
REPORT NAME

2021 Quarter 1 Reporting

RECOMMENDATION

That Council accept the report and attachments as information.

IMPLICATIONS

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

Authority (MGA section/bylaw/policy number): [Click to enter.](#)

Amount of funding required: n/a

Funding source: n/a

BACKGROUND

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

The reporting includes:

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

ATTACHMENTS

- 2021 Q1 Reporting

Submitted by: Renee Klimosko, General Manager, Financial and Corporate Services

Reviewed by: Duane Coleman, County Manager

Date: June 1, 2021



Quarterly report

2021 Q1 Report

March 31, 2021

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County Highlights

Corporate Plan

Departmental quarterly reports

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

Major and Capital Project Plans

Operating Reserve Schedule

Capital Reserve Schedule

Strategic Plan and Operational Plan Indicators

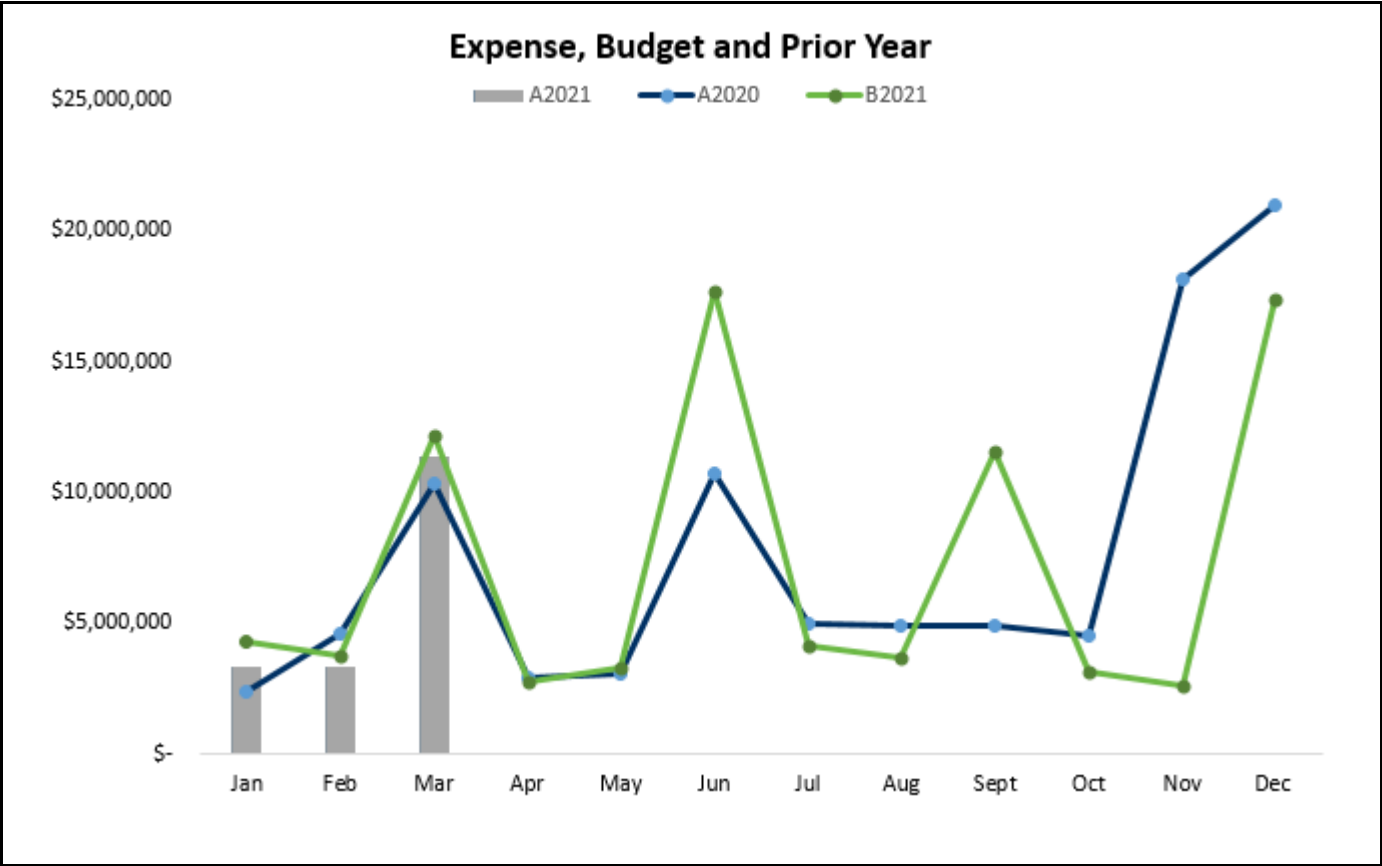
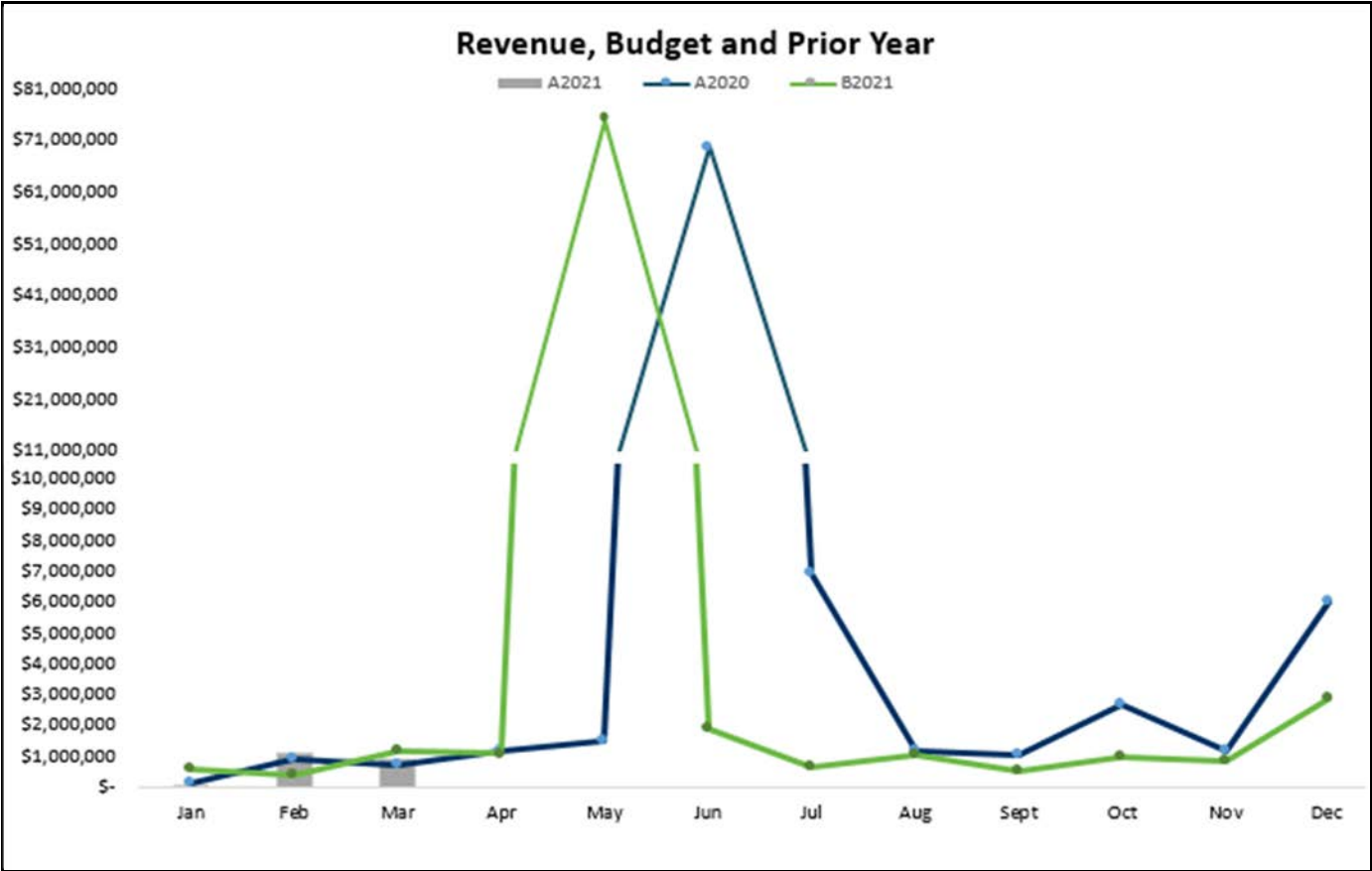
Indicator	Progress Description
	Action completed, deferred or is no longer being worked on.
	Action initiated and work is ongoing.
	Action not yet initiated.



Q1 Highlights

- Leduc County's first citizen satisfaction survey launched on February 26.
- Local food initiatives supported through the development of the local food interactive map, the development and implementation of the Canada Good Agricultural Practices (CanadaGAP) webinar series and planning for a local food tour.
- Declared 2020 assessment roll to Municipal Affairs, which was a 1.53% decrease in assessment value from the 2019 roll.
- Enhancements to the website completed:
 - New maps for road closures and where to vote applications.
 - New online Tax Instalment Payment Plan (TIPPs) fillable form and online process.
 - Monthly posting of council expenses.
- Collaborated with regional partners regarding Conjuring Creek Off-Highway Vehicle concerns.
- External audit conducted by Metrix Group LLP for Leduc County's 2020 financial statements.
- Family Support assisted 36 families and provided 150 visits during this quarter.
- The Bridges Fetal Alcohol Spectrum Disorder (FASD) program completed 302 visits using virtual/telephone supports.
- There were 150 Creative Connections Kits for seniors and older adults prepared and distributed across the region, to promote connection and reduce isolation.
- Family and Community Support Services (FCSS) department held 13 online sessions with 192 participants. Workshops included financial education, wills and mental health.
- Family Resource Network hosted 27 virtual workshops in Q1, with 501 family members attending.
- Eighteen online recreation program and events were held with 266 participants.
- Conducted public participation on the following initiatives:
 - Initial consultation for the Land Use Bylaw review project.
 - Phase 1 of the Transportation Master Plan.
 - Proposed Community Standards bylaw.
 - Town of Devon/Leduc County Intermunicipal Development plan update.
 - Central Nisku Local Area Redevelopment Plan.
- Completed 350 miles with 121,658 tonnes of gravel with the 2020/2021 winter gravelling program.
- New Sarepta district replacement fire station near completion with inside finishes underway. Project is on schedule and on budget.
- Continued meetings between the inter-municipal committee to negotiate with the Village of Warburg in relation to the provision of fire services in the Warburg Fire District.

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	Number of vacant sales	Property type	Parcel size (acres)	Median value/acre	Number of improved sales	Property type	Median improved value
1	2	Residential Lots	3-4	\$47,945	10	Multi-lot Subdivision	\$710,000
	4	Country Residential	35-40	\$6,300	2	New Sarepta	\$317,250
	1	Farmland	160	\$4,050	2	Large Rural Parcel	\$756,250
2	5	Residential Parcel	2 to 4	\$61,475	8	Rural Residential/Multi-lot Subdivisions	\$697,500
	4	Farmland	70-160	\$5,900	3	Large Rural Parcel	\$1,130,000
3*	7	Residential Lots	Lot	\$320,475	6	Rural Residential/Multi-lot Subdivisions	\$602,500
	1	Residential Parcel	14 Acres	\$12,625			
4	1	Residential Parcel	1.29	\$77,519	3	Rural Residential	\$582,000
	1	Farmland	155	\$6,000	3	Large Rural Parcel	\$680,000
5	0				1	Rural Residential	\$560,000
					1	Hamlet	\$99,500
6	3	Farmland	100-160	\$2,310	1	Rural Residential	\$180,000
					2	Large Rural Parcel	\$560,000
7	1	Residential Parcel	8	\$19,020	3	Rural Residential	\$475,000
	7	Farmland	60-150	\$3,800			
Nisku	4	Industrial Lots	2-3	\$409,720	2	1-3 acre parcel with building	\$1,261,660
					1	8 acre parcel with building	\$16,350,100
Total sales	41				48		

* Division 3 does not include Nisku Business Park

2020 Q1 Vacant Sales 12

2020 Q1 Improved Sales 20

Nisku vacancy rates

Nisku Business Park vacancy rates seem to have stabilized and sit around the 8.5% range consistent with Q4 2020. Rental rates are ranging from \$9 to \$13 per square foot depending on property type and size of the building. The Nisku market is moving towards a reasonable supply/demand balance.

Development highlights

Project	Update
Aurora Polaris (Distribution Centre)	Work continues on the interior and the addition to house lotron. Partial occupancy of the distribution centre; lotron addition is 90% complete.
High Brix Manufacturing	Construction is complete. Permits are closed.
Bali Holdings	Office and shop for Champ Machine. Construction is complete.
Aurora Polaris (Edibles)	Construction is complete. Permits are closed.
Silent Aire Office/Shop	Foundation in and walls are up.
Aliya's Foods (Chef Bombay)	Food processing facility and office. Framing complete. Floors poured.
Ice Cream Depot	Construction is complete. Permits are closed.
Leduc County Fire Hall (New Sarepta)	Walls are up. Interior partitioning nearly complete.
Star Commercial Properties (multi bay office/shops)	Steel framing is up.
York Realty/Hello Fresh	Office and warehouse. Foundation started.
York Realty/ B&B Distribution	Tenant improvements in existing building. Construction has started.
ABSK Holdings	Office and shop. Site work has started.
Siemens/Kemway Construction	Tenant improvements in existing building. Construction has started.
York Realty/Air Wise	Tenant improvements in existing building. Construction has started.

Permits

Development permits	2020 Q1 Totals	2021 Q1 Totals	2021 YTD
Received	40	91	91
Issued	33	50	50
Refused	3	2	2
Processing	4	36	36
Closed/withdrawn	0	3	3

Building permits	2020 Q1 Totals	2021 Q1 Totals	2021 YTD
Issued	45	65	65
Est. Construction value	\$14,131,690	\$37,104,037	\$37,104,037
Fees	\$94,110	\$230,168	\$230,168

Safety code permits	2020 Q1 issued	2021 Q1 issued	2021 YTD issued	2020 Q1 Fees	2021 Q1 Fees	2021 YTD Fees
Electrical	107	107	107	\$31,362	\$21,565	\$21,565
Gas	72	91	91	\$9,516	\$9,629	\$9,629
Plumbing	57	43	43	\$6,707	\$5,296	\$5,296
Private sewage	12	9	9	\$2,023	\$1,110	\$1,110
Total	248	250	250	\$49,608	\$37,600	\$37,600

Health and Safety

- Continued work for the safety response to COVID-19 by ensuring compliance with Alberta Health Services' (AHS) recommendations including:
 - Updated stay at home if tested requirement for all staff.
 - Conducted incident investigations and contact tracing for staff who contracted COVID-19.
- Developed and rolled out action items recommended through our external safety audit.
- Developed and rolled out a corporate safety kickoff for the 2021 Health and Safety program.
- Developed a new job hazard assessment tool for operational areas.
- 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 2020.

Whistleblower complaints

	Q1 Total	YTD
Number of complaints received	0	0

Debt service limit



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 with continued work in 2021 to gather stakeholder input to inform the plan.
- Increase to arts and cultural grants funding.
- Financial support provided to the Calmar Recreation Master Plan.
- Vista park and open space plan approved in 2019.
- In November 2020, Council approved a land purchase along the North Saskatchewan River. This land will provide future parks space and access to the river for County residents.

1.2 Maintain existing partnerships and pursue new partnership opportunities with other municipalities to leverage county investment. Q4 | 2018.

- Continued collaboration with six regional partners to deliver recreation opportunities to our residents for reasonable financial investment.
- New recreation cost share agreements with the City of Beaumont and City of Leduc approved in 2020.
- 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 and maintained in 2020 and 2021.
- 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:
 - Ongoing children programs that allow families and youth to attend and participate in free park activities across the county.
 - Development of our environmental ambassador program that included a summer student hosting free environmental programs at campgrounds and community parks.
- An agreement was established with community volunteers in New Sarepta to build and maintain a community outdoor skating rink. Rink open to public use occurred in early 2021.
- Ongoing application for grants to support no cost/low cost outdoor concerts and programming.

2. Agricultural innovation and support for local food

Focus areas

2.1 Develop a plan framework for the re-visioning of smallholding agricultural activity. Q2 | 2020

- Identified action in the 2020 Agricultural Services Operational Plan (Strategy 1.2) to continue to roll out tactics that are embedded within the Agricultural Strategy and support the re-visioning of small holding agriculture.

2.2 Support integration of agri-science and innovation in agricultural production. Q1 | 2019

- An application for a CARES grant, in collaboration the University of Alberta with support from Edmonton Global, 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.
- The CanadaGAP webinar series, a 14 session course geared towards local food producers for obtain certification for the production, handling, and sales of fruits and vegetables, was hosted in Q1 2021. The development of this webinar was supported by federal and provincial funding through the Canadian Agriculture Partnership grant.
- The local foods interactive map was developed for the Discover Leduc Region website and went live in Q1 2021 with 25 producers initially registered as of March 31, 2021.

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. The 2021 conference was held virtually, and administration provided technical support.
- Host of Farm to Table dinners through our recreation program.
- 2019 and 2020 Declaration of a State of Agricultural Disaster.
- In conjunction with Parks and Recreation, development of the Know your Farmer; Know your Food ag tour to be held in Q3 2021.
- Completion of Agri-tourism Strategy as a component of the Rural West Economic Diversification Plan.

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.
 - Worked with regional partners to develop a communication strategy focused on food and agriculture throughout the Edmonton Metropolitan Region.
- Continued involvement with the RAMP task force.
- An Agriculture Impact Assessment tool was created to support subdivision authority processes.

3. Enhanced transportation systems

Focus areas

3.1 Improve transportation networks. Q4 | 2018

- Ongoing commitment to a rural road initiative.
- Transportation Master Plan started in 2020, first phase of public engagement completed in Q1 2021.
- Nisku Spine Road design between 25 Avenue and Township Road 510 completed in Q1 2021.
- Township Road 510 detailed design currently underway.
- Established county standard for grading of gravel road network that utilizes consistent grading techniques throughout the county.

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. Grant application submitted in Q4 2020.

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

- Investment in regional transit, in partnership with the City of Edmonton and City of Leduc, with Route 747.
- On May 5, 2020, Council decision to decline participation in the Regional Transit Service Commission and seek other transit options.

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

- Ongoing budget commitment to gravelling, surfacing, and bridge programs.
- Expanded on annual roadside vegetation management to include improved vegetation control on road shoulders to better support grading and shoulder pull programs.
- Ongoing commitment to control brush along roadsides to improve driving visibility and promote efficient drainage.
- Ongoing commitment to bring forward road safety projects to council for their consideration.

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

- Transportation Master Plan started, first phase of public engagement completed in Q1 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 registry for Leduc County (Initiative E3).
- Approval of an Agricultural Strategy (Initiative E5).
- Expanded transit service to the Nisku Business Park (Initiative E6).
- Significant progress made on the Major Employment Centre Area Structure Plan (Initiative E7).
- Ongoing support to advance asset management practices (Initiative E13).
- Involvement with Edmonton Global as a partner in economic growth (Initiative E16).

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

- New partnership with Edmonton Global since 2018.
- Working in partnership with the Leduc Regional Chamber of Commerce on a business registry Initiative.
- Initial discussions with three potential partners to support the implementation of improved broadband service in Nisku.

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.
- Significant progress on the Central Nisku Area Redevelopment Plan, which will provide clarity related to development potential of key undeveloped and underutilized sites in Nisku.

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.
- A community profile for Leduc County and sector specific profiles have been created through the Investment Readiness and Implementation Strategy as key tools to support the marketing of the County's significant development assets.

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

- Developing a proposal for the operations and maintenance of the Edmonton International Airport utility services.

5. Regional leadership

Focus areas

5.1 Relationships with other municipalities are maintained and strengthened. Q4 | 2019

- Approval of the Intermunicipal Planning Framework with the Cities of Beaumont and Edmonton in January 2020.
- Completed intermunicipal collaboration frameworks with regional partners and intermunicipal development plans with adjacent non-EMRB member municipalities.
- Signed a memorandum of understanding with the 12 other EMRB municipalities to participate in the Collaborative Economic Development (CED) initiative.

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.
- Ongoing meetings with Minister of Municipal Affairs, Members of Legislative Assembly and Members of Parliament to discuss local issues.

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.

Elections

- Provides information to prospective candidates.
- Provides information to voters, including voting stations, candidate information and voting dates, and promotes the election to encourage voter turnout and civic participation in government.
- Facilitates the election, including accepting nominations, operating voting stations and counting of ballots.
- Assists area school boards with trustee elections and facilitates these elections alongside the municipal election.
- Communicates election results as per legislative requirements.
- Provides council orientation to elected officials following the election.

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.
Goal 7	Corporate priority Support democratic process of local government election in fall 2021.
Goal 8	Corporate priority Redefine a transit strategy.

3: Department Highlights

- Leduc County's first citizen satisfaction survey launched.
- All job descriptions in the organization revised using a corporate standard that aligned with terminology from the new compensation model. The executive leadership team reviewed all job descriptions with a focus on corporate-wide alignment and clarifying roles and responsibilities for all employees.
- Senior Management Team developed an action plan in response to the 2020 employee satisfaction survey.
- Continued oversight to Leduc County's response to the COVID-19 pandemic, with adjustments made as needed to adjust to the changing environment. Review and update of Leduc County's pandemic plan is ongoing to incorporate learnings from the current pandemic.
- Continued administrative support to the inter-municipal committee to negotiate with the Village of Warburg in relation to the provision of fire services in the Warburg Fire District.
- Initiated a request for proposal for electricity and natural gas utility services for the municipality.

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 Mar 31 2021	Identified deliverables with status update
Complete brand strategy actions.	Q4 2021		Roll out of brand ambassador training to all departments.
	Q2 2021		Signage design concepts completed.
	Q2 2021		Leverage County Chronicle newsletter to highlight business or resident.

Strategy 1.2

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

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Develop a resident guide.	Q2 2021		Guide distributed to new residents and available on our website.

Goal 2

Build and nurture collaborative leadership capacity by enhancing relationships with municipal and provincial partners.

Strategy 2.1

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

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Lobby for grant support of Leduc County projects and initiatives.	Q1 2021		Leverage federal grant dollars to advocate for provincial support for the extension of the Nisku Spine Road. <ul style="list-style-type: none">Significant administrative work with government to advance the grant application submitted in Q4 2020.

Strategy 2.2

Work with regional partners on regional initiatives.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Negotiate with the Village of Warburg in relation to the provision of fire services in the Warburg Fire District.	Q1 2021		Provide administrative support to the inter-municipal negotiation. <ul style="list-style-type: none">• Committee meetings held October 19 and November 23, 2020 as well as January 12, February 11, March 18, and April 22, 2021.• Agreement in principle reached at the April 22 meeting.

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 Mar 31 2021	Identified deliverables with status update
Establish citizen and/or business focus group(s) that can be called upon to gather feedback on various issues and initiatives.	Q2 2021		Focus group(s) established. <ul style="list-style-type: none">• Initiated the creation of a citizen register. Gathering email addresses of interested residents and businesses that can be drawn from for future public participation opportunities.
Create a resident and business database for public participation purposes.	Q2 2021		Investigate public participation tools.
Conduct the citizen satisfaction survey.	Q2 2021		Findings report presented to council. <ul style="list-style-type: none">• Citizen Satisfaction survey launched in Q1.• Survey was open from February 26 to April 11.

