
REPORT NAME

2021 Quarter 4 Reporting, ending December 31, 2021.

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*): n/a

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 Quarter 4 Reporting



Quarterly report

2021 Q4 Report

December 31, 2021

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County Highlights

Corporate Plan

Departmental quarterly reports

- ▶ **Administration**
 - ▶ *Assessment Services*
 - ▶ *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**
- ▶ **Utilities**
 - ▶ *Water distribution*
 - ▶ *Wastewater collection*
 - ▶ *Waste management*
- ▶ **Other**
 - ▶ *Fiscal services*
 - ▶ *Requisitions expenditures*

Major and Capital Project Plans

Operating Reserve Schedule

Capital Reserve Schedule

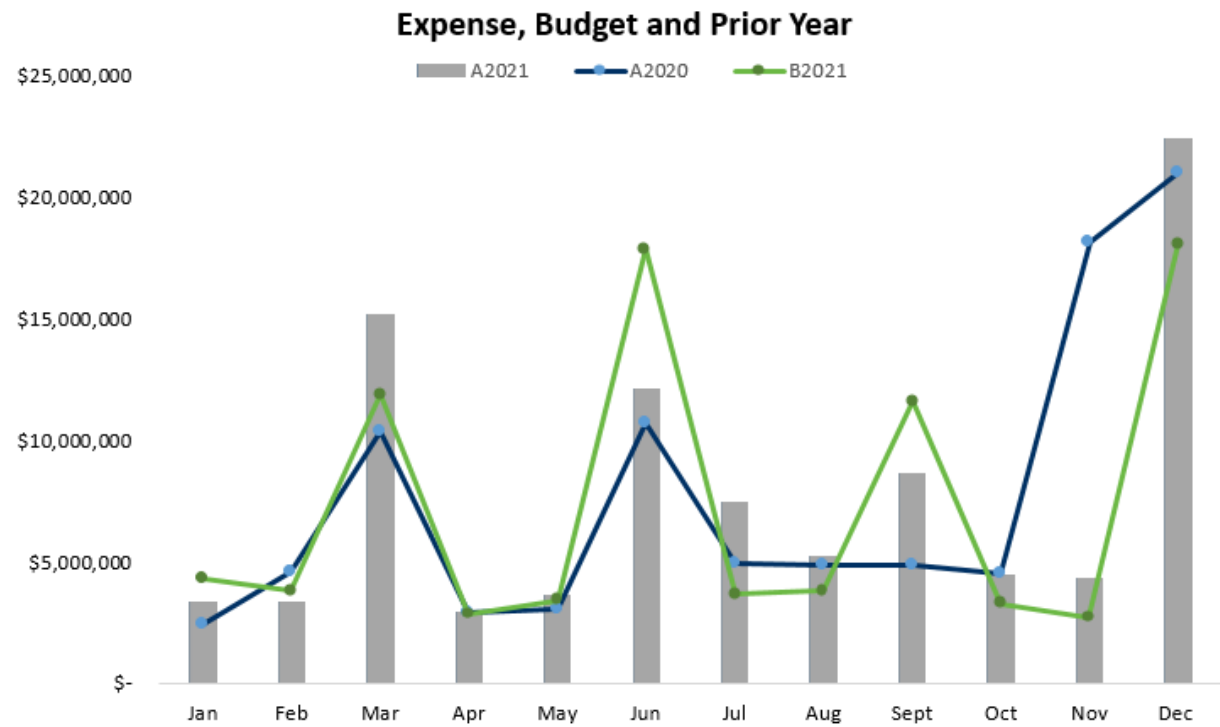
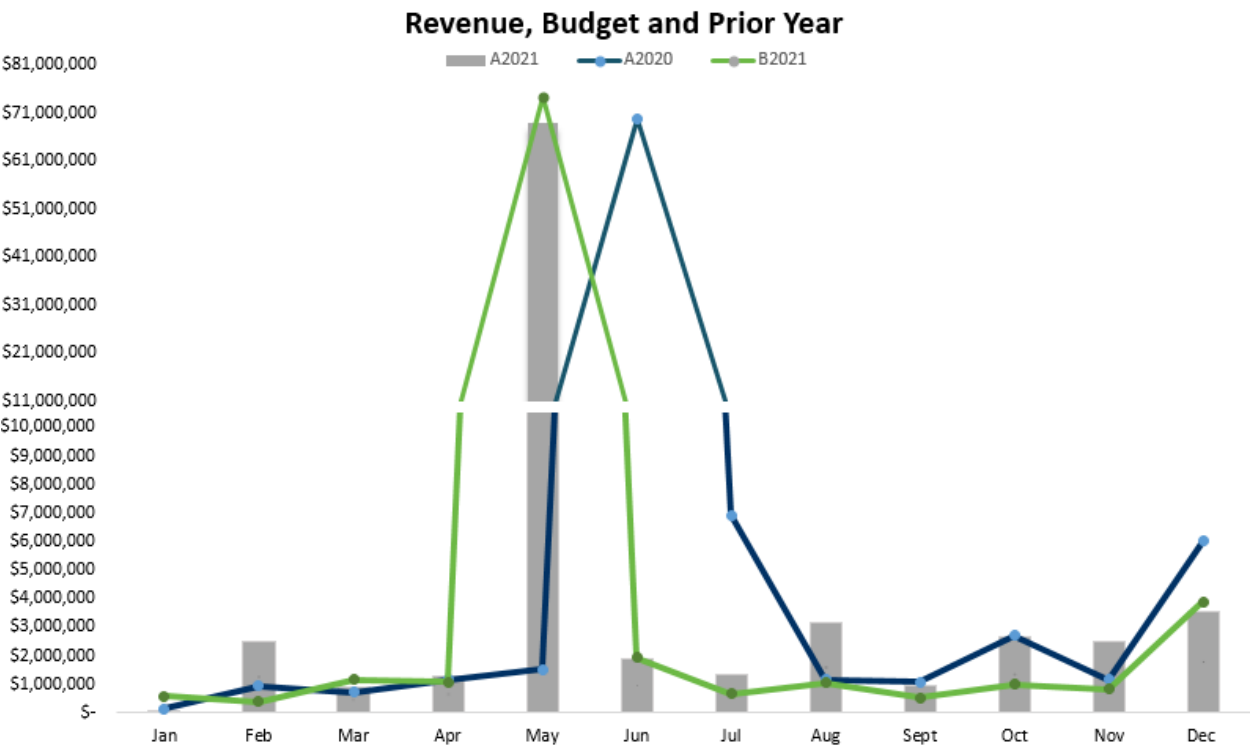
Strategic Plan and Operational Plan Indicators

