



City of Grande Prairie 2020 **Q3 Financial Report**

November 2020

Table of Contents

Unconsolidated Statement of Financial Position	3
Unconsolidated Statement of Operations by Object	4
Operating Variances	5
Salary Variances	6
Unconsolidated Supplemental Breakdown of Accumulated Surplus	7
Summary of Capital Projects	8
Reconciliation of Capital Projects by Funding Source	9
Long-Term Debt and Debt Servicing	10
Procurement Activity	11
Staff Complement and Paid Employees Hours By Quarter	12
Travel Expense Reimbursement to Council	13
Standing Committees and Council Meetings Record of Attendance	14

Unconsolidated Statement of Financial Position

For the Period Ending September 30, 2020

	Period Ending September 30, 2020	Period Ending September 30, 2019	Year Ending December 31, 2019
	(unaudited)	(unaudited)	(unaudited)
Financial Assets			
Cash and Cash Equivalents	\$51,726,419	\$21,160,817	\$14,882,477
Accounts Receivable	\$20,130,113	\$4,380,897	\$11,491,012
Taxes and Grants in Lieu of Taxes	\$28,917,397	\$25,405,875	\$7,511,163
Land Held for Sale	\$606,250	\$752,300	\$606,250
Agreements Receivable	\$16,575,345	\$17,751,461	\$16,584,468
Portfolio Investments	\$119,671,580	\$145,573,297	\$138,030,177
Investment in Government Business Enterprise	\$108,517,010	\$102,171,162	\$108,517,010
	\$346,144,114	\$317,195,809	\$297,622,557
Financial Liabilities			
Accounts Payable and Accrued Liabilities	\$18,389,309	\$13,210,238	\$20,587,951
Requisition Payable	\$13,362,481	\$7,195,531	-
Trust Accounts	\$1,964,929	\$2,169,191	\$1,964,929
Deferred Revenue	\$72,878,882	\$57,203,362	\$63,674,228
Long Term Debt	\$126,552,648	\$135,994,859	\$132,371,803
	\$233,148,249	\$215,773,181	\$218,598,911

Net Financial Assets	\$112,995,865	\$101,422,629	\$79,023,647
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Non-Financial Assets			
Tangible Capital Assets	\$648,566,140	\$625,100,063	\$643,734,375
Inventories of Supplies	\$763,018	\$829,069	\$727,957
Prepaid Expenses	\$386,414	\$162,089	\$601,703
	\$649,715,572	\$626,091,222	\$645,064,034

Accumulated Surplus	\$762,711,437	\$727,513,850	\$724,087,680
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Unconsolidated Statement of Operations by Object

For the Period Ending September 30, 2020

	Period Ending September 30, 2020	Period Ending September 30, 2019	Year Ending December 31, 2019
	(unaudited)	(unaudited)	(unaudited)
Revenues			
Net Municipal Taxes	\$117,981,955	\$116,728,631	\$115,798,133
User Fees and Sale of Goods	\$5,249,986	\$9,654,220	\$13,292,153
Operating Government Transfers	\$8,442,090	\$5,876,860	\$12,657,177
Interest and Investment Earnings	\$4,360,719	\$3,269,469	\$7,023,705
Penalties and Cost of Taxes	\$983,693	\$2,070,654	\$2,047,603
Franchise Fees	\$8,597,496	\$8,557,553	\$12,774,515
Fines, Rentals, Licenses and Permits	\$3,941,888	\$4,674,467	\$6,026,498
Court Fines	\$3,027,802	\$5,186,258	\$6,401,290
Transfers from Other Organizations	\$183,230	\$50,188	\$169,005
Other Operating Revenues	\$2,185,622	\$2,162,737	\$3,341,371
	\$154,954,481	\$158,231,037	\$179,531,449