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 Mar 31 2021	Identified deliverables with status update
Review of organizational structure effectiveness.	Q2 2021		Prepare a multi-year corporate-wide fleet management strategy. <ul style="list-style-type: none">Internal committee continues to work on the development of the strategy.
	Q1 2021		Ongoing audit of organizational structure effectiveness. <ul style="list-style-type: none">All job descriptions were reviewed and revised to a new corporate standard to align with terminology in the new compensation model. These revisions also focused on clarifying roles and responsibilities for all employees.
Examine current processes that could be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	Q1 2021		Organizational directive for all departments to examine current processes and identify areas of improvement within their 2021 operational plans. <ul style="list-style-type: none">All departments' operational plans include an action on examining current processes to look for efficiencies.One action to be completed as part of the action plan from the 2020 Employee Satisfaction Survey is for the Senior Management Team to conduct a red tape reduction initiative and engage all staff in identifying areas for improvement.Ongoing review of policies with three new policies adopted, seven amended and four rescinded by council in Q1.
	Q4 2021		Implement identified improvements across the organization.
	Q4 2021		Report on organizational efficiencies as required as part of the Municipal Stimulus Program grant.

Examine the fire services delivery model at the Edmonton International airport.	Q4 2021		Complete a model review. <ul style="list-style-type: none"> Preliminary work on the review has commenced.
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Strategy 4.2

Ongoing evaluation of fiscal management practices.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Review tax revenue sharing agreement with the City of Leduc.	Q2 2021		Revised agreement approved by both councils. <ul style="list-style-type: none"> Meeting held with the City of Leduc on March 23. Proposal sent to the City of Leduc in the summer of 2020 with a follow-up letter sent on March 9. No response to Leduc County's proposal has been received from the City of Leduc.
Advance asset management (AM) practices of the organization.	Q2 2021		Complete deliverables identified in the Federation of Canadian Municipalities Asset Management grant. <ul style="list-style-type: none"> Governance framework was completed in Q1 by the Asset Management Committee. Work has been initiated and is ongoing on all other deliverables.

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 Mar 31 2021	Identified deliverables with status update
Create action plan based on staff satisfaction survey completed in Q4 2020.	Q1 2021		Action plan created. <ul style="list-style-type: none"> Senior Management Team initiated the development of the action plan. Action plan was finalized in Q2 and distributed to staff.

	Q4 2021		2020 actions completed. <ul style="list-style-type: none"> An internal working group was formed to examine areas of improvement for internal communications.
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Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
County Manager's Office participation and support in health and safety initiatives, such as toolbox meetings and site inspections.	Q4 2021		10 activities attended per year. <ul style="list-style-type: none"> One member of the Executive Leadership Team (ELT) attends the monthly health and safety committee meeting. Members of the ELT attend various department safety meetings.
	Q4 2021		Focus on safety message within Executive leadership team bi-annual meetings held with all departments.

Goal 6

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

Strategy 6.1

Create foundational communications documents.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Improve accessibility to events/information through community signs.	Q1 2021		Mobile community signs utilized throughout the county for various campaigns. <ul style="list-style-type: none"> Community signs were utilized to promote public engagement in the Transportation Master Plan.
Implement a county-wide internal communication tool.	Q3 2021		Communication tool rolled out. <ul style="list-style-type: none"> An internal working group was formed to examine areas of improvement for internal communications. Solutions are being examined for implementation later this year.

Improve complaints management process.	Q3 2021		Evaluate external complaints management tools.
Website audit and ongoing enhancements.	Q1 2021		Complete a 1-year post new website launch report. <ul style="list-style-type: none"> One-year post new website launch report was presented to council on February 9.

Goal 7

Support democratic process of local government election in fall 2021.

Strategy 7.1

Follow legislated processes as defined in the Local Authorities Election act.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Host a candidate orientation session.	Q2 2021		Event held. <ul style="list-style-type: none"> Information is being compiled to prepare a candidate information package for the website. Due to COVID-19 restrictions, a website orientation is being developed.
Conduct the election process.	Q4 2021		Conduct election that is fair and transparent.
Complete a council orientation.	Q4 2021		Post-election council orientation held.

Goal 8

Redefine a transit strategy.

Strategy 8.1

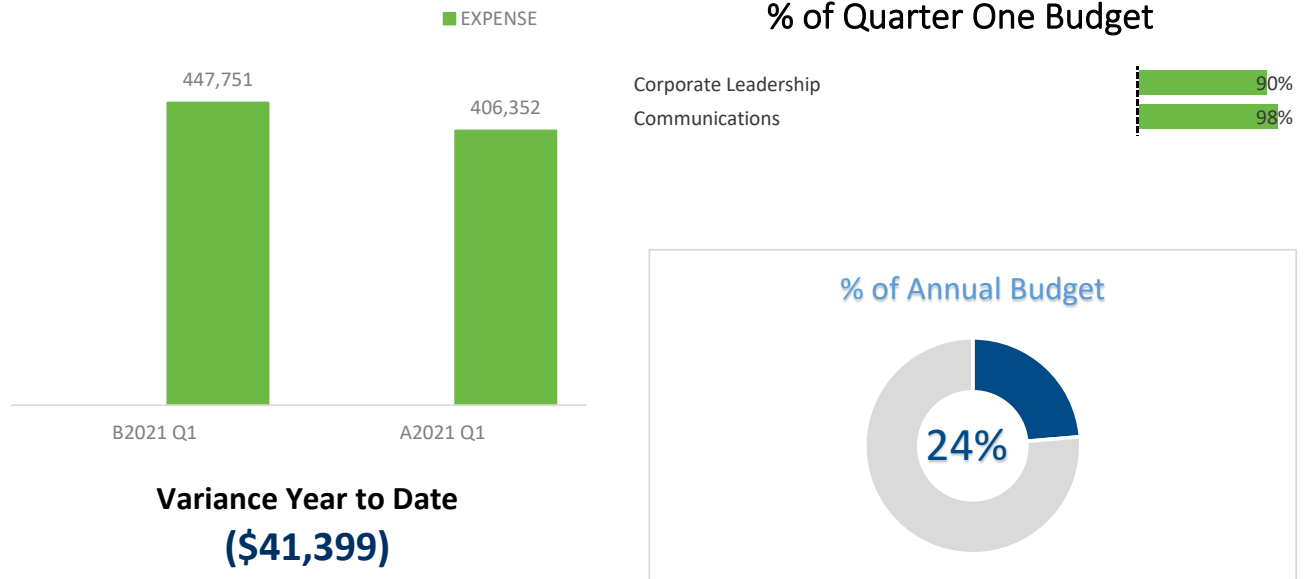
Ensure a seamless transition to a new service delivery model in 2022.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Develop a plan to transition transit services from Leduc Transit to a new service model.	Q3 2021		Plan developed for implementation in 2022.

COUNTY MANAGER'S OFFICE

Quarter One - 2021 Financial Reporting

Department Head: Duane Coleman



Corporate Leadership

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	1,287,055	343,724	331,221	(12,503)	96%	26%
GENERAL SERVICES-CONTRACTED	236,294	62,272	34,037	(28,235)	55%	14%
GOODS,SUPPLIES & MATERIALS PURCHASED	580	120	271	151	226%	47%
Total Expense	1,523,929	406,116	365,529	(40,587)	90%	24%
Surplus/(Deficit)	(1,523,929)	(406,116)	(365,529)	40,587	90%	24%

Variance

- General services - contracted
 - Legal fees and other professional services have been lower than anticipated.

COUNTY MANAGER'S OFFICE

Quarter One - 2021 Financial Reporting

Communications

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	153,198	39,085	34,059	(5,026)	87%	22%
GOODS,SUPPLIES & MATERIALS PURCHASED	10,000	2,550	6,764	4,214	265%	68%
Total Expense	163,198	41,635	40,823	(812)	98%	25%
Surplus/(Deficit)	(163,198)	(41,635)	(40,823)	812	98%	25%

Variance

- No significant variances.

Elections

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	34,000	-	-	-	0.00%	0.00%
Total Revenue	34,000	-	-	-	0%	0%
EARNINGS & BENEFITS	33,143	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	26,200	-	-	-	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	4,400	-	-	-	0%	0%
Total Expense	63,743	-	-	-	0%	0%
Surplus/(Deficit)	(29,743)	-	-	-	0%	0%

Variance

- No significant variances.

1: Department Services

1.1: Our mission

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

1.2: Service areas

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 – 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 2	Strategic priority – Economic development Provide consistent and stable assessment that facilitates an economic development-friendly environment and engages with our ratepayers and stakeholders in order to understand the market trends and pressures.
Goal 3	Strategic priority – Regional leadership Collaborate with other assessment jurisdictions within and outside of our region. We endeavor to support and learn from all of our assessment colleagues in order to maintain consistency, fairness and equity.

3: Department Goals

Goal 4	Implement a focused inspection schedule in which the department makes appointments for onsite inspections.
Goal 5	Achieve optimal operational efficiencies.

4: Department Highlights

- Declared 2020 Assessment Roll to Municipal Affairs.
- Received and reviewed the Designated Industrial Properties assessment from the Provincial Assessor.
- Held pre-roll discussions with rate payers and tax agents.

5: Action Plan

Goal 1

Project and maintain a stable assessment base in order for Leduc County to have stable funding to continue to improve and maintain transportation infrastructure and provide access to public transportation options.

Strategy 1.1

Examine assessment impacts from provincial assessment reviews.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Analyze the actual assessment change for the 2020 assessment for pipelines, wells, and machinery and equipment.	Q1 2021		Confirm the new assessment for Designated Industrial Property (DIP) in order to inform any required final budget changes. <ul style="list-style-type: none">• Reviewed DIP assessments and informed the Provincial Assessor of some required corrections.

Goal 2

Provide consistent and stable assessment that facilitates an economic development-friendly environment and engages with internal departments and our customers so that we understand the market trends and pressures.

Strategy 2.1

Continue to focus on connecting with our customers to confirm property information and gain insight into their business.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Engage with non-residential ratepayers through property visits, discussions and Requests for Information (RFIs) to gain details of industry specific economic impacts from the pandemic.	Q1 2021		Declare an assessment roll that is based on solid economic indicators. <ul style="list-style-type: none">• Assessment department entered into pre-roll discussions with ratepayers and tax agents to explain changes in market values for the 2020 assessment.
Evaluate 2020 sample map and mapping data and continue to partner with Economic Development and other stakeholders to modify an interactive business map for the Nisku Business Park.	Q2 2021		Continue to 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"> Met with Economic Development staff and discussed the business survey and the possible mapping outcomes.
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Goal 3

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 3.1

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.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
The assessors will be active members of Alberta Assessors Association (AAA).	2021		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"> As chair of the Practice Review Committee, the Manager of Assessment Services has been active in planning the virtual AAA 2021 Conference.

Goal 4

Implement a focused inspection schedule in which the department makes appointments for onsite inspections.

Strategy 4.1

Adjust onsite inspection processes to ensure that we are meeting resident expectations while continuing to fulfill department requirements.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Make appointments for all onsite inspections.	Q2 2021		Increase effectiveness of onsite assessment inspections.

Goal 5

Achieve optimal operational efficiencies.

Strategy 5.1

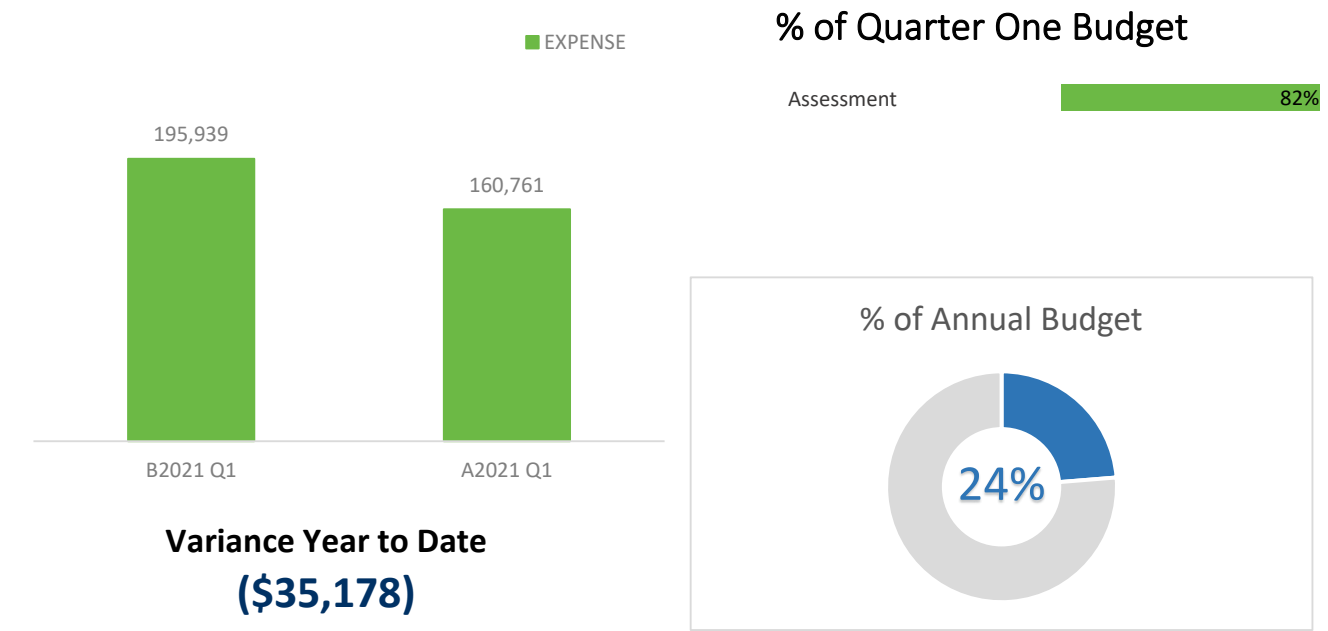
Departmental procedure and process review will focus on increasing efficiencies, improving the customer experience and reducing unnecessary red tape.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Review department procedures and processes to find greater efficiencies, improve customer experiences, and reduce red tape.	Q2 2021		Refined procedures and processes that optimize time, effort and final outcome. <ul style="list-style-type: none">• Participated in a discussion with the computerized assessment system provider to further automate the request for information process in order to simplify the process and increase the accuracy of data collection. Possible increased system may need to be considered in the final decision.

ASSESSMENT

Quarter One - 2021 Financial Reporting

Department Head: Karen Burnand



Assessment

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	650	-	-	-	0%	0%
Total Revenue	650	-	-	-	0%	0%
EARNINGS & BENEFITS	624,637	164,299	125,903	(38,396)	77%	20%
GENERAL SERVICES-CONTRACTED	48,821	30,795	34,858	4,063	113%	71%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,050	845	-	(845)	0%	0%
Total Expense	678,508	195,939	160,761	(35,178)	82%	24%
Surplus/(Deficit)	(677,858)	(195,939)	(160,761)	35,178	82%	24%

Variance

- Earnings & benefits
 - One vacant position in quarter one.

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.
- 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.
- Improves and supports existing systems by identifying current challenges and implementing modifications or enhancements.
- Assists with determining operational system objectives by studying business functions, gathering information, evaluating output requirements and formats, and offering best-practice solutions and recommendations for improvements across the organization.

Facilities and fleet

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

Geographic Information Systems (GIS)

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

Health, safety and wellness

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

Human resources

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

Information technology (IT)

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

Records management

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

2: Strategic and Corporate Priorities

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

3: Department Highlights

- Completed a review and roll out of all permanent staff job descriptions.
- Supported annual seasonal recruitment.
- Developed and delivered work at home safety meetings for all virtual staff.
- Completed changes to the office configuration in Corporate Services to allow for temporary hoteling stations for staff who work from home.
- Rolled out the first module of 2021 cyber security training to all staff.
- Completed upgrades to our firewall to enhance the security of our network.
- Upgraded the internet connection at Thorsby Public Works shop.
- GIS created road closure and where to vote applications.
- Updated our GIS platform.

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 Fleet Management Strategic plan.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Engage SMT in gathering operational fleet management current state and operational business requirements that guide future decision making.	Q2 2021		Current state and future needs are identified and documented for future consideration. <ul style="list-style-type: none">• Fleet current state report was completed and submitted to the Executive Leadership Team (ELT).
Research, review and recommend best practice strategies in operational fleet management to maximize efficiencies and extend fleet and equipment life.	Q3 2021		Research is conducted and operational goals are compiled for future consideration. <ul style="list-style-type: none">• Corporate Services is an active participant in the research and development of a fleet asset management strategy. Work is ongoing.
Develop and roll out operational fleet management procedures that ensure standardized approaches to fleet management.	Q3 2021		Administrative procedures are rolled out to operational areas. <ul style="list-style-type: none">• Decaling administrative directive is drafted and in final review.

Review the Fleet and Facilities Coordinator job description to identify and include identified fleet management responsibilities to enhance customer service.	Q3 2021		Fleet and Facilities Coordinator job description is updated. <ul style="list-style-type: none"> The Fleet and Facilities Coordinator job description was updated in Q1.
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Strategy 1.2

Develop a psychological health and safety management system to develop capacity and build mental health strategies into operations.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Assess current state of the factors that affect psychological health and safety and identify gaps against the national standard for psychological health and safety in the workplace.	Q2 2021		Assessment is completed and gaps are identified. <ul style="list-style-type: none"> Psychological health and safety standards are being reviewed.
Create a plan to meet the standards with objectives and targets that will mitigate risk.	Q3 2021		A plan is drafted and prepared for review and approval.
Present the plan to the Senior Management Team (SMT) and Executive Leadership Team (ELT) for approval.	Q4 2021		Plan approved by SMT and ELT.

Strategy 1.3

Review and update hazard assessments for field staff, including permanent and seasonal.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Revise the template for hazard assessments to enhance and improve the process.	Q1 2021		Template is revised. <ul style="list-style-type: none"> Template has been revised.
Train seasonal Health and Safety Field Advisor to conduct hazard assessments and record required information to mitigate safety risks.	Q2 2021		Health and Safety Field Advisor is trained to conduct the assessment.
Conduct hazard assessment, assess risk and implement hazard controls that ensure staff safety and reduce risk to the County.	Q3 2021		Health and Safety Field Safety Advisor works with operational areas to conduct hazard assessments and mitigate risk.
Review hazard assessments with staff and sign off.	Q4 2021		Health and Safety Coordinator reviews all hazard assessments with applicable staff.

Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Roll out Microsoft Office 365 to all County users ensuring users have the required technology to support efficient customer service	Q2 2021		Office programs are updated to 2019 or newer for all County users.
Review the physical security of the current server room and implement security enhancements that mitigate risk.	Q3 2021		Physical security enhancements are identified, approved, and completed.
Complete phase two of the Disaster Recovery Plan as part of business continuity to ensure we are prepared to continue county services to our residents in the event of serious outage.	Q4 2021		Disaster Recovery Plan and procedures are completed, approved and tested.

Strategy 2.2

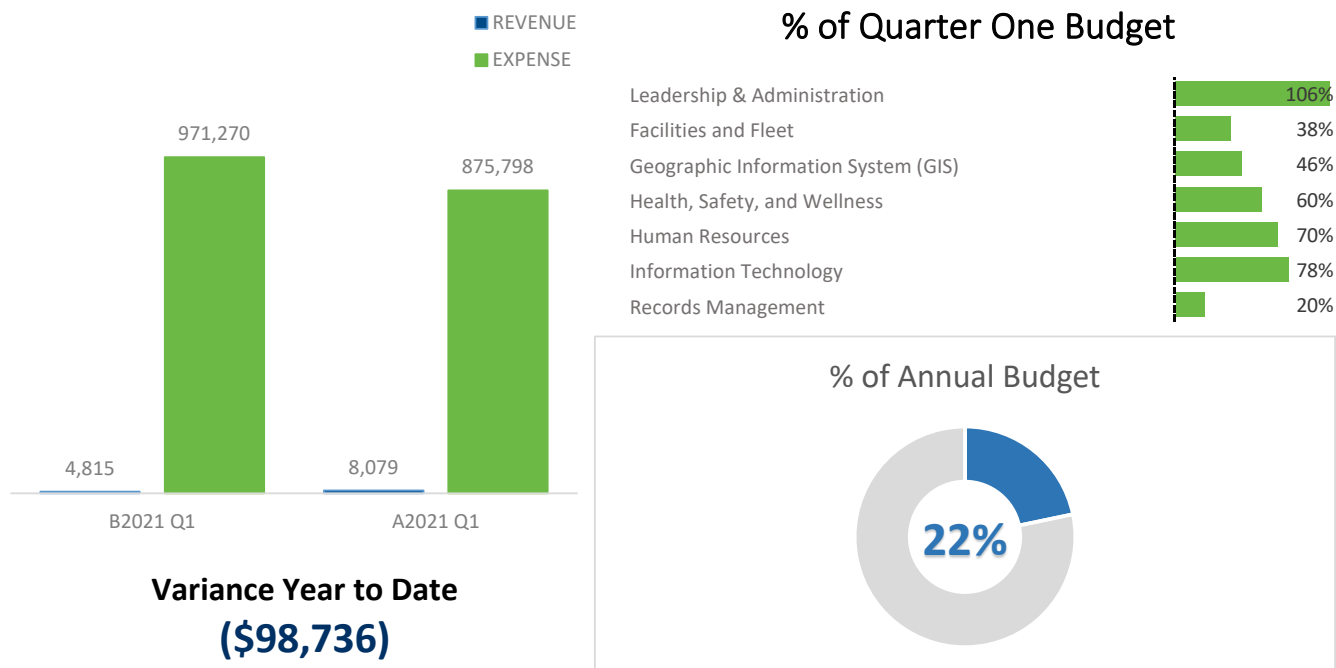
Implement the recommendations from the records and digital information plan.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Replacement of the current OnBase records management system as recommended in the records and digital management plan to ensure critical County data is secure, retained appropriately and retrievable.	Q2 2021		Identification and purchase of records management software is completed. <ul style="list-style-type: none">• Project planning initiated.
	Q4 2021		Implementation of new records management software is completed.
Review of all OnBase applications currently in use and identify recommendations for replacement that improve and enhance operational processes.	Q3 2021		The applications functionality review is complete.
	Q4 2021		Recommendation for replacement of applications have been completed and approved by Administration.

CORPORATE SERVICES

Quarter One - 2021 Financial Reporting

Department Head: Roseanne Hall



Leadership & Administration

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	3,400	900	415	(485)	46%	12%
OTHER REVENUE FROM OWN SOURCES	1,000	200	807	607	403%	81%
Total Revenue	4,400	1,100	1,222	122	111%	28%
EARNINGS & BENEFITS	2,159,347	515,440	541,883	26,443	105%	25%
GENERAL SERVICES-CONTRACTED	245,355	60,634	71,587	10,953	118%	29%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,840	1,565	182	(1,383)	12%	3%
Total Expense	2,410,542	577,639	613,652	36,013	106%	25%
Surplus/(Deficit)	(2,406,142)	(576,539)	(612,431)	(35,892)	106%	25%

Variances

- Earnings & benefits
 - Cost-shared custodial services had not been invoiced to Black Gold School Division at the time of this report.
- General services - contracted
 - Insurance expenses for general liability and environmental were higher than anticipated.

CORPORATE SERVICES

Quarter One - 2021 Financial Reporting

Facilities and Fleet

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	450	112	-	(112)	0%	0%
OTHER REVENUE FROM OWN SOURCES	14,412	3,603	6,857	3,254	190%	48%
OTHER TRANSACTIONS	-	-	-	-	0%	0%
Total Revenue	14,862	3,715	6,857	3,142	185%	46%
GENERAL SERVICES-CONTRACTED	238,562	49,238	28,557	(20,681)	58%	12%
GOODS,SUPPLIES & MATERIALS PURCHASED	184,872	40,738	16,583	(24,155)	41%	9%
RESERVES,TRANSFERS & GRANTS	72,900	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	333,691	-	(5,611)	(5,611)	0%	-2%
Total Expense	830,025	89,976	39,529	(50,447)	44%	5%
Surplus/(Deficit)	(815,163)	(86,261)	(32,671)	53,590	38%	4%

Variances

- *General services - contracted*
 - Invoice for cost shared facility expenses had not been received from Black Gold School Division at the time of this report.
 - HVAC maintenance completed in quarter one was not invoiced until quarter two.
- *Goods, supplies & materials purchased*
 - Invoices for utilities had not received at the time of this report.
 - Furniture and equipment expenses were lower than anticipated due to staff working from home.

