	(165)	(75,690)	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	1,600	1,197	1,000	(197)	84%	63%
OTHER REVENUE FROM OWN SOURCES	4,000	3,006	8,493	5,487	283%	212%
Total Revenue	202,218	79,728	9,328	(70,400)	12%	5%
EARNINGS & BENEFITS	1,245,946	933,523	936,850	3,327	100%	75%
GENERAL SERVICES-CONTRACTED	104,155	84,675	43,619	(41,056)	52%	42%
PURCHASES FR OTHER GOV & AGENCIES	94,100	20,896	11,015	(9,881)	53%	12%
GOODS,SUPPLIES & MATERIALS PURCHASED	25,850	19,682	9,966	(9,716)	51%	39%
RESERVES,TRANSFERS & GRANTS	2,890,021	2,169,016	2,169,016	0	100%	75%
FINANCIAL SERVICE CHARGES	239,449	119,724	115,514	(4,210)	96%	48%
Total Expense	4,599,521	3,347,516	3,285,981	(61,535)	98%	71%
Surplus/(Deficit)	(4,397,303)	(3,267,788)	(3,276,653)	(8,865)	100%	75%

Variances

- *Sales of goods & svcs to other gov*
 - The Town of Calmar had not been invoiced for fire services provided to the end of June at the time of this report.
- *General services - contracted*
 - Lower repairs and maintenance costs due to lower call volumes. Most contracted service providers were not attending sites due to the pandemic but are now completing maintenance requirements.
 - Registrations and subsistence for courses and conferences is less than budgeted due to pandemic related cancellations.

FIRE SERVICES

Q3 - 2020 Financial Reporting

Emergency Management

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	20,000	10,000	10,140	140	101%	51%
OTHER REVENUE FROM OWN SOURCES	17,457	13,091	12,030	(1,061)	92%	69%
Total Revenue	37,457	23,091	22,170	(921)	96%	59%
EARNINGS & BENEFITS	-	-	6,325	6,325	0%	0%
GENERAL SERVICES-CONTRACTED	79,900	62,146	46,111	(16,035)	74%	58%
GOODS,SUPPLIES & MATERIALS PURCHASED	22,000	16,486	53,512	37,026	325%	243%
Total Expense	101,900	78,632	105,948	27,316	135%	104%
Surplus/(Deficit)	(64,443)	(55,541)	(83,778)	(28,237)	151%	130%

Variances

- *General services - contracted*
 - Q3 dispatching invoice had not been received at the time of this report.
 - 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>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
OTHER REVENUE FROM OWN SOURCES	52,700	39,524	41,452	1,928	105%	79%
Total Revenue	52,700	39,524	41,452	1,928	105%	79%
GENERAL SERVICES-CONTRACTED	262,315	196,824	182,035	(14,789)	92%	69%
GOODS,SUPPLIES & MATERIALS PURCHASED	558,605	416,930	297,218	(119,712)	71%	53%
Total Expense	820,920	613,754	479,253	(134,501)	78%	58%
Surplus/(Deficit)	(768,220)	(574,230)	(437,801)	136,429	76%	57%

Variances

- *Goods, supplies & materials purchased*
 - Less use of facilities and vehicles due to lower call volumes resulted in lower repair costs.
 - Tires will be purchased in Q4.

FIRE SERVICES

Q3 - 2020 Financial Reporting

Operations

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	46,253	-	-	-	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	154,500	115,866	154,843	38,977	134%	100%
Total Revenue	200,753	115,866	154,843	38,977	134%	77%
EARNINGS & BENEFITS	704,811	528,609	489,753	(38,856)	93%	69%
GENERAL SERVICES-CONTRACTED	1,300	1,300	900	(400)	69%	69%
PURCHASES FR OTHER GOV & AGENCIES	75,000	56,250	51,081	(5,169)	91%	68%
GOODS,SUPPLIES & MATERIALS PURCHASED	12,250	9,181	2,912	(6,269)	32%	24%
Total Expense	793,361	595,340	544,646	(50,694)	91%	69%
Surplus/(Deficit)	(592,608)	(479,474)	(389,803)	89,671	81%	66%

Variances

- Sale of goods & svcs to individuals
 - Increased responses to motor vehicle collisions has resulted in higher recoveries.
- Earnings & benefits
 - Variance is a result of lower call volumes.

Public Safety, Education and Safety Codes

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	3,000	2,244	-	(2,244)	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	7,000	7,000	2,100	(4,900)	30%	30%
Total Expense	10,000	9,244	2,100	(7,144)	23%	21%
Surplus/(Deficit)	(10,000)	(9,244)	(2,100)	7,144	23%	21%

Variances

- No significant variances.

FIRE SERVICES

Q3 - 2020 Financial Reporting

Training

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	30,000	22,500	-	(22,500)	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	2,450	1,835	-	(1,835)	0%	0%
Total Revenue	32,450	24,335	-	(24,335)	0%	0%
GENERAL SERVICES-CONTRACTED	76,400	57,284	17,040	(40,244)	30%	22%
GOODS,SUPPLIES & MATERIALS PURCHASED	40,500	30,364	7,691	(22,673)	25%	19%
Total Expense	116,900	87,648	24,731	(62,917)	28%	21%
Surplus/(Deficit)	(84,450)	(63,313)	(24,731)	38,582	39%	29%

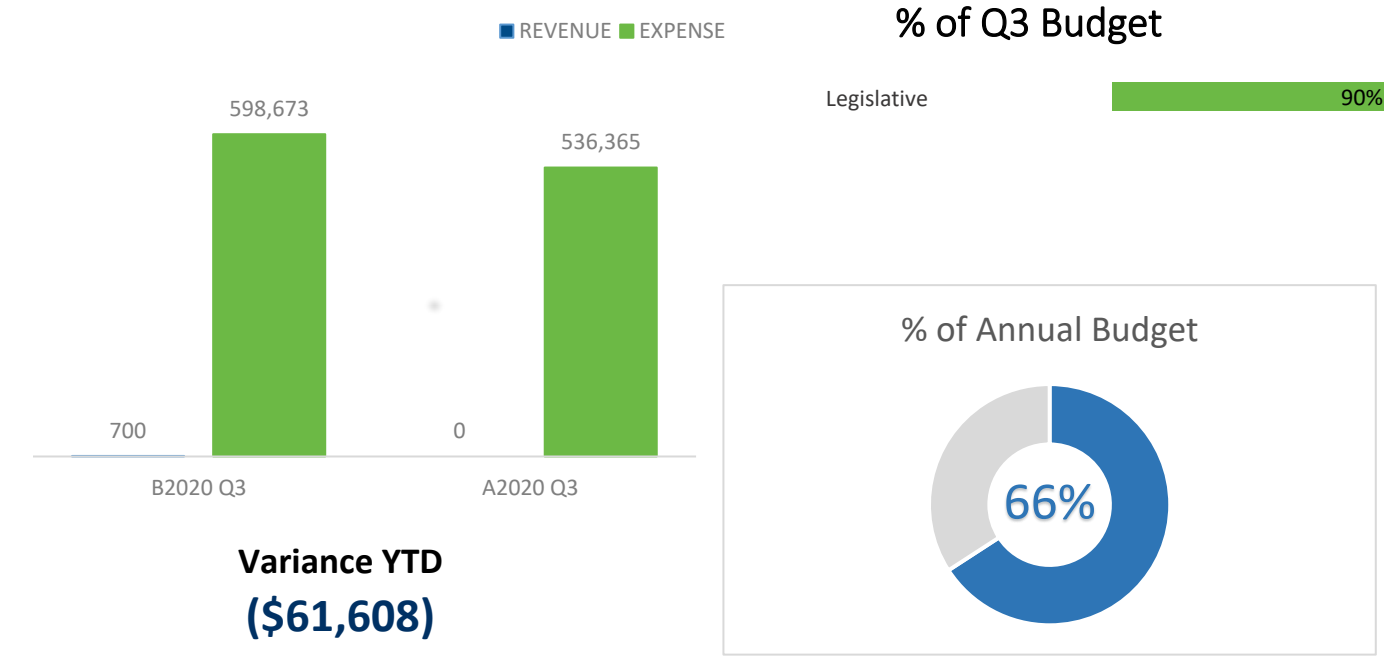
Variances

- *Sales of goods & svcs to other gov*
 - No firefighter training courses were held in Q1 or Q2 due to winter weather conditions and COVID-19. Use of the training suite increased at the end of Q3 however invoices for those training sessions were not sent out until Q4.
- *General services - contracted*
 - Registrations for new recruits was less than anticipated.
 - Bobcat repairs will be completed in Q4.
- *Goods, supplies & materials purchased*
 - Under budget on text books due to professional development cancellations.
 - Staff appreciation costs are lower than anticipated due to restrictions on gatherings.

LEGISLATIVE

Q3 - 2020 Financial Reporting

Department Head: Natasha Wice



Legislative

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	700	700	-	(700)	0%	0%
Total Revenue	700	700	-	(700)	0%	0%
EARNINGS & BENEFITS	700,356	512,632	500,665	(11,967)	98%	71%
GENERAL SERVICES-CONTRACTED	103,144	80,121	35,504	(44,617)	44%	34%
GOODS,SUPPLIES & MATERIALS PURCHASED	11,860	5,920	196	(5,724)	3%	2%
Total Expense	815,360	598,673	536,365	(62,308)	90%	66%
Surplus/(Deficit)	(814,660)	(597,973)	(536,365)	61,608	90%	66%

Variances

- General services - contracted
 - Less than anticipated registrations, conventions and mileage.

1: Department

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Parks service areas

Campgrounds

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

Day-use

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

Recreation service areas

Cost shares

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

Community development

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

Library support

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

2: Strategic Priorities

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

3: Department Highlights

- Jubilee Park and Centennial Park campgrounds completed their seasons on September 7.
- Online summer programs were held both virtually and in person for youth and families. Programs were well received by participants.
- A \$5,000 grant was received from Alberta Blue Cross to fund community events. A total of 391 participants enjoyed 8 events held across the region this summer. Events included outdoor concerts and family movie nights.
- We have supported partner community and not-for-profit facilities as they review services and programs during the pandemic.
- The community grants program typically hosted in March will be advertised in September and presented to Council in October for distribution. Recreation staff will continue to work with community associations in planning their program or service in 2021.

4: Action Plan

Goal 1

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

Strategy 1.1

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with Status update
Develop a multi-year community vision for recreation and parks.	Q4 2020		<p>A recreation and parks vision document will be developed that guides the future direction of recreation, parks and community development services.</p> <ul style="list-style-type: none"> • Initial meetings were held with staff. • Planned Q2 engagement events were delayed due to COVID-19 pandemic. • Stakeholder engagement surveys are prepared and will be distributed to halls and associations in Q4. • We have partnered with the Town of Calmar in developing a recreation visioning document for their community. A draft plan is now complete and receiving feedback from residents.

Develop a three-year healthy initiatives engagement program in the New Sarepta recreation district.	Q4 2020		<p>Build a community team to support the project.</p> <ul style="list-style-type: none"> The community committee has met regularly and continues to engage the community to identify community needs and values. <p>Create a community profile, asset map and action plan.</p> <ul style="list-style-type: none"> Committee engagement meetings held and final needs assessment are being prepared for Q4.
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Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with Status update
Recreation cost-share agreements will be reviewed with Devon, Warburg, Calmar and Thorsby to ensure that we continue to meet community shared-service needs.	Q2 2020		<p>Agreements will be reviewed with council and signed for 2020 implementation.</p> <ul style="list-style-type: none"> Draft agreements are under review by partners. A review of cost share adjustments was held with Council on October 6. Administrative meetings are currently taking place to prepare documents for Council approvals.

Strategy 2.2

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

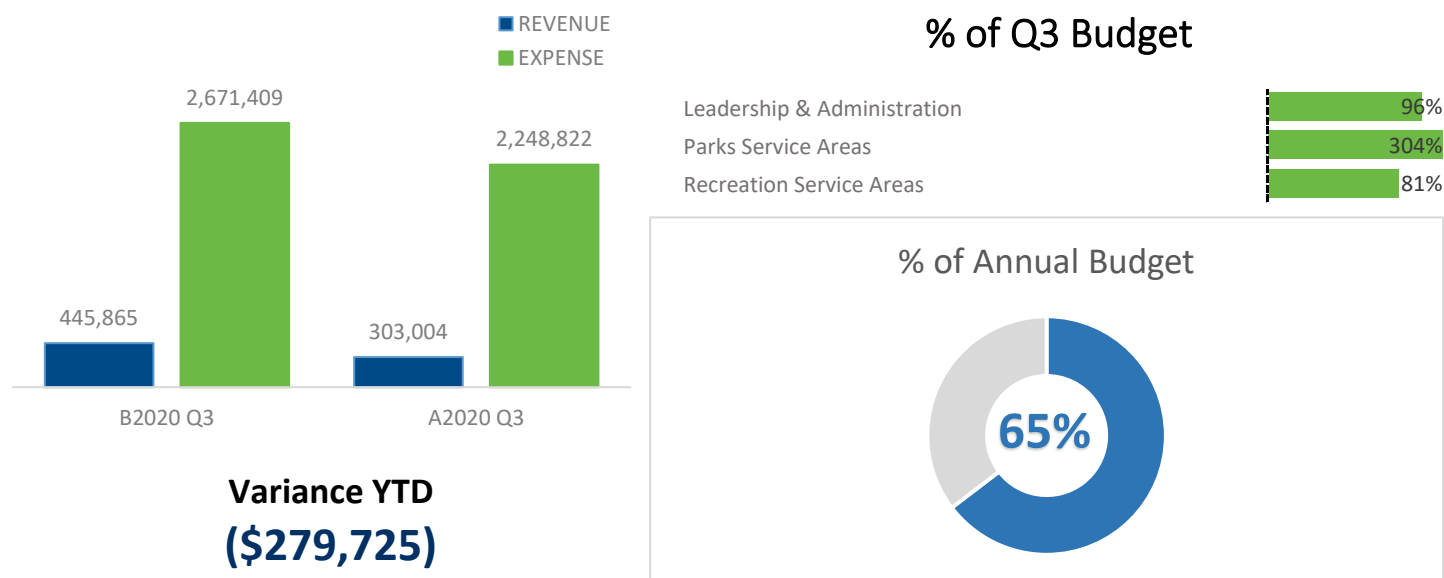
Actions	Target dates	Status at Sep 30 2020	Identified deliverables with Status update
Administration will pursue grant and sponsorship opportunities that can assist with the cost of two additional comfort cabins at Centennial Park on Joseph Lake for the 2021 camping season.	Q2 2020		<p>Grant opportunities and sponsorships will be pursued.</p> <ul style="list-style-type: none"> Initial conversations and opportunities were identified in Q1. Project priorities are under review due to COVID-19 pandemic. Grants will not be pursued in 2020, but will be reviewed for future year capital budgets.