Expenditures			
Salaries, Wages and Benefits	\$55,613,693	\$60,206,567	\$87,632,211
Contracted and General Services	\$22,012,107	\$21,296,687	\$32,426,279
Materials, Goods and Utilities	\$12,707,146	\$14,195,179	\$19,877,344
Provision for Allowances	\$21,360	\$433	\$915,642
Transfers to Other Organizations	\$10,291,952	\$10,551,697	\$13,590,207
Bank Charges and Short Term Interest	\$112,470	\$143,075	\$192,121
Interest on Long Term Debt	\$2,686,126	\$7,722,018	\$9,532,132
Amortization	\$18,995,442	\$19,125,416	\$25,500,554
	\$122,440,296	\$133,241,072	\$189,666,489

Annual Surplus (Deficit) Before Other Items	\$32,514,185	\$24,989,966	(\$10,135,039)
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Other Items			
Contributed Tangible Capital Assets	\$1,035,000	-	\$16,094,124
Capital Government Transfers	\$4,038,148	\$6,565,512	\$16,428,172
Developer Levies	\$1,032,261	\$569,189	\$772,770
Gain (Loss) on Disposal of Tangible Capital Assets	\$4,163	\$107,810	(\$699,628)
Increase in Investment in Government Business Enterprise	-	-	\$6,345,908
	\$6,109,571	\$7,242,511	\$38,941,347

Annual Surplus	\$38,623,757	\$32,232,477	\$28,806,307
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Accumulated Surplus at Beginning of Year	\$724,087,680	\$695,281,373	\$695,281,373
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Accumulated Surplus at End of Year	\$762,711,437	\$727,513,850	\$724,087,680
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Operating Variances

For the Period Ending September 30, 2020

Area	Description	Total
City Manager		
Council/Legislative General	Significant savings from conferences, travel, meetings and general expenses.	\$159,000
City Manager	Savings from conferences, travel, meetings and general expenses.	\$79,000
City Clerk	Additional appeal revenue than budget, paired with vacancy savings, and less general savings.	\$21,000
Asset Management	Salary savings due to delay in hiring of Asset Manager and related expense savings.	\$129,000
Legal Services	Salary savings for vacant City Solicitor position, combined with other general expense savings.	\$253,000
Other	All other departments near budget.	(\$8,000)
Infrastructure & Economic Development		
Director	Small savings in salary compared to budget and general expenses.	\$11,000
Economic Development	Vacancy savings in first quarter, paired with redeployment support.	\$89,000
Energy Management & Environmental	Vacancy savings, redeployments, and less programming/general expense costs.	\$50,000
Engineering Services	Additional subdivision fee and servicing agreement fee revenue, as well as vacancy savings and layoff savings.	\$192,000
Inspection Services	Significantly less revenue than budget due to projects cancelled and postponed, net with vacancy savings and less general spending.	(\$392,000)
Planning & Development	Significant salary savings due to vacancies and redeployments, net with lost revenue in most revenue streams.	\$289,000
Parks	Savings in vehicle rental costs, vacancy savings, redeployments and less seasonal staff hired than planned.	\$245,000
Transportation	Vacancy savings and less overtime costs, as well as general savings in travel and supplies.	\$212,000
Protective & Social Services		
Director	Salary savings due to redeployment and less travel and general spending.	\$20,000
Community Social Development	Salary savings due to vacancies, turnover and redeployments, paired with less general spending.	\$267,000
Emergency & Disaster Planning	Unbudgeted COVID response costs.	(\$1,979,000)
Enforcement Services	Revenue losses for decreased traffic enforcement and no parking ticket or meter revenue, net with salary savings from vacancies and turnover. Reduction in traffic enforcement also reduced contract expense with Global.	(\$1,632,000)
Fire Department	Additional revenue than budget for land lines and insurance proceeds, as well as salary savings for redeployments and LTD covered by WCB.	\$399,000
RCMP	Net surplus from lower court fine revenue, paired with lower than budgeted contract costs with the federal government.	\$218,000
Community Services		
Director	Savings from a vacancy and less spending in general.	\$60,000
Community Knowledge Campus	Although significant loss of revenue in all operating programs; layoffs, redeployments and savings in utilities, supplies, travel, and general spending have been greater, resulting in a net surplus by year end.	\$680,000
Events & Entertainment	Significant revenue losses with closure of day-homes and facilities due to COVID, offset with layoffs and redeployments, as well as general savings in spending, however still anticipating a net deficit by year end.	(\$361,000)
Fleet	Savings anticipated due to staff vacancies and lower fuel prices.	\$242,000
Corporate Facility Management	Savings due to less issues than budgeted, paired with vacancy savings and less general spending.	\$562,000
Sports, Development, Wellness & Culture	Revenue losses have been recovered by vacancy savings, redeployments, layoffs and turnover savings. Less activity also allowed for general operating expense savings.	\$915,000
Transit & Accessible Transit	Transit operations are anticipating a significant loss due to lost revenue, net with salary savings and savings from lower service levels required within accessible transportation during COVID.	\$305,000
Corporate Services		
Director	Vacancy savings, as well as less general spending on travel, and supplies.	\$16,000
Marketing	Advertising revenue losses with the closure of facilities during COVID, net with salary savings from department restructure and less general spending.	\$125,000
Assessment & Taxation	Revenue losses due to slower real estate market have net with vacancy savings and less general spending.	\$131,000
Financial Management	Vacancy savings and less general spending on travel and supplies.	\$205,000
Human Resources	Vacancy savings, net with additional legal costs than budget from redeployments and layoffs during the year.	\$508,000
GIS & ITS	Vacancy savings, paired with general savings in travel, other professional services, and supplies.	\$502,000
Procurement	Utility savings at City Hall, as well as less general spending.	\$42,000
Fiscal Services		
	Less penalty revenue due to elimination of July and August penalties and vacancy savings achieved at department level, rather than fiscal services. Net with franchise fees and investment revenue trending more than budgeted.	(\$1,668,000)
Total Operating Surplus		\$886,000