Geographic Information System (GIS)

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	20,800	17,000	6,946	(10,054)	41%	33%
PURCHASES FR OTHER GOV & AGENCIES	7,000	1,752	1,606	(146)	92%	23%
Total Expense	27,800	18,752	8,552	(10,200)	46%	31%
Surplus/(Deficit)	(27,800)	(18,752)	(8,552)	10,200	46%	31%

Variances

- *General services - contracted*
 - GIS land ownership maps were delayed due to electoral boundary updates.

CORPORATE SERVICES

Quarter One - 2021 Financial Reporting

Health, Safety, and Wellness

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	70,141	19,458	11,713	(7,745)	60%	17%
GOODS,SUPPLIES & MATERIALS PURCHASED	6,020	1,630	849	(781)	52%	14%
Total Expense	76,161	21,088	12,562	(8,526)	60%	16%
Surplus/(Deficit)	(76,161)	(21,088)	(12,562)	8,526	60%	16%

Variances

- No significant variances.

Human Resources

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	41,545	21,755	15,841	(5,914)	73%	38%
GOODS,SUPPLIES & MATERIALS PURCHASED	19,025	3,500	1,923	(1,577)	55%	10%
Total Expense	60,570	25,255	17,764	(7,491)	70%	29%
Surplus/(Deficit)	(60,570)	(25,255)	(17,764)	7,491	70%	29%

Variances

- No significant variances.

CORPORATE SERVICES

Quarter One - 2021 Financial Reporting

Information Technology

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actual Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	375,735	146,580	132,850	(13,730)	91%	35%
GOODS,SUPPLIES & MATERIALS PURCHASED	222,200	89,050	50,306	(38,744)	56%	23%
Total Expense	597,935	235,630	183,156	(52,474)	78%	31%
Surplus/(Deficit)	(597,935)	(235,630)	(183,156)	52,474	78%	31%

Variances

- Goods, supplies & materials purchased
 - Invoices for a portion of the equipment and software purchased in quarter one had not been received at the time of this report.

Records Management

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actual Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	5,820	1,680	582	(1,098)	35%	10%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,000	1,250	-	(1,250)	0%	0%
Total Expense	10,820	2,930	582	(2,348)	20%	5%
Surplus/(Deficit)	(10,820)	(2,930)	(582)	2,348	20%	5%

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

- Numerous 2020 year-end reports presented to Council.
- The external auditor completed all on-site work.
- Completed 2020 year-end remuneration reconciliations and 366 T4s.
- Tax Penalty bylaw adopted by Council.
- New online Tax Instalment Payment Plan (TIPPs) fillable form went live on the website to make the process easier to complete for residents and businesses.

5: Action Plan

Goal 1

Enhance financial and organizational sustainability.

Strategy 1.1

Continue to develop long-range financial planning models.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Continue to enhance the capital plan by analyzing factors such as inflation, growth rates and other influencing factors.	Q4 2021		Development of long-range plan utilizing appropriate factors. <ul style="list-style-type: none"> • 2022 to 2031 long-range plans have been submitted to finance by departments.
Extend the long-range capital plan from five years to ten.	Q4 2021		Ten-year long-range plan presented to council as part of the 2022 budget package. <ul style="list-style-type: none"> • Departments prepared ten-year long-range plans for submission.

Strategy 1.2

Continue review of financial policies.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Review financial policies and bring forward to council as needed.	Q4 2021		Policies approved by council.

			<ul style="list-style-type: none"> Research for the reserve policy was initiated.
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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 by implementing internal efficiencies.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Complete a needs assessment and procurement plan to determine potential procurement efficiencies for the organization.	Q4 2021		Completed plan presented to the Executive Leadership Team.
Continue to build on and enhance the service- based budget model.	Q4 2021		Approved 2022 interim budget.
Engage with senior management to determine where enhancements to internal reporting should occur.	Q3 2021		Meetings with directors to discuss their departments' requirements.
	Q4 2021		Regular automated reports to senior management in areas identified.

Goal 3

Improve efficiencies and reduce red tape within the department by utilizing technology where available.

Strategy 3.1

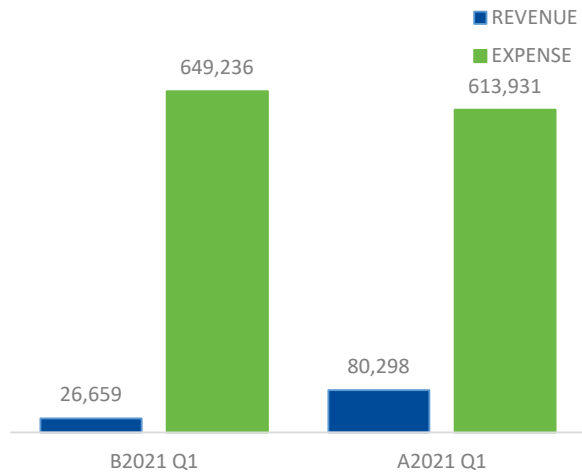
Enhance customer service by expanding payment options.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Examine how financial transactions are being processed to determine where customer service can be enhanced.	Q3 2021		Implementation of processes that enhance customer service. <ul style="list-style-type: none"> Tax Installment Payment Plan (TIPP) forms can now be completed and submitted online. Preliminary discussions regarding online submission and payment for tax certificate requests.
Enhance e-commerce solutions for credit card payments online.	Q4 2021		Roll out solutions as warranted. <ul style="list-style-type: none"> Development of processes for online requests and payment processes for tax certificates are underway.

FINANCE

Quarter One - 2021 Financial Reporting

Department Head: Natasha Wice



Variance Year to Date
(\$88,944)

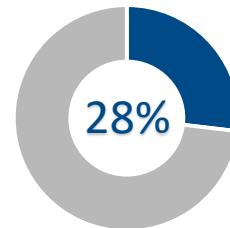
% of Quarter One Budget

Financial Services
Administrative Services

84%

128%

% of Annual Budget



Financial Services

Account	Budget 2021	2021 Budget Quarter One	2021 Actuals Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	21,070	750	750	-	100%	4%
SALES OF GOODS & SVS TO INDIVIDUALS	33,100	8,159	11,583	3,424	142%	35%
OTHER REVENUE FROM OWN SOURCES	50,600	17,250	67,745	50,495	393%	134%
OTHER TRANSACTIONS	58,772	-	-	-	0%	0%
Total Revenue	163,542	26,159	80,078	53,919	306%	49%
EARNINGS & BENEFITS	1,031,884	285,773	289,142	3,369	101%	28%
GENERAL SERVICES-CONTRACTED	168,583	153,063	71,160	(81,903)	46%	42%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,650	1,100	47	(1,053)	4%	3%
RESERVES,TRANSFERS & GRANTS	786,002	206,002	240,750	34,748	117%	31%
Total Expense	1,988,119	645,938	601,098	(44,840)	93%	30%
Surplus/(Deficit)	(1,824,577)	(619,779)	(521,021)	98,758	84%	29%

Variances

- *Other revenue from own sources*
 - 2020 drilling permit revenue was received after the year-end cut-off resulting in unbudgeted revenue. Road allowance permits were higher than anticipated in quarter one.
- *General services - contracted*
 - Financial software expense budgeted in quarter one but payment was made in quarter two.
- *Reserves, transfers and grants*
 - The nurse practitioner grant was budgeted in quarter two but payment was made in quarter one.

FINANCE

Quarter One - 2021 Financial Reporting

Administrative Services

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
<i>OTHER REVENUE FROM OWN SOURCES</i>	2,000	500	221	(280)	44%	11%
<i>Total Revenue</i>	2,000	500	221	(280)	44%	11%
<i>GENERAL SERVICES-CONTRACTED</i>	102,288	20,103	31,755	11,652	158%	31%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	50,400	12,600	10,727	(1,873)	85%	21%
<i>FINANCIAL SERVICE CHARGES</i>	10,470	2,595	2,351	(244)	91%	22%
<i>Total Expense</i>	163,158	35,298	44,833	9,535	127%	27%
<i>Surplus/(Deficit)</i>	(161,158)	(34,798)	(44,612)	(9,814)	128%	28%

Variances

- *General services - contracted*
 - Additional postage required for mail outs.



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

- 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 assists 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 and blackleg of canola.
- Educates growers on Leduc County's pest control policy requirements and, when necessary, enforces 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 throughout the County.

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 residents.

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

Goal 1	Strategic priority – Agricultural Innovation and Support for Local Food Support local food initiatives, small-holding agricultural activity and be an advocate for the agricultural industry.
Goal 2	Strategic priority – Enhanced Transportation Systems Maintain and 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

- Supported local food initiatives through the development of the local food interactive map, the development and implementation of the Canada Good Agricultural Practices (CanadaGAP) webinar series, and planning for a local food tour.
- In conjunction with Road Operations and Public Works and Engineering, identified drainage issues and developed action plan for addressing those issues.
- Development of the non-potable water point pumphouse began in Q1 2021. Anticipated completion in Q3 2021.

4: Action Plan

Goal 1

Support local food initiatives, small-holding agricultural activity and be an advocate for the agricultural industry.

Strategy 1.1

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

Actions	Target dates	Status at March 31 2021	Identified deliverables with status update
Work with Planning and Development and Parks and Recreation to foster local food opportunities in Leduc County.	Q2 2021		Participate in Rural West Economic Development Plan and Culinary Tourism Alliance Committees to create and support local food opportunities within Leduc County.
Advocate for the 2021 Alberta Farm Fresh Producers (AFFPA) Conference to be hosted in Nisku and support the event through conference sponsorship and in-kind coordination.	Q1 2021		Farm to Market to Table Conference held in Nisku. <ul style="list-style-type: none"> Conference was held online due to COVID-19 restrictions. Administration supported the virtual conference with sponsorship and in-kind support.
Coordinate five local food workshops within Leduc County to provide educational opportunities to residents.	Q1 and Q4 2021		Five workshops held. <ul style="list-style-type: none"> Planning for several workshops begun but not held in Q1 due to Canada Good Agricultural Practices (CanadaGAP) webinar hosting. Workshops planned for Q4 delivery.
Create networking opportunities for producers to improve awareness of local food resources within the region.	Q2 2021		Engage residents and coordinate one networking event or project for those interested in local food/agri-tourism. <ul style="list-style-type: none"> Working with Parks and Recreation, planning begun for Know Your Farmer, Know Your Food: Ag Tour, to be held in Q3 2021.
	Q2 2021		Creation of a local food map for producers and consumers to access local food opportunities within Leduc County. <ul style="list-style-type: none"> Map has been developed in conjunction with the Leduc, Nisku and Wetaskiwin Regional Chamber of Commerce and is online on Discover Leduc Region website.

Create opportunities for local food producers to obtain certification.	Q1 2021		Utilizing Canadian Agricultural Partnership funding approved in 2020, develop a CanadaGAP webinar course. <ul style="list-style-type: none"> CanadaGAP webinar series was completed in Q1 2021. There were 22 participants that attended all 14 webinars.
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Strategy 1.2

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

Actions	Target dates	Status at March 31 2021	Identified deliverables with status update
Working with regional partners (Parkland County and Sturgeon County), implement a targeted education and communication strategy focused on the importance of food and agriculture throughout the Edmonton Metropolitan Region.	Q1 2021		Expanding on the work developed with AdFarm, create an action plan. <ul style="list-style-type: none"> No work on action plan started in Q1, as regional partners did not meet.
Work with the Planning and Development department to develop policies, which support the re-visioning of agriculture in Leduc County.	Q4 2021		Provide support to Planning and Development on the development of a new area structure plan for an agricultural hub in Leduc County.

Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at March 31 2021	Identified deliverables with status update
Control brush with selective herbicides less than 10-feet high in intersections and in the right-of-way adjacent to the road to improve driving visibility and promote efficient drainage.	Q3-Q4 2021		Ten intersections and 30 kilometers (km) of roadside brush to be brushed and sprayed.
Support the grading and shoulder pull program by controlling unwanted vegetation through the application of non-selective herbicides along roadsides.	Q2 2021		Targeting 200 km to be completed.

Mow vegetation within roadside right-of-ways along paved road surfaces that affect operational maintenance and create sightline issues for our driving public.	Q2-Q3 2021		Targeting 1,500 acre/month (660 km) of roadside right-of-way from June to September.
Reseed and ensure the establishment of desired grass species on roadside slopes to stabilize the soil, protect road structure and maintain the value of the road.	Q3-Q4 2021		Ten km to be completed.

Strategy 2.2

Examine current processes to identify opportunities to improve customer experience and gain efficiencies in service delivery.

Actions	Target dates	Status at March 31 2021	Identified deliverables with status update
Analyze current procedures to streamline workflow and gain efficiencies between Agricultural Services and Road Operations.	Q2 2021		Continue to improve usage of GIS to develop mapping of shared projects and work completed (brushing, spraying, mowing, drainage).

Goal 3

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

Strategy 3.1

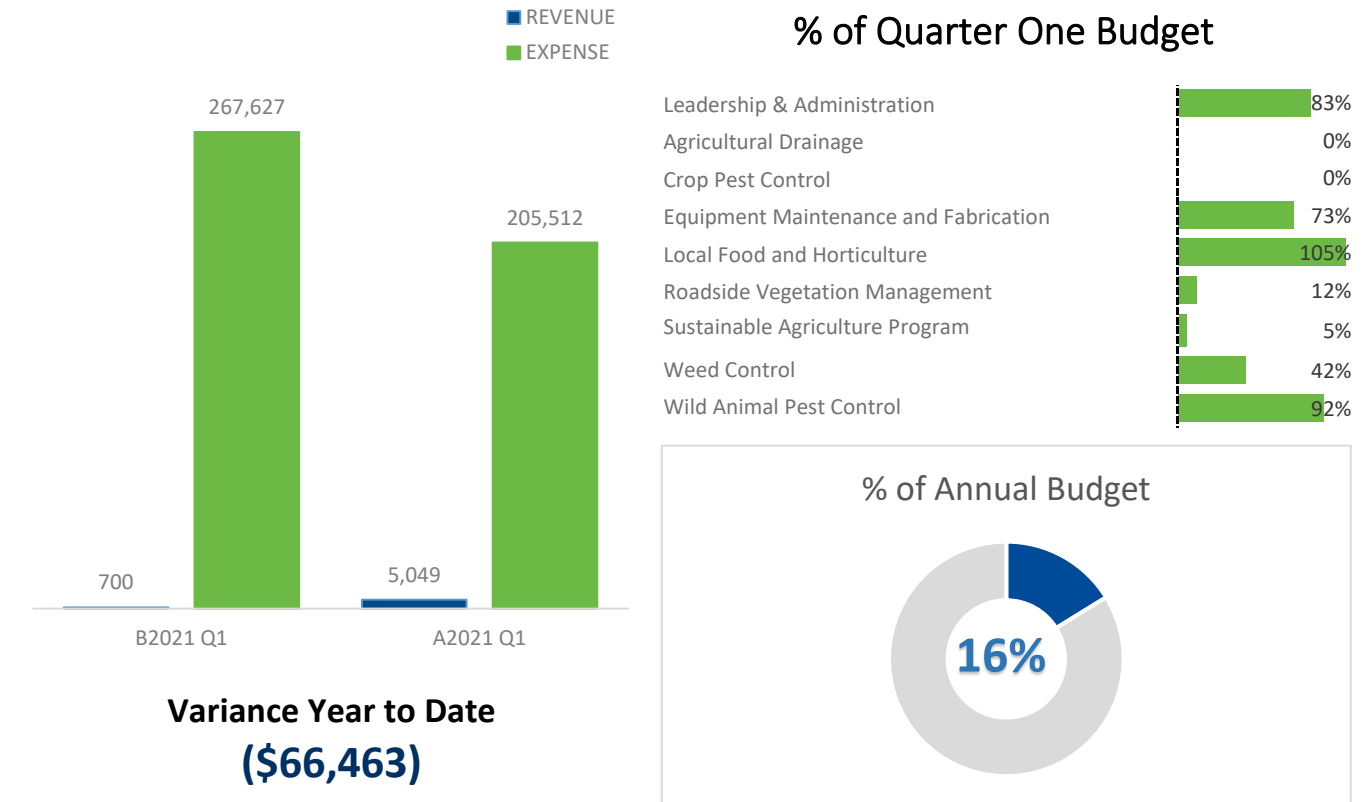
Working with members of the Edmonton Metropolitan Regional Board (EMRB), support the regional agricultural industry.

Actions	Target dates	Status at March 31 2021	Identified deliverables with status update
Continue to provide technical expertise to the Regional Agricultural Master Plan (RAMP) task force.	Q2 2021		<p>RAMP task force supported by Leduc County to help the Edmonton Metropolitan Region Growth Plan (EMRGP) develop specific agricultural-supportive policy boundaries; determine priority agricultural areas, special agricultural areas; and limit unnecessary conversion and fragmentation.</p> <ul style="list-style-type: none"> • Provided support to RAMP task force for two meetings. • Participated in two meetings for the refinement of the Land Evaluation and Site Assessment (LESA) tool.

AGRICULTURAL SERVICES

Quarter One - 2021 Financial Reporting

Department Head: Garrett Broadbent



Leadership & Administration

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	700	400	-	(400)	0%	0%
Total Revenue	700	400	-	(400)	0%	0%
EARNINGS & BENEFITS	502,464	124,459	116,391	(8,068)	94%	23%
GENERAL SERVICES-CONTRACTED	12,821	2,860	2,098	(762)	73%	16%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,700	200	321	121	161%	12%
RESERVES,TRANSFERS & GRANTS	22,500	17,500	1,500	(16,000)	9%	7%
Total Expense	540,485	145,019	120,311	(24,708)	83%	22%
Surplus/(Deficit)	(539,785)	(144,619)	(120,311)	24,308	83%	22%

Variances

- Reserves, transfers & grants
 - Farm to market to table conference sponsorship was reduced due to shift to online platform.
 - Many individuals and organizations did not submit their grant requests in quarter one. It is anticipated that requests will be received and funds will be paid in quarter two.

AGRICULTURAL SERVICES

Quarter One - 2021 Financial Reporting

Agricultural Drainage

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
OTHER TRANSACTIONS	1,500	-	-	-	0%	0%
Total Revenue	1,500	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	8,015	1,503	3	(1,500)	0%	0%
Total Expense	8,015	1,503	3	(1,500)	0%	0%
Surplus/(Deficit)	(6,515)	(1,503)	(3)	1,500	0%	0%

Variances

- No significant variances.

Crop Pest Control

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
GENERAL SERVICES-CONTRACTED	21,427	20	-	(20)	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	6,250	150	-	(150)	0%	0%
Total Expense	27,677	170	-	(170)	0%	0%
Surplus/(Deficit)	(27,677)	(170)	-	170	0%	0%

Variances

- No significant variances.

AGRICULTURAL SERVICES

Quarter One - 2021 Financial Reporting

Equipment Maintenance and Fabrication

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	3,000	-	-	-	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	123,907	-	-	-	0%	0%
Total Revenue	126,907	-	-	-	0%	0%
EARNINGS & BENEFITS	112,330	29,614	28,337	- 1,277	96%	25%
GENERAL SERVICES-CONTRACTED	26,918	7,955	2,487	(5,468)	31%	9%
GOODS,SUPPLIES & MATERIALS PURCHASED	71,390	18,353	9,983	(8,370)	54%	14%
Total Expense	210,638	55,922	40,807	(15,115)	73%	19%
Surplus/(Deficit)	(83,731)	(55,922)	(40,807)	15,115	73%	49%

Variances

- Goods, supplies & materials purchased
 - No major equipment and machine parts required.
 - Fuel expenses were less than anticipated due to some staff working from home for part of quarter one.

Local Food and Horticulture

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
CONDITIONAL GRANTS FR OTHER GOV	11,800	-	4,525	4,525	0%	38%
Total Revenue	11,800	-	4,525	4,525	0%	38%
GENERAL SERVICES-CONTRACTED	22,525	1,810	8,013	6,203	443%	36%
GOODS,SUPPLIES & MATERIALS PURCHASED	4,100	1,500	-	(1,500)	0%	0%
Total Expense	26,625	3,310	8,013	4,703	242%	30%
Surplus/(Deficit)	(14,825)	(3,310)	(3,488)	(178)	105%	24%

Variances

- CanadaGAP revenue, webinar development, and presentation costs were made earlier than anticipated.

AGRICULTURAL SERVICES

Quarter One - 2021 Financial Reporting

Roadside Vegetation Management

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	204,537	6,563	-	(6,563)	0%	0%
GENERAL SERVICES-CONTRACTED	19,085	3,468	1,697	(1,771)	49%	9%
GOODS,SUPPLIES & MATERIALS PURCHASED	92,869	5,800	135	(5,665)	2%	0%
Total Expense	316,491	15,831	1,832	(13,999)	12%	1%
Surplus/(Deficit)	(316,491)	(15,831)	(1,832)	13,999	12%	1%

Variances

- No significant variances.

Sustainable Agriculture Program

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	10,250	2,210	155	(2,055)	7%	2%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,600	950	-	(950)	0%	0%
Total Expense	11,850	3,160	155	(3,005)	5%	1%
Surplus/(Deficit)	(11,850)	(3,160)	(155)	3,005	5%	1%

Variances

- No significant variances.

AGRICULTURAL SERVICES

Quarter One - 2021 Financial Reporting

Weed Control

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	5,000	-	-	-	0%	0%
Total Revenue	5,000	-	-	-	0%	0%
EARNINGS & BENEFITS	77,162	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	24,805	10,000	4,276	(5,724)	43%	17%
GOODS,SUPPLIES & MATERIALS PURCHASED	8,400	100	-	(100)	0%	0%
Total Expense	110,367	10,100	4,276	(5,824)	42%	4%
Surplus/(Deficit)	(105,367)	(10,100)	(4,276)	5,824	42%	4%

Variances

- No significant variances.

Wild Animal Pest Control

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	1,000	300	524	224	175%	52%
OTHER REVENUE FROM OWN SOURCES	2,000	-	-	-	0%	0%
Total Revenue	3,000	300	524	224	175%	17%
EARNINGS & BENEFITS	109,084	27,264	27,822	558	102%	26%
GENERAL SERVICES-CONTRACTED	13,846	4,122	2,062	(2,060)	50%	15%
GOODS,SUPPLIES & MATERIALS PURCHASED	11,350	1,225	232	(993)	19%	2%
Total Expense	134,280	32,611	30,115	(2,496)	92%	22%
Surplus/(Deficit)	(131,280)	(32,311)	(29,591)	2,720	92%	23%

Variances

- No significant variances.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

- Provides overall management and supervision of the department and its programs including the enforcement of municipal bylaws and provincial legislation.
- Develops short- and long-term strategies, operational plans and budgets.
- Delivers community information campaigns and programs.
- Provides recommendations, activity reports, statistics and information to council and the Protective Services Committee.
- Assists Fire Services with emergency preparedness and disaster services programs.
- Assists all other Leduc County departments providing public services to the community.
- 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 and other 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 in full by Leduc County.
 - Administrative position with Thorsby RCMP detachment; this position is cost-shared with the Town of Thorsby.
 - Other temporary enhanced policing needs as requested or required for special events during the year.

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 and coordinates traffic safety initiatives with the various regional law enforcement partners within Leduc County.
- Engage and educate off-highway vehicle users during proactive quad patrols on municipal reserves near creeks, pathways and river valleys.
- Present off-highway vehicle public safety program to high school students in the region.
- Work with Transport Canada and Leduc County's Parks and Recreation department to engage and educate vessel motorists during proactive patrols on lakeshores and by boat on local bodies of water.

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

- Presented Community Standards Public Education and Engagement Plan to Council.
- Attended bi-weekly regional updates and discussions in response to COVID-19.
- Collaborated with regional partners regarding Conjuring Creek Off-Highway Vehicle concerns.
- Collaboration with Black Gold School Division regarding a Regional School Resource Officer.
- Regular updates with Justice Transformation Initiative regarding phase 2-implementation plan.
- Weights and Dimensions curriculum updated with anticipation of a fall class.