<p>Administration will actively engage in conversations to advance interests in developing new community ball diamonds within New Sarepta.</p>	<p>Q2 2020</p>		<p>Council review and approval of conceptual plan. Host meetings with landowner to secure required lands.</p> <ul style="list-style-type: none"> • A draft concept was reviewed with the landowner. • Meetings were held with the landowner in August, but an agreement could not be reached. • Administration is currently reviewing alternate locations for consideration.
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PARKS AND RECREATION

Q3 - 2020 Financial Reporting

Department Head: Dean Ohnysty



Leadership & Administration

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	14,000	14,000	9,709	(4,291)	69%	69%
CONDITIONAL GRANTS FR OTHER GOV	10,000	10,000	13,700	3,700	137%	137%
Total Revenue	24,000	24,000	23,515	(485)	98%	98%
EARNINGS & BENEFITS	543,013	410,878	421,190	10,312	103%	78%
GENERAL SERVICES-CONTRACTED	56,548	44,157	17,845	(26,312)	40%	32%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,350	4,037	2,276	(1,761)	56%	43%
RESERVES,TRANSFERS & GRANTS	14,000	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	419,460	210,269	200,704	(9,565)	95%	48%
Total Expense	1,038,371	669,341	642,015	(27,326)	96%	62%
Surplus/(Deficit)	(1,014,371)	(645,341)	(618,500)	26,841	96%	61%

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

Q3 - 2020 Financial Reporting

Parks Service Areas

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	369,900	365,555	247,063	(118,492)	68%	67%
OTHER REVENUE FROM OWN SOURCES	6,701	6,647	6,042	(605)	91%	90%
OTHER TRANSACTIONS	22,086	22,086	22,086	-	100%	100%
Total Revenue	398,687	394,288	275,191	(119,097)	70%	69%
EARNINGS & BENEFITS	157,512	154,221	149,434	(4,787)	97%	95%
GENERAL SERVICES-CONTRACTED	164,807	159,100	125,889	(33,211)	79%	76%
GOODS,SUPPLIES & MATERIALS PURCHASED	102,601	92,326	50,463	(41,863)	55%	49%
RESERVES,TRANSFERS & GRANTS	20,500	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	7,043	6,958	5,152	(1,806)	74%	73%
Total Expense	452,463	412,605	330,938	(81,667)	80%	73%
Surplus/(Deficit)	(53,776)	(18,317)	(55,747)	(37,430)	304%	104%

Variances

- Sales of goods & svcs to individuals
 - Campground revenues have been less than anticipated due to the delayed opening of the campgrounds and gradual site openings in June.
- General services - contracted
 - Reduced expenditures are a result of late season services and closure of day use, concession and washroom facilities, 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

Account	Budget 2020	B2020 Q2	A2020 Q2	Variance (\$)	% of Q1 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	27,578	27,577	4,298	(23,279)	16%	16%
OTHER TRANSACTIONS	17,733	-	-	-	0%	0%
Total Revenue	45,311	27,577	4,298	(23,279)	16%	9%
EARNINGS & BENEFITS	47,710	39,559	36,617	(2,942)	93%	77%
GENERAL SERVICES-CONTRACTED	163,701	149,255	93,861	(55,394)	63%	57%
GOODS,SUPPLIES & MATERIALS PURCHASED	54,501	43,699	21,169	(22,530)	48%	39%
RESERVES,TRANSFERS & GRANTS	1,721,183	1,356,950	1,124,170	(232,780)	83%	65%
FINANCIAL SERVICE CHARGES	-	-	53	53	0%	0%
Total Expense	1,987,095	1,589,463	1,275,869	(313,594)	80%	64%
Surplus/(Deficit)	(1,941,784)	(1,561,886)	(1,271,571)	290,315	81%	65%

Variances

- Sales of goods & svcs to individuals
 - Decrease in revenue is a result of reduced programs and events in 2020.
- General services-contracted
 - Savings are a result of reduced programs and events in 2020.

PARKS AND RECREATION

Q3 - 2020 Financial Reporting

- *Goods, supplies & materials purchased*
 - Savings are a result of reduced program and events in 2020.
- *Reserves, transfers & grants*
 - 2020 community grant programs were deferred until Q4.
 - Town of Thorsby 2020 cost share information has not been received at the time of this report.
 - Library cost shares will be paid in Q4.



1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Development services

- Provides development review and approval services on behalf of the county in the areas of development and subdivision.
- Provides information, assistance, and advice on development and property related matters, including public engagement related to development and subdivision applications.
- Leads the county's efforts to achieve compliance with the Land Use Bylaw.

Economic Development

- Focuses on growing a diverse non-residential tax base in the county through investment attraction and business retention and expansion activities.
- Communicates and coordinates with regional partners, including Edmonton Global, on regional economic development activities and opportunities.
- Provides advice to council on matters related to the county's state of investment readiness, and executes the direction set out in the county's Economic Development Plan.

Regional and long range planning

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



- Leads regional and intermunicipal planning initiatives with regional partners, such as the Airport Accord, intermunicipal development plans, and intermunicipal collaboration frameworks.
- Provides key resources in support of the county's involvement in the Edmonton Metropolitan Region Board and committees related to the board.

Safety codes

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

2: Strategic Priorities

Goal 1	Strategic priority – Regional leadership Planning and Development will continue to lead the county's efforts in regional collaboration and intermunicipal partnerships.
Goal 2	Strategic priority – Economic development Planning and Development will lead economic development activities for the county to grow the non-residential tax base.
Goal 3	Strategic priority – Agricultural innovation and support for local food Planning and Development will support the county's advocacy for the preservation of high quality agricultural land, both at the regional and local levels. We will strive to foster increased opportunities and access to markets for new and expanded agricultural products.
Goal 4	Strategic Priority – Municipal Development Plan Framework We will create an up to date policy and regulatory framework to implement the county's new Municipal Development Plan.
Goal 5	Strategic Priority – Safety Codes We will continue to be leaders in safety codes in Alberta.

3: Department Highlights

- Issued 166 development permits and 1,062 safety codes permits for an estimated total construction value of \$36.4M, year to date.
- Planning & Development is leading several major projects, including:
 - Broadband Strategy.
 - Rural West Economic Diversification Plan.
 - Investment Readiness and Implementation Strategy (IRIS).
 - Land Use Bylaw Review.
 - Greater Nisku Major Area Structure Plan.
 - Southern Country Residential Area Structure Plan.
 - Business Licensing.

4: Action Plan

Goal 1

Planning and Development will continue to lead the county's efforts in regional collaboration and intermunicipal partnerships.

Strategy 1.1

Lead the county's involvement in the completion of the Airport Accord work as per the direction of county council and the Airport Accord Oversight Committee.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Advance phase two of the Airport Accord.	Q2 2020		Work program and budget approved by oversight committee. <ul style="list-style-type: none">Phase two of the airport accord has been postponed.

Strategy 1.2

Complete intermunicipal collaboration initiatives with regional partners.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Complete intermunicipal collaboration frameworks (ICFs) and intermunicipal development plans (IDPs) with Beaver and Brazeau counties.	Q4 2020		Adoption of ICFs and IDPs by council. <ul style="list-style-type: none">All required ICF's and IDP's completed in 2019.
Complete ICFs for recreation with the applicable EMRB neighbours.	Q4 2020		Adoption of ICFs by council. <ul style="list-style-type: none">Recreation ICFs with EMRB neighbours no longer required under provincial statute; ICFs not completed at the direction of council.
Complete scheduled update to the City of Leduc/Leduc County IDP.	Q3 2020		Adoption of new IDP by council. <ul style="list-style-type: none">Project 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.City of Leduc MDP submission to the Regional Evaluation Framework (REF) reviewed. REF submission reflects County comments.

Strategy 1.3

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Support mayor and councillors participating in board activities, committees and decision-making.	Ongoing		<p>Provide regular briefings to Governance & Priorities Committee.</p> <ul style="list-style-type: none">• Reports delivered monthly to Governance & Priorities Committee.• Supported mayor and councilors at 19 EMRB meetings including: board and special board meetings; strategic planning sessions; Audit and Finance and Executive Committees; Metro Region Servicing Plan (MRSP); Shared Investment for Shared Benefit (SISB); and Regional Agriculture Master Plan (RAMP) Task Forces.

Goal 2

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

Strategy 2.1

Implement the Leduc County Economic Development Plan.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Undertake a Leduc County broadband strategy.	Q3 2020		<p>Completion of broadband strategy.</p> <ul style="list-style-type: none">• Consultants have completed background study of current county documents.• County wide survey and speed test have been completed.• Phase 1 report is complete and Administration is preparing an Executive Summary prior to presenting to Council for direction.• Project is now scheduled to be completed in Q1 2021.
Undertake a rural economic development strategy.	Q3 2020		<p>Completion of rural economic development strategy.</p> <ul style="list-style-type: none">• Study of all county reports completed; Background and data report submitted for review.

			<ul style="list-style-type: none"> • Council workshop conducted in August. • Consultant is completing the economic analysis of the five identified opportunities and preparing the final report for discussion with Steering Committee. • With public engagement being delayed due to pandemic, the project will be completed in Q4.
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Strategy 2.2

Ensure Leduc County is ready for investment.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Develop a community profile for Leduc County to aid in investment attraction activities.	Q4 2020		Community profile approved by council. <ul style="list-style-type: none"> • Community profile will be moved into 2021 goals to be informed by outcomes from the Investment Readiness & Implementation Strategy.
Execute coal phase out strategy; pursue available grant opportunities to support strategic objectives aimed at economic diversification in a post-coal economy.	Ongoing		Substantive grant money awarded in 2020. <ul style="list-style-type: none"> • Grant application approved by WeD for \$70,000 to fund an investigation into the feasibility of creating a Business Retention and Expansion (BR&E) facility in Nisku. • The consultant, Makespace, presented to Council in October and is preparing a cost analysis of moving forward with the recommendations. • An additional grant submission planned to fund a multi-year BR&E program. • The county is in discussions with the federal government in relation to significant infrastructure dollars
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"> • Phase 1 completed; Phase 2 has been initiated and is on schedule to be completed in 2021.

Strategy 2.3

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
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">• Implementation delayed due to restrictions on direct stakeholder engagement.• Council to review survey results summary in November and provide further direction on public engagement.

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 Sep 30 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">• Significant effort undertaken to advance the RAMP project including administrative representation at working group and subcommittee levels support to mayor at task force meetings.• Numerous working group and subcommittees attended in Q3.• Public engagement program for the RAMP initiated in Q3. County communications advisor engaged in the program.• Project will be carried over into 2021.

Strategy 3.2

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Undertake an Agri-tourism strategy.	Q3 2020		Completion of Agri-tourism strategy. <ul style="list-style-type: none">• This will be delivered as a component of the Rural West Economic Diversification Plan.• Sub-consultant is engaged to complete this strategy.• Q4 completion is scheduled.

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 Sep 30 2020	Identified deliverables with status update
Update county's Land Use Bylaw to reflect the direction of the county's Agriculture Strategy and Municipal Development Plan.	Q4 2020		Have a complete draft of ag-related districts and regulations completed for council review. <ul style="list-style-type: none">• Review current Land Use Bylaw of ag-related districts and regulations.• Create new ag-related districts and regulations for council review.

Goal 4

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

Strategy 4.1

Update policy framework to implement direction from new MDP.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Create a statutory policy framework for the greater Nisku area (Greater Nisku Major Area Structure Plan).	Q4 2020		New ASP draft prepared and ready for council consideration. <ul style="list-style-type: none">• ASP approach workshopped with Council in Q2.• Initial public engagement to be delivered virtually in Q4.

Strategy 4.2

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Update county Land Use Bylaw.	Q1 2020		Approval of project charter by council. <ul style="list-style-type: none">Assembling committees, public consultation strategies, phasing plan and detailed timeline.