Salary Variances

For the Period Ending September 30, 2020

	Actual to Date	Budget to Date	Variance to Date
Salaries	\$44,035,499	\$48,547,860	\$4,909,951
Benefits	\$10,384,342	\$11,659,309	\$1,274,967
Elected Officials Salaries	\$436,712	\$426,131	(\$10,581)
Per Diem	\$7,200	\$26,249	\$19,049
Overtime	\$749,939	\$1,146,364	\$396,424
	\$55,613,693	\$61,805,912	\$6,589,810

	Annual Forecast	Annual Budget	Annual Variance
Salaries	\$63,039,533	\$70,108,242	\$7,068,709
Benefits	\$14,951,041	\$16,828,843	\$1,877,802
Elected Officials Salaries	\$608,047	\$568,169	(\$39,878)
Per Diem	\$20,000	\$35,000	\$15,000
Overtime	\$1,393,972	\$1,648,204	\$254,232
	\$80,012,593	\$89,188,458	\$9,175,865

Unconsolidated Supplemental Breakdown of Accumulated Surplus

For the Period Ending September 30, 2020

	Opening Balance 2019	Additions 2020	Reductions 2020	Closing Balance September 30, 2020
	(unaudited)	(unaudited)	(unaudited)	(unaudited)
Unrestricted Surplus	\$25,188,700	\$73,406,721	(\$40,217,247)	\$58,378,174

Restricted Surplus				
Cemetery Perpetual Care	\$3,197,329	\$83,655	-	\$3,280,984
Facility Renewal	\$3,696,044	\$4,362,226	(\$5,403,812)	\$2,654,458
Financial Stabilization	\$14,041,395	\$2,527,011	-	\$16,568,406
Fleet Reserve	\$12,779,733	\$1,888,134	(\$4,644,122)	\$10,023,745
Future Expenditures	\$17,476,120	\$436,441	(\$5,577,588)	\$12,334,972
Pinnacle Ridge Special Tax	\$22,985	\$345	-	\$23,330
Public Art	\$94,367	\$40,166	-	\$134,532
Public Housing	\$260,887	\$3,913	-	\$264,801
Public Reserve	\$2,950,483	\$44,257	-	\$2,994,740
Transportation System Levy	\$8,106,566	\$1,193,860	(\$162,000)	\$9,138,425
	\$62,625,908	\$10,580,008	(\$15,787,523)	\$57,418,394

Equity in Investments	\$108,517,010	-	-	\$108,517,010
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Equity in Tangible Capital Assets	\$527,756,062	\$29,637,239	(\$18,995,442)	\$538,397,859
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Total Accumulated Surplus	\$724,087,680	\$113,623,968	(\$75,000,212)	\$762,711,437
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Note: Included in the Future Expenditures Reserve balance of \$12,334,972 is \$4,240,000 of funds restricted for future use.