4: Action Plan

Goal 1

Promote and enhance traffic safety.

Strategy 1.1

Protect infrastructure and educate road users through traffic enforcement and interactions.

Actions	Target dates	Status at March 31 2021	Deliverables and/or key performance indicators
Educate road users through traffic enforcement and interactions, and conduct high-visibility traffic operations in key areas.	Q4 2021		Conduct a minimum of 500 dedicated traffic operations per year. <ul style="list-style-type: none">Averaged 63 traffic operations per month in Q1.
Assist departments in protecting of the county's road infrastructure through the enforcement of road bans.	Q3 2021		Conduct a minimum of 900 patrols per year on banned roads during road ban season. <ul style="list-style-type: none">Averaged 65 patrols per month in Q1.Officers emphasized traffic safety education and compliance during the ongoing pandemic.
Support initiatives that focus on commercial vehicle safety, including commercial vehicle cargo securement.	Q4 2021		Conduct a minimum of 100 traffic stops for commercial cargo securement each year. <ul style="list-style-type: none">Cargo securement signage designed and ordered with the delivery expected in Q2.Averaged six cargo securement operations in Q1.

Strategy 1.2

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

Actions	Target dates	Status at March 31 2021	Deliverables and/or key performance indicators
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	Q4 2021		Conduct 1,000 patrols in hot spots (including subdivisions) per year. <ul style="list-style-type: none">Completed an average of 374 hot spot patrols per month in Q1.

Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at March 31 2021	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.	Q3 2021		Participate in special events during the summer season.

Goal 2

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

Strategy 2.1

Respond to emergency public safety occurrences.

Actions	Target dates	Status at March 31 2021	Deliverables and/or key performance indicators
Assist with traffic control and scene safety at collisions, as requested.	Q4 2021		Statistics and ongoing updates provided to Protective Services Committee (PSC).
Assist police/fire/EMS and emergency management response to incidents, as requested.	Q4 2021		<ul style="list-style-type: none"> Assisted with an average of three emergency services events per month in Q1. Information presented to PSC in February.

Strategy 2.2

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

Actions	Target dates	Status at March 31 2021	Deliverables and/or key performance indicators
Host and instruct commercial vehicle dimension and weights enforcement course.	Q2 2021		Provide one dimension and weights instruction course per year. <ul style="list-style-type: none"> Revised curriculum for class forecasted for delivery in Q4 2021.
Host and instruct traffic speed enforcement course.	Q3 2021		Provide one traffic speed enforcement course for the region per year.
Assess enhanced policing service levels and agreements.	Q3 2021		Assess enhanced policing service levels and agreements during annual budget preparation.

			<ul style="list-style-type: none"> • Collaboration with Black Gold Schools regarding a Regional School Resource Officer.
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Goal 3

Build and strengthen community relationships and support meaningful community engagement.

Strategy 3.1

Develop and maintain public relationships through awareness programs.

Actions	Target dates	Status at March 31 2021	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 2021		Summary of activities provided to Protective Services Committee.
Evaluate the Community Peace Officer Performance Plan, making amendments based on latest results and next-year projections.	Q2 2021		

Goal 4

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

Strategy 4.1

Deliver summer boat/off-highway vehicle patrol program.

Actions	Target dates	Status at March 31 2021	Deliverables and/or key performance indicators
Promote boat safety through education, compliance and enforcement.	Q3 2021		Conduct a minimum three safe boating awareness operations, boat patrols and/or shoreline operations in the summer months.
Promote off-highway safety through education, compliance and enforcement.	Q4 2021		Conduct a minimum of three off-highway vehicle patrols in the summer months.

Goal 5

Respond to property concerns and promote compliance.

Strategy 5.1

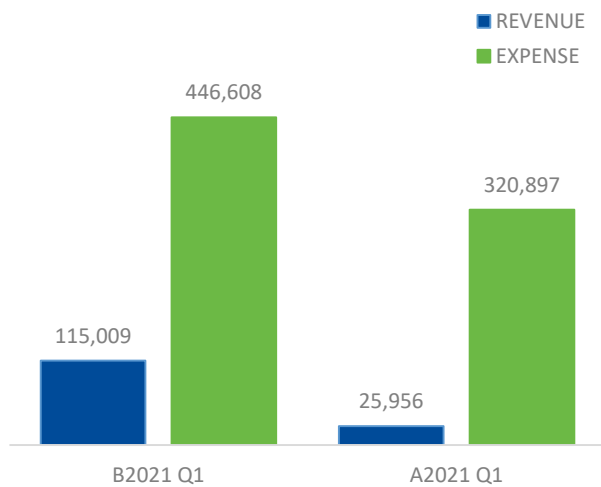
Address nuisance and unsightly premises.

Actions	Target dates	Status at March 31 2021	Deliverables and/or key performance indicators
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2021		<p>Respond to property complaints within three business days.</p> <p>Bring nuisance properties into compliance before winter.</p> <ul style="list-style-type: none">• A total of five property complaints were carried over from Q4 2020.• Five complaints were investigated and completed in Q1.

ENFORCEMENT SERVICES

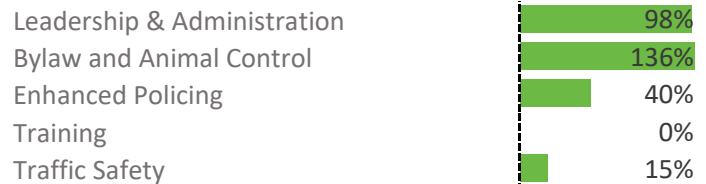
Quarter One - 2021 Financial Reporting

Department Head: Clarence Nelson

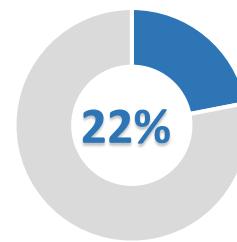


Variance Year to Date
(\$36,658)

% of Quarter One Budget



% of Annual Budget



Leadership & Administration

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	768,787	200,857	196,145	(4,712)	98%	26%
GENERAL SERVICES-CONTRACTED	55,888	13,955	11,263	(2,692)	81%	20%
GOODS,SUPPLIES & MATERIALS PURCHASED	50,648	12,662	15,198	2,536	120%	30%
Total Expense	875,323	227,474	222,606	(4,868)	98%	25%
Surplus/(Deficit)	(875,323)	(227,474)	(222,606)	4,868	98%	25%

Variances

- No significant variances.

ENFORCEMENT SERVICES

Quarter One - 2021 Financial Reporting

Bylaw and Animal Control

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	7,530	1,885	325	(1,560)	17%	4%
Total Revenue	7,530	1,885	325	(1,560)	17%	4%
GENERAL SERVICES-CONTRACTED	29,800	5,053	5,534	481	110%	19%
GOODS,SUPPLIES & MATERIALS PURCHASED	250	63	-	(63)	0%	0%
RESERVES,TRANSFERS & GRANTS	3,500	870	350	(520)	40%	10%
Total Expense	33,550	5,986	5,884	(102)	98%	18%
Surplus/(Deficit)	(26,020)	(4,101)	(5,558)	(1,457)	136%	21%

Variances

- No significant variances.

Enhanced Policing

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	-	-	7,800	7,800	0.00%	0.00%
Total Revenue	-	-	7,800	7,800	0%	0%
PURCHASES FR OTHER GOV & AGENCIES	830,092	207,522	91,067	(116,455)	44%	11%
Total Expense	830,092	207,522	91,067	(116,455)	44%	11%
Surplus/(Deficit)	(830,092)	(207,522)	(83,267)	124,255	40%	10%

Variances

- Purchases from other governments & agencies
 - Invoices for the police funding model and the Thorsby RCMP cost share had not been received at the time of this report.

ENFORCEMENT SERVICES

Quarter One - 2021 Financial Reporting

Regional Training

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	5,604	1,401	-	(1,401)	0%	0%
Total Revenue	5,604	1,401	-	(1,401)	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,500	627	-	(627)	0%	0%
Total Expense	2,500	627	-	(627)	0%	0%
Surplus/(Deficit)	3,104	774	-	(774)	0%	0%

Variances

- No significant variances.

Traffic Safety

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	403,760	111,723	17,831	(93,892)	16%	4%
Total Revenue	403,760	111,723	17,831	(93,892)	16%	4%
GENERAL SERVICES-CONTRACTED	20,000	4,999	1,341	(3,659)	27%	7%
Total Expense	20,000	4,999	1,341	(3,659)	27%	7%
Surplus/(Deficit)	383,760	106,724	16,491	(90,234)	15%	4%

Variances

- Other revenue from own sources
 - Decreased traffic offences, particularly commercial vehicle traffic offenses, combined with delays and disposal of many court proceedings has resulted in decreased fine revenue.



1: Department Services

1.1: Our mission

Engineering is dedicated to maintaining and improving Leduc County's municipal infrastructure and maximizing its life while meeting our citizens' needs.

1.2: Service areas

Engineering

- Develops and implements capital infrastructure maintenance and upgrade plans using prudent and appropriate asset management practices, completes the necessary infrastructure data collection to support the program development to generate:
 - a multi-year surfacing program; and
 - a multi-year bridge program
- Assists the Utilities department with the project management of their engineering projects.
- In conjunction with Road Operations, Agricultural Services and Planning & Development, investigates drainage concerns and develops plans to address issues.
- 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.

2: Strategic Priorities

Goal 1	Strategic Priority – Economic Development Evaluate and improve the department's operational efficiency and effectiveness.
Goal 2	Strategic Priority – Enhanced Transportation Systems Improve transportation networks.
Goal 3	Strategic Priority – Enhanced Transportation Systems Make continuous infrastructure investments to support the safety of those travelling in the through the county.
Goal 4	Strategic Priority – Regional Leadership Relationships with other municipalities are maintained and strengthened.

3: Department Highlights

- Released and awarded all surfacing tenders.
- Released and awarded the bridge maintenance tender.
- Completed first phase of public consultation for transportation master plan.
- Completed Nisku Spine Road design between 25 Avenue and Township Road 510.
- Township Road 510 detailed design underway.

4: Action Plan

Goal 1

Evaluate and improve the department's operational efficiency and effectiveness.

Strategy 1.1

Review internal and external processes.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Examine current processes that could be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	Q1 2021		Document current workflows of engineering processes and develop a prioritized list of areas for improvement. <ul style="list-style-type: none">Current processes are being documented and flow-charted to determine improvements to process.
	Q3 2021		Critically examine the workflows and modify as necessary to improve the customer experience.

Goal 2

Improve Leduc County's transportation networks.

Strategy 2.1

Develop and implement a transportation master plan.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Complete transportation master plan.	Q2 2021		Transportation master plan approved by council. <ul style="list-style-type: none">First phase of public consultation completed.

Strategy 2.2

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

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Monitor the cement-stabilized test section (South Wizard Lake Road).	Q2 2021		Report to Public Works Committee (PWC) on the effectiveness of the road test section over the winter months. <ul style="list-style-type: none">A survey of the centerline of the roadway is underway to determine if

			there are any significant variations in centerline profile that have occurred.
	Q3 2021		Report to PWC on the effectiveness of the road test section over approximately one year of use.
Monitor the magnesium chloride-stabilized test section (Township Road 495).	Q2 2021		Year 2 report to PWC on the effectiveness of the road test section over the winter months.
	Q3 2021		Year 2 report to PWC on the effectiveness of the road test section over approximately one year of use.
Monitor and report on the rural road network condition rating.	Q4 2021		Year over year improvement on the rural road network rating. Report provided to PWC.
Monitor and report on the pavement network condition rating.	Q2 2021		Year over year improvement on the pavement network rating. Report provided to PWC.
In conjunction with Road Operations and using data from the transportation master plan, and the rural roads ratings, develop a rural roads multi-year capital plan.	Q4 2021		Multi-year plan created and presented to PWC.

Strategy 2.3

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

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Implement and update the five-year pavement preservation plan.	Q4 2021		Improved paved road network ratings and plan presented to PWC.

Goal 3

Make continuous infrastructure investments to support the safety of those travelling in the county.

Strategy 3.1

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

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Monitor and report on data collected by the electronic speed signs.	Q1 2021		Report on the effectiveness of the electronic speed signs to PWC. <ul style="list-style-type: none"> Access to the speed data provided to Enforcement Services to allow them to

			target their patrols (time and locations).
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Goal 4

Relationships with other municipalities are maintained and strengthened.

Strategy 4.1

Continue participation in regional interest-specific groups.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Continue to foster relationships with other municipal groups (pavement design group and land development groups).	Q4 2021		<p>Knowledge exchange between municipalities.</p> <ul style="list-style-type: none"> Engineering staff have attended a meeting of the land development group. This group is made up of capital region municipalities with the intent of sharing information and data related to land development within the capital region.

Strategy 4.2

Continue participation in Edmonton Metropolitan Region Board working groups and collaboratives.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Continue to participate in the Integrated Regional Transportation Master Plan.	Q2 2021		<p>Development of the Integrated Regional Transportation Master Plan.</p> <ul style="list-style-type: none"> The Director, Engineering & Utilities has been representing Leduc County on the Integrated Regional Transportation Master Plan working group. Long term traffic modelling has been completed and the unprioritized long project list developed.
Participate in the Solid Waste Collaborative.	Q4 2021		<p>Determine potentials for regional collaboration in regards to solid waste and recycling management.</p> <ul style="list-style-type: none"> The Director, Engineering & Utilities has been representing Leduc County on the Solid Waste Collaborative. Currently the group is in the data collection/analysis phase of their work.

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.

Family Resource Network

- Provides long-term support, mentorship and advocacy for pregnant women, and/or parents with a baby less than one-year old, for families who are at risk.
- Provides information, referrals, parenting workshops such as *Positive Discipline for Everyday Parenting*, *Circle of Security*, *Nobody's Perfect* and *Kids Have Stress Too*. Participation is open to all community members.
- Provides in-home support for families identified at-risk who have children 1 to 18 years old. Shares information related to parenting and child development and connections to other supports in the community.

2: Department Goals

Goal 1	Families will be provided with every opportunity to raise a healthy, active child in a quality community environment.
Goal 2	Increased capacity building through partnerships and volunteerism.
Goal 3	Every resident will have access to and awareness of social programs and services and we will work to reduce barriers to support.
Goal 4	Fostering healthy seniors will lead to enhanced well-being.
Goal 5	Evaluate and improve department operational efficiency.

3: Department Highlights

- Home Visitation supported eight families with infants, providing 48 visits and 12 referrals.
- Family Support supported 36 families and provided 150 visits during this quarter.
- The Bridges FASD program completed 302 visits using virtual/telephone supports.
- Staff completed 73 income tax returns that resulted in \$219,000 in refunds for Leduc County residents.
- There were 150 Creative Connections Kits for seniors and older adults prepared and distributed across the region, to promote connection and reduce isolation.
- FCSS held 13 online sessions with 192 participants. Workshops include Financial Education, Wills and Mental Health.
- Family Resource Network hosted 27 virtual workshops in Q1, with 501 family members attending.

4: Action Plan

Goal 1

Families will be provided with every opportunity to raise a healthy, active child in a quality community environment.

Strategy 1.1

Provide early childhood development programs to support children and families in developing strong foundations.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Improve community awareness of the programs and services offered by the Family Resource network.	Q2 2021		Five information presentations will be hosted with community educators, businesses and not for profits to increase community understanding of Family Resource Network services. <ul style="list-style-type: none"> • Family Resource Network information has been shared with seven community associations, collaboratives and agencies.
	Q4 2021		Quarterly newsletter will be sent to all agencies, partners and interested residents.

		<ul style="list-style-type: none"> A spring newsletter was developed and distributed through social media, emailed to community contacts and through schools in each community.
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Goal 2

Increased capacity building through partnerships and volunteerism.

Strategy 2.1

Fostering regional collaboration among stakeholders and partners.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Regional relationship building among stakeholders and partners.	Q4 2021		<p>A regional awareness event will be hosted with government, businesses and not for profit service providers to improve community and stakeholder awareness of social supports and needs in this region.</p> <ul style="list-style-type: none"> This event is being planned for Q1 2022. This will allow for in person attendance and information sharing.

Goal 3

Every resident will have access to and awareness of social programs and services and we will work to reduce barriers to support.

Strategy 3.1

Minimize barriers to accessing social programs and services in the region.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Increase resident participation in online programs.	Q4 2021		<p>Promote and offer seven online programs including home alone, group counselling and early childhood development programming.</p> <ul style="list-style-type: none"> FCSS held 13 online programs with 192 participants.

Goal 4

Fostering healthy seniors will lead to enhanced well-being.

Strategy 4.1

Expand senior supports that allow people to age in place within their local communities.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Reducing isolation by connecting seniors and older adults to seniors without walls programming and direct led Leduc County social programming.	Q4 2021		<p>Host a minimum of 12 programs to seniors through group telephone programming. Sessions will include information and awareness services as well as social and wellness activities.</p> <ul style="list-style-type: none">There were five online sessions advertised, with only one completed due to low registration. We continue to review strategies to engage seniors remotely during the pandemic.

Goal 5

Evaluate and improve department operational efficiency.

Strategy 5.1

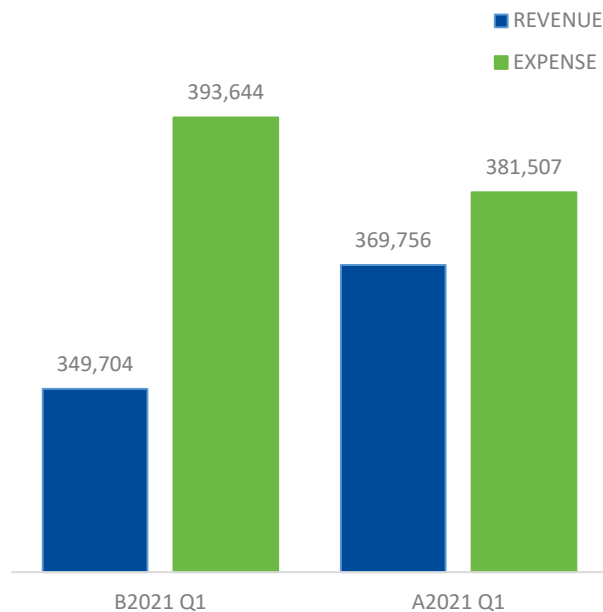
Examine current processes to identify opportunities to improve customer experience and gain efficiencies in service delivery.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Examine current processes that could be done differently to gain efficiencies and provide an improved customer experience.	Q4 2021		<p>FCSS will participate in a pilot program lead by the Centre Hope Society of Leduc, including 18 local organizations in reviewing how client information and referrals can be streamlined. Status updates will be provided in quarterly reporting.</p> <ul style="list-style-type: none">Agency baseline client data and collection processes have been shared with the Centre Hope Society. We continue to meet and provide information to support the pilot project.

FAMILY AND COMMUNITY SUPPORT SERVICES

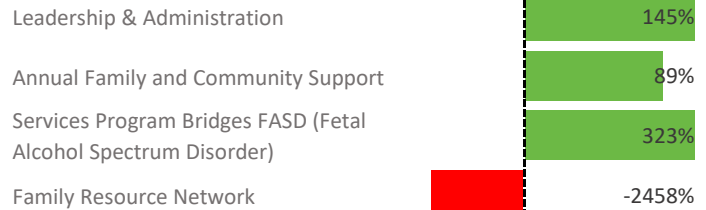
Quarter One - 2021 Financial Reporting

Department Head: Dean Ohnysty

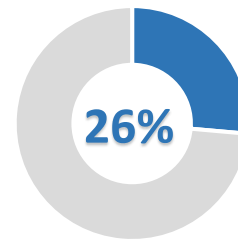


**Variance Year to Date
(\$32,189)**

% of Quarter One Budget



% of Annual Budget



Leadership & Administration

Account	Budget 2021	2021 Budget Quarter One	2021 Actuals Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
CONDITIONAL GRANTS FR OTHER GOV	474,774	118,698	158,262	39,564	133%	33%
Total Revenue	474,774	118,698	158,262	39,564	133%	33%
EARNINGS & BENEFITS	139,662	32,429	35,722	3,293	110%	26%
GENERAL SERVICES-CONTRACTED	5,100	1,492	787	(705)	53%	15%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,750	674	-	(674)	0%	0%
Total Expense	147,512	34,595	36,509	1,914	106%	25%
Surplus/(Deficit)	327,262	84,103	121,753	37,650	145%	37%

Variances

- Conditional grants fr other gov
 - The April grant payment was received earlier than anticipated.

FAMILY AND COMMUNITY SUPPORT SERVICES

Quarter One - 2021 Financial Reporting

Annual Family and Community Support

Account	Budget 2021	2021 Budget Quarter One	2021 Actuals Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	1,350	-	-	-	0%	0%
Total Revenue	1,350	-	-	-	0%	0%
EARNINGS & BENEFITS	397,330	99,296	94,647	(4,649)	95%	24%
GENERAL SERVICES-CONTRACTED	76,098	18,846	12,333	(6,513)	65%	16%
GOODS,SUPPLIES & MATERIALS PURCHASED	8,838	2,233	-	(2,233)	0%	0%
RESERVES,TRANSFERS & GRANTS	72,877	-	-	-	0%	0%
Total Expense	555,143	120,375	106,980	(13,395)	89%	19%
Surplus/(Deficit)	(553,793)	(120,375)	(106,980)	13,395	89%	19%

Variances

- No significant variances.

Services Program Bridges FASD (Fetal Alcohol Spectrum Disorder)

Account	Budget 2021	2021 Budget Quarter One	2021 Actuals Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
CONDITIONAL GRANTS FR OTHER GOV	234,000	58,500	39,000	(19,500)	67%	17%
Total Revenue	234,000	58,500	39,000	(19,500)	67%	17%
EARNINGS & BENEFITS	241,969	62,032	61,170	(862)	99%	25%
GENERAL SERVICES-CONTRACTED	12,220	3,599	1,863	(1,736)	52%	15%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,400	599	968	369	162%	40%
Total Expense	256,589	66,230	64,001	(2,229)	97%	25%
Surplus/(Deficit)	(22,589)	(7,730)	(25,001)	(17,271)	323%	111%

Variances

- Conditional grants fr other gov
 - March 31, 2021 year-end processes not completed at the time of this report.

FAMILY AND COMMUNITY SUPPORT SERVICES

Quarter One - 2021 Financial Reporting

Family Resource Network

Account	Budget 2021	2021 Budget Quarter One	2021 Actuals Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
CONDITIONAL GRANTS FR OTHER GOV	690,006	172,506	172,494	(12)	100%	25%
Total Revenue	690,006	172,506	172,494	- 12	100%	25%
EARNINGS & BENEFITS	675,151	168,784	167,380	(1,404)	99%	25%
GENERAL SERVICES-CONTRACTED	44,890	1,860	4,105	2,245	221%	9%
GOODS,SUPPLIES & MATERIALS PURCHASED	8,000	1,800	2,533	733	141%	32%
Total Expense	728,041	172,444	174,018	1,574	101%	24%
Surplus/(Deficit)	(38,035)	62	(1,524)	(1,586)	-2458%	4%

Variances

- No significant variances.



1: Department

1.1: Mission:

To provide safe, effective quality services; including emergency response, emergency preparedness, fire prevention and disaster recovery; to the citizens of 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), as well as oversight of a contracted response agreement with EIA.
- 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.
- Develops and promotes 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.
- Plans and delivers regularly scheduled tabletop exercises and live scenarios to ensure readiness.
- Collaborates with Alberta Emergency Management Agency and other provincial and federal organizations to coordinate our emergency management approach.