Goal 5

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

Strategy 5.1

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

Actions	Target dates	Status at Sep 30 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">This initiative will be expanded to consider planning services in addition to safety codes, and will be included in the 2021 operating plan.

Strategy 5.2

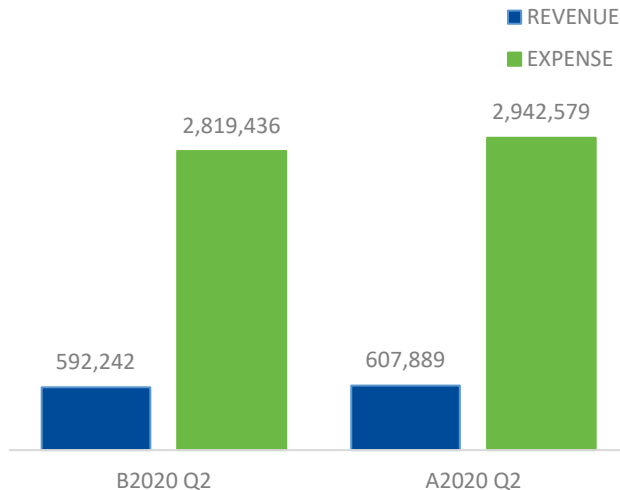
Safety Codes staff, when practical, will continue to participate in regional and provincial committees and work groups.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Safety codes officers (SCOs) to serve on external committees.	Ongoing		Access to a stronger SCO network. <ul style="list-style-type: none">SCOs provided input as Subject Matter Experts (SME) for Safety Code Council (SCC) Variance and Plan Review Workshops (under development).SCOs submitted Change Proposals for the 2020 Private Sewage Standard of Practice.

PLANNING AND DEVELOPMENT

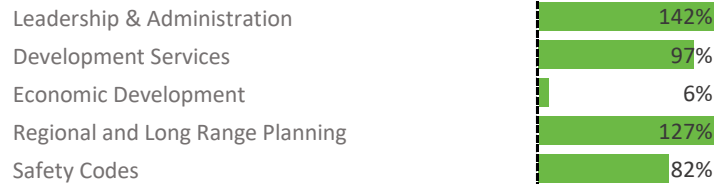
Q3 - 2020 Financial Reporting

Department Head: Grant Bain

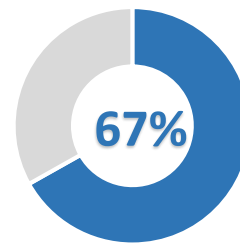


Variance YTD
\$107,496

% of Q3 Budget



% of Annual Budget



Leadership & Administration

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	-	-	273	273	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	115,918	86,938	-	(86,938)	0%	0%
Total Revenue	115,918	86,938	273	(86,665)	0%	0%
EARNINGS & BENEFITS	530,652	401,434	377,994	(23,440)	94%	71%
GENERAL SERVICES-CONTRACTED	8,467	6,609	86,432	79,823	1308%	1021%
GOODS,SUPPLIES & MATERIALS PURCHASED	200	149	469	320	315%	235%
FINANCIAL SERVICE CHARGES	15,000	12,461	8,922	(3,539)	72%	59%
Total Expense	554,319	420,653	473,817	53,164	113%	85%
Surplus/(Deficit)	(438,401)	(333,715)	(473,544)	(139,829)	142%	108%

Variances

- *Conditional grants fr other gov*
 - Grant funding had not been received at the time of this report.
- *Earnings & benefits*
 - Variance is due to one position being vacant in January as well as differences between the budgeted salary and benefits for employees and their actual salary and benefit.
- *General services - contracted*
 - Unbudgeted expenditures related to the Rural West Economic Diversification Strategy project are grant funded.

PLANNING AND DEVELOPMENT

Q3 - 2020 Financial Reporting

Development Services

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	117,000	87,751	64,730	(23,021)	74%	55%
OTHER REVENUE FROM OWN SOURCES	37,182	22,743	43,648	20,905	192%	117%
Total Revenue	154,182	110,494	108,378	(2,116)	98%	70%
EARNINGS & BENEFITS	970,880	736,498	729,898	(6,600)	99%	75%
GENERAL SERVICES-CONTRACTED	22,939	17,125	3,852	(13,273)	22%	17%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,550	875	957	82	109%	62%
Total Expense	995,369	754,498	734,707	(19,791)	97%	74%
Surplus/(Deficit)	(841,187)	(644,004)	(626,329)	17,675	97%	74%

Variances

- *Sales of goods & svcs to individuals*
 - Subdivision revenue, land use bylaw rezoning and development agreement revenue have been less than anticipated due to lower development activity to date in 2020.
- *Other revenue from own sources*
 - Development permits have exceeded budget expectations.
- *General services - contracted*
 - Registrations and subsistence for courses and conferences have been less than anticipated due to pandemic related cancellations.

Economic Development

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
CONDITIONAL GRANTS FR OTHER GOV	-	-	46,316	46,316	0%	0%
Total Revenue	-	-	46,316	46,316	0%	0%
GENERAL SERVICES-CONTRACTED	21,910	16,051	2,465	(13,586)	15%	11%
PURCHASES FR OTHER GOV & AGENCIES	50,000	50,000	47,667	(2,333)	95%	95%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,260	1,059	410	(649)	39%	33%
Total Expense	73,170	67,110	50,542	(16,568)	75%	69%
Surplus/(Deficit)	(73,170)	(67,110)	(4,226)	62,884	6%	6%

Variances

- *Conditional grants fr other gov*
 - Unbudgeted grant funding received.
- *General services - contracted*
 - Registrations and subsistence for courses and conferences have been less than anticipated due to pandemic related cancellations.

PLANNING AND DEVELOPMENT

Q3 - 2020 Financial Reporting

Regional and Long Range Planning

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
EARNINGS & BENEFITS	698,032	528,877	544,078	15,201	103%	78%
GENERAL SERVICES-CONTRACTED	13,617	11,875	154,709	142,834	1303%	1136%
PURCHASES FR OTHER GOV & AGENCIES	49,000	49,000	48,782	(218)	100%	100%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,110	999	33	(966)	3%	3%
Total Expense	761,759	590,751	747,602	156,851	127%	98%
Surplus/(Deficit)	(761,759)	(590,751)	(747,602)	(156,851)	127%	98%

Variances

- *General services - contracted*
 - Unbudgeted grant received for the business retention and expansion feasibility study and broadband study resulted in a variance.

Safety Codes

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	6,000	4,500	3,667	(833)	81%	61%
SALES OF GOODS & SVS TO INDIVIDUALS	5,100	3,825	2,069	(1,756)	54%	41%
OTHER REVENUE FROM OWN SOURCES	628,182	386,485	447,186	60,701	116%	71%
Total Revenue	639,282	394,810	452,921	58,111	115%	71%
EARNINGS & BENEFITS	1,181,267	895,287	889,101	(6,186)	99%	75%
GENERAL SERVICES-CONTRACTED	116,980	87,342	46,037	(41,305)	53%	39%
GOODS,SUPPLIES & MATERIALS PURCHASED	4,210	3,795	773	(3,022)	20%	18%
Total Expense	1,302,457	986,424	935,911	(50,513)	95%	72%
Surplus/(Deficit)	(663,175)	(591,614)	(482,990)	108,624	82%	73%

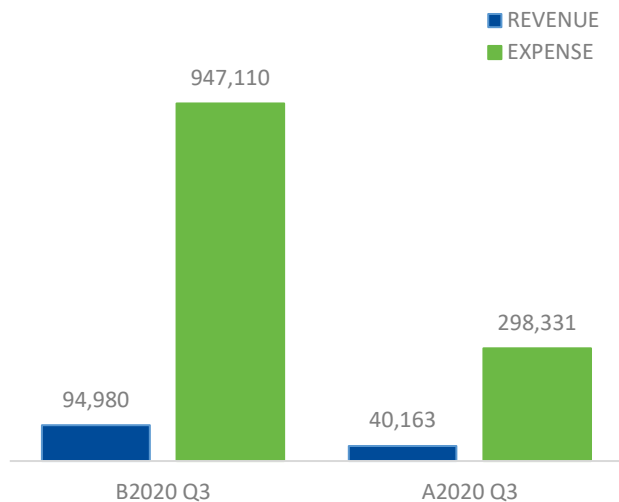
Variances

- *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 officers services were cancelled as a result of the pandemic.
 - Registrations and subsistence for courses and conferences have been less than anticipated due to pandemic related cancellations.

PUBLIC TRANSIT

Q3 - 2020 Financial Reporting

Department Head: Rick Thomas



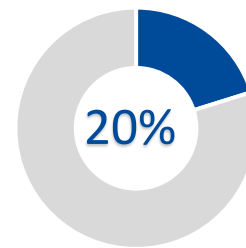
% of Q3 Budget

Enhanced Transit
Leduc Transit



Variance YTD
(\$593,961)

% of Annual Budget



Enhanced Transit

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	268,843	201,632	-	(201,632)	0%	0%
PURCHASES FR OTHER GOV & AGENCIES	268,843	201,632	-	(201,632)	0%	0%
Total Expense	537,686	403,264	-	(403,264)	0%	0%
Surplus/(Deficit)	(537,686)	(403,264)	-	403,264	0%	0%

Variances

- *General services - contracted*
 - No invoices have been authorized for payment at the time of this report.
- *Purchases fr other gov & agencies*
 - No invoices have been authorized for payment at the time of this report.

PUBLIC TRANSIT

Q3 - 2020 Financial Reporting

Leduc Transit

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	137,279	88,673	33,418	(55,255)	38%	24%
SALES OF GOODS & SVS TO INDIVIDUALS	10,000	6,307	6,745	438	107%	67%
Total Revenue	147,279	94,980	40,163	(54,817)	42%	27%
GENERAL SERVICES-CONTRACTED	25	25	16	(9)	65%	65%
PURCHASES FR OTHER GOV & AGENCIES	725,259	542,996	298,264	(244,732)	55%	41%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,000	750	-	(750)	0%	0%
RESERVES,TRANSFERS & GRANTS	163,198	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	100	75	51	(24)	68%	51%
Total Expense	889,582	543,846	298,331	(245,515)	55%	34%
Surplus/(Deficit)	(742,303)	(448,866)	(258,169)	190,697	58%	35%

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.
- *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

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

3: Department Highlights

- All road program projects completed and closed out.
- Storm water testing and contaminate evaluation completed.
- Completed the cement-stabilized test section (South Wizard Lake Road).
- Completed year two of the Rural Road Initiative program.
- Completed training of grader operators for this year; 70% of all operators now trained.

4: Action Plan

Goal 1

Improve Leduc County’s transportation networks.

Strategy 1.1

Develop and implement a transportation master plan.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Engage public in the development of the transportation master plan based on the engagement strategy.	Q2 2020		Public input into the transportation master plan. <ul style="list-style-type: none"> • The RFP was issued on Feb 4. • The RFP closed Feb 26. • Award was delayed; project was awarded on July 24. • Project has commenced.
Complete transportation master plan.	Q4 2020		Transportation master plan approved by council. <ul style="list-style-type: none"> • To be completed in 2021.

Strategy 1.2

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

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Monitor and report on dust suppression trials (after one year, project implemented in 2019).	Q3 2020		Initial report on the effectiveness of the dust suppression trials. <ul style="list-style-type: none">Project is complete and results were presented at the September PWC meeting.
Complete the cement-stabilized test section (South Wizard Lake Road).	Q2 2020		Initial report on the effectiveness of the road test section trials. <ul style="list-style-type: none">Completed test section in July.
Continue year two of the Rural Road Initiative program.	Q4 2020		Improved road network rating. <ul style="list-style-type: none">Projects identified for 2020 program.Completed program in September.
Continue the annual mulching and brushing program and report against KPIs.	Q4 2020		20 hand brushing projects and 15 miles of roadside ditch. <ul style="list-style-type: none">15 miles roadside brushing complete.3 intersection quadrants completed.Pause in brushing program due to <i>Migratory Bird Act</i>.
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">Administration unable to get updated data from RCMP.

Strategy 1.3

Develop and implement a quality assurance program for road maintenance.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Continue with a grader operator audit and training process.	Q4 2020		More consistent gravel road maintenance across the municipality. <ul style="list-style-type: none">70% of targeted staff complete, final 30% to be completed in 2021.Seven operators and one foreman have completed training – program completed for 2020.
In conjunction with Agricultural Services and Corporate Services, complete an automatic vehicle location (AVL) review.	Q3 2020		AVL review and future implementation strategy. <ul style="list-style-type: none">Research phase of this initiative has been impacted by the pandemic and has not yet been initiated as planned.

			<ul style="list-style-type: none"> Organizational review of all all AVL and GIS as part of corporate strategy 2021/2022.
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Strategy 1.4

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

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

Strategy 1.5

Continue with cross training and succession planning.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Continue to provide equipment training to staff to allow advancement in the organization and build a multi-skilled workforce.	Q4 2020		Train two staff on new pieces of equipment. <ul style="list-style-type: none"> New utility worker training underway. New truck driver was trained under our training program. Two additional staff being trained on heavy equipment.