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

Q4 Highlights

- Municipal election held on October 18 with the addition of a "Where to Vote" GIS application on our website.
- Council approved the 2022 interim budget in December.
- Work continued on Nisku Spine Road with bridge construction over the Blackmud Creek occurring over the winter.
- Completed the draft Transportation Master Plan, with the intent of presenting it to Council in 2022.
- Completed the 2021 bridge maintenance program.
- Completed Request for Proposal (RFP) and selection of a new Enterprise Content Management system.
- Thirty-five unsightly property complaints were investigated in 2021, with five files carried over into 2022.
- Completed recruitment for Nisku full-time, daytime fire service. New service will commence in January 2022.
- Over 200 tax returns were filed, helping low income residents access more than \$625,000 in refunds and government subsidies.
- One hundred eighty-six online sessions have been offered to support groups and individuals, including 1,737 participants within the Family Resource Network and Family and Community Support Services programs.
- An introduction of drop-in supports and services have served over 190 participants in Thorsby and Devon from September to December.
- Seventy-six families have received 682 one-on-one support visits, both virtually and in person.
- Thirty-four individuals have been supported through the Bridges Fetal Alcohol Spectrum Disorder program with over 868 one-on-one visits. Supports include over 150 referrals to agencies to support access to food, legal aid, housing and financial assistance.
- Conducted public participation on the following initiatives:
 - Central Nisku Local Area Structure Plan.
 - Public hearing: close and sell a portion of undeveloped road allowance.
 - Public hearing: Land Use Bylaw amendment LA21-003.
 - Public hearing: rescind Camrose County and Leduc County Intermunicipal Development Plan.
- Year to date, 368 development permits and 1763 safety codes permits received, for a total construction value of \$129.9 million.
- In Q4, 457 safety codes permits issued for a total construction value of \$27,283,241.
- Winter gravelling program commenced December 6.
- Completed the Strategic Waste Management Plan review workshops with Council and a final version is to be presented to Council on February 8, 2022.

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	VACANT LOT SALES				IMPROVED LOT SALES		
	Number of sales	Property type	Parcel size (acres)	Median value/acre	Number of sales	Property type	Median improved value
1	3	Residential lot	2 – 4	\$52,550	3	Small Parcel Residential	\$5705,000
	1	Farmland	20	\$10,470	2	New Sarepta	\$357,500
					2	Large rural parcel	\$540,000
2	3	Residential parcel	2 – 4	\$60,345	16	Rural Residential / Multi-lot Subdivisions	\$643,750
	2	Farmland	70-160	\$10,700			
3*	2	Residential lot	Lot	\$300,000	17	Rural Residential / Multi-lot Subdivision	\$624,000
	4	Residential parcel	2 – 4	\$151,650			
	1	Farmland	96	\$8,330			
4	1	Farmland	160	\$5,690	3	Rural Residential	\$500,000
	1	Residential parcel	2	\$97,090	3	Large rural parcel	\$1,000,000
5	2	Rural Residential	3-5	\$26,325	3	Rural Residential	\$485,000
	1	Farmland	40	\$6,970	4	Large rural parcel	\$445,000
6	3	Farmland	20-150	\$3,410	2	Rural Residential	\$464,250
	1	Rural Residential	5	\$21,445	4	Large rural parcel	\$513,500
					6	Lake lot	\$437,750
7	3	Farmland	80-155	\$2,220	3	Large rural parcel	\$350,500
					4	Rural Residential	\$403,750
Nisku	0				6	1 – 30 acre parcel with buildings	\$4,262,500
Total sales	28				78		