Summary of Capital Projects

For the Period Ending September 30, 2020

	Opening Balance	Approved Capital Budget & Grants	YTD Expenditures	Transfers within Capital Projects	Surplus Funds to Reserves	Closing Balance
Community Services						
Community Knowledge Campus	\$752,484	\$437,000	(\$183,619)	-	-	\$1,005,865
Events & Entertainment	\$505,121	\$441,234	(\$177,890)	-	-	\$768,465
Corporate Facilities Management	\$5,943,991	\$5,106,000	(\$921,205)	\$150,000	(\$28,947)	\$10,249,839
Fleet	-	\$4,644,122	(\$4,644,122)	-	-	-
Sports Dev., Wellness & Culture	-	\$626,750	(\$216,750)	-	-	\$410,000
Transit	\$4,516,777	-	(\$2,409,025)	-	-	\$2,107,752
Corporate Services						
GIS & ITS	\$4,960,948	\$812,000	(\$1,767,721)	-	-	\$4,005,227
Corporate Efficiency & Strategic Initiatives	\$450,282	\$50,000	(\$33,306)	-	-	\$466,976
Infrastructure & Economic Development						
Economic Development	\$2,099,538	\$1,541,000	(\$238,146)	-	-	\$3,402,392
Energy & Environmental Services	-	\$20,000	(\$9,200)	-	-	\$10,800
Engineering	\$33,475,424	\$27,199,336	(\$12,088,893)	-	-	\$48,585,867
Parks	\$842,103	\$563,750	(\$238,048)	(\$150,000)	-	\$1,017,805
Planning & Development	\$472,763	\$75,000	(\$79,942)	-	-	\$467,821
Transportation	\$48,500	-	(\$30,616)	-	-	\$17,884
Protective & Social Services						
Community Social Development	\$175,934	\$1,324,066	(\$989,686)	-	-	\$510,314
Enforcement Services	\$44,676	\$348,324	(\$71,350)	-	-	\$321,650
Fire Department	\$1,215,364	\$791,200	(\$1,161,899)	-	-	\$844,665
GPREP	\$166,433	-	-	-	-	\$166,433
Total Capital Projects	\$55,670,337	\$43,979,782	(\$25,261,418)	-	(\$28,947)	\$74,359,754

Note: Transfer within capital projects relates to one capital project moving between departments.

Reconciliation of Capital Projects by Funding Source

For the Period Ending September 30, 2020

Breakdown of Capital Project Balance by Funding Source	
Capital Tax Levied	\$21,722,495
Reserve Funded Projects	\$13,222,999
Grant Funded Projects	\$2,679,203
Municipal Sustainability Initiative	\$31,622,860
Federal Gas Tax	\$5,112,197
Total Funding within Capital Projects	\$74,359,754

Supplemental Breakdown of Capital Funding Carryforward	
Grant Funded Projects	
Allocated Funding Included in Capital Projects Carryforward <i>(by Department)</i>	
Transit - GTRIP/PTIF Funding	\$2,057,862
Engineering - Alberta Community Resilience Funding	\$621,341
	\$2,679,203
Municipal Sustainability Initiative	
Allocated Funding Included in Capital Projects Carryforward <i>(by Department)</i>	
Engineering	\$28,529,144
Corporate Facilities Management	\$3,093,716
	Allocated Funding
	\$31,622,860
	Unallocated Funding
	\$984,545
	\$32,607,405
Federal Gas Tax	
Allocated Funding Included in Capital Project Carryforward <i>(by Department)</i>	
Engineering	\$4,962,197
Parks Operations	\$150,000
	Allocated Funding
	\$5,112,197
	Unallocated Funding
	\$221,180
	\$5,333,377

Note: Unallocated funding for Municipal Sustainability Initiative and Federal Gas Tax includes will be utilized in the 2021 Capital Plan.