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 Sep 30 2020	Identified deliverables with status update
Monitor and report on data collected by the electronic speed signs.	Q1 2020		Report on the effectiveness of the electronic speed signs. <ul style="list-style-type: none"> Monitoring data. Access given to enforcement services to speed data and training provided to obtain and interpret data. Report presented to Jan 2020 PWC as information.

			<ul style="list-style-type: none"> Access provided to Enforcement Services given for hotspots and times.
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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 Sep 30 2020	Identified deliverables with status update
Support community initiatives for smaller scale water/wastewater treatment and servicing options for the higher density rural areas.	Q4 2020		Options for water and wastewater treatment and servicing. <ul style="list-style-type: none"> Assisting Wildland Meadows with utility systems. Administration arranging a meeting with Minister of Environment and local Members of Legislative Assembly to discuss Vantage Point communal wastewater issue. Wildand Meadows is investigating the possibility of installing a communal treatment mound; administration will support as necessary.
Investigate smaller scale wastewater treatment and servicing options to extend the life of our existing lagoon infrastructure.	Q4 2020		Report presented to Public Works Committee.

Goal 4

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

Strategy 4.1

Optimize utility operations.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Implement phase one of Supervisory Control and Data Acquisition (SCADA) update (Nisku).	Q4 2020		Improve pumping sequencing and communication between the reservoirs to reduce pressure fluctuations and reduce electrical costs. Better flow rate and pressure data. <ul style="list-style-type: none"> System design complete and contractor has been secured.

Examine alternative revenue streams for Leduc County utilities (wastewater reuse, integration of our water/wastewater sales/billing within the local region, expansion of bulk water).	Q3 2020		Development of alternative revenue streams. <ul style="list-style-type: none"> • Interest from oil companies for using treated wastewater for fracking. • Provided treated wastewater parameters to oil companies for fracking water. • Main issues are regulatory permitting and access to the lagoons.
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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 Sep 30 2020	Identified deliverables with status update
Secure alternative water supply opportunities.	Q3 2020		Alternative water sources. <ul style="list-style-type: none"> • Finalizing agreement with Town of Thorsby. • Amending the agreement and arranging a presentation to their Council.

Goal 6

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

Strategy 6.1

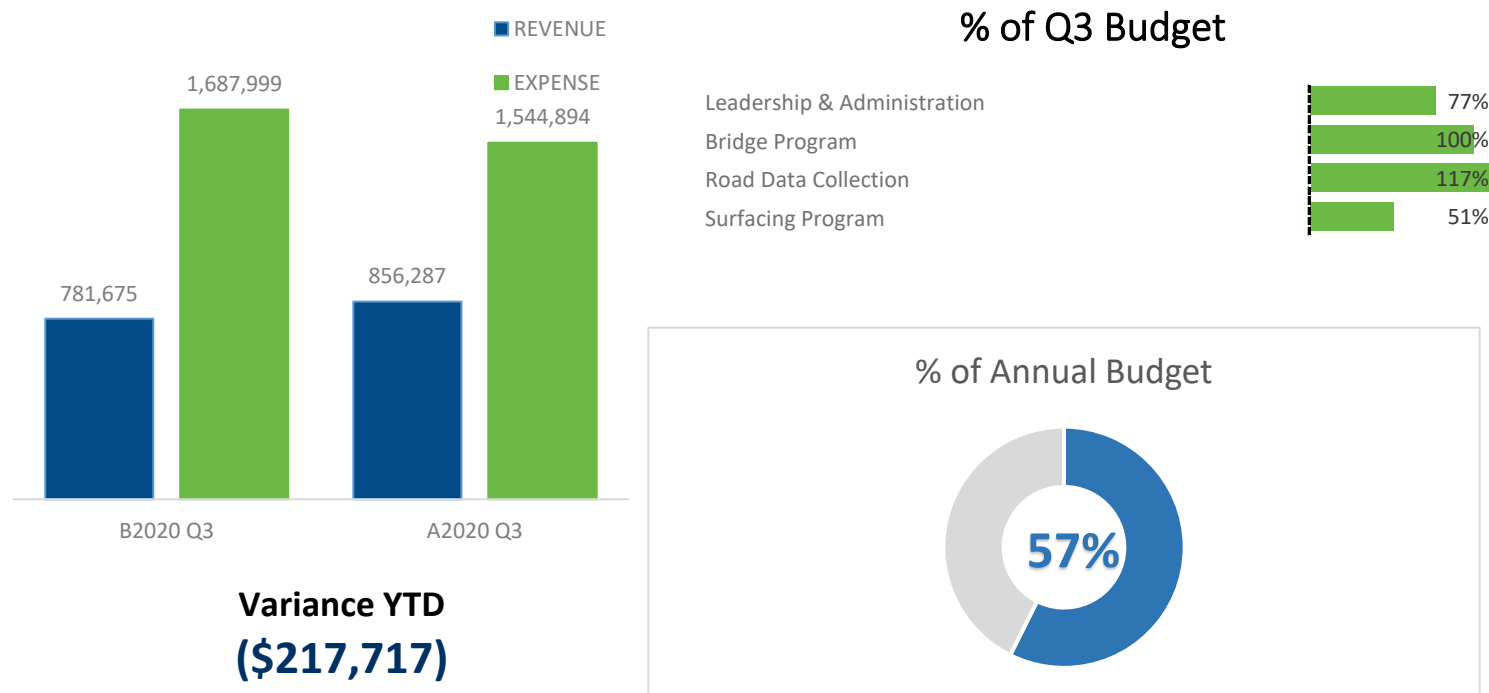
Develop a detailed storm water management facility maintenance program.

Actions	Target dates	Status at Sep 30 2020	Identified deliverables with status update
Inventory storm water management facilities (SWMF).	Q2 2020		Inventory of SMWF. <ul style="list-style-type: none"> • Data collection complete and being reviewed.
Complete storm water quality testing within Nisku Business Park to establish a baseline for storm water parameters.	Q3 2020		Baseline for Nisku storm water parameters. <ul style="list-style-type: none"> • Samples obtained during spring to obtain baseline. • Samples evaluated against appropriate standards for exceedances.

PUBLIC WORKS - ENGINEERING

Q3- 2020 Financial Reporting

Department Head: Des Mryglod



Leadership & Administration

Account	Budget 2020	B2020	Q3	A2020	Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	15,000	11,250		11,400		150	101%	76%
OTHER REVENUE FROM OWN SOURCES	55,900	42,500		116,962		74,462	275%	209%
OTHER TRANSACTIONS	1,455,850	727,925		727,925		-	100%	50%
Total Revenue	1,526,750	781,675		856,287		74,612	110%	56%
EARNINGS & BENEFITS	849,299	638,312		642,093		3,781	101%	76%
GENERAL SERVICES-CONTRACTED	190,397	133,713		92,893		(40,820)	69%	49%
GOODS,SUPPLIES & MATERIALS PURCHASED	6,600	5,549		1,438		(4,111)	26%	22%
RESERVES,TRANSFERS & GRANTS	50,000	37,500		-		(37,500)	0%	0%
FINANCIAL SERVICE CHARGES	1,455,850	727,924		704,205		(23,719)	97%	48%
Total Expense	2,552,146	1,542,998		1,440,630		(102,368)	93%	56%
Surplus/(Deficit)	(1,025,396)	(761,323)		(584,343)		176,980	77%	57%

Variances

- *Other revenue from own sources*
 - Higher than expected revenue from the community aggregate levy.
 - Insurance proceeds from the Nisku Recycling Systems shop fire were received in 2020.
- *General services - contracted*
 - Engineering work is underway and will be completed in Q4.
 - Registrations, mileage and subsistence for courses and conventions is lower than anticipated due to pandemic related cancellations.
- *Reserves, transfers & grants*
 - Transfers to the aggregate levy reserve will be completed in Q4.

PUBLIC WORKS - ENGINEERING

Q3- 2020 Financial Reporting

Bridge Program

Account	Budget 2020	B2020	Q3	A2020	Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
Total Revenue	-	-	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	60,000	45,000		44,958		(42)	100%	75%
Total Expense	60,000	45,000		44,958		(42)	100%	75%
Surplus/(Deficit)	(60,000)	(45,000)		(44,958)		42	100%	75%

Variances

- No significant variances.

Road Data Collection

Account	Budget 2020	B2020	Q3	A2020	Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
Total Revenue	-	-	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	15,000	12,500		12,840		340	103%	86%
GOODS,SUPPLIES & MATERIALS PURCHASED	-	-		1,825		1,825	0%	0%
Total Expense	15,000	12,500		14,665		2,165	117%	98%
Surplus/(Deficit)	(15,000)	(12,500)		(14,665)		(2,165)	117%	98%

Variances

- No significant variances.

Surfacing Program

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	100,000	87,501	43,728	(43,773)	50%	44%
GOODS,SUPPLIES & MATERIALS PURCHASED	-	-	914	914	0%	0%
Total Expense	100,000	87,501	44,642	(42,859)	51%	45%
Surplus/(Deficit)	(100,000)	(87,501)	(44,642)	42,859	51%	45%

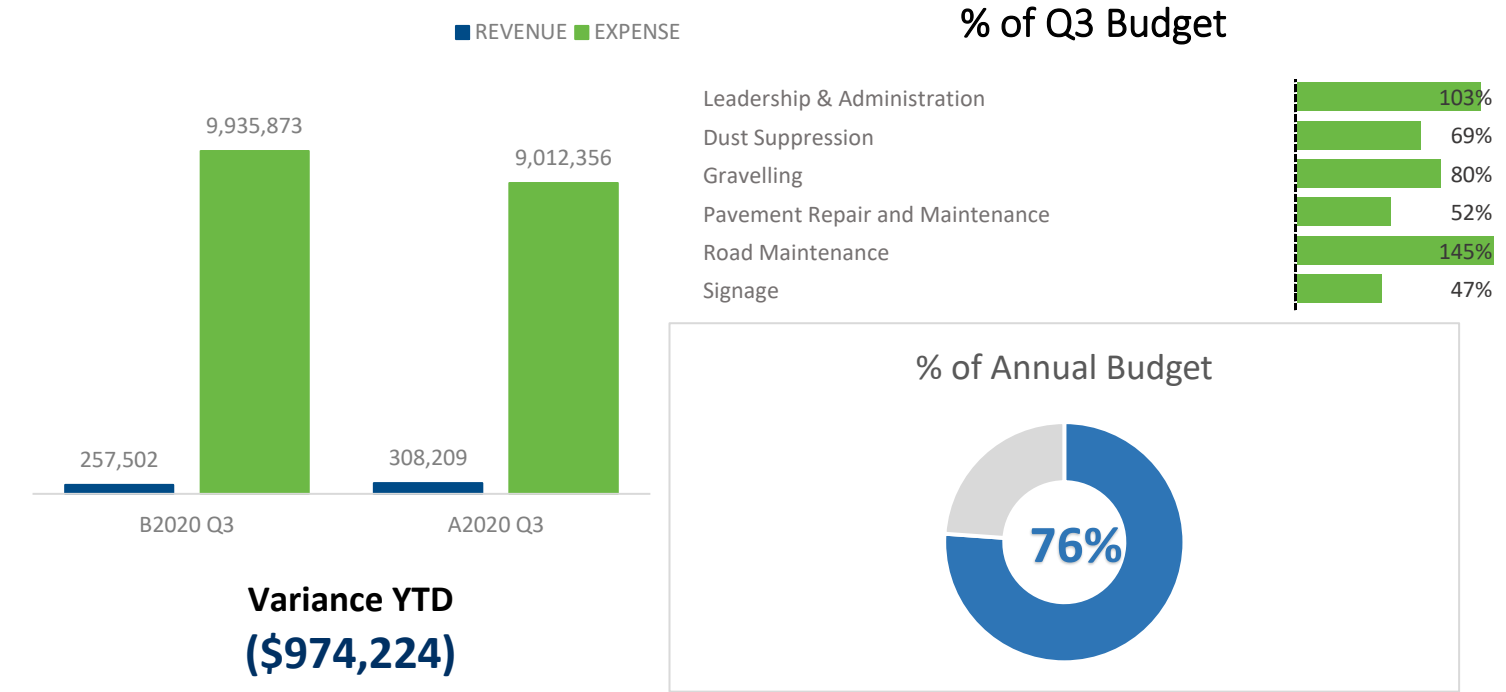
Variances

- General services - contracted
 - Engineering work is underway for 2021 road program . The budget is usually utilized in Q3/Q4 as the work begins after the road program is prepared.

PUBLIC WORKS - ROAD OPERATIONS

Q3 - 2020 Financial Reporting

Department Head: Garrett Broadbent



Leadership & Administration

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	33,909	-	-	-	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	17,500	13,750	8,155	(5,595)	59%	47%
OTHER REVENUE FROM OWN SOURCES	-	-	(360)	(360)	0%	0%
OTHER TRANSACTIONS	32,000	25,002	20,578	(4,424)	82%	64%
Total Revenue	83,409	38,752	28,373	(10,379)	73%	34%
EARNINGS & BENEFITS	3,894,551	2,924,610	3,023,906	99,296	103%	78%
GENERAL SERVICES-CONTRACTED	701,888	594,944	569,806	(25,137)	96%	81%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,422,071	1,017,168	1,051,132	33,964	103%	74%
Total Expense	6,018,510	4,536,721	4,644,844	108,123	102%	77%
Surplus/(Deficit)	(5,935,101)	(4,497,969)	(4,616,471)	(118,502)	103%	78%

Variances

- Earnings & benefits
 - Road operations crews worked additional hours due to severe weather conditions causing road failures.