Fleet and facilities

- Maintains a fleet of 65 front line apparatus, support units, and other small equipment by providing scheduled and non-scheduled urgent maintenance when required, through a fleet coordinator and a fire equipment technician.
- Manages and maintains five county-owned fire stations, one regional fire training facility and two remote radio tower sites.
- Manages personal protective equipment required for use by 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, multiple hamlets, 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 also ensuring that adequate coverage in the county's fire districts is maintained.

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.
- Educates the public about fire prevention through hosting fire prevention activities and conducting public safety education programs and initiatives.
- Provides engagement between Fire Services and the general public at applicable community events
- Reviews development permit applications to ensure compliance with the Alberta Fire Code and related regulations.

Training

- Provides 1001 certified, and Medical First Responder certified; recruit training to potential Leduc County Paid on Call Firefighters who must graduate from recruit training prior to being offered employment.
- Provides ongoing skill maintenance and updated firefighter training to 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 Priorities:

Goal 1	Strategic Priority - Enhance regional borderless fire services delivery model.
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3: Department Goals

Goal 2	Analyze recruitment and retention processes.
Goal 3	Update and modernize officer training and development.
Goal 4	Communications within the Fire Services is efficient and effective.
Goal 5	Updated reporting for Fire Services.

4: Department Highlights

- New Sarepta district replacement fire station near completion with inside finishes underway. Project is on schedule and on budget.
- Began collecting data to create an enhanced reporting dashboard of Fire Services' activity across the County.

- Due to restrictions on in person gatherings, developed and delivered firefighter training as well as specific Fire Officer development through online format.

5: Action plan

Goal 1

Enhance regional borderless fire services delivery model.

Strategy 1.1

Negotiate an updated service agreement with the Village of Warburg regarding the Warburg Fire District.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Create new agreement.	Q1 2021		An updated agreement approved by both councils. <ul style="list-style-type: none"> • Agreement in principle to be finalized Q2 2021.
	Q3 2021		Complete a transition plan if an agreement is approved.

Goal 2

Analyze recruitment and retention processes.

Strategy 2.1

Evaluate recruitment and retention processes for efficiencies and effectiveness.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Complete analysis of cost of recruitment versus the current investment in retention.	Q3 2021		Report presented to Protective Services committee.

Goal 3

Update and modernize officer training and development.

Strategy 3.1

Ensure that Leduc County Fire Service officers are prepared to lead and direct their crews, both on and off the fire ground.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Evaluate on scene command and leadership courses, which may benefit our officers.	Q2 2021		Identify appropriate training program. <ul style="list-style-type: none"> • Reviewed content and developed training plan for training in 2021.

			<ul style="list-style-type: none"> Online training delivered to specific officers in Q1.
Support the first group of current officers in taking the new training program.	Q4 2021		Initial group of Officers have completed the identified training program.
Provide additional officer training on guiding documents, such as Standard Operating Guidelines and Occupational Health and Safety legislated requirements, and their applications.	Q4 2021		Officers are aware and accountable. On scene safety is assured.

Goal 4

Communications within the Fire Services is efficient and effective.

Strategy 4.1

Examine current practices and establish a long-term strategy.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Develop a radio communications strategy, which examines the use of AFFRCS radio system and potential grant funding opportunities.	Q3 2021		Complete a radio communications strategy.

Goal 5

Updated reporting for Fire Services.

Strategy 5.1

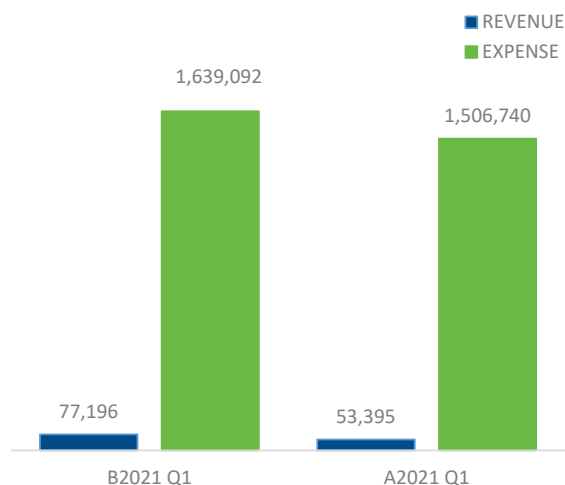
Gather necessary data to inform performance metrics and the development of future operational efficiencies.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Determine data requirements for reporting appropriate performance metrics.	Q2 2021		A reporting framework with processes in place to gather the required data to complete the reporting. <ul style="list-style-type: none"> Station data being gathered and initial analysis underway.
Review outcomes of the 2020 Standard of cover document and data outcomes of that project.	Q2 2021		Complete a review of the data outcomes.

FIRE SERVICES

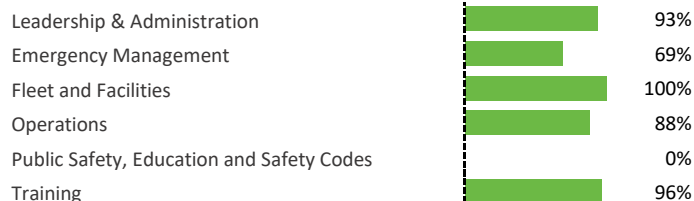
Quarter One - 2021 Financial Reporting

Department Head: Keven Lefebvre

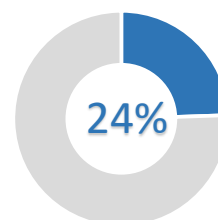


Variance Year to Date
(\$108,552)

% of Quarter One Budget



% of Annual Budget



Leadership & Administration

Account	Budget 2021	2021 Budget Quarter One	2021 Actuals Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	159,950	-	(154)	(154)	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	1,600	399	600	201	150%	38%
OTHER REVENUE FROM OWN SOURCES	4,000	1,002	640	(362)	64%	16%
Total Revenue	165,550	1,401	1,086	(315)	78%	1%
EARNINGS & BENEFITS	1,219,734	311,595	320,542	8,947	103%	26%
GENERAL SERVICES-CONTRACTED	101,761	31,219	22,183	(9,036)	71%	22%
PURCHASES FR OTHER GOV & AGENCIES	94,100	7,042	8,774	1,732	125%	9%
GOODS,SUPPLIES & MATERIALS PURCHASED	19,750	5,235	3,138	(2,097)	60%	16%
RESERVES,TRANSFERS & GRANTS	2,890,020	727,005	727,005	-	100%	25%
FINANCIAL SERVICE CHARGES	341,842	118,162	37,807	(80,355)	32%	11%
Total Expense	4,667,207	1,200,258	1,119,450	(80,808)	93%	24%
Surplus/(Deficit)	(4,501,657)	(1,198,857)	(1,118,364)	80,493	93%	25%

Variances

- Financial service charges
 - Cash flow of debenture payment; debenture payment was budgeted in March but payment will be made in June.

FIRE SERVICES

Quarter One - 2021 Financial Reporting

Emergency Management

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	20,000	-	-	-	0%	0%
OTHER REVENUE FROM OWN SOURCES	17,457	4,362	2,341	(2,021)	54%	13%
Total Revenue	37,457	4,362	2,341	(2,021)	54%	6%
GENERAL SERVICES-CONTRACTED	89,953	27,725	18,241	(9,484)	66%	20%
GOODS,SUPPLIES & MATERIALS PURCHASED	23,500	5,856	4,201	(1,655)	72%	18%
Total Expense	113,453	33,581	22,443	(11,138)	67%	20%
Surplus/(Deficit)	(75,996)	(29,219)	(20,102)	9,117	69%	26%

Variances

- General services - contracted
 - Invoice for dispatch services had not been received at the time of this report.

Fleet and Facilities

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
OTHER REVENUE FROM OWN SOURCES	52,700	13,173	14,875	1,702	113%	28%
Total Revenue	52,700	13,173	14,875	1,702	113%	28%
GENERAL SERVICES-CONTRACTED	285,372	71,323	81,348	10,025	114%	29%
GOODS,SUPPLIES & MATERIALS PURCHASED	494,955	122,382	114,112	(8,270)	93%	23%
Total Expense	780,328	193,705	195,460	1,755	101%	25%
Surplus/(Deficit)	(727,628)	(180,532)	(180,585)	(53)	100%	25%

Variances

- General services - contracted
 - Repairs to buildings and equipment were higher than anticipated.

FIRE SERVICES

Quarter One - 2021 Financial Reporting

Operations

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	46,300	11,575	-	(11,575)	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	156,500	39,124	35,094	(4,030)	90%	22%
Total Revenue	202,800	50,699	35,094	(15,605)	69%	17%
EARNINGS & BENEFITS	700,470	169,625	145,948	(23,677)	86%	21%
GENERAL SERVICES-CONTRACTED	1,000	250	917	667	367%	92%
PURCHASES FR OTHER GOV & AGENCIES	65,000	16,247	8,999	(7,248)	55%	14%
GOODS,SUPPLIES & MATERIALS PURCHASED	12,250	3,058	823	(2,235)	27%	7%
Total Expense	778,720	189,180	156,687	(32,493)	83%	20%
Surplus/(Deficit)	(575,920)	(138,481)	(121,593)	16,888	88%	21%

Variances

- Sales of goods & svs to other gov
 - Cash flow of cost share revenue from the Town of Thorsby. Budgeted throughout the year but is typically not received until December.
- Earnings & benefits
 - Lower call volumes and reduced training resulted in less earnings for quarter one.

Public Safety, Education and Safety Codes

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	1,500	366	-	(366)	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	4,250	1,260	-	(1,260)	0%	0%
Total Expense	5,750	1,626	-	(1,626)	0%	0%
Surplus/(Deficit)	(5,750)	(1,626)	-	1,626	0%	0%

Variances

- No significant variances.

FIRE SERVICES

Quarter One - 2021 Financial Reporting

Training

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO OTHER GOV</i>	30,000	7,500	-	(7,500)	0%	0%
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	250	61	-	(61)	0%	0%
Total Revenue	30,250	7,561	-	(7,561)	0%	0%
<i>GENERAL SERVICES-CONTRACTED</i>	47,100	11,334	8,748	(2,586)	77%	19%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	37,671	9,408	3,952	(5,456)	42%	10%
Total Expense	84,771	20,742	12,700	(8,041)	61%	15%
Surplus/(Deficit)	(54,521)	(13,181)	(12,700)	480	96%	23%

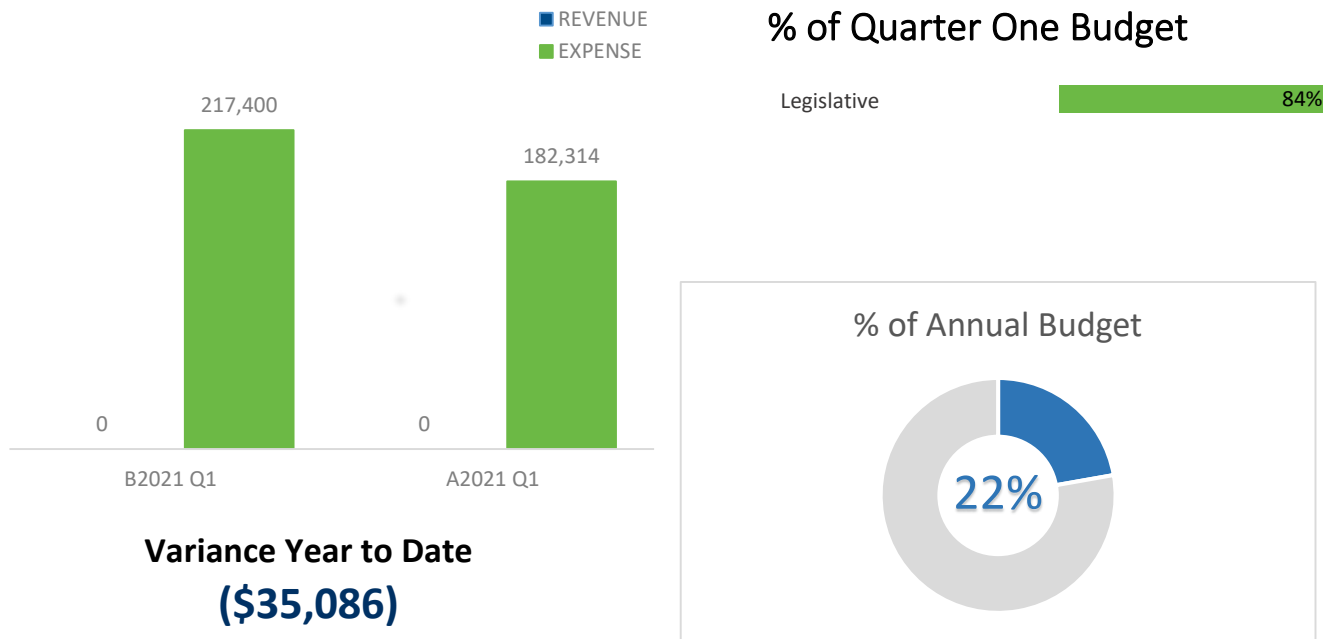
Variances

- No training site rentals during quarter one due to the ongoing pandemic.

LEGISLATIVE

Quarter One - 2021 Financial Reporting

Department Head: Natasha Wice



Legislative

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	700,090	182,919	170,824	(12,095)	93%	24%
GENERAL SERVICES-CONTRACTED	103,630	32,541	11,104	(21,437)	34%	11%
GOODS,SUPPLIES & MATERIALS PURCHASED	16,660	1,940	386	(1,554)	20%	2%
Total Expense	820,380	217,400	182,314	(35,086)	84%	22%
Surplus/(Deficit)	(820,380)	(217,400)	(182,314)	35,086	84%	22%

Variances

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

1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Parks service areas

Campgrounds

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

Day-use

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

Recreation service areas

Cost shares

- Works collaboratively with neighboring 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 Supportive not for profit service delivery of recreation and cultural activities and facilities.
Goal 3	Strategic priority – Enriched Quality of Life Developing strong volunteer sport programs in all communities.

3: Department Goal

Goal 4	Serve residents and visitors with continual improvement of department operational efficiency.
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4: Department Highlights

- 19 seasonal camping requests were awarded sites at Jubilee Park on Wizard Lake.
- 18 online program and events were held with 266 participants.
- Parks and Recreation staff continued to support not for profit associations and partner communities as they faced challenges as a result of the pandemic.

5: 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 Mar 31 2021	Identified deliverables with status update
Develop a multi-year community vision for recreation and parks services in Warburg and Thorsby.	Q1 2021		Leduc County, Warburg and Thorsby will apply to the Province to secure funding through the Alberta Collaboration Grant. <ul style="list-style-type: none"> • An application to Alberta Community Partnership was submitted but denied for funding. This project will not proceed in 2021.
	Q4 2021		Once grant funding is secured, a community recreation visioning document will be completed for Warburg, Thorsby and surrounding service areas.
Develop a multi-year community vision for recreation and parks in Leduc County.	Q4 2021		A recreation and parks vision document will be developed that guides the future direction of recreation, parks and community development services.

Goal 2

Supportive not for profit service delivery of recreation and cultural activities and facilities.

Strategy 2.1

Work with community associations to enhance their knowledge of not for profit service delivery.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Offer not for profit workshops that increase volunteer knowledge of agency requirements, roles and responsibilities.	Q4 2021		Five workshops will be offered to Leduc County not for profits and volunteers. <ul style="list-style-type: none">Online workshops are hosted online through Alberta Community Development and shared with community groups regularly. This will be the preferred method of volunteer development in 2021.

Goal 3

Develop strong volunteer sport programs in all communities.

Strategy 3.1

Assist in continued sport development opportunities in New Sarepta.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Identify and support community interest in developing volunteer lead sport opportunities in New Sarepta recreation district.	Q1 2021		Community meetings will be held to identify interest and volunteers willing to lead sport activities in New Sarepta in 2021. <ul style="list-style-type: none">A New Sarepta social media poll was held in February to understand community interest in community sport activities.An online meeting was held in March with interested volunteers.
	Q1 2021		If interest exists, community resource assistance will support volunteers in sport development for the community. <ul style="list-style-type: none">We will continue to work with interested volunteers in developing sport options for 2022.

Goal 4

Serve residents and visitors with continual improvement of department operational efficiency.

Strategy 4.1

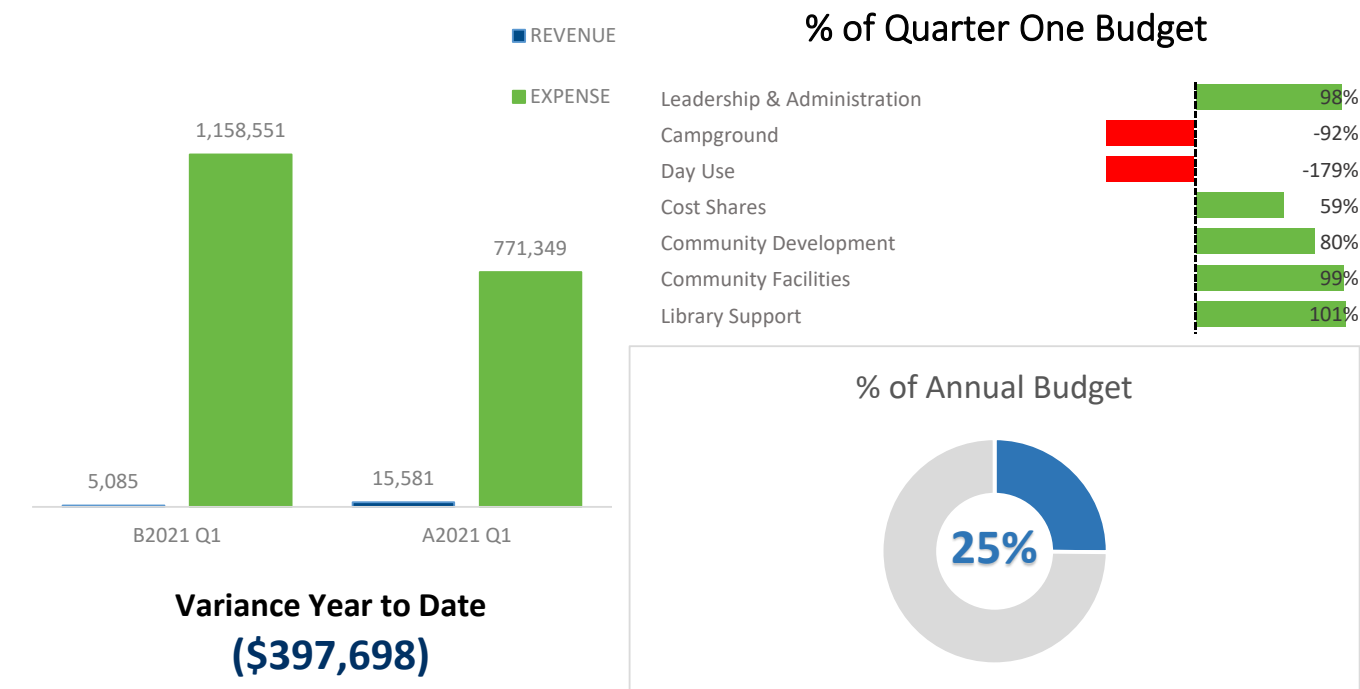
Examine current processes to identify opportunities to improve customer experience and gain efficiencies in service delivery.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Improve current processes that support enhanced customer service for campground and program operations.	Q1 2021		A review of the current recreation program and campgrounds refund processes will be done in partnership with the Finance department. <ul style="list-style-type: none">• A draft procedure has been prepared for implementation of refunds for both campgrounds and recreation programs.
	Q2 2021		Eligible customers will be able to receive program or campground refunds in a timely manner.

PARKS AND RECREATION

Quarter One - 2021 Financial Reporting

Department Head: Dean Ohnysty



Leadership & Administration

Account	Budget 2021	2021 Budget Quarter One	2021 Actuals Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	14,200	-	-	-	0%	0%
Total Revenue	14,200	-	-	-	0%	0%
EARNINGS & BENEFITS	460,774	119,859	119,107	(752)	99%	26%
GENERAL SERVICES-CONTRACTED	35,990	3,285	2,147	(1,138)	65%	6%
GOODS,SUPPLIES & MATERIALS PURCHASED	5,350	1,227	324	(903)	26%	6%
RESERVES,TRANSFERS & GRANTS	14,000	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	419,660	-	124	124	0%	0%
Total Expense	935,774	124,371	121,702	(2,669)	98%	13%
Surplus/(Deficit)	(921,574)	(124,371)	(121,702)	2,669	98%	13%

Variances

- No significant variances.

PARKS AND RECREATION

Quarter One - 2021 Financial Reporting

Campground

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	367,502	3,892	9,250	5,358	238%	3%
OTHER REVENUE FROM OWN SOURCES	1,701	245	250	5	102%	15%
Total Revenue	369,203	4,137	9,500	5,363	230%	3%
EARNINGS & BENEFITS	164,939	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	108,104	5,375	3,711	(1,664)	69%	3%
GOODS,SUPPLIES & MATERIALS PURCHASED	73,451	2,760	1,504	(1,256)	54%	2%
FINANCIAL SERVICE CHARGES	7,000	609	55	(554)	9%	1%
Total Expense	353,494	8,744	5,270	(3,474)	60%	1%
Surplus/(Deficit)	15,709	(4,607)	4,230	8,837	-92%	27%

Variances

- Sales of goods & svcs to individuals
 - Seasonal camping application fees and security deposits were higher than anticipated in quarter one.

Day Use

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	3,400	-	-	-	0%	0%
OTHER REVENUE FROM OWN SOURCES	5,000	-	5,000	5,000	0.00%	100.00%
OTHER TRANSACTIONS	22,086	-	-	-	0%	0%
Total Revenue	30,486	-	5,000	5,000	0%	16%
EARNINGS & BENEFITS	62,497	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	65,089	2,082	286	(1,796)	14%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	26,100	417	240	(177)	57%	1%
Total Expense	153,686	2,499	525	(1,974)	21%	0%
Surplus/(Deficit)	(123,200)	(2,499)	4,475	6,974	-179%	-4%

Variances

- No significant variances.

PARKS AND RECREATION

Quarter One - 2021 Financial Reporting

Cost Shares

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
RESERVES, TRANSFERS & GRANTS	1,723,450	917,325	540,950	(376,375)	59%	31%
Total Expense	1,723,450	917,325	540,950	(376,375)	59%	31%
Surplus/(Deficit)	(1,723,450)	(917,325)	(540,950)	376,375	59%	31%

Variances

- *Reserves, transfers & grants*
 - Recreation cost share payments to the City of Leduc and the Town of Devon were not paid at the time of this report. Payments will be reviewed in quarter two.

Community Development

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO INDIVIDUALS	21,000	948	1,081	133	114%	5%
Total Revenue	21,000	948	1,081	133	114%	5%
EARNINGS & BENEFITS	51,079	6,108	12,178	6,070	199%	24%
GENERAL SERVICES-CONTRACTED	52,500	9,770	475	(9,295)	5%	1%
GOODS, SUPPLIES & MATERIALS PURCHASED	19,002	931	1,081	150	116%	6%
Total Expense	122,581	16,809	13,734	(3,075)	82%	11%
Surplus/(Deficit)	(101,581)	(15,861)	(12,653)	3,208	80%	12%

Variances

- *General services - contracted*
 - Reduced expenditures due to lower cost of services and support including travel, training and programs.

PARKS AND RECREATION

Quarter One - 2021 Financial Reporting

Community Facilities

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	19,494	4,077	6,066	1,989	149%	31%
GOODS,SUPPLIES & MATERIALS PURCHASED	26,750	8,196	6,092	(2,104)	74%	23%
Total Expense	46,244	12,273	12,157	(116)	99%	26%
Surplus/(Deficit)	(46,244)	(12,273)	(12,157)	116	99%	26%

Variances

- No significant variances.

Library Support

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	60,500	30,250	30,729	479	102%	51%
GOODS,SUPPLIES & MATERIALS PURCHASED	200	-	-	-	0%	0%
RESERVES,TRANSFERS & GRANTS	46,280	46,280	46,280	-	100%	100%
Total Expense	106,980	76,530	77,009	479	101%	72%
Surplus/(Deficit)	(106,980)	(76,530)	(77,009)	(479)	101%	72%

Variances

- No significant variances.