Long-Term Debt and Debt Servicing

For the Period Ending September 30, 2020

Opening balance January 1, 2020	\$132,371,803
Less: Principal portion of debt payments	(\$5,819,155)
Plus: Additional debt taken	-
Ending balance September 30, 2020	\$126,552,648

Interest Paid on Long-Term Debt	
January 1, 2020 – September 30, 2020	3,649,410
Less: Accrued interest at Dec 31, 2019	-963,284
Interest Expenses per Financial Statements	2,686,126

Contribution Room	
Legal debt limit December 31, 2019	\$281,836,428
Ending debt balance September 30, 2020	\$126,552,648
Remaining debt limit	\$155,283,780

Q3 2020 – Procurement Activity

For the Period of July 1 – September 30, 2020 (Awards > \$250,000)

Description	Status	Awarded Vendor	Number of Bids	Awarded Value	Awarded Date
RFT-2020-32 Road Overlay Program	Awarded**	Wapiti Gravel Suppliers	2	\$18,761,587.70	3-Jul-20
RFT-2020-62 Catchbasin Manhole Repairs - O'Brien Lake	Awarded**	Wapiti Gravel Suppliers	3	\$275,408.04	15-Jul-20
RFP-2020-52 Smith Subdivision Services & Road Work	Awarded*	Helix Engineering	4	\$338,840.00	16-Jul-20
RFT-2020-33 FDR Program	Awarded**	Wapiti Gravel Suppliers	2	\$2,380,119.98	22-Jul-20
RFT-2020-67 Crystal Ridge Road Rehab & Overlay	Awarded**	Wapiti Gravel Suppliers	3	\$1,390,747.66	05-Aug-20
RFP-2020-65 Snow Dump Liner Improvements (D&B)	Awarded*	Knelsen Sand and Gravel	2	\$3,279,499.00	05-Aug-20
RFT-2020-56 Traffic Signal Work	Awarded**	RGM Contracting	2	\$1,079,739.35	12-Aug-20
RFT-2020-68 Road Overlay Phase 2	Awarded**	Knelsen Sand and Gravel	3	\$1,784,980.50	12-Aug-20
RFP-2020-69 Road Rehab & Intersection Upgrades	Awarded*	WSP Canada	5	\$578,076.00	31-Aug-20
RFT-2020-75 Trail Program	Awarded**	Wapiti Gravel Suppliers	3	\$281,426.58	31-Aug-20
RFQ-2020-83 132 Avenue Ditch Regrading	Awarded**	Mainline Construction	3	\$421,487.08	9-Sep-20
RFT-2020-55 Downtown Rehab Phase 4 (note 1)	Awarded**	Knelsen Sand and Gravel	4	\$11,831,596.33	6-Aug-20
Sourcwell/RMA 2020 John Deere 850L Tracked Dozer	Awarded***	Brandt Tractor		\$438,175.66	11-Aug-20
Sourcwell/RMA 2020 John Deere 444L Wheel Loader (x3)	Awarded***	Brandt Tractor		\$598,171.04	27-Aug-20