PUBLIC WORKS - ROAD OPERATIONS

Q3 - 2020 Financial Reporting

Dust Suppression

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	218,000	218,000	232,138	14,138	106%	106%
Total Revenue	218,000	218,000	232,138	14,138	106%	106%
GENERAL SERVICES-CONTRACTED	30,000	30,000	26,686	(3,314)	89%	89%
GOODS,SUPPLIES & MATERIALS PURCHASED	536,434	536,434	444,941	(91,493)	83%	83%
Total Expense	566,434	566,434	471,627	(94,807)	83%	83%
Surplus/(Deficit)	(348,434)	(348,434)	(239,489)	108,945	69%	69%

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.

Gravelling

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	-	-	46,233	46,233	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	497,174	-	-	-	0%	0%
Total Revenue	497,174	-	46,233	46,233	0%	9%
GENERAL SERVICES-CONTRACTED	1,739,100	1,464,100	1,023,348	(440,752)	70%	59%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,761,400	1,485,100	1,377,251	(107,849)	93%	78%
Total Expense	3,500,500	2,949,200	2,400,599	(548,601)	81%	69%
Surplus/(Deficit)	(3,003,326)	(2,949,200)	(2,354,366)	594,834	80%	78%

Variance

- *Other revenue from own sources*
 - Funds received from third parties to repair road damages.
- *General services - contracted*
 - Weather conditions in December 2019 were very conducive for gravelling which resulted in approximately 33% of the gravelling program being completed in December vs. the 19% that was budgeted to be completed that month. Therefore only 67% of the program had to be completed in Q1 vs. the 81% that was budgeted.
- *Goods, supplies & materials purchased*
 - Fuel costs and the fuel surcharge paid to gravel haulers were less than anticipated due to low fuel prices.

PUBLIC WORKS - ROAD OPERATIONS

Q3 - 2020 Financial Reporting

Pavement Repair and Maintenance

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	1,245,900	1,245,900	666,264	(579,636)	53%	53%
GOODS,SUPPLIES & MATERIALS PURCHASED	50,100	46,000	7,448	(38,552)	16%	15%
Total Expense	1,296,000	1,291,900	673,713	(618,187)	52%	52%
Surplus/(Deficit)	(1,296,000)	(1,291,900)	(673,713)	618,187	52%	52%

Variance

- *General services - contracted*
 - Due to spring conditions, the major repair and maintenance program was delayed until Q3. Not all invoices had been received at the time of this report.
 - Crack sealing was competed 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. Seasonal staff that would have completed pothole patching were not hired and potholes that needed to be repaired were repaired using the spray patcher which uses oil and aggregate rather than hot mix.

Road Maintenance

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	358,400	264,702	320,395	55,693	121%	89%
GOODS,SUPPLIES & MATERIALS PURCHASED	450,000	289,666	482,486	192,820	167%	107%
Total Expense	808,400	554,368	802,881	248,513	145%	99%
Surplus/(Deficit)	(808,400)	(554,368)	(802,881)	(248,513)	145%	99%

Variance

- *General services - contracted*
 - Additional contract grader services were required in Q1 and the beginning of Q2 due to the amount of snowfall and drifting.
 - Due to the high number of culverts that needed to be replaced in 2020, the cost of equipment rentals was higher than expected.
- *Goods, supplies & materials purchased*
 - Costs of grader blades, salt and rock chips were higher than anticipated due to higher than anticipated levels of snowfall and ice in Q1 and the beginning of Q2.
 - Multiple emergency road repairs and culvert replacements were necessary.

PUBLIC WORKS - ROAD OPERATIONS

Q3 - 2020 Financial Reporting

Signage

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	1,000	750	1,465	715	195%	146%
Total Revenue	1,000	750	1,465	715	195%	146%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	43,200	37,250	18,692	(18,558)	50%	43%
Total Expense	43,200	37,250	18,692	(18,558)	50%	43%
Surplus/(Deficit)	(42,200)	(36,500)	(17,227)	19,273	47%	41%

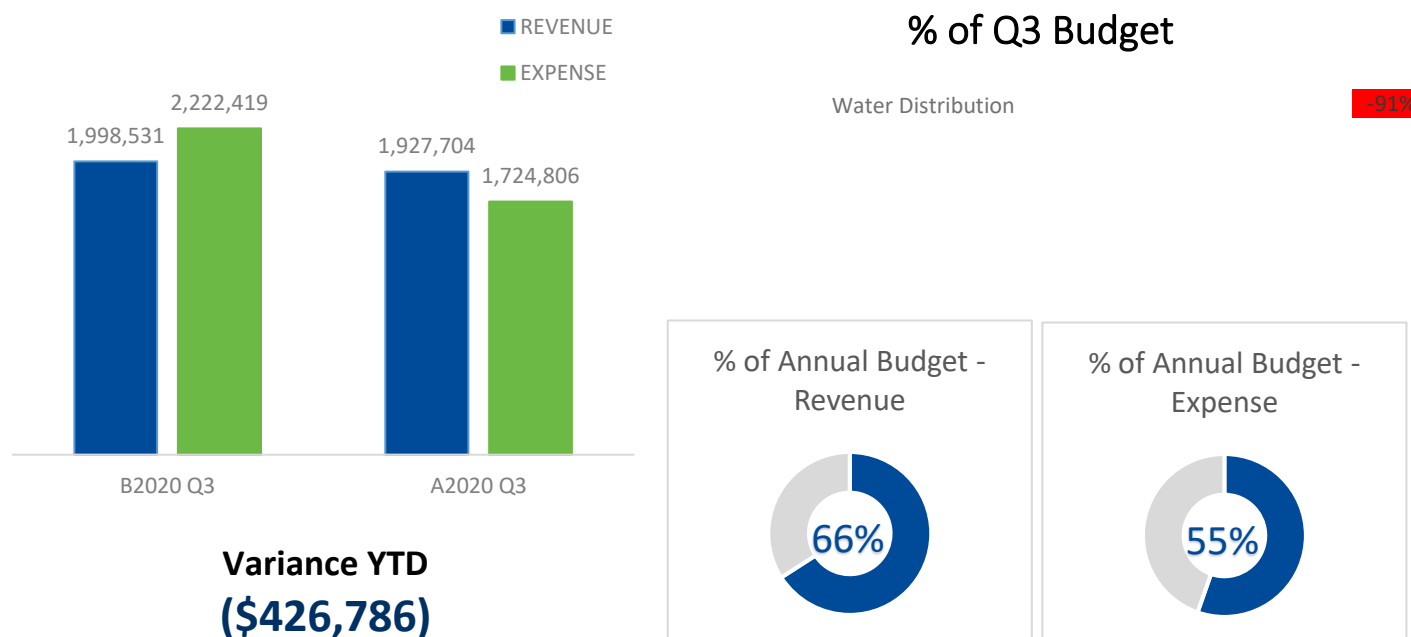
Variance

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

WATER DISTRIBUTION

Q3 - 2020 Financial Reporting

Department Head: Des Mryglod



Water Distribution

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,738,538	1,898,170	1,829,921	(68,248)	96%	67%
OTHER REVENUE FROM OWN SOURCES	36,500	25,387	22,808	(2,579)	90%	62%
OTHER TRANSACTIONS	149,949	74,974	74,974	-	100%	50%
Total Revenue	2,924,987	1,998,531	1,927,704	(70,827)	96%	66%
EARNINGS & BENEFITS	406,727	315,434	305,299	(10,135)	97%	75%
GENERAL SERVICES-CONTRACTED	440,589	328,500	304,581	(23,919)	93%	69%
PURCHASES FR OTHER GOV & AGENCIES	1,171,522	893,729	736,491	(157,238)	82%	63%
GOODS,SUPPLIES & MATERIALS PURCHASED	190,530	156,238	121,441	(34,797)	78%	64%
RESERVES,TRANSFERS & GRANTS	412,524	309,393	43,759	(265,634)	14%	11%
FINANCIAL SERVICE CHARGES	494,386	219,125	213,235	(5,890)	97%	43%
Total Expense	3,116,278	2,222,419	1,724,806	(497,613)	78%	55%
Surplus/(Deficit)	(191,291)	(223,888)	202,898	426,786	-91%	-106%

Variances

- Sales of goods & svcs to individuals
 - Water sales in Nisku industrial park have been less than anticipated due to the pandemic.
- Purchases fr other gov & agencies
 - Water purchases have been less than expected due to the pandemic.
 - The September invoice for water purchases had not been received at the time of this report.

WATER DISTRIBUTION

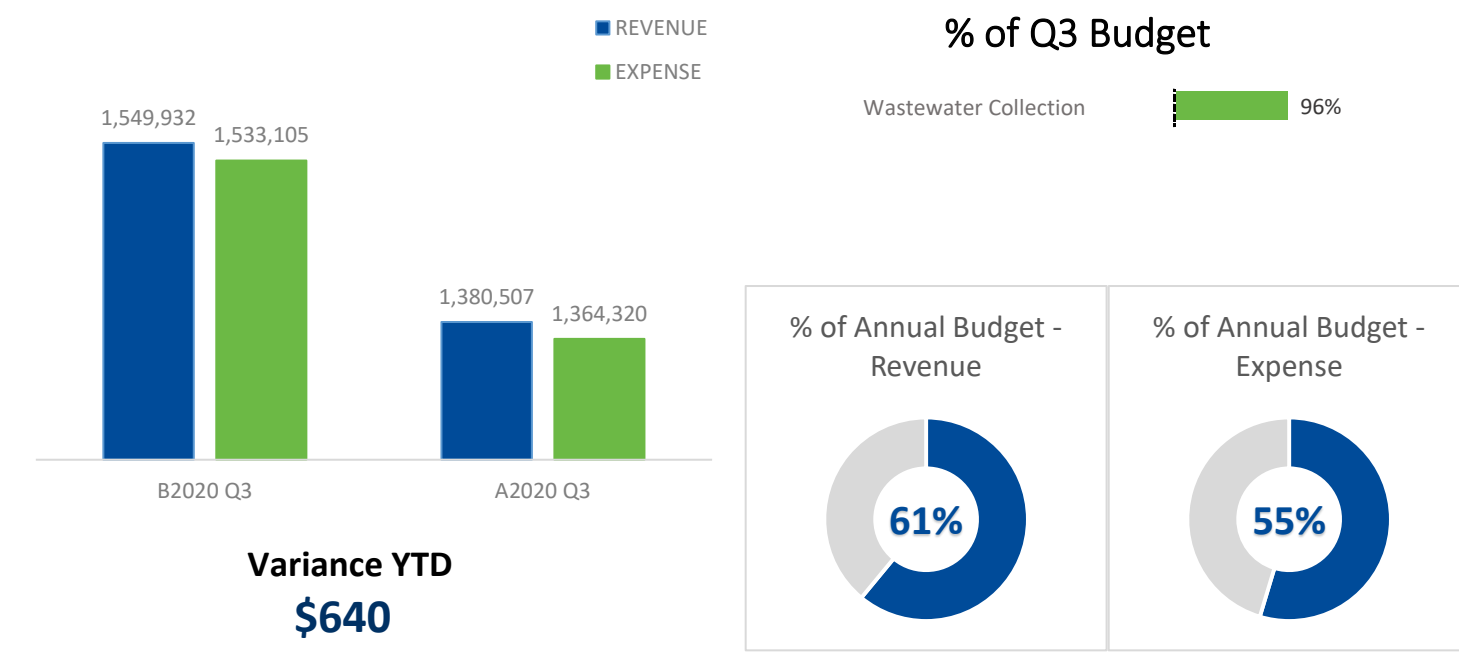
Q3 - 2020 Financial Reporting

- *Reserves, transfers & grants*
 - Transfers to reserves will be completed in Q4.