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 economy, and to build and maintain strong regional partnerships.

1.2: Service areas

Leadership and administration

- Provides management and support for all departmental operations, including providing direction and advice on projects and processes being managed by the four business units within Planning and Development.
- 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 employment 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 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.
- Leads and advises on intergovernmental initiatives.

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 foster employment growth and increased economic productivity.
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.

3: Department Goals

Goal 4	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	Safety Codes We will continue to be leaders in safety codes in Alberta.

4: Department Highlights

- 139 development permits and 315 safety codes permits for a total construction value of \$37.1 million, year to date.
- Significant work completed on regional leadership and updating the statutory planning framework to align with the County's new Municipal Development Plan.
- The Rural west Economic diversification Plan was completed; presented to Council and next steps planned.
- The Tri-County agriculture Study was completed and presented to Council.
- Initial discussions with potential private sector partners to support the implementation of Broadband service in Nisku.
- The initial round of public consultation for the Land Use Bylaw review project was completed.

5: Action Plan

Goal 1

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

Strategy 1.1

Complete intermunicipal collaboration initiatives with regional partners.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Complete scheduled update to the Town of Devon/Leduc County's Intermunicipal Development Plan (IDP).	Q1 2021		Adoption of new IDP by council; REF approval is secured through Edmonton Metropolitan Region Board (EMRB). <ul style="list-style-type: none">The adoption of the new IDP has been delayed to Q2 due to the COVID-19 pandemic.
Explore opportunities for shared service delivery partnerships with other municipalities in the Leduc Region related to planning and safety codes services	Q4 2021		Opportunities explored; decision points reached with willing partners on the scope of services to be shared.

Strategy 1.2

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

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Support mayor and councillors participating in board activities, committees and decision making.	On going		Provide regular regional issues briefings to Governance & Priorities Committee. <ul style="list-style-type: none">Supported council at 17 board, committee and task force meetings.

Goal 2

Planning and Development will lead economic development activities for the county to foster employment growth and increased economic productivity.

Strategy 2.1

Implement the Leduc County Economic Development Plan.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Undertake a comprehensive business retention and expansion (BR&E) study and explore operating models and options for	Q3 2021		Full funding received from Western Economic Diversification (WeD) to complete the study.

delivering a BR&E program in Leduc County			<ul style="list-style-type: none"> Administration has submitted a funding application to WeD to support an 18-month pilot project.
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Strategy 2.2

Ensure Leduc County is ready for investment.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Develop a community profile for Leduc County to aid in investment attraction activities.	Q4 2021		Community profile approved by council and deployed by administration as a key tool to market Leduc County's development assets; community profile provided to Edmonton Global for integration into regional investment attraction efforts. <ul style="list-style-type: none"> Final copy is being developed for approval.
Continued execution of coal phase out strategy; pursue available grant opportunities from senior levels of government to fund critical major infrastructure components (i.e. Nisku Spine Road).	Q4 2021		Grant money awarded in 2021 for capital investment. <ul style="list-style-type: none"> Significant work with government to advance the grant application submitted in Q4 2020.
Complete Investment Readiness and Implementation Strategy.	Q3 2021		Full study complete and accepted by council. <ul style="list-style-type: none"> Study on track to be completed and presented to council on schedule.
Incorporate LEAN principles into development approval processes to ensure maximum process efficiency.	Q3 2021		Process improvements implemented.

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 Mar 31 2021	Identified deliverables with status update
Continue county representation on Regional Agriculture Master plan (RAMP)	Q2 2021		RAMP project completed/supported by Leduc County.

task force and any subsequent initiatives to implement outcomes from RAMP into the Edmonton Metropolitan Region Growth Plan.	Q2 2021		<ul style="list-style-type: none"> County Task force member supported at four meetings in Q1 and numerous working group and subcommittee meetings.
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Strategy 3.2

Support the development of high quality agri-tourism experiences and clusters.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Identify grant opportunities to support existing and potential agri-tourism businesses.	Q4 2021		Grant window(s) identified and application(s) submitted.

Goal 4

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

Strategy 4.1

Update policy framework to implement direction from new MDP.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Complete the new statutory policy framework for the greater Nisku area (Greater Nisku Major Area Structure Plan).	Q3 2021		New area structure plan (ASP) draft completed and adopted by council, REF approval secured through the EMRB. <ul style="list-style-type: none"> ASP on track to be completed on schedule.
Completion of the Nisku Local Area Redevelopment Plan (LARP).	Q2 2021		New LARP draft completed and adopted by council. <ul style="list-style-type: none"> LARP on track to be completed as per the project charter schedule (Q1 2022); please note the error in the target date shown for this project.
Completion of the Southern Country Residential Area Structure Plan.	Q2 2021		New ASP draft completed and adopted by council. <ul style="list-style-type: none"> ASP on track to be completed on schedule.

Strategy 4.2

Update regulatory and zoning framework to implement direction from new MDP, find opportunities to gain efficiencies, reduce red tape, and improve the customer experience.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
	Q1 2021		Discussion paper completed to support stakeholder engagement. <ul style="list-style-type: none">In progress. Completion expected in June with a report to Council expected in July.
Update County Land Use Bylaw.	Q2 2021		Commence detailed phased review and rewrite of specific categories. <ul style="list-style-type: none">In progress to align AG Districts with MDP and ensure LUB process follows MGA requirements.In progress to identify other categories timelines in discussion paper.
	Q2 2021		Commence stakeholder consultation. <ul style="list-style-type: none">Initial consultation completed in April 2021.Further consultation to commence in Q3.

Goal 5

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

Strategy 5.1

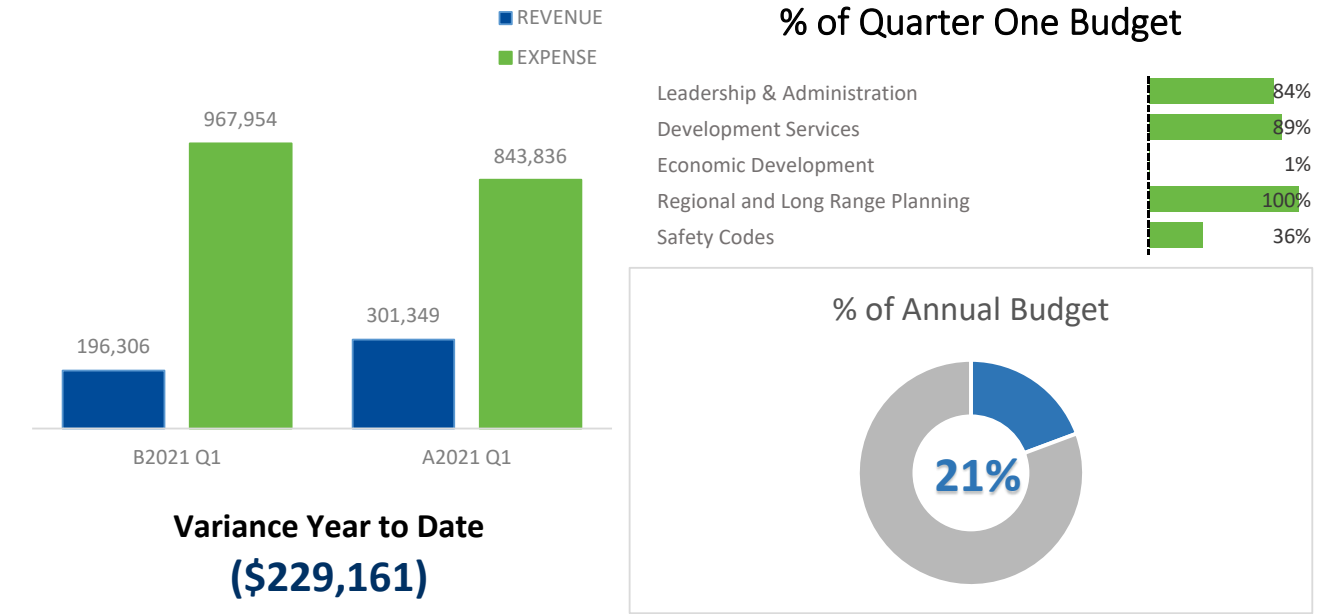
Safety Codes staff, when practical, will continue to participate in regional and provincial committees and work groups.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Safety codes officers (SCOs) to serve on external committees.	Ongoing		Contribution and access to a stronger SCO network. <ul style="list-style-type: none">SCOs provide input as Subject Matter Experts (SME) for SCC Workshops (under development) and Competency Review Committee.

PLANNING AND DEVELOPMENT

Quarter One - 2021 Financial Reporting

Department Head: Grant Bain



Leadership & Administration

Account	Budget 2021	2021 Budget Quarter One	2021 Actuals Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	528,679	132,999	111,992	(21,007)	84%	21%
GENERAL SERVICES-CONTRACTED	7,050	1,894	1,351	(543)	71%	19%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,450	361	25	(336)	7%	2%
FINANCIAL SERVICE CHARGES	15,000	3,862	3,427	(435)	89%	23%
Total Expense	552,179	139,116	116,796	(22,320)	84%	21%
Surplus/(Deficit)	(552,179)	(139,116)	(116,796)	22,320	84%	21%

Variances

- Earnings & Benefits
 - One vacant position in quarter one.

PLANNING AND DEVELOPMENT

Quarter One - 2021 Financial Reporting

Development Services

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	107,000	26,578	18,752	(7,826)	71%	18%
<i>OTHER REVENUE FROM OWN SOURCES</i>	60,000	13,000	21,464	8,464	165%	36%
Total Revenue	167,000	39,578	40,216	638	102%	24%
<i>EARNINGS & BENEFITS</i>	872,830	241,061	217,810	(23,251)	90%	25%
<i>GENERAL SERVICES-CONTRACTED</i>	25,540	5,335	6,777	1,442	127%	27%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	900	150	-	(150)	0%	0%
Total Expense	899,270	246,546	224,587	(21,959)	91%	25%
Surplus/(Deficit)	(732,270)	(206,968)	(184,372)	22,596	89%	25%

Variances

- *Earnings & Benefits*
 - One vacant position for part of quarter one and cash flow of earnings & benefits.

Economic Development

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actuals Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
Total Revenue	-	-	-	-	0%	0%
<i>GENERAL SERVICES-CONTRACTED</i>	19,475	3,401	497	(2,904)	15%	3%
<i>PURCHASES FR OTHER GOV & AGENCIES</i>	78,233	78,233	-	(78,233)	0%	0%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	500	122	-	-		
Total Expense	98,208	81,756	497	(81,259)	1%	1%
Surplus/(Deficit)	(98,208)	(81,756)	(497)	81,259	1%	1%

Variances

- *Purchases From other Governments & Agencies*
 - The Edmonton Global shareholder contribution invoice had not been received at the time of this report.

PLANNING AND DEVELOPMENT

Quarter One - 2021 Financial Reporting

Regional and Long Range Planning

Account	Budget 2021	2021 Budget Quarter One	2021 Actuals Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
EARNINGS & BENEFITS	707,876	177,579	181,138	3,559	102%	26%
GENERAL SERVICES-CONTRACTED	16,350	4,014	1,911	(2,103)	48%	12%
PURCHASES FR OTHER GOV & AGENCIES	48,782	-	-	-	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,500	650	77	(573)	12%	5%
Total Expense	774,508	182,243	183,126	883	100%	24%
Surplus/(Deficit)	(774,508)	(182,243)	(183,126)	(883)	100%	24%

Variances

- No significant variances.

Safety Codes

Account	Budget 2021	2021 Budget Quarter One	2021 Actuals Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	4,500	-	732	732	0%	16%
SALES OF GOODS & SVS TO INDIVIDUALS	1,800	450	696	246	155%	39%
OTHER REVENUE FROM OWN SOURCES	635,099	156,278	259,706	103,428	166%	41%
Total Revenue	641,399	156,728	261,133	104,405	167%	41%
EARNINGS & BENEFITS	1,182,630	301,233	307,212	5,979	102%	26%
GENERAL SERVICES-CONTRACTED	108,350	16,960	11,619	(5,341)	69%	11%
GOODS,SUPPLIES & MATERIALS PURCHASED	450	100	-	(100)	0%	0%
Total Expense	1,291,430	318,293	318,830	537	100%	25%
Surplus/(Deficit)	(650,031)	(161,565)	(57,697)	103,868	36%	9%

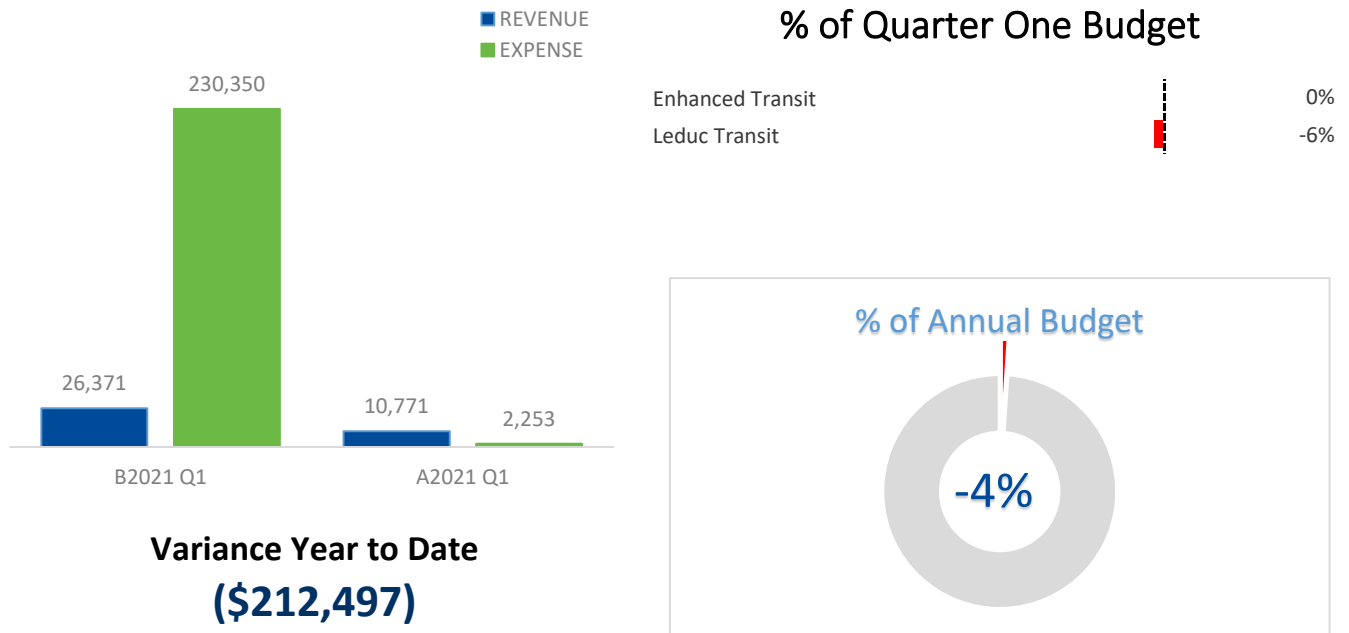
Variances

- 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.

PUBLIC TRANSIT

Quarter One - 2021 Financial Reporting

Department Head: Rick Thomas



Enhanced Transit

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	108,150	27,038	-	(27,038)	0%	0%
PURCHASES FR OTHER GOV & AGENCIES	108,150	27,038	-	(27,038)	0%	0%
Total Expense	216,300	54,076	-	(54,076)	0%	0%
Surplus/(Deficit)	(216,300)	(54,076)	-	54,076	0%	0%

Variances

- Invoices had not been received at the time of this report.

PUBLIC TRANSIT

Quarter One - 2021 Financial Reporting

Leduc Transit

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actual Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
SALES OF GOODS & SVS TO OTHER GOV	117,803	23,870	8,366	(15,504)	35%	7%
SALES OF GOODS & SVS TO INDIVIDUALS	10,000	2,501	2,405	(96)	96%	24%
CONDITIONAL GRANTS FR OTHER GOV	-	-	-	-	0%	0%
Total Revenue	127,803	26,371	10,771	(15,600)	41%	8%
GENERAL SERVICES-CONTRACTED	26	8	6	(2)	71%	22%
PURCHASES FR OTHER GOV & AGENCIES	704,160	175,991	2,225	(173,766)	1%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,000	250	-	(250)	0%	0%
FINANCIAL SERVICE CHARGES	100	25	22	(3)	88%	22%
Total Expense	705,286	176,274	2,253	(174,021)	1%	0%
Surplus/(Deficit)	(577,483)	(149,903)	8,518	158,421	-6%	-1%

Variances

- *Sales of goods & svcs to other governments*
 - Due to the ongoing pandemic, ridership continues to be greatly reduced.
- *Purchases from other governments & agencies*
 - The City of Leduc invoice had not been received at the time of this report.



1: Department services

1.1: Our mission

Leduc County Road Operations 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

- Develops strategic direction for Road Operations programs, projects and services.
- Provides leadership for the Road Operations department.
- Collaborates with other county departments to ensure efficient delivery of services to residents.
- Monitors Road Operations 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
 - road closures

Operations

- Maintains Leduc County's roadway network:
 - Gravel roads (1,734 km)*
 - rural roads initiative (shoulder pulls, frost boils, miscellaneous repairs, major fill program, drainage improvements)
 - gravelling
 - summer and winter gravel road maintenance
 - dust suppression
 - culvert replacement/repair and minor drainage works
 - vegetation management within county rights-of-way (in coordination with Agricultural Services)
 - signage
 - Asphalt surface roads (395 km)*
 - major asphalt repair
 - summer maintenance (crack sealing, street sweeping, pot hole patching, line painting)
 - winter maintenance (plowing, sanding, salting)
 - vegetation management within county rights-of-way (in coordination with Agricultural Services)
 - signage
- In conjunction with the facilities and equipment coordinator, manages and maintains Road Operations' fleet and facilities.

2: Strategic priorities

Goal 1	Strategic Priority – Enhanced Transportation Systems Improve Leduc County's transportation networks.
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3: Department Highlights

- Completed 350 miles with 121,658 tonnes of gravel with the 2020/2021 winter gravelling program.
- Rural road initiative:
 - Shoulder pull program preparation - gravel supply secured.
 - Inventoried historic spot repairs required to compare to locations that will be identified in Q2.
 - Completed site surveys for the proposed drainage improvement program.

4: Action plan

Goal 1

Improve Leduc County's transportation networks.

Strategy 1.1

Use the 2020 Gravel Road Strategy and data from the Rural Roads study to guide Road Operations maintenance programs.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Implement the third year of the Rural Roads Initiative Program (RRI).	Q4 2021		Improve network rating by completing 23.1 km of shoulder pulls, 35 miscellaneous area repairs and 12 roadside ditch improvements. <ul style="list-style-type: none"> • Gravel supply secured. • Completed site surveying for drainage improvements.
Consistency in road grading across our gravel road network.	Q3 2021		In 2021, five operators will be going through the grader operator training, which will complete the program for all grader operators. Achieve a 4 per cent crown standard on gravel roads.
Continue the annual vegetation management programs that support road grading and sightline improvements for the travelling public.	Q3 2021		Complete 300 lineal km of road spraying, 20 hand brushing projects, 3 intersection quadrants and guard rail spraying. <ul style="list-style-type: none"> • Program maps developed.

Strategy 1.2

In conjunction with the Engineering department, utilize the 2020 road surface evaluation and rating and complete annual maintenance of the county's asphalt and cold mix surfaces.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Major asphalt and cold mix repair program.	Q4 2021		Complete repairs on asphalt failures on main roads and 1-2 subdivision rejuvenations.
Summer asphalt and cold mix maintenance program.	Q3 2021		Complete street sweeping, line painting and crack sealing programs. <ul style="list-style-type: none">• Street sweeping program map developed and provided to the contractor.

Strategy 1.3

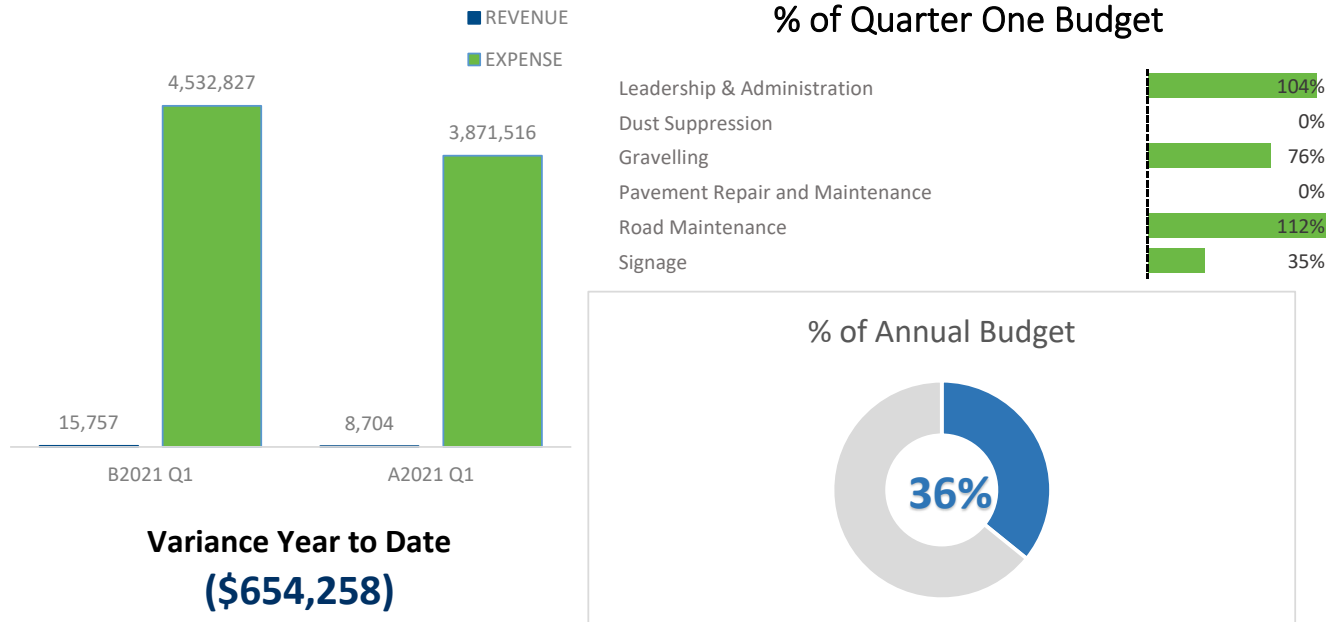
Develop and implement a quality assurance program for road maintenance with a review of current processes to gain efficiencies.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Update the road maintenance standards manual as a guiding documents for road maintenance.	Q2 2021		Complete review of grading and winter maintenance standards.
Examine current processes that could be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	Q2 2021		Completing a process review on manual entry of work orders and gravel slips. <ul style="list-style-type: none">• Initiated process review.

PUBLIC WORKS - ROAD OPERATIONS

Quarter One - 2021 Financial Reporting

Department Head: Garrett Broadbent



Leadership & Administration

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO OTHER GOV	33,909	-	-	-	0%	0%
SALES OF GOODS & SVS TO INDIVIDUALS	17,500	6,250	(515)	(6,765)	-8%	-3%
OTHER TRANSACTIONS	32,000	9,006	1,521	(7,485)	17%	5%
Total Revenue	83,409	15,256	1,006	(14,250)	7%	1%
EARNINGS & BENEFITS	3,897,104	990,083	949,751	(40,332)	96%	24%
GENERAL SERVICES-CONTRACTED	483,846	118,645	207,515	88,871	175%	43%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,443,605	321,629	316,663	(4,966)	98%	22%
Total Expense	5,824,555	1,430,357	1,473,930	43,573	103%	25%
Surplus/(Deficit)	(5,741,146)	(1,415,101)	(1,472,925)	(57,823)	104%	26%

Variances

- General services - contracted
 - A number of breakdowns in the motor grader fleet resulted in unanticipated equipment repair costs.