* Awarded on highest evaluated proposal

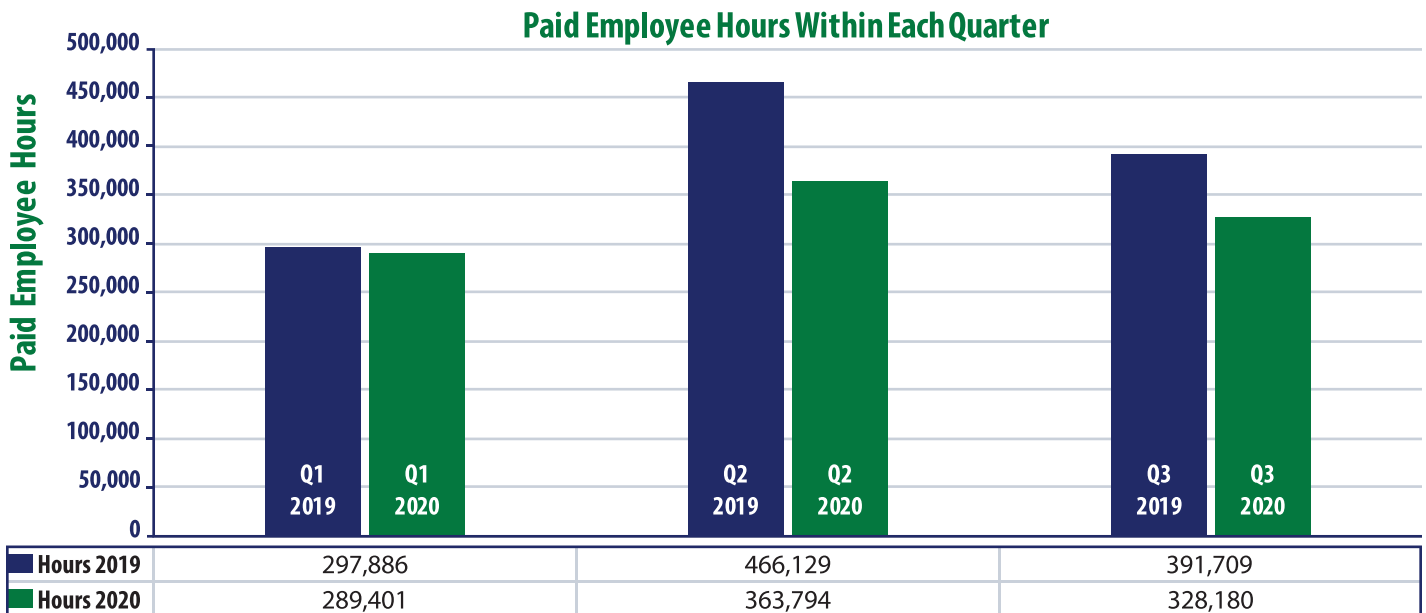
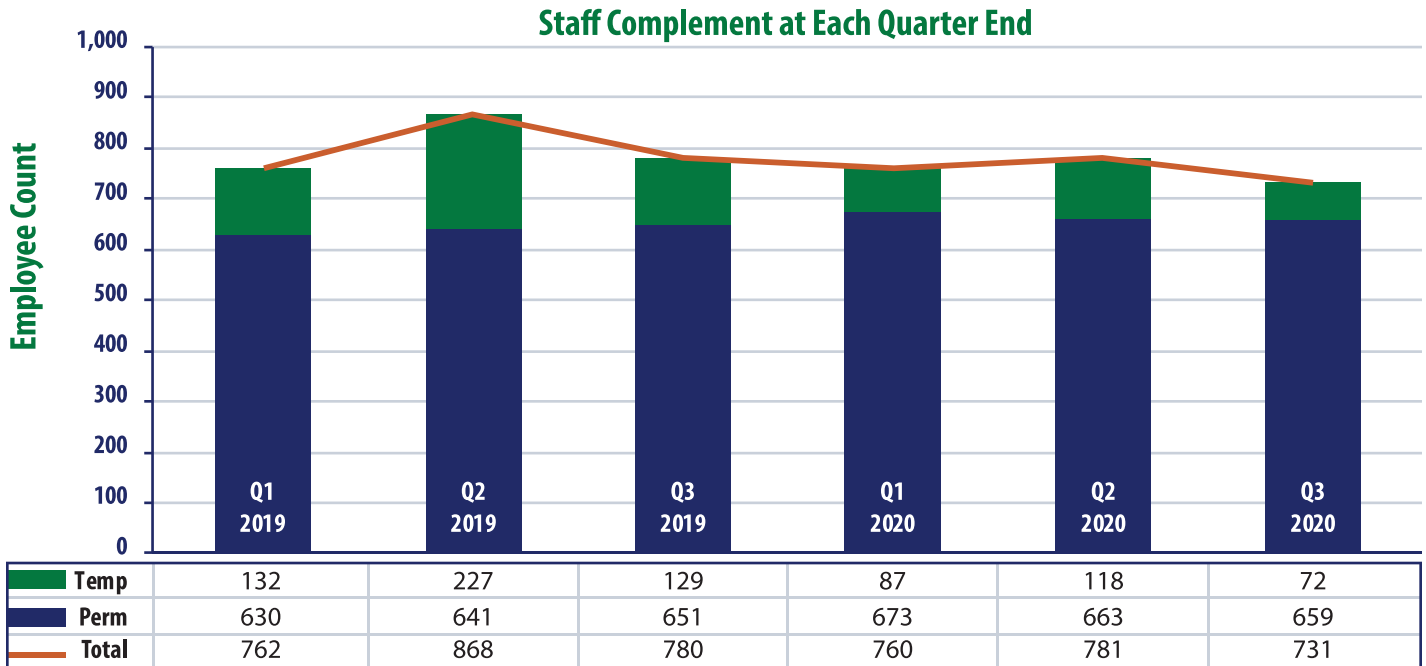
** Awarded on lowest cost meeting specifications