WASTEWATER COLLECTION

Q3 - 2020 Financial Reporting

Department Head: Des Mryglod



Wastewater Collection

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,128,113	1,502,877	1,337,103	(165,774)	89%	63%
OTHER REVENUE FROM OWN SOURCES	52,928	47,055	43,405	(3,650)	92%	82%
OTHER TRANSACTIONS	82,825	-	-	-	0%	0%
Total Revenue	2,263,866	1,549,932	1,380,507	(169,425)	89%	61%
EARNINGS & BENEFITS	303,144	238,952	251,719	12,767	105%	83%
GENERAL SERVICES-CONTRACTED	153,491	106,257	106,711	454	100%	70%
PURCHASES FR OTHER GOV & AGENCIES	1,418,064	938,840	821,617	(117,223)	88%	58%
GOODS,SUPPLIES & MATERIALS PURCHASED	49,684	34,386	28,657	(5,729)	83%	58%
RESERVES,TRANSFERS & GRANTS	290,067	69,180	22,881	(46,299)	33%	8%
FINANCIAL SERVICE CHARGES	281,965	145,490	132,734	(12,756)	91%	47%
Total Expense	2,496,415	1,533,105	1,364,320	(168,785)	89%	55%
Surplus/(Deficit)	(232,549)	16,827	16,187	(640)	96%	-7%

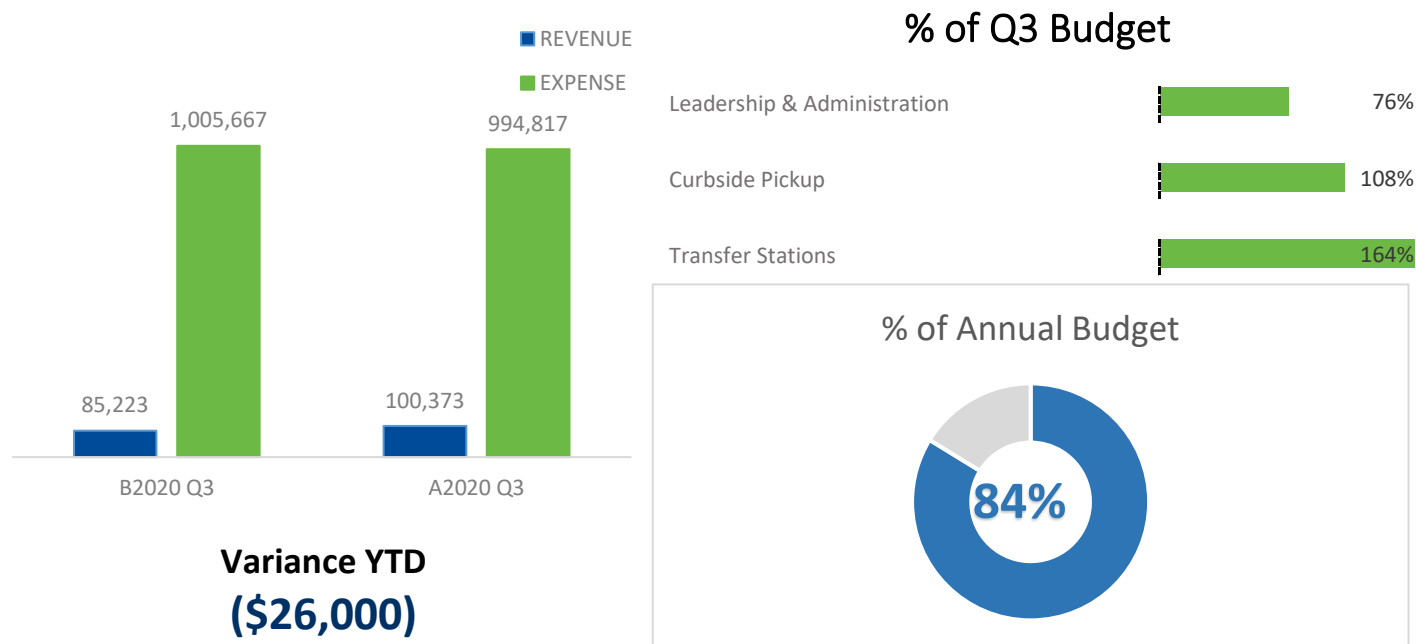
Variances

- Sales of goods & svs to individuals
 - Due to the pandemic, water and wastewater sales in Nisku are lower than anticipated.
 - Overstrength charges have been higher than anticipated.
- Purchases fr other gov & agencies
 - Due to lower consumption, invoices from the commission have decreased.
- Reserves, transfers and grants
 - Transfers to capital reserves will be completed in Q4.

WASTE MANAGEMENT

Q3 - 2020 Financial Reporting

Department Head: Des Mryglod



Leadership & Administration

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	4,830	3,622	267	(3,356)	7%	6%
CONDITIONAL GRANTS FR OTHER GOV	230,488	-	-	-	0%	0%
Total Revenue	235,318	3,622	267	(3,356)	7%	0%
EARNINGS & BENEFITS	394,828	296,123	291,489	(4,634)	98%	74%
GENERAL SERVICES-CONTRACTED	43,369	32,029	7,873	(24,157)	25%	18%
PURCHASES FR OTHER GOV & AGENCIES	580,624	375,468	234,384	(141,084)	62%	40%
GOODS,SUPPLIES & MATERIALS PURCHASED	10,204	8,003	1,736	(6,267)	22%	17%
RESERVES,TRANSFERS & GRANTS	-	-	-	-	0%	0%
Total Expense	1,029,025	711,623	535,482	(176,141)	75%	52%
Surplus/(Deficit)	(793,707)	(708,001)	(535,215)	172,785	76%	67%

Variances

- *General services - contracted*
 - To align with service level costing, publications, telephone and repairs to buildings were moved to transfer stations. However, the budget remains under leadership and administration.
 - Engineering fees for Kavanagh landfill reclamation were under budget.
- *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

Q3 - 2020 Financial Reporting

Curbside Pickup

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	103,163	77,372	79,411	2,039	103%	77%
Total Revenue	103,163	77,372	79,411	2,039	103%	77%
<i>GENERAL SERVICES-CONTRACTED</i>	77,237	57,928	58,334	407	101%	76%
Total Expense	77,237	57,928	58,334	407	101%	76%
Surplus/(Deficit)	25,926	19,445	21,076	1,632	108%	81%

Variances

- No significant variances.

Transfer Stations

<i>Account</i>	<i>Budget 2020</i>	<i>B2020 Q3</i>	<i>A2020 Q3</i>	<i>Variance (\$)</i>	<i>% of Q3 Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO OTHER GOV</i>	5,000	3,750	17,600	13,850	469%	352%
<i>OTHER REVENUE FROM OWN SOURCES</i>	637	478	3,096	2,618	648%	486%
Total Revenue	5,637	4,228	20,696	16,468	490%	367%
<i>GENERAL SERVICES-CONTRACTED</i>	305,707	236,116	259,768	23,652	110%	85%
<i>PURCHASES FR OTHER GOV & AGENCIES</i>	-	-	134,667	134,667	0%	0%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	-	-	6,566	6,566	0%	0%
Total Expense	305,707	236,116	401,001	164,885	170%	131%
Surplus/(Deficit)	(300,070)	(231,888)	(380,305)	(148,418)	164%	127%

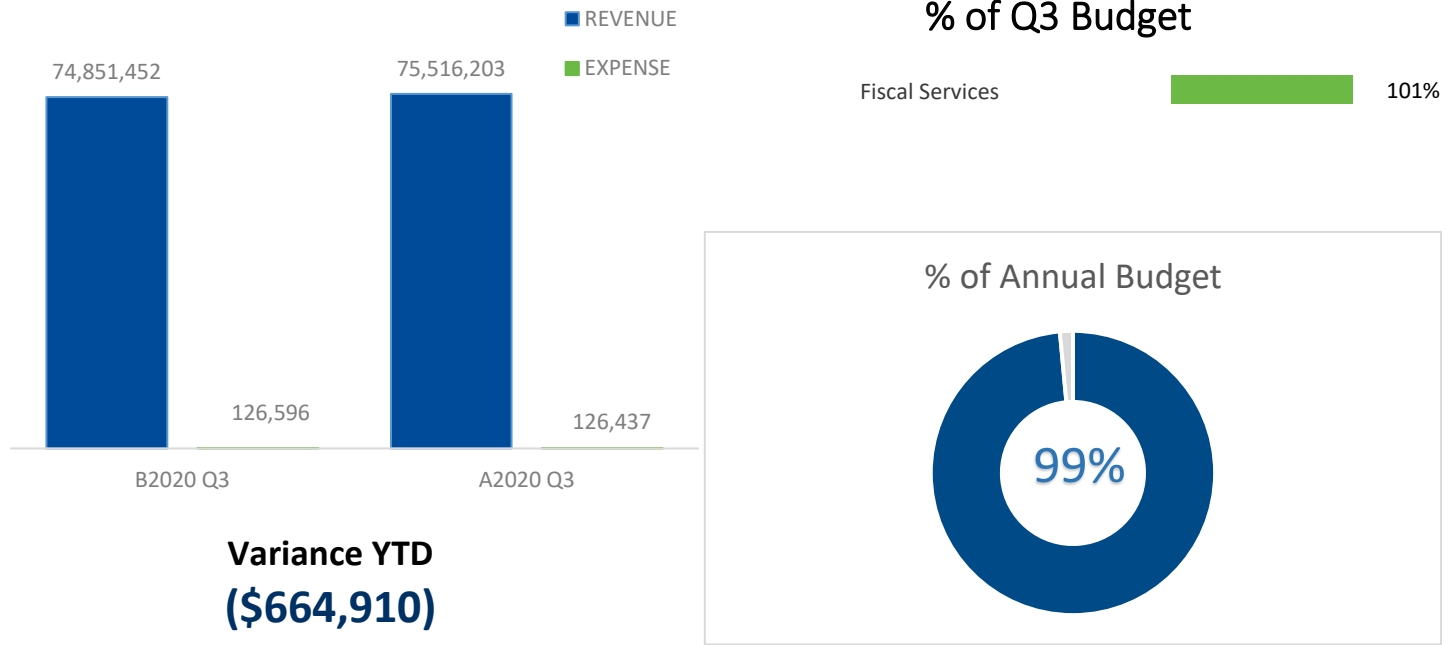
Variances

- *Sales of goods & svcs to other gov*
 - Sales of transfer station access cards 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

Q3 - 2020 Financial Reporting

Department Head: Natasha Wice



Fiscal Services

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
TAXES	73,095,126	73,516,448	73,560,471	44,023	100%	101%
TAXES-GRANT IN LIEU	95,601	95,601	117,249	21,648	123%	123%
OTHER REVENUE FROM OWN SOURCES	1,102,905	1,013,425	1,610,406	596,981	159%	146%
UNCONDITIONAL GRANTS FR OTHER GOV	93,560	93,560	99,752	6,192	107%	107%
OTHER TRANSACTIONS	264,836	132,418	128,325	(4,093)	97%	48%
Total Revenue	74,652,028	74,851,452	75,516,203	664,751	101%	101%
RESERVES, TRANSFERS & GRANTS	254,361	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	264,836	132,418	128,325	(4,093)	97%	48%
OTHER TRANSACTIONS-GENERAL	(130,338)	(5,822)	(1,888)	3,934	32%	1%
Total Expense	388,859	126,596	126,437	(159)	100%	33%
Surplus/(Deficit)	74,263,169	74,724,856	75,389,766	664,910	101%	102%

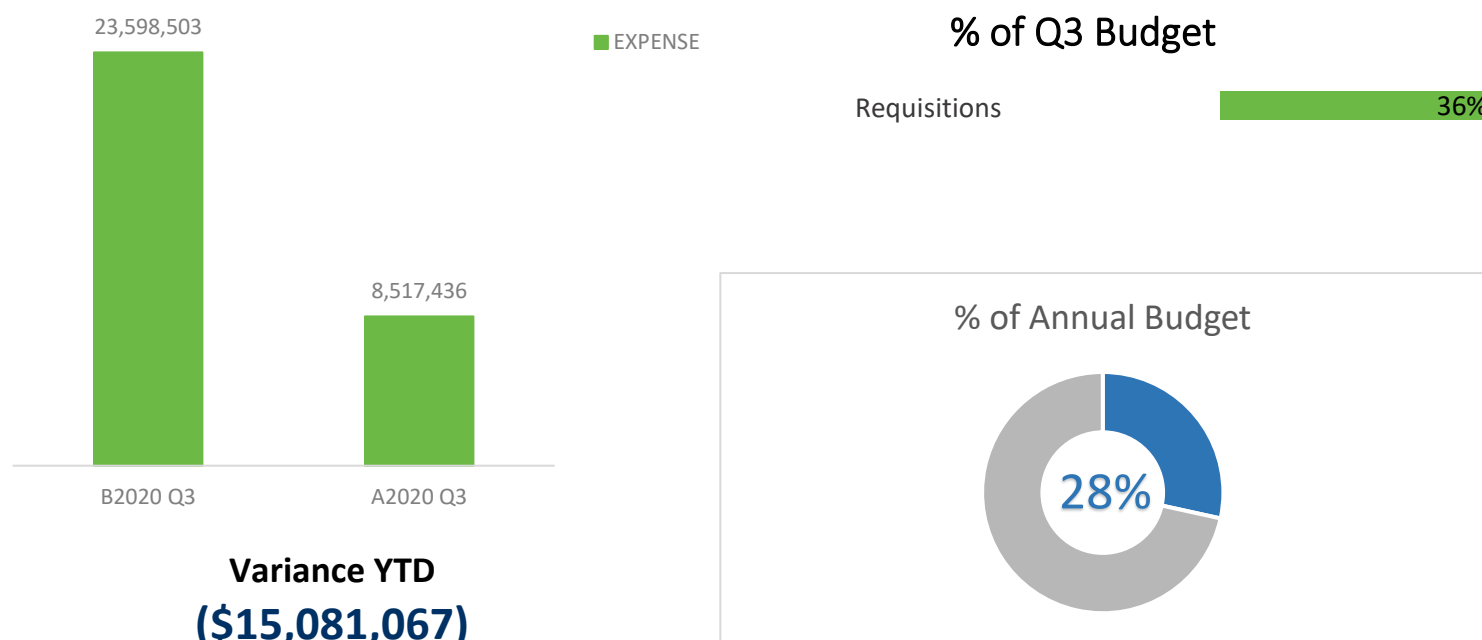
Variances

- 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.