PUBLIC WORKS - ROAD OPERATIONS

Quarter One - 2021 Financial Reporting

Dust Suppression

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	177,100	-	6,948	6,948	0%	4%
Total Revenue	177,100	-	6,948	6,948	0%	4%
GENERAL SERVICES-CONTRACTED	30,000	-	-	-	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	415,000	-	-	-	0%	0%
Total Expense	445,000	-	-	-	0%	0%
Surplus/(Deficit)	(267,900)	-	6,948	6,948	0%	-3%

Variance

- No significant variances.

Gravelling

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
CONDITIONAL GRANTS FR OTHER GOV	497,174	-	-	-	0%	0%
Total Revenue	497,174	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	1,784,306	1,483,517	1,013,295	(470,222)	68%	57%
GOODS,SUPPLIES & MATERIALS PURCHASED	1,774,836	1,480,155	1,229,324	(250,831)	83%	69%
Total Expense	3,559,142	2,963,672	2,242,619	(721,053)	76%	63%
Surplus/(Deficit)	(3,061,968)	(2,963,672)	(2,242,619)	721,053	76%	73%

Variance

- Due to favorable weather conditions, a greater percentage of the gravelling program was completed in December 2020 than anticipated. Therefore, less gravelling was required to be completed in 2021 than expected.

PUBLIC WORKS - ROAD OPERATIONS

Quarter One - 2021 Financial Reporting

Pavement Repair and Maintenance

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	719,225	-	-	-	0%	0%
GOODS,SUPPLIES & MATERIALS PURCHASED	50,500	-	-	-	0%	0%
Total Expense	769,725	-	-	-	0%	0%
Surplus/(Deficit)	(769,725)	-	-	-	0%	0%

Variance

- No significant variances.

Road Maintenance

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
GENERAL SERVICES-CONTRACTED	344,200	67,299	65,360	(1,939)	97%	19%
GOODS,SUPPLIES & MATERIALS PURCHASED	556,500	69,749	88,417	18,668	127%	16%
Total Expense	900,700	137,048	153,777	16,729	112%	17%
Surplus/(Deficit)	(900,700)	(137,048)	(153,777)	(16,729)	112%	17%

Variance

- Goods, supplies, materials purchased
 - Additional sand, salt and grader blades were purchased.

PUBLIC WORKS - ROAD OPERATIONS

Quarter One - 2021 Financial Reporting

Signage

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actual Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	2,000	501	750	249	150%	38%
Total Revenue	2,000	501	750	249	150%	38%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	43,200	1,750	1,190	(560)	68%	3%
Total Expense	43,200	1,750	1,190	(560)	68%	3%
Surplus/(Deficit)	(41,200)	(1,249)	(440)	809	35%	1%

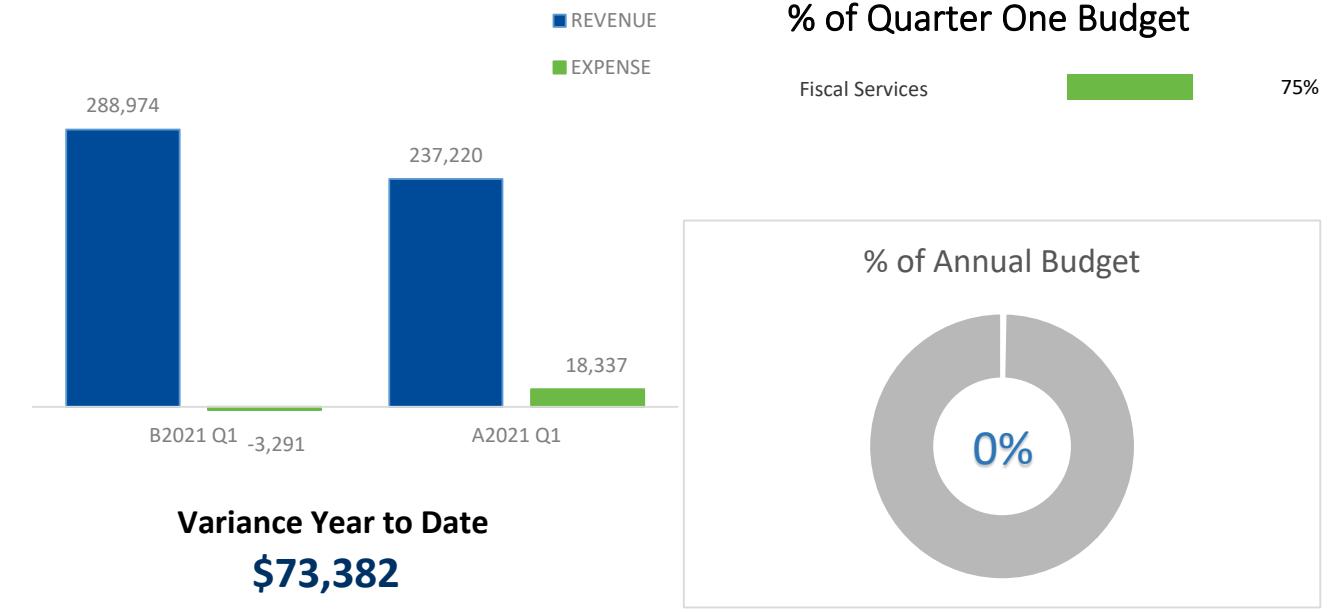
Variance

- No significant variances.

FISCAL SERVICES

Quarter One - 2021 Financial Reporting

Department Head: Natasha Wice



Fiscal Services

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
TAXES	73,185,250	-	-	-	0%	0%
TAXES-GRANT IN LIEU	95,601	-	-	-	0%	0%
OTHER REVENUE FROM OWN SOURCES	735,439	288,974	240,968	(48,006)	83%	33%
UNCONDITIONAL GRANTS FR OTHER GOV	93,500	-	-	-	0%	0%
OTHER TRANSACTIONS	264,836	-	(3,749)	(3,749)	0%	-1%
Total Revenue	74,374,626	288,974	237,220	(51,754)	82%	0%
RESERVES, TRANSFERS & GRANTS	631,395	-	-	-	0%	0%
FINANCIAL SERVICE CHARGES	264,836	-	(3,749)	(3,749)	0%	-1%
OTHER TRANSACTIONS-GENERAL	(1,630)	(3,291)	22,086	25,377	-671%	-1355%
Total Expense	894,601	(3,291)	18,337	21,628	-557%	2%
Surplus/(Deficit)	73,480,025	292,265	218,883	(73,382)	75%	0.3%

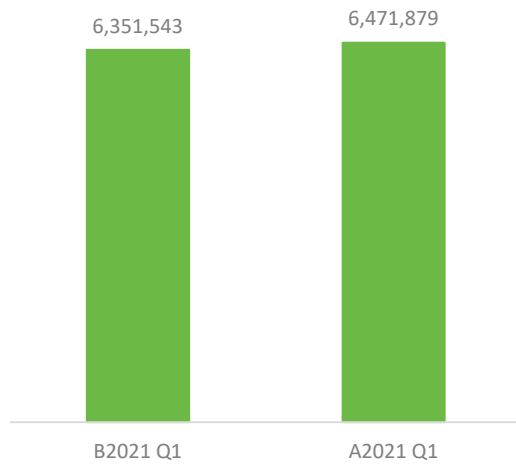
Variances

- Other revenue from own sources
 - Interest revenue is lower than anticipated.
 - March transactions were not recorded at the time of this report.
- Other transactions - general
 - Variance due to unbudgeted sale of a premium bond.

REQUISITIONS EXPENDITURES

Quarter One - 2021 Financial Reporting

Department Head: Natasha Wice

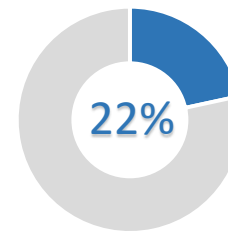


Variance Year to Date
\$120,336

% of Quarter One Budget

Requisitions 102%

% of Annual Budget



Requisitions

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
Total Revenue	-	-	-	-	0%	0%
RESERVES, TRANSFERS & GRANTS	29,950,048	6,351,543	6,471,879	120,336	102%	22%
Total Expense	29,950,048	6,351,543	6,471,879	120,336	102%	22%
Surplus/(Deficit)	(29,950,048)	(6,351,543)	(6,471,879)	(120,336)	102%	22%

Variances

- No significant variances.



1: Department Services

1.1: Our mission

Utilities is dedicated to operating and managing Leduc County's utility infrastructure and in delivering utility services that meet customer needs.

1.2: Service areas

Water

- Manages and maintains county-owned water infrastructure and services (storage and distribution):
 - Residential, commercial and industrial metered water sales
 - Bulk water sales
 - Customer service requests

Wastewater

- Manages and maintains county-owned wastewater infrastructure and services (collection and treatment):
 - Residential, commercial and industrial wastewater collection
 - Bulk wastewater collection
 - Wastewater treatment (hamlets)
 - Customer service requests

Solid Waste & Recycling

- Manages and maintains county-owned solid waste facilities and services.
- Provides solid waste management and recycling programs for county residents.
- Manages door to door solid waste and recycling services.

Stormwater Management

- In conjunction with Engineering, Road Operations and Agricultural Services, manages and maintains county-owned stormwater infrastructure and services.

2: Strategic Priorities

Goal 1	Strategic Priority – Economic Development Develop and implement a fiscally responsible service area expansion option for rural water and wastewater.
Goal 2	Strategic Priority – Economic Development Investigate alternative strategies to maintain affordable Leduc County utility rates.
Goal 3	Strategic Priority – Regional Leadership Relationships with other municipalities are maintained and strengthened.

3: Department Goals

Goal 4	Evaluate and improve the department's operational efficiency and effectiveness.
Goal 5	Ensure that Leduc County stormwater collection and treatment facilities meet the conditions of their approvals.
Goal 6	Improve Leduc County solid waste and recycling services.

4: Department Highlights

- Continued with waste management strategic plan workshops.
- Revised current waste management curb side pick up services levels to have a uniform level of service in all areas.
- Tendered the New Sarepta Lift Station and the Nisku septage receiving station; both tenders were within budget.
- Issued and awarded Request for Proposal (RFP) for the Sunnybrook and Kavanaugh lagoons renewal designs.

5: Action Plan

Goal 1

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

Strategy 1.1

Continue to support communal water and wastewater systems.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Support community initiatives for smaller scale water/wastewater treatment and servicing options for the higher density rural areas.	Q3 2021		<p>Provide assistance to residents of Wildland Meadows and Vantage Point to help them navigate the provincial process to find resolution for communal wastewater servicing approval.</p> <ul style="list-style-type: none">• Establishing the process and completing the necessary due diligence to move through a potential local improvement process for Wildland Meadows.• Administration has been in contact with Alberta Environment and Parks (AEP) administration and other members of the provincial government regarding the processing of Vantage Point's waste water treatment application to try to move the project forward.

Support Planning and Development in the development of the South Country Residential Area Structure Plan (SCRASP) in regards to communal servicing.	Q1 2021		In conjunction with the consultant, develop a servicing strategy for the SCRASP, examining potential communal water and wastewater servicing tactics. <ul style="list-style-type: none"> Outlined servicing requirements with developer.
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Goal 2

Investigate alternative strategies to maintain affordable Leduc County utility rates.

Strategy 2.1

Optimize utility operations.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Continue the collection of utilities infrastructure inventory and conditions assessments.	Q3 2021		Collect current data on our Nisku wastewater infrastructure to build our data set. This will be prioritized by the wastewater basins that have potential inflow and infiltration issues to assist in the development of a mitigation plan.

Strategy 2.2

Investigate implementing a storm water utility.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Complete gap analysis on storm water systems.	Q2 2021		Analysis of any shortfall in storm water conveyance, treatment maintenance and management responsibilities.

Goal 3

Relationships with other municipalities are maintained and strengthened.

Strategy 3.1

Build relationships with other municipalities to build on organizational efficiencies and risk mitigation.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Develop the framework for intermunicipal collaboration and interactions, focused on mutual aid and assistance.	Q4 2021		Develop procedures to guide municipal interactions. <ul style="list-style-type: none"> Administration formalized the request for aid and process for operating the water sytem inter-connection.

			<ul style="list-style-type: none"> All further initiatives related to this item have been cancelled by the City of Leduc.
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Goal 4

Evaluate and improve the department's operational efficiency and effectiveness.

Strategy 4.1

Review internal and external processes.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Examine current processes that could be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	Q1 2021		Document current workflows of utilities' processes and develop a prioritized list of areas for improvement. <ul style="list-style-type: none"> Administration has reviewed and streamlined the work management processes by reducing the communications path using an electronic workflow system.
	Q3 2021		Critically examine the workflows and modify as necessary to improve the customer experience.

Goal 5

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

Strategy 5.1

Develop a detailed storm water management facility maintenance program.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Complete storm water quality testing within Nisku Business Park to establish a baseline for storm water parameters.	Q3 2021		Baseline for Nisku storm water parameters documented.

Goal 6

Improve Leduc County solid waste and recycling services.

Strategy 6.1

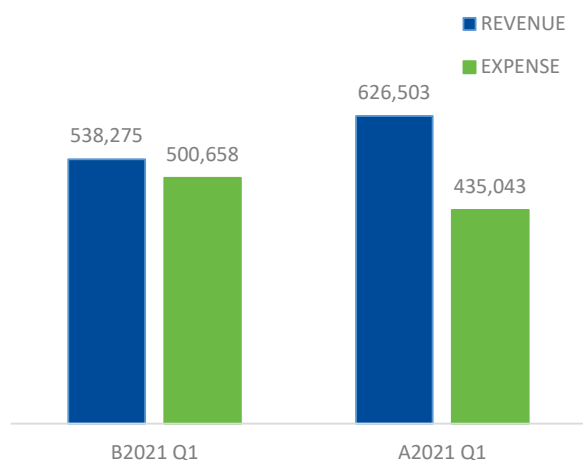
Enact the recommendations of the strategic waste management plan.

Actions	Target dates	Status at Mar 31 2021	Identified deliverables with status update
Develop an action plan to implement the recommendations of the strategic waste management plan.	Q3 2021		Complete action plan.

WATER DISTRIBUTION

Quarter One - 2021 Financial Reporting

Department Head: Des Mryglod



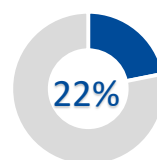
**Variance Year to Date
(\$153,843)**

% of Quarter One Budget

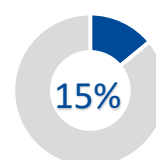
Water Distribution

509%

% of Annual Budget -
Revenue



% of Annual Budget -
Expense



Water Distribution

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,678,229	528,709	619,264	90,555	117%	23%
OTHER REVENUE FROM OWN SOURCES	36,500	9,566	7,239	(2,327)	76%	20%
OTHER TRANSACTIONS	149,949	-	-	-	0%	0%
Total Revenue	2,864,678	538,275	626,503	88,228	116%	22%
EARNINGS & BENEFITS	384,198	82,956	75,804	(7,152)	91%	20%
GENERAL SERVICES-CONTRACTED	437,647	78,037	20,026	(58,011)	26%	5%
PURCHASES FR OTHER GOV & AGENCIES	1,086,570	196,997	307,890	110,893	156%	28%
GOODS,SUPPLIES & MATERIALS PURCHASED	200,250	78,634	31,024	(47,610)	39%	15%
RESERVES,TRANSFERS & GRANTS	495,587	63,839	-	(63,839)	0%	0%
FINANCIAL SERVICE CHARGES	494,386	195	299	104	154%	0%
Total Expense	3,098,638	500,658	435,043	(65,615)	87%	14%
Surplus/(Deficit)	(233,960)	37,617	191,460	153,843	509%	-82%

Variances

- Sale of goods & svs to individuals
 - Water sales are higher than anticipated due to volume of industrial bulk water sales.

WATER DISTRIBUTION

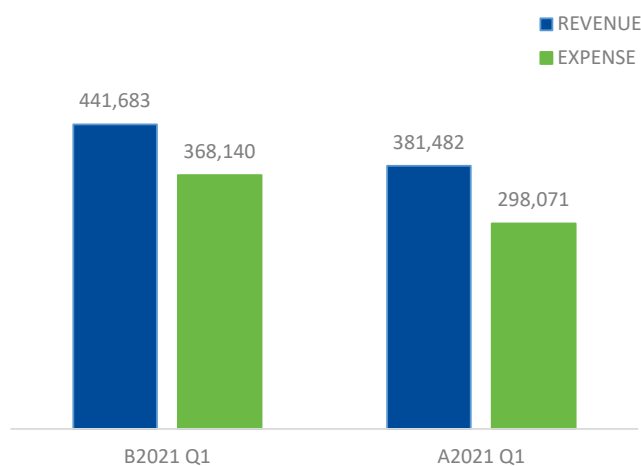
Quarter One - 2021 Financial Reporting

- *General services - contracted*
 - Cash flow of repairs and maintenance costs for equipment and infrastructure. Most of these costs will be incurred in quarter two and quarter three.
- *Purchases from other governments & agencies*
 - Water purchases are higher than anticipated due to higher than anticipated industrial bulk water sales.
- *Goods, supplies & materials purchased*
 - Cash flow of equipment & machine parts. Most of these costs will be incurred in quarter two and quarter three.
 - The March electricity bills had not been received at the time of this report.
- *Reserves, transfers and grants*
 - Quarter one transfers to reserves had not been completed at the time of this report.

WASTEWATER COLLECTION

Quarter One - 2021 Financial Reporting

Department Head: Des Mryglod

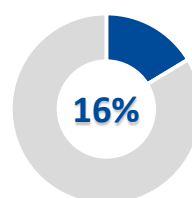


**Variance Year to Date
(\$9,867)**

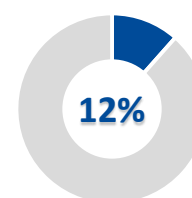
% of Quarter One Budget

Wastewater Collection  113%

% of Annual Budget -
Revenue



% of Annual Budget -
Expense



Wastewater Collection

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
SALES OF GOODS & SVS TO INDIVIDUALS	2,090,670	401,514	378,798	(22,716)	94%	18%
OTHER REVENUE FROM OWN SOURCES	52,928	40,169	2,683	(37,486)	7%	5%
OTHER TRANSACTIONS	191,198	-	-	-	0%	0%
Total Revenue	2,334,796	441,683	381,482	(60,201)	86%	16%
EARNINGS & BENEFITS	299,942	74,990	60,236	(14,754)	80%	20%
GENERAL SERVICES-CONTRACTED	193,987	35,079	40,058	4,979	114%	21%
PURCHASES FR OTHER GOV & AGENCIES	1,305,596	245,520	185,959	(59,561)	76%	14%
GOODS,SUPPLIES & MATERIALS PURCHASED	53,329	9,491	11,818	2,327	125%	22%
RESERVES,TRANSFERS & GRANTS	481,942	3,060	-	(3,060)	0%	0%
FINANCIAL SERVICE CHARGES	245,117	-	-	-	0%	0%
Total Expense	2,579,913	368,140	298,071	(70,069)	81%	12%
Surplus/(Deficit)	(245,117)	73,543	83,410	9,867	113%	-34%

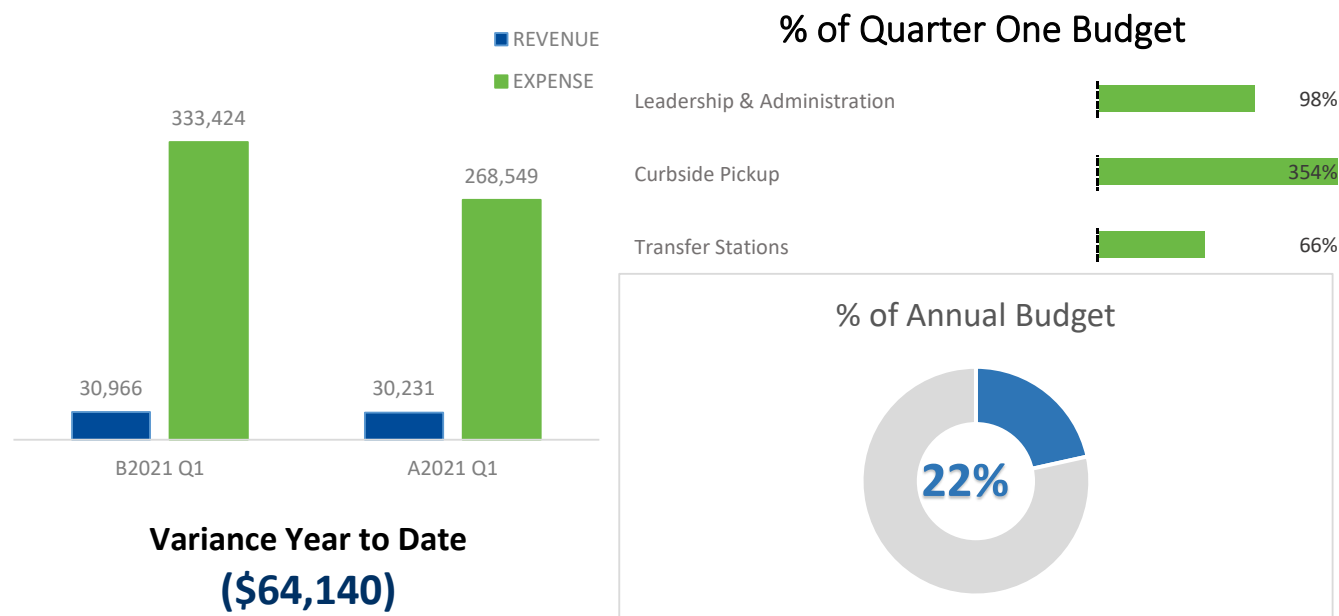
Variances

- *Sale of goods & svs to individuals*
 - Commercial wastewater sales and overstrength charges have been less than anticipated.
- *Other revenue from own sources*
 - Land rental revenue had not been received at the time of this report.
- *Purchases from other governments & agencies*
 - Wastewater purchases are lower than anticipated due to water sales being lower than anticipated.
 - March wastewater expenses for the Edmonton International Airport had not been posted at the time of this report.

WASTE MANAGEMENT

Quarter One - 2021 Financial Reporting

Department Head: Des Mryglod



Leadership & Administration

Account	Budget 2021	2021 Budget Quarter One	2021 Actual Quarter One	Variance (\$)	% of Quarter One Budget	% of Total Budget
OTHER REVENUE FROM OWN SOURCES	-	-	142	142	0%	0%
CONDITIONAL GRANTS FR OTHER GOV	242,771	-	-	-	0%	0%
Total Revenue	242,771	-	142	142	0%	0%
EARNINGS & BENEFITS	383,837	89,041	109,271	20,230	123%	28%
GENERAL SERVICES-CONTRACTED	32,646	2,697	2,343	(354)	87%	7%
PURCHASES FR OTHER GOV & AGENCIES	434,408	81,102	57,867	(23,235)	71%	13%
GOODS,SUPPLIES & MATERIALS PURCHASED	2,568	642	355	(287)	55%	14%
Total Expense	853,459	173,482	169,836	(3,646)	98%	20%
Surplus/(Deficit)	(610,688)	(173,482)	(169,694)	3,788	98%	28%

Variances

- Purchases from other governments & agencies
 - Residential landfill charges were less than anticipated.

WASTE MANAGEMENT

Quarter One - 2021 Financial Reporting

Curbside Pickup

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actual Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO INDIVIDUALS</i>	115,400	28,850	24,179	(4,671)	84%	21%
Total Revenue	115,400	28,850	24,179	(4,671)	84%	21%
<i>GENERAL SERVICES-CONTRACTED</i>	94,624	23,168	4,079	(19,089)	18%	4%
Total Expense	94,624	23,168	4,079	(19,089)	18%	4%
Surplus/(Deficit)	20,776	5,682	20,100	14,418	354%	97%

Variances

- *General services - contracted*
 - Cash flow of repairs and maintenance costs for equipment and infrastructure. Most of these costs will be incurred throughout the year.