*** Direct Award - Group Purchasing Program

Note 1: RFT does not include the cost related to: pre and post-engineering costs, streetlights, contingency, City representation, communication and marketing support, and changing station costs.

Staff Complement and Paid Employees Hours By Quarter

For the Period Ending September 30, 2020



Note: Paid employee hours include the following categories of employee pay codes:

- Regular hours worked and statutory holiday hours
- Overtime hours paid or taken as time in lieu
- Sick time and paid approved medical leave
- Vacation hours and paid approved leave hours utilized

Paid employee hours does not include hours related to additional pay amounts such as: crew chief, shift differential, or standby pay.

Travel Expense Reimbursement to Council

For the Period of July 1 – September 30, 2020

Council Member	Discretionary Expenditures
Given, Bill	-
Blackburn, Clyde	-
Bressey, Dylan	-
Clayton, Jackie	\$62.17
Friesen, Eunice	-
Minhas, Yad	-
O'Toole, Kevin	\$2,387.94
Pilat, Wade	-
Thiessen, Chris	\$31.24
Total	\$2,481.35

Mandatory Expenses	\$5,917.85
Q3 Total	\$8,399.20

Mandatory: Includes travel, subsistence, accommodations.

Discretionary: Includes tickets and any other costs related to public.

2020 Q3 Standing Committees and Council Meetings Record of Attendance

Date	Type of Meeting	Chair	Council Alternate	Mayor Given	Councillor Blackburn	Councillor Bressey	Councillor Clayton	Councillor Friesen	Councillor Minhas	Councillor O'Toole	Councillor Pilat	Councillor Thiessen
LEGEND: P = PRESENT A = ABSENT O = OBSERVED DC = DEPUTY CHAIR DM = DEPUTY MAYOR CB = CITY BUSINESS												
11-Aug	Bylaw & Policy Review (via telecom)	O'Toole	Bressey / Pilat	P		P (left at 3:49)				P	P (left at 3:32)	
08-Jul	CCW (via telecom)	Mayor Given	as scheduled	P	P	P	P	P	P	P	A	P
14-Jul	CCW (via telecom)	Mayor Given	as scheduled	P	P	P	A	P	P	P	P	P
31-Aug	CCW (via telecom)	Mayor Given	as scheduled	P	P	P	P	P	P (left at 11:00)	P	P	P
08-Jul	Special City Council (via telecom)	Mayor Given	as scheduled	P	P	P	P	P	P	P	A	P
13-Jul	City Council (via telecom)	Mayor Given	as scheduled	P	P	P	P (left at 7:12)	P	P	P	P (left at 5:50)	P
10-Aug	City Council (via telecom)	Mayor Given	as scheduled	P	P	P	P	P	P	P	P	P
24-Aug	City Council (via telecom)	Mayor Given	as scheduled	P	P	P	P (left at 6:14)	A	P	P	P	P
31-Aug	Special City Council (via telecom)	Mayor Given	as scheduled	P	P	P	P	P	A	P	P	P
08-Sep	City Council (hybrid)	Mayor Given	as scheduled	P	P	P	P	P	P	P	P	P
21-Sep	City Council (hybrid)	Mayor Given	as scheduled	P	P	P	P	P	P	P	P	P
				P	P	P	P	P	P	P	P	P
07-Jul	Community Services (via telecom)	E. Friesen	Clayton / Pilat / Given (ex-officio)	P	O	O	P	P	O	O	P	O
04-Aug	Community Services (via telecom)	E. Friesen	Clayton / Pilat / Given (ex-officio)	P	O	O	P	P	O	O	A	
18-Aug	Community Services (via telecom)	E. Friesen	Clayton / Pilat / Given (ex-officio)	P	O	O	P	P	O	O	P	O
01-Sep	Community Services (via telecom)	E. Friesen	Clayton / Pilat / Given (ex-officio)	P	O	O	P	P	O	O	A	
15-Sep	Community Services (hybrid)	E. Friesen	Clayton / Pilat / Given (ex-officio)	P		O	DC	A	O	O	A	O
29-Sep	Community Services (hybrid)	E. Friesen	Clayton / Pilat / Given (ex-officio)	P	O	O	P	P	O	O	P	O