REQUISITIONS EXPENDITURES

Q3 - 2020 Financial Reporting

Department Head: Natasha Wice



Requisitions

Account	Budget 2020	B2020 Q3	A2020 Q3	Variance (\$)	% of Q3 Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
RESERVES, TRANSFERS & GRANTS	29,950,048	23,598,503	8,517,436	(15,081,067)	36%	28%
Total Expense	29,950,048	23,598,503	8,517,436	(15,081,067)	36%	28%
Surplus/(Deficit)	(29,950,048)	(23,598,503)	(8,517,436)	15,081,067	36%	28%

Variances

- Reserves, transfers & grants

- Alberta Education has deferred payment of non-residential requisitions until December 2020 resulting in a variance of \$9.1 million. September ASFF payment of \$1.6 million was not invoiced at the time of this report.
- Cost share payments of \$4.2 million were not paid in July as budgeted because the tax due date was deferred to September 30.



2020 Major Project and Capital Project Plan - Quarter 3 Funding & Expenditures Summary

Major Project and Capital Project Summary	Budget	Actual	Variance
Total	19,970,390	11,167,792	8,802,598
Total Expenditures	19,970,390	11,167,792	8,802,598

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	1,349,789	1,773,473	(423,684)
Grants			
Fire Service Training Program (FSEPP)	27,335	27,335	-
Municipal Sustainability Initiative (MSI) Capital	1,342,124	1,330,787	11,337
Other			
Sale/Trade-In	235,000	216,991	(18,009)
Reserve - Sale proceeds transfer to reserve	(235,000)	(216,991)	18,009
Reserve	228,624	171,395	57,229
Total Funding	2,947,872	3,302,990	(355,118)

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	3,594,397	708,475	2,885,922
Grants			
Municipal Sustainability Initiative (MSI) Capital	7,014,008	5,373,215	1,640,793
Gas Tax Fund (GTF)	1,500,000	1,015,099	484,901
Strategic Transportation Infrastructure Program (STIP)	465,575	24,015	441,560
Western Economic Diversification Canada Grant	143,000	38,266	104,734
Fees & Rates			
Utility Rate User Pay	43,000	32,386	10,614
Other			
Debenture	1,700,000	-	1,700,000
Sale/Trade-In	82,372	-	82,372
Reserve	2,407,644	673,346	1,734,298
Offsite Levy	72,522	-	72,522
Total Funding	17,022,518	7,864,802	9,157,716



2020 Major Project Plan - Quarter 3 Funding & Expenditures Summary

Major Project Summary	Budget	Actual	Variance
Major Projects	2,360,554	480,625	1,879,929
Total Expenditures	2,360,554	480,625	1,879,929

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	89,789	77,106	12,683
Grants			
Fire Service Training Program (FSEPP)	27,335	27,335	-
Other			
Reserve	180,866	136,518	44,348
Total Funding	297,990	240,959	57,031

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	1,295,000	62,976	1,232,024
Grants			
Western Economic Diversification Canada Grant	143,000	38,266	104,734
Fees & Rates			
Utility Rate User Pay	43,000	32,386	10,614
Other			
Reserve	581,564	106,038	475,526
Total Funding	2,062,564	239,666	1,822,898

2020 Major Project Plan Quarter 3 Reporting

Project Name	2020 Final Budget	Actual Total Expense as at September 30, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
Wet Weather Flow Management Plan - Nisku Wastewater Collection	\$ 47,000	\$ 7,419	\$ 39,581		Work in progress	Wastewater flow monitoring is ongoing, field inspections completed. Wet weather flow analysis started.
Cyber Security Mitigation	\$ 60,000	\$ 18,966	\$ 41,034		Work in progress	The cyber security project consists of two components: 1. The network and bandwidth assessment (Budget \$25,000) was completed in Q2, under budget, \$7,000 cost savings. 2. The monitoring system and physical security (Budget \$35,000) are on track for completion in Q4. Anticipate cost savings of \$13,000.
Beaumont Aquafit Contribution	\$ 500,000	\$ -	\$ 500,000		Work in progress	Payment will be made in Q4.
Recreation Cost Share Capital Contributions	\$ 450,000	\$ -	\$ 450,000		Work in progress	Project approvals were provided to Warburg, Calmar, and Leduc. Awaiting project requests from Beaumont and Thorsby.
Building Lifecycle Maintenance	\$ 15,689	\$ 15,689	\$ -		Completed	Project completed.
IT Strategic Plan - Year 1 Recommendations	\$ 100,000	\$ 15,810	\$ 84,190		Work in progress	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 AS400 Serenic server and anticipate an overall cost savings of \$21,000.
Nisku Fire Station Lighting Upgrades	\$ 39,100	\$ 35,733	\$ 3,368		Completed	Project completed.
Warburg EMS Trailer Renovation	\$ 35,000	\$ 25,684	\$ 9,316		Completed	Project completed.
Nisku East Water Reservoir Wastewater Disposal Improvement	\$ 43,000	\$ 32,386	\$ 10,614		Work in progress	Substantially completed. Connection to SCADA alarm system is in progress.
Grader Operator Training	\$ 35,000	\$ 28,200	\$ 6,800		Work in progress	The summer operator training is completed. The remaining funds will be used for winter snow blading techniques and will be completed by the middle of December.
Transportation Master Plan	\$ 200,000	\$ -	\$ 200,000		Work in progress	The project has been awarded, however, was delayed due to uncertainty related to public consultation and the impact from the pandemic. This will have an impact on the project schedule.
Kavanagh Landfill Reclamation	\$ 21,900	\$ 13,873	\$ 8,027		Work in progress	The second year of five year post construction testing is in progress to meet Alberta Environment guidelines. Annual report will be submitted by the end of Q4.
2018 - 19 Fire Service Training Program	\$ 27,335	\$ 27,335	\$ -		Completed	Remaining grant funds returned to Alberta Government in August 2020.
Facility Security Upgrades	\$ 45,390	\$ 12,000	\$ 33,390		Work in progress	Project has started and will be completed by the end of Q4.
Greater Nisku Major Area Structure Plan (GNMASP)	\$ 12,000	\$ -	\$ 12,000		Work in progress	Project is in the second draft form and will complete in Q2 2021.
Investment Readiness and Implementation Strategy (IRIS)	\$ 158,000	\$ 63,226	\$ 94,774		Work in progress	Phase I is completed, and phase II has started. Background work is in progress.
Southern Country Residential Area Structure Plan (SCRASP)	\$ 133,458	\$ 43,586	\$ 89,872		Work in progress	Project is on schedule, 50% of background reports complete and public engineering has started.
Nisku Area Redevelopment Plan (Nisku ARP)	\$ 29,750	\$ -	\$ 29,750		Work in progress	Consultant has been hired and background work has started.

Project Name	2020 Final Budget	Actual Total Expense as at September 30, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
Asset Management	\$ 62,066	\$ 4,200	\$ 57,866		Work in progress	Asset management work is being done primarily by internal staff which results in this variance. Some external work completed in Q3, however invoice has not yet been received.
Regional Fire Services Framework	\$ 122,000	\$ -	\$ 122,000		Work in progress	The Regional Fire Framework has now been updated to focus on two projects: 1. Creation of a Leduc County sub-regional emergency management agency as per legislative requirements of Bill 8. There are two phases to the sub-regional emergency management project, phase 1 is expected to be completed in Q4 2020, and phase 2 will be completed in 2021. 2. Creation of a Standard of Cover (SOC)/station location master plan document in collaboration with the City of Leduc. The SOC project has been awarded and is expected to be completed by Q4 2020.
Warburg Arena Phase I Contribution	\$ 62,000	\$ 22,502	\$ 39,498		Completed	
Clearwater Creek License Cleanout	\$ 25,000	\$ -	\$ 25,000		Work in progress	Project will be completed in Q4 2020.
Sewer Infiltration and Inflow Assessment - Nisku Wastewater Collection	\$ 27,385	\$ 27,385	\$ -		Completed	
Social Services Framework	\$ 2,670	\$ 2,670	\$ -		Completed	
Leduc County Branding	\$ 18,000	\$ -	\$ 18,000		Work in progress	No expenses incurred to date.
Building Lifecycle Maintenance	\$ 66,811	\$ 66,811	\$ -		Completed	
Employee Compensation Review	\$ 22,000	\$ 17,150	\$ 4,850		Completed	External work is completed and information is being rolled out to staff.
2020 Total Major Projects	\$ 2,360,554	\$ 480,625	\$ 1,879,929			
Changes after final budget approved						
IT Strategic Plan - Year 1 Recommendations	\$ (60,628)	\$ -	\$ (60,628)			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 financial management system (Serenic).

Project Indicator - For work in progress projects only

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

Project Indicator - For completed projects only

	Project completed and under budget
	Project completed and over budget



2020 Capital Project Plan - Quarter 3 Funding & Expenditures Summary

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	5,451,024	2,865,232	2,585,792
	Road Program	10,878,001	7,458,652	3,419,349
	Bridge Program	1,280,811	363,283	917,528
Total Expenditures		17,609,836	10,687,167	6,922,669

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	1,260,000	1,696,367	(436,367)
Grants				
	Municipal Sustainability Initiative (MSI) Capital	1,342,124	1,330,787	11,337
Other				
	Sale/Trade-In	235,000	216,991	(18,009)
	Reserve - Sale proceeds transfer to reserve	(235,000)	(216,991)	18,009
	Reserve	47,758	34,877	12,881
Total Funding		2,649,882	3,062,031	(412,149)

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	2,299,397	645,499	1,653,898
Grants				
	Municipal Sustainability Initiative (MSI) Capital	7,014,008	5,373,215	1,640,793
	Gas Tax Fund (GTF)	1,500,000	1,015,099	484,901
	Strategic Transportation Infrastructure Program (STIP)	465,575	24,015	441,560
Other				
	Debenture	1,700,000	-	1,700,000
	Sale/Trade-In	82,372	-	82,372
	Reserve	1,826,080	567,308	1,258,772
	Offsite Levy	72,522	-	72,522
Total Funding		14,959,954	7,625,136	7,334,818



2020 Capital Project Plan Quarter 3 Reporting

Project Name	2020 Final Budget	Actual Total Expense as at September 30, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
Nisku Septage Receiving Station Improvement - Engineering	\$ 40,000	\$ 5,391	\$ 34,609		Work in progress	Document review, geotechnical investigation, land survey, and preliminary design completed. Detailed design and tender development underway.
New Sarepta Lift Station - Engineering	\$ 60,000	\$ 11,720	\$ 48,280		Work in progress	Document review, geotechnical investigation, land survey, and preliminary design completed. Detailed design and tender development underway.
Purchase New Aerial Apparatus - Replace U23-199	\$ 872,124	\$ 860,787	\$ 11,337		Completed	
Purchase New Trailer - Replace U737	\$ 10,000	\$ 9,645	\$ 355		Work in progress	Purchase completed, the old unit will be sold by Q4.
Purchase New Trailer - Replace U7318	\$ 10,500	\$ 10,971	\$ (471)		Work in progress	Purchase completed, the old unit will be sold by Q4.
Motor Grader Replacement - Replace U2300	\$ 470,000	\$ 470,000	\$ -		Completed	Project completed, the grader is in service.
Purchase New Truck - Old Unit 170 to be Retained in Enforcement	\$ 50,000	\$ 33,225	\$ 16,775		Completed	Project completed and under budget.
Purchase New Light Truck - Replace U1190	\$ 40,000	\$ 38,041	\$ 1,959		Work in progress	Truck was delivered in June 2020. Presently in shop for pre-inspection and set up. Old unit will be sold in Q4.
Purchase New Light Truck - Replace U1510	\$ 40,000	\$ 32,735	\$ 7,265		Work in progress	Truck was delivered in June 2020. Presently in shop for pre-inspection and set up. Old unit will be sold in Q4.
Purchase New Light Truck - Replace U1630	\$ 58,000	\$ -	\$ 58,000		Work in progress	Project delayed due to GM factory shut down as a result of COVID-19. Truck will be delivered in Q4. Old unit will be sold in Q4.
Utilities SCADA Upgrade	\$ 347,800	\$ 101,888	\$ 245,912			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	\$ -		\$ -		Completed	Project completed. Sale value was \$4,004 less than the budgeted amount.
2020 Bridge Program	\$ 1,280,811	\$ 363,283	\$ 917,528			Council Motion 165-20 approved the change of funding for the 2020 Bridge program as follows: - BF 08627 \$37,500 from STIP Grant and \$17,320 from tax; - BF 01090 \$301,879 from STIP Grant and \$100,626 from tax. See bridge program summary.
2020 Road Program	\$ 9,309,168	\$ 7,458,652	\$ 1,850,516		Work in progress	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 Overall, there will be a savings of \$25,832 in the 2020 surfacing program. 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.