Transfer Stations

<i>Account</i>	<i>Budget 2021</i>	<i>2021 Budget Quarter One</i>	<i>2021 Actual Quarter One</i>	<i>Variance (\$)</i>	<i>% of Quarter One Budget</i>	<i>% of Total Budget</i>
<i>SALES OF GOODS & SVS TO OTHER GOV</i>	5,004	1,251	2,600	1,349	208%	52%
<i>OTHER REVENUE FROM OWN SOURCES</i>	3,448	865	3,310	2,445	383%	96%
Total Revenue	8,452	2,116	5,910	3,794	279%	70%
<i>GENERAL SERVICES-CONTRACTED</i>	356,612	89,160	55,325	(33,834)	62%	16%
<i>PURCHASES FR OTHER GOV & AGENCIES</i>	181,524	45,381	38,169	(7,212)	84%	21%
<i>GOODS,SUPPLIES & MATERIALS PURCHASED</i>	8,931	2,234	1,139	(1,094)	51%	13%
Total Expense	547,067	136,774	94,633	(42,141)	69%	17%
Surplus/(Deficit)	(538,615)	(134,658)	(88,724)	45,934	66%	16%

Variances

- *General services - contracted*
 - Cash flow of repairs and maintenance costs for equipment and infrastructure. Most of these costs will be incurred throughout the year.



2021 Major Project and Capital Project Plan Quarter 1 - Funding & Expenditures Summary

Major Project and Capital Project Summary	Budget	Actual	Variance
Total	20,100,217	1,976,656	18,123,561
Total Expenditures	20,100,217	1,976,656	18,123,561

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Other			
Reserve	15,000	21,800	(6,800)
Total Funding	15,000	21,800	(6,800)

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	5,645,715	89,872	5,555,843
Grants			
Alberta Municipal Water/Wastewater Partnership	37,500	-	37,500
Municipal Sustainability Initiative (MSI) Capital	6,782,683	1,408,823	5,373,860
Municipal Stimulus Program	1,638,016	-	1,638,016
Strategic Transportation Infrastructure Program (STIP)	281,340	12,068	269,272
Gas Tax Fund (GTF)	1,556,283	35,302	1,520,981
Western Economic Diversification Canada Grant	632,193	23,565	608,628
Other			
Sale/Trade-In	38,500	-	38,500
Sale/Trade-In Transfer to Reserve	(38,500)	-	(38,500)
Reserve	3,486,487	385,226	3,101,261
Total Funding	20,060,217	1,954,856	18,105,361

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



2021 Major Project Plan Quarter 1 - Funding & Expenditures Summary

Major Project Summary	Budget	Actual	Variance
Major Projects	2,827,229	88,824	2,738,405
Total Expenditures	2,827,229	88,824	2,738,405

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes			
Tax - General	1,086,615	29,504	1,057,111
Grants			
Western Economic Diversification Canada Grant	632,193	23,565	608,628
Other			
Reserve	1,083,421	35,755	1,047,666
Total Funding	2,802,229	88,824	2,713,405

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



2021 Major Project Plan Quarter 1 Reporting

Project Name	2021 Final Budget	Actual Total Expense as at March 31, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
Kavanagh Landfill Reclamation	\$ 21,900	\$ -	\$ 21,900		Work in progress	No costs incurred.
Wastewater Interceptor For Nisku Public Works Shop	\$ 35,000	\$ -	\$ 35,000		Work in progress	No costs incurred.
Jubilee Park Day-Use Renovation Design	\$ 15,000	\$ -	\$ 15,000		Work in progress	No costs incurred.
Beaumont Aquafit Contribution	\$ 500,000	\$ -	\$ 500,000		Work in progress	No costs incurred.
Recreation Cost Share Capital Contributions	\$ 350,000	\$ -	\$ 350,000		Work in progress	No costs incurred.
Land Use Bylaw Update	\$ 15,000	\$ -	\$ 15,000		Work in progress	Project will be completed in 2023.
Investment Readiness and Implementation Strategy (IRIS)	\$ 177,908	\$ 29,457	\$ 148,452		Work in progress	Department is working with the funding agency for a grant extension to May 31, 2022.
Nisku Area Redevelopment Plan (Nisku ARP) - Year 2 of 3	\$ 215,527	\$ 20,846	\$ 194,681		Work in progress	Project will be completed by May 2021.
Regional Broadband Strategy	\$ 30,000	\$ -	\$ 30,000		Work in progress	Project is on track to be completed in quarter two.
Records and Digital Information Plan - Year 1 Implementation	\$ 205,000	\$ -	\$ 205,000		Work in progress	No costs incurred.
IT Strategic Plan - Year 2 Implementation	\$ 80,000	\$ -	\$ 80,000		Work in progress	No costs incurred.
2021 Grader Operator Training	\$ 36,000	\$ -	\$ 36,000		Work in progress	Training will start in May, and be completed by September.
Building Lifecycle Maintenance - Services Building Exterior Sealant Replacement	\$ 63,750	\$ -	\$ 63,750		Work in progress	No costs incurred.
Non-potable Water Point Pump House Development	\$ 35,000	\$ 2,767	\$ 32,233		Work in progress	Project will be completed by September.
Business Census Project	\$ 25,000	\$ -	\$ 25,000		No Activity	Project not scheduled to commence until quarter 2, 2022.
Asset Management	\$ 54,626	\$ -	\$ 54,626		Work in progress	Work completed by internal resources in quarter one.
Regional Fire Services Framework (Part 1 - Standard of cover)	\$ 54,000	\$ -	\$ 54,000		Work in progress	Project will be completed in June.
Regional Fire Services Framework (Part 2 - Sub-regional emergency management agency)	\$ 68,000	\$ -	\$ 68,000		Work in progress	Project will start in quarter two, and be completed in quarter four.
Clearwater Creek License Cleanout	\$ 10,000	\$ -	\$ 10,000		Work in progress	Project will be completed in quarter four.
Leduc County Branding	\$ 18,000	\$ -	\$ 18,000		Work in progress	No costs incurred.
Transportation Master Plan	\$ 200,000	\$ 441	\$ 199,559		Work in progress	The public consultation portion is complete. Modelling and analysis is currently underway. Draft report being written.
Nisku Major Employment Center Area Structure Plan (Formerly: Greater Nisku Major Area Structure Plan (GNMASP))	\$ 11,500	\$ -	\$ 11,500		Work in progress	Project anticipated to be completed on time. Agricultural Impact Assessment portion to be funded by outstanding budget (\$11,500) may need to be shifted to the Nisku ARP project due to delays in separate but interrelated regional projects.
Southern Country Residential Area Structure Plan (SCRASP)	\$ 65,018	\$ 35,314	\$ 29,704		Work in progress	Project on track to be completed in quarter two.
Total 2021 Final Budget	\$ 2,286,229	\$ 88,824	\$ 2,197,405			
Projects Subject to Grant Funding						
Business Retention and Expansion Centre	\$ 541,000	\$ -	\$ 541,000			
Project Subject to Grant Funding	\$ 541,000	\$ -	\$ 541,000			
Total 2021 Major Projects	\$ 2,827,229	\$ 88,824	\$ 2,738,405			

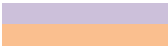
Project Indicator - For Work In Progress projects only

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

Project Name	2021 Final Budget	Actual Total Expense as at March 31, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
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Yellow - Early warning of potential risk to schedule and budget.
 Red - The project schedule and budget are in jeopardy.



Project Indicator - For Completed projects only
 Project completed and under budget
 Project completed and over budget



2021 Capital Project Plan Quarter 1 - Funding & Expenditures Summary

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	4,708,464	1,496,506	3,211,958
	Road Program	11,533,305	269,299	11,264,006
	Bridge Program	1,031,219	122,027	909,192
Total Expenditures		17,272,988	1,887,832	15,385,156

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Other				
	Reserve	15,000	21,800	(6,800)
Total Funding		15,000	21,800	(6,800)

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	4,559,100	60,368	4,498,732
Grants				
	Municipal Sustainability Initiative (MSI) Capital	6,782,683	1,408,823	5,373,860
	Municipal Stimulus Program	1,638,016	-	1,638,016
	Gas Tax Fund (GTF)	1,556,283	35,302	1,520,981
	Alberta Municipal Water/Wastewater Partnership	37,500	-	37,500
	Strategic Transportation Infrastructure Program (STIP)	281,340	12,068	269,272
Other				
	Sale/Trade-In	38,500	-	38,500
	Sale/Trade-In Transfer to Reserve	(38,500)	-	(38,500)
	Reserve	2,403,066	349,471	2,053,595
Total Funding		17,257,988	1,866,032	15,391,956



2021 Capital Project Plan Quarter 1 Reporting

Project Name	2021 Final Budget	Actual Total Expense as at March 31, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
Nisku Septage Receiving Station (Transfer Station) Improvement	\$ 924,590	\$ 13,373	\$ 911,217		Work in progress	Detailed design completed, tender was developed and posted.
Replacement of Firefighter Self Contained Breathing Apparatus (SCBA)	\$ 410,000	\$ -	\$ 410,000		Work in progress	Order has been placed, awaiting delivery.
New Sarepta Wastewater Lift Station Replacement - Construction	\$ 946,566	\$ 4,830	\$ 941,736		Work in progress	Tender was posted and submissions evaluated. Project was awarded.
Light Pickup Replacement - Replace U1130	\$ 40,000	\$ 41,602	\$ (1,602)		Work in progress	Purchase completed, actual cost of purchase was higher than estimated. Pick up is in the shop for pre-operation set-up. Old unit will be sold in quarter two.
Purchase New Tandem Gravel/ Plow /Sanding Truck	\$ 310,000	\$ -	\$ 310,000		Work in progress	Tandem has been ordered .
Kavanagh and Sunnybrook Wastewater Lagoon Renewals - Design	\$ 50,000	\$ -	\$ 50,000		Work in progress	Request for proposal was posted and submissions evaluated. Project was awarded.
15 Avenue Storm Pond Outfall Replacement	\$ 20,000	\$ -	\$ 20,000		Work in progress	No costs incurred.
2021 Road Program	\$ 11,533,305	\$ 269,299	\$ 11,264,006		Work in progress	See road program summary.
2021 Bridge Program	\$ 1,031,219	\$ 122,027	\$ 909,192		Work in progress	See bridge program summary.
Council Chamber Audio Video Refresh	\$ 65,000	\$ -	\$ 65,000		Work in progress	No costs incurred.
Purchase Sand Spreader and Snow Plow	\$ 18,000	\$ -	\$ 18,000		Work in progress	Units will be available for use in quarter four.
Leduc County Fire Services East District Fire Station	\$ 1,837,843	\$ 1,408,823	\$ 429,020		Work in progress	Final completion and deficiencies are being reviewed and completed. Anticipated move into the new station by the end of June with final exit from the old station by September. All outstanding items and cost will be completed by quarter four.
Diamond Estates Drainage Swale Project	\$ 25,680	\$ -	\$ 25,680		Work in progress	Obtaining contractor quotes.
Purchase New Light Truck - Replace U1630	\$ 20,785	\$ -	\$ 20,785		Work in progress	The remaining carried forward budget is for the purchase of the dump box for the truck.
Utilities SCADA Upgrade	\$ 25,000	\$ 6,078	\$ 18,922		Work in progress	Automated reporting and training completed; post construction activities in progress.
Purchase Snow Pusher	\$ 15,000	\$ 21,800	\$ (6,800)		Complete	Price was higher than anticipated.
2021 Final Capital Projects	\$ 17,272,988	\$ 1,887,832	\$ 15,385,156			
Projects Subject to Grant Funding						
Nisku Spine Road - From Township Road 510 To Airport Road	\$ 23,470,000					
BF 72265 RR 264 BTW TWP 500 & 502	\$ 885,000					
Projects Subject to Grant Funding	\$ 24,355,000	\$ -	\$ -			

Project Indicator - For Work In Progress projects only

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

Project Indicator - For Completed projects only

	Project completed and under budget
	Project completed and over budget



2021 Bridge Program Q1 Reporting

Project #	Legal Location	Existing Surface	Work Description	Length of the project	2021 Final Budget	Actual total expenses as at March 31, 2021	Variance	Project Indicator	Status	Notes
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In order of priority

BF 01266 TWP 490 BTW RR 13 & Hwy 778	2021-BF-001	NW 34-48-1-W5	3 Span Bridge	Rehabilitation	45 m	\$ 232,659	\$ 884	\$ 231,775		Work in progress	Contracts awarded, project will start in quarter three, and will be completed by quarter four.
BF 06644 TWP 482 BTW RR 253 & RR254	2021-BF-002	NE 9-48-25-W4	2 Bridge Culvert	Rehabilitation	12 m	\$ 33,162	\$ 884	\$ 32,278		Work in progress	Contracts awarded, project will start in quarter three, and will be completed by quarter four.
BF 75574 RR 251 BTW TWP 482 & TWP 484	2021-BF-003	SE 23-48-25-W4	Single Span Bridge	Rehabilitation	16 m	\$ 56,778	\$ 884	\$ 55,894		Work in progress	Contracts awarded, project will start in quarter three, and will be completed by quarter four.
BF 02099 TWP 492 BTW RR 13 & HWY 778	2021-BF-004	NW 10-49-1-W5	3 Span Bridge	Rehabilitation	45 m	\$ 32,759	\$ 2,706	\$ 30,053		Work in progress	Contracts awarded, project will start in quarter three, and will be completed by quarter four.
BF 08492 TWP 480 BTW RR 270 & RR 271	2021-BF-005	SE 1-48-27-W4	Single Span Bridge	Rehabilitation	16 m	\$ 44,848	\$ 2,706	\$ 42,142		Work in progress	Contracts awarded, project will start in quarter three, and will be completed by quarter four.
BF 02073 TWP 494 BTW RR 21 & 22	2021-BF-006	NE 23-49-2-W5	Bridge Culvert	Rehabilitation	12 m	\$ 51,021	\$ 2,706	\$ 48,315		Work in progress	Contracts awarded, project will start in quarter three, and will be completed by quarter four.
BF 07066 RR 281 BTW TWP 501 & 502	2021-BF-007	SE 11-50-28-W4	3 Span Bridge	Rehabilitation	55 m	\$ 54,844	\$ 2,706	\$ 52,138		Work in progress	Contracts awarded, project will start in quarter three, and will be completed by quarter four.
BF 06546 RR 265 BTW TWP 501 & 502	2021-BF-008	SW 8-50-26-W4	3 Span Bridge	Rehabilitation	53 m	\$ 23,327	\$ 2,706	\$ 20,621		Work in progress	Contracts awarded, project will start in quarter three, and will be completed by quarter four.
BF 76921 RR 255 N of Intersection with TR 482	2021-BF-009	SW 17-48-25-W4	2 Bridge Culvert	Rehabilitation	16 m	\$ 31,702	\$ -	\$ 31,702		Work in progress	Contracts awarded, project will start in quarter three, and will be completed by quarter four.
BF 08883 RR 33 BTW TWP 490 & 492	2021-BF-011	NW 10-49-03-W5	3 Span Bridge	Rehabilitation	55 m	\$ 95,000	\$ -	\$ 95,000		Work in progress	Contracts awarded, project will start in quarter three, and will be completed by quarter four.
Total =						\$ 656,100	\$ 16,180	\$ 639,920			

Carry Forward Project

BF 01090 TWP 503A BTW RR 260 & RR 261	2020-BF-003	NW 24-50-26-W4	Bridge Culvert	Rehabilitation	120 m	\$ 375,119	\$ 105,847	\$ 269,272		Work in progress	Project will be completed by quarter three, and under budget.
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Total 2021 Final Budget = \$ 1,031,219 \$ 122,027 \$ 909,192

Subject to Grant Funding

BF 72265 RR 264 BTW TWP 500 & 502	2021-BF-010	SW 9-50-26-W4	2 Span Bridge	Replacement	27 m	\$ 885,000				No activity	Waiting for the confirmation from STIP grant.
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Project Indicator - For Work In Progress projects only

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

Project Indicator - For Completed projects only

- Project completed and under budget
- Project completed and over budget



2021 Road Program Q1 Reporting

Project #	From	To	Work Description	2021 Final Budget	Actual total expenses as at March 31, 2021	Variance	Project Status	Status	Notes
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Major Roads

Clover Lawn Road (RR 233)	2021-RD-001	TR 490	Hwy 616	Overlay	\$ 1,692,473	\$ -	\$ 1,692,473		Work in progress	Contract awarded, project will start in quarter two, and will be completed by quarter three.
Glen Park Road	2021-RD-002	Hwy 795	RR 273	Mill 50 mm and Fill 65 mm ACP	\$ 1,003,499	\$ -	\$ 1,003,499		Work in progress	Contract awarded, project will start in quarter two, and will be completed by quarter three.
Glen Park Road	2021-RD-003	RR 273	RR 275	Pavement	\$ 631,411	\$ -	\$ 631,411		Work in progress	Contract awarded, project will start in quarter two, and will be completed by quarter three.
Glen Park Road	2021-RD-015	Hwy 2A	RR 245	Pavement	\$ 650,000	\$ -	\$ 650,000		Work in progress	Contract awarded, project will start in quarter two, and will be completed by quarter three.
Glen Park Road	2021-RD-016	RR 251	700 Metres East	Pavement	\$ 200,000	\$ -	\$ 200,000		Work in progress	Contract awarded, project will start in quarter two, and will be completed by quarter three.
Design Engineering For 2022	2021-RD-004			Design	\$ 50,000	\$ -	\$ 50,000		Work in progress	Design will start after the road rating is completed by internal staff.
Total Major =				\$ 4,227,383	\$ -	\$ 4,227,383				

Rural Roads

North Vista Road - RR 245	2021-RD-005	TR 510	Hwy 625	Full Rehabilitation	\$ 1,821,208	\$ -	\$ 1,821,208		Work in progress	Contract awarded, project will start in quarter two, and will be completed by quarter three.
Rural Road Initiative	2021-RD-006				\$ 1,500,000	\$ 2,586	\$ 1,497,414		Work in progress	Project to commence in May.
Design Engineering For 2022	2021-RD-007			Design	\$ 50,000	\$ -	\$ 50,000		Work in progress	Design will start after the road rating is completed by internal staff.
Total Rural =				\$ 3,371,208	\$ 2,586	\$ 3,368,622				

Subdivisions

Caywood Including RR 230 - SE 25-50-23-W4	2021-RD-008			Full Rehabilitation	\$ 918,952	\$ -	\$ 918,952		Work in progress	Contract awarded, project will start in quarter two, and will be completed by quarter three.
Total Subdivision =				\$ 918,952	\$ -	\$ 918,952				

New Sarepta

1st Avenue South	2021-RD-009	1st Street South	2nd Street South	Reconstruction	\$ 481,916	\$ -	\$ 481,916		Work in progress	Contract awarded, project will start in quarter two, and will be completed by quarter three.
2nd Avenue South	2021-RD-010	1st Street South	2nd Street South	Reconstruction	\$ 444,668	\$ -	\$ 444,668		Work in progress	Contract awarded, project will start in quarter two, and will be completed by quarter three.
Total New Sarepta =				\$ 926,584	\$ -	\$ 926,584				

Nisku

10 Street	2021-RD-011	15 Ave	South End	Full Rehabilitation	\$ 509,034	\$ -	\$ 509,034		Work in progress	Contract awarded, project will start in quarter two, and will be completed by quarter three.
Nisku Spine Road - From Township Road 510 To Airport Road (Phase 1B(ii) and phase 2)	2021-RD-013				\$ 35,000	\$ -	\$ 35,000		Work in progress	Project work in progress.
Nisku Spine Road - From Township Road 510 To Airport Road (Phase 1B(ii) and phase 2) - Land Purchase	2021-RD-014				\$ 215,100	\$ -	\$ 215,100		Work in progress	Project work in progress.
Total Nisku =				\$ 759,134	\$ -	\$ 759,134				

Safety Improvement

Glen Park Road	2021-RD-012	Hwy 2	RR 263	Sideslope Improvement	\$ 150,000	\$ -	\$ 150,000		Work in progress	Administration is reviewing different safety options, final option will be decided by quarter two.
Total Safety Improvement =				\$ 150,000	\$ -	\$ 150,000				

Carry Forward Projects



2021 Road Program Q1 Reporting

Nisku Spine Rd - From Twp 510 to 25 Avenue - Design (Phase 1B(ii))
Nisku Spine Rd - From 18 Ave to Airport Road - Design - (Phase 2)
New Sarepta: Storm Sewer and Ditch Improvements
Township Road 510 Design (Nisku Spine Road to County Limit)

Project #	From	To	Work Description	2021 Final Budget	Actual total expenses as at March 31, 2021	Variance	Project Status	Status	Notes
2019-RD-012				\$ 121,254	\$ 96,017	\$ 25,237		Work in progress	Project work in progress, will be completed by quarter two.
2019-RD-013				\$ 75,000	\$ 71,978	\$ 3,022		Work in progress	Project work in progress, will be completed by quarter two.
2020-RD-013				\$ 334,665	\$ 35,302	\$ 299,363		Work in progress	Contract awarded, project will start in quarter two, and will be completed by quarter three.
2020-RD-014				\$ 389,125	\$ 63,416	\$ 325,709		Work in progress	Project work in progress, will be completed by quarter three.

Total Carry Forward Projects= \$ 920,044 \$ 266,713 \$ 653,331

Add: 2019 - 8 St. Internal Borrowing Repayment= \$ 260,000 \$ 260,000

Total of 2021 MP / CP Road Program= \$ 11,533,305 \$ 269,299 \$ 11,264,006

Spine Road Project - Subject to Grant Funding

Nisku Spine Road - From Township Road 510 To Airport Road	2021-RD-013	Township Road 510	Airport Road	\$ 23,470,000
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Total Projects Subject to Grant Funding = \$ 23,470,000

Project Indicator - For Work In Progress projects only

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

Project Indicator - For Completed projects only

	Project completed and under budget
	Project completed and over budget



Quarter One Reporting Operating Fund Reserve Schedule For the period ended March 31, 2021

	Actual balance as at December 31, 2020	APPLIED		ADDITIONS		Actual balance as at March 31, 2021
		2021 budget	2021 actual	2021 budget	2021 actual	
External Agreements	2,842,159.35	-	-	72,900.00	-	2,842,159.35
Facilities & Equipment	740,886.24	169,626.00	-	-	-	740,886.24
Stabilization & Contingency	10,606,296.00	-	-	1,193.00	-	10,606,296.00
Special Purpose	6,787,748.16	578,330.00	-	17,723.00	-	6,787,748.16
Regulatory	1,578,658.88	50,000.00	-	64,000.00	-	1,578,658.88
Utilities	1,570,258.57	30,110.00	-	139,033.00	-	1,570,258.57
	<u>24,126,007.20</u>	<u>828,066.00</u>	<u>0.00</u>	<u>294,849.00</u>	<u>0.00</u>	<u>24,126,007.20</u>



Quarter One Reporting Capital Fund Reserve Schedule

For the period ended March 31, 2021

	Actual balance as at December 31, 2020	APPLIED		ADDITIONS		Actual balance as at March 31, 2021
		2021 budget	2021 actual	2021 budget	2021 actual	
Asset Lifecycle Management	10,476,510.69	465,100.00	-	38,500.00	-	10,476,510.69
Stabilization & Contingency	6,476,710.08	1,306,508.00	-	260,000.00	-	6,476,710.08
Special Purpose	625,774.98	310,818.00	-	-	-	625,774.98
Statutory	3,053,510.20	461,936.00	-	-	28,005.58	3,081,515.78
Utilities	1,051,693.87	240,530.00	-	647,298.00	-	1,051,693.87
	<u>21,684,199.82</u>	<u>2,784,892.00</u>	<u>-</u>	<u>945,798.00</u>	<u>28,005.58</u>	<u>21,712,205.40</u>