2020 Q3 Standing Committees and Council Meetings Record of Attendance Con't

Date	Type of Meeting	Chair	Council Alternate	Mayor Given	Councillor Blackburn	Councillor Bressey	Councillor Clayton	Councillor Friesen	Councillor Minhas	Councillor O'Toole	Councillor Pilat	Councillor Thiessen
LEGEND: P = PRESENT A = ABSENT O = OBSERVED DC = DEPUTY CHAIR DM = DEPUTY MAYOR CB = CITY BUSINESS												
07-Jul	Corporate Services (via telecom)	Minhas	O'Toole / Friesen / Given (ex-officio)	P	O	O	O	P	P	P	O	O
04-Aug	Corporate Services (via telecom)	Minhas	O'Toole / Friesen / Given (ex-officio)	P	O	O	O	P	P	P	O	O
18-Aug	Corporate Services (via telecom)	Minhas	O'Toole / Friesen / Given (ex-officio)		O	O	O	P	P	P	O (left at 12:20)	
01-Sep	Corporate Services (via telecom)	Minhas	O'Toole / Friesen / Given (ex-officio)	P	O	O	O	P	P	P		
15-Sep	Corporate Services (hybrid)	Minhas	O'Toole / Friesen / Given (ex-officio)	P		O	O	A	P	P	O	O
29-Sep	Corporate Services (hybrid)	Minhas	O'Toole / Friesen / Given (ex-officio)	P	O	O	O	P	P	P	O	O

07-Jul	IED (via telecom)	Bressey	Thiessen / Clayton / Given	P	O	P	P		O	O	O	P
04-Aug	IED (via telecom)	Bressey	Thiessen / Clayton / Given	P	O	P	P	O	O	O		A
18-Aug	IED (via telecom)	Bressey	Thiessen / Clayton / Given	P	O	P	P	O	O	O	O	P
01-Sep	IED (via telecom)	Bressey	Thiessen / Clayton / Given	P	O	P	P	O	O	O	O	A
15-Sep	IED (hybrid)	Bressey	Thiessen / Clayton / Given	P	O	P	P		O	O	O	A
29-Sep	IED (hybrid)	Bressey	Thiessen / Clayton / Given	P	O	P	P	O	O	O	O	P

07-Jul	PSS (via telecom)	Pilat	Thiessen / O'Toole / Given (ex-officio)	P	O	O	O		O	P	P	P
04-Aug	PSS (via telecom)	Pilat	Thiessen / O'Toole / Given (ex-officio)	P	O	O	O	O	O	DC	A	A
18-Aug	PSS (via telecom)	Pilat	Thiessen / O'Toole / Given (ex-officio)	P (left at 11:48)	O	O	O	O	O	P	P	P
01-Sep	PSS (via telecom)	Pilat	Thiessen / O'Toole / Given (ex-officio)	P	O	O	O		O	DC	A	A
15-Sep	PSS (via telecom)	Pilat	Thiessen / O'Toole / Given (ex-officio)	P	O (left at 12:07)	O	O		O	P	P	P
29-Sep	PSS (via telecom)	Pilat	Thiessen / O'Toole / Given (ex-officio)	P	O	O	O	O	O	P	P	P

12-Aug	Pursuit of Excellence	Pilat	Friesen / Minhas					P	A		P	
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