Project Name	2020 Final Budget	Actual Total Expense as at September 30, 2020	Total Cost Variance	Project Indicator	Status	Variance Explanation
Leduc County Fire Services East District Fire Station	\$ 2,759,306	\$ -	\$ 2,759,306		Work in progress	Contract awarded and ground breaking was in August. Anticipated complete in Q2 2021.
Nisku Bulk Water Station Upgrade	\$ 16,500	\$ 15,785	\$ 715		Completed	
New Sarepta Reservoir, Pumphouse and Bulk Water Station Upgrade	\$ 10,000	\$ -	\$ 10,000		Completed	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 be chosen was deferred to 2022. Project completed.
Sale of Patrol Vehicle	\$ -		\$ -		Work in progress	Currently advertised for sale. Completion is unknown at this point.
Enforcement Unit LC2 will be transferred to Fire Services, and Fire Service Unit 23-233 will be transferred to Enforcement Department	\$ -		\$ -		Completed	
New Sarepta Centre Avenue From Centre Street to 2st South	\$ 50,000	\$ 50,000	\$ -		Completed	
Purchase Snow Pusher	\$ 15,000	\$ -	\$ 15,000		Work in progress	Delivery anticipated for Q4.
Sewer Transfer Station Automation - Nisku	\$ 22,825	\$ 11,113	\$ 11,712		Work in progress	All work completed except site access drainage improvement.
Nisku Recreation Centre Lighting Replacement	\$ 17,733	\$ 18,492	\$ (759)		Completed	
Range Road 250 - Cost Share with City of Leduc	\$ 125,000	\$ -	\$ 125,000		Work in progress	City of Leduc had advertised a request for proposal (RFP) of the project. Completion is unknown at this point.
New Sarepta Ball Diamond Relocation	\$ 3,525	\$ 600	\$ 2,925		Completed	
Diamond Estates Drainage Swale Project	\$ 25,680	\$ -	\$ 25,680		Work in progress	Project will be completed by the end of Q4.
Mobile Communication Vehicle Improvement	\$ 10,075	\$ 1,211	\$ 8,864		Work in progress	Project will be completed by the end of Q4, awaiting IT components.
Purchase Two Multi-Use Pumps	\$ 12,362	\$ 894	\$ 11,468		Work in progress	95% complete, final decal installation to be completed once branding is determined. Project will be completed in Q4.
Tandem Axle Truck with Winter Equipment and Attachment	\$ 300,000	\$ 301,870	\$ (1,870)		Work in progress	Purchase completed.
Signal Installation at 39 Avenue and Nisku Spine Road	\$ 72,522	\$ -	\$ 72,522		Work in progress	Work has been completed, waiting for invoices.
Intersection Improvement at 39 Avenue and Nisku Spine Road	\$ 187,072	\$ -	\$ 187,072		Work in progress	Work has been completed, waiting for invoices.
South Wizard Lake - From Hwy 795 to End (Test Section)	\$ 893,833	\$ 756,748	\$ 137,085		Work in progress	Construction is complete, waiting for invoices.
Nisku Spine Rd - From Twp 510 to 25 Avenue - Design	\$ 200,000	\$ -	\$ 200,000		Work in progress	Design work in progress. Project will request a carry forward to 2021.
Nisku Spine Rd - From 18 Ave to Airport Road - Design	\$ 300,000	\$ 134,115	\$ 165,885		Work in progress	Work in progress, project will be completed in Q4.
2020 Total Capital Projects	\$ 17,609,836	\$ 10,687,167	\$ 6,922,669			
Changes after final budget approved						
Purchase New AS400 Serenic Server	\$ 60,628	\$ -	\$ 60,628		Work in progress	Council motion 229-20: Council approved that the allocation of \$60,628 in saving from 2020-MP-006 IT Strategic Plan to replace the server hardware for financial management system Serenic.
	\$ 60,628	\$ -	\$ 60,628			

Project Indicator - For work in progress projects only

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

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

Red - The project schedule and budget are in jeopardy.

Project Indicator - For completed projects only

Project completed and under budget

Project completed and over budget



2020 Road Program - Quarter 3 Summary

Project Description	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 September 30, 2020	Variance	Project Status	Project Indicator	Notes
Rural Roads											
Range Road 244 - From Airport Road to Valleyview	Chip Seal	Microsurface	Rehabilitation	\$ 135,000		\$ 135,000	\$ 103,524	\$ 31,476		Work in progress	Construction is complete, waiting for final invoices, total cost within budget.
Range Road 222 - From Township Road 504 to North Boundary	Chip Seal	Microsurface	Rehabilitation	\$ 180,000		\$ 180,000	\$ 171,315	\$ 8,685		Work in progress	Construction is complete, waiting for final invoices, total cost within budget.
Spot repairs for microsurface roads	Paved	Paved	Repair	\$ 200,000		\$ 200,000	\$ 169,106	\$ 30,894		Work in progress	Construction is complete, waiting for final invoices, total cost within budget.
Township Road 500 - From Highway 814 to Range Road 243	Paved	Paved	Rehabilitation	\$ 320,000	\$ 55,115	\$ 375,115	\$ 367,636	\$ 7,479		Work in progress	Construction is complete, waiting for final invoices, total cost within budget.
South Vista Road - Range Road 244 A from Highway 625 to Airport Road	Paved	Paved	Rehabilitation	\$ 750,000	\$ 58,693	\$ 808,693	\$ 787,089	\$ 21,604		Work in progress	Construction is complete, waiting for final invoices, total cost within budget.
St. Francis main road - From Highway 770 to End	Paved	Paved Microsurface	Rehabilitation	\$ 850,000		\$ 850,000	\$ 652,685	\$ 197,315		Work in progress	Construction is complete, waiting for final invoices, total cost within budget.
Rural Road Initiative	Various	Various	Repair	\$ 1,000,000		\$ 1,000,000	\$ 1,453,129	\$ (453,129)		Work in progress	Project over budget due to urgent requirements to complete some major repair work on roads within south central regions of the County. Extra materials were needed, hauled, placed and regavelled to build these roads back up.
Range Road 240 - From Highway 616 to South Boundary	Gravel	Paved	Rehabilitation	\$ 1,000,000		\$ 1,000,000	\$ 980,125	\$ 19,875		Work in progress	Construction is complete, waiting for final invoices, total cost within budget.
Clover Lawn Road (Range Road 233)	Paved	Paved	Rehabilitation	\$ 3,000,000	\$ (160,000)	\$ 2,840,000	\$ 1,743,361	\$ 1,096,639		Work in progress	Construction is complete, waiting for final invoices, total cost within budget.
			Total Rural Roads	\$ 7,435,000	\$ (46,192)	\$ 7,388,808	\$ 6,427,970	\$ 960,838			
Subdivisions											
Golfview Estates - NW 33-50-23-W4	Cold Mix	Paved	Rehabilitation	\$ 300,000	\$ (101,648)	\$ 198,352	\$ 197,436	\$ 916		Work in progress	Construction is complete, waiting for final invoices, total cost within budget.
Arbor Estates - SW 33-50-23-W4	Chip Seal	Paved	Rehabilitation	\$ 400,000	\$ (105,541)	\$ 294,459	\$ 273,877	\$ 20,582		Work in progress	Construction is complete, waiting for final invoices, total cost within budget.
Ironhorse Estates - SW 25-47-2-W5	Paved	Paved	Rehabilitation	\$ 300,000	\$ 67,549	\$ 367,549	\$ 364,382	\$ 3,167		Work in progress	Construction is complete, waiting for final invoices, total cost within budget.
			Total Subdivisions	\$ 1,000,000	\$ (139,640)	\$ 860,360	\$ 835,695	\$ 24,665			
New Sarepta Roads											
New Sarepta: Storm Sewer and Ditch Improvements			Rehabilitation	\$ 500,000		\$ 500,000	\$ 34,974	\$ 465,026		Work in progress	Engineering work is in progress. Project will request a carry forward to 2021.
			Total New Sarepta Roads	\$ 500,000	\$ -	\$ 500,000	\$ 34,974	\$ 465,026			
Nisku											
Township Road 510 Design				\$ 400,000		\$ 400,000	\$ -	\$ 400,000		Work in progress	Request For Proposals (RFPs) are reviewed and will be awarded in Q4. Project will request a carry forward to 2021.
			Total Nisku	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ 400,000			



2020 Road Program - Quarter 3 Summary

Project Description	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 September 30, 2020	Variance	Project Status	Project Indicator	Notes
Culvert Replacement on Glen Park Road and the pavement repairs between the culvert location and Highway 2A					\$ 160,000	\$ 160,000	\$ 160,013	\$ (13)		Completed	
				\$ -	\$ 160,000	\$ 160,000	\$ 160,013	\$ (13)			
			Total 2020 Budget	\$ 9,335,000	\$ (25,832)	\$ 9,309,168	\$ 7,458,652	\$ 1,850,516			

2020 Bridge Program - Quarter 3 Summary

Project Description	Legal Location	Existing Surface	Work Description	2020 Final Budget	Actual Total Expense As at September 30, 2020	Variance	Project Status	Project Indicator	Notes
BF 70099 RR 33 North of Intersection with Hwy 39	SE 4-49-3-W5	Bridge Structure	Rehabilitation	\$ 136,241	\$ 2,413	\$ 133,828		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 00587 APR BTW RR 240 & RR 241	NW 30-49-27-W4M	Bridge Structure	Rehabilitation	\$ 270,486	\$ 206,616	\$ 63,870		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 01090 TWP 503A BTW RR 260 & RR 261	NW 24-50-26-W4	Culvert	Rehabilitation	\$ 402,505	\$ 27,386	\$ 375,119		Work in progress	Land acquisition for right of way is completed. Project will request a carry forward to complete construction in Q1 2021.
BF 08149 RR 280 BTW TWP 494 & TWP 500	NW 30-49-27-W4M	Bridge Structure	Rehabilitation	\$ 32,020	\$ 28,694	\$ 3,326		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 00749 TWP 494 West of RR 255	NW 19-49-25-W4M	Bridge Structure	Rehabilitation	\$ 69,460	\$ 2,499	\$ 66,961		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 06540 RR 275 BTW TWP 490 & TWP 492	NE 7-49-27-W4	Bridge Structure	Rehabilitation	\$ 33,515	\$ 2,459	\$ 31,056		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 13725 RR 11 BTW TWP 482 & TWP 484	SE 23-48-1-W5	Bridge Structure	Rehabilitation	\$ 37,128	\$ 32,798	\$ 4,330		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 01727 TWP 502 BTW RR 233 & RR 234	NW 9-50-23-W4	Culvert	Rehabilitation	\$ 4,984	\$ 4,863	\$ 121		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 08627 RR 32 BTW TWP 485 & TWP 484	NE 27-48-3-W5	Culvert	Rehabilitation	\$ 54,820	\$ 320	\$ 54,500		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 01248 Telfordville RR 21 West Hwy 622	NW 36-49-2-W5	Bridge Structure	Rehabilitation	\$ 49,961	\$ 2,013	\$ 47,948		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 76385 TWP 492 BTW RR 40 & RR 41	SW 13-49-4-W5	Bridge Structure	Rehabilitation	\$ 40,991	\$ 30,979	\$ 10,013		Work in progress	Construction is in progress, project will be completed by Q4 2020.
BF 74331 TWP 492 BTW RR 272 & RR 271	SW 14-49-27-W4	Culvert	Rehabilitation	\$ 17,443	\$ 16,784	\$ 659		Work in progress	Construction is in progress, project will be completed by Q4 2020.



2020 Bridge Program - Quarter 3 Summary

Project Description	Legal Location	Existing Surface	Work Description	2020 Final Budget	Actual Total Expense As at September 30, 2020	Variance	Project Status	Project Indicator	Notes
BF 00588 RR 241 South of APR	NW 12-50-24-W4M	Bridge Structure	Rehabilitation	\$ 131,257	\$ 5,460	\$ 125,797		Work in progress	Construction is in progress, project will be completed by Q4 2020.
			Total 2020 Budget	\$ 1,280,811	\$ 363,283	\$ 917,528			



Operating Fund Reserve Schedule

For the period ended September 30, 2020

	Actual Balance as at December 31, 2019	APPLIED		ADDITIONS		Actual Balance as at September 30, 2020
		2020 Budget	2020 Actual	2020 Budget	2020 Actual	
External Agreements	2,657,937.29	26,214.00	-	188,128.00	-	2,657,937.29
Facilities & Equipment	532,465.14	87,066.00	-	-	224,911.10	757,376.24
Stabilization & Contingency	7,687,944.72	-	-	135,619.00	1,382,732.28	9,070,677.00
Special Purpose	8,892,581.21	692,864.00	1,964,391.63	530,000.00	817,267.25	7,737,534.14
Regulatory	1,441,614.61	50,000.00	-	64,000.00	7,922.69	1,449,537.30
Utilities	1,555,178.06	157,210.00	-	230,042.00	10,385.77	1,565,563.83
	22,767,721.03	1,013,354.00	1,964,391.63	1,147,789.00	2,435,296.40	23,238,625.80



Capital Fund Reserve Schedule

For the period ended September 30, 2020

	Actual Balance as at December 31, 2019	APPLIED		ADDITIONS		Actual Balance as at September 30, 2020
		2020 Budget	2020 Actual	2020 Budget	2020 Actual	
Asset Lifecycle Management	7,339,379.99	60,390.00	-	440,570.00	14,628.01	7,354,008.00
Stabilization & Contingency	6,607,428.14	1,612,752.00	-	-	140,402.23	6,747,830.37
Special Purpose	915,030.24	760,000.00	155,030.24	-	-	760,000.00
Statutory	1,727,023.78	25,611.00	22,685.63	-	1,278,833.20	2,983,171.35
Utilities	910,495.40	386,500.00	-	389,724.00	6,080.48	916,575.88
	<u>17,499,357.55</u>	<u>2,845,253.00</u>	<u>177,715.87</u>	<u>830,294.00</u>	<u>1,439,943.92</u>	<u>18,761,585.60</u>