* Division 3 does not include Nisku Business Park

2020 Q4 Vacant Sales 33

2020 Q4 Improved Sales 73

	2020 Total	2021 Total
Vacant sales	78	144
Improved sales	177	247

Nisku vacancy rates

Nisku Business Park vacancy rates sit around the 7.5% range, a slight decrease from Q3 2021. 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
Star Commercial Properties (multi bay office/shops)	Interior work is progressing.
York Realty/Hello Fresh	Building is nearing completion.
ABSK Holdings	Building is now complete and file is closed.
Siemens/Kemway Construction	Waiting for final paperwork.
Capital Power	There are now 42 building permits for 2 warehouses, 2 turbine buildings and various smaller buildings related to the turbine buildings. Site work and construction has begun.
One Properties	The project is nearing completion and partial occupancy of finished areas has been granted.
Sunnybrook Welding	Insulation and vapour barrier are complete.
Circle K Store and Gas Bar	Construction to commence in March 2022.
Teck Alberta 14 Bay office/warehouse	Site preparation has begun.
Adcock Lift Systems	Site preparation has begun.
RMA Addition (offices and meeting spaces)	Site preparation has begun.
A6 Holdings storage building	Foundation is complete.

Permits

Development permits	2020 Q4 Totals	2021 Q4 Totals	2021 YTD
Received	65	68	368
Issued	59	48	319
Refused	1	0	11
Processing	3	20	n/a
Closed/withdrawn	2	0	13

Building permits	2020 Q4 Totals	2021 Q4 Totals	2021 YTD
Issued	65	77	388
Est. Construction value	\$46,203,086	\$26,869,661	\$129,995,204
Fees	\$266,876	\$178,201	\$855,257

Safety code permits	2020 Q4 issued	2021 Q4 issued	2021 YTD issued	2020 Q4 Fees	2021 Q4 Fees	2021 YTD Fees
Electrical	125	159	595	\$28,203	\$28,074	\$115,684
Gas	129	137	432	\$12,958	\$13,203	\$44,823
Plumbing	43	52	248	\$8,230	\$7,643	\$34,685
Private sewage	26	32	100	\$4,275	\$4,900	\$15,192
Total	323	380	1,375	\$53,666	\$53,820	\$210,384

Health and Safety

- Completed the 2021 internal health and safety audit with a score of 84%.
- Reviewed and revised, as needed, the incident investigation process, safe work practices and forms.
- Launched employee secure webpages, an accessible and centralized location to house health and safety information for the organization.
- Completed various safety training with staff i.e. safety warden, first aid (emergency/standard), and Leadership for Safety Excellence.

	Q4 Total	YTD
Number of incidents	17	67
Number of near misses	13	28
Number of safety meetings conducted	41	131

Definitions

- *Incident* - an occurrence, condition, or situation arising in the course of work that resulted in or could have resulted in injuries, illnesses, damage to health, or fatalities.
- *Near miss* - an unplanned event that did not result in injury, illness or damage, but had the potential to do so.

Whistleblower complaints

	Q4 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 with a new Discover Leduc Region website launched in June 2020.
- Parks visioning project initiated in 2020 with continued work in 2021 to gather stakeholder input to inform the plan. A stakeholder information summary provided to Parks and Recreation Advisory Committee in Q1 2021. Council approved a 2022 project for a parks and recreation master 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 and multi-year agreements will be updated in 2022.
- Additional financial support to not for profits or community groups supported by policies CD-01 Community Facility Special Projects, CD-02 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, 2021, and 2022.
- Special grant support for energy efficient projects with the Calmar and New Sarepta Ag Societies.
- Recreation visioning with Warburg and Thorsby grant submission.
- Contributed \$2.4M, through a multi-year agreement, to the Beaumont Sport and Recreation Centre (formerly Aqua-fit) expansion.

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.
- Due to the COVID-19 pandemic, Leduc County transitioned to virtual programming with new events such as Creative Connections (scavenger hunt, dance party), Hide and Seek challenge, Leduc County winter lights online map and Try a trail.

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.
- Municipal Development plan includes policy to support subdivision process.
- Involvement in the Edmonton Metropolitan Region Board's (EMRB) Regional Agriculture Master Plan (RAMP) task force resulted in a RAMP being approved by EMRB's board in Q3 2021.

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.
- Both agriculture and food processing are identified as target sectors in the County's Investment Readiness and Implementation Strategy.

- Economic development videos were created in 2021 to highlight agriculture and agri-foods sector in Leduc County.
- Continued commitment to the clubroot program and encouraging good husbandry around appropriate crop rotations, utilizing varieties that have genetic resistance to clubroot, and minimizing soil movement where possible. Inspections for clubroot continue to be conducted on all canola fields with testing completed on suspected fields.

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. Transitioned to planning virtual sessions with workshops on land access and a commercial horticulture roadmap series held in Q4 2021.
- 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. Second offering of the series is commencing in January 2022.
- The local foods interactive map was developed for the Discover Leduc Region website and went live in Q1 2021 with 43 producers registered as of December 31, 2021. Work has begun on the second phase of the interactive map will include businesses that are sourcing local products.
- The first, Know your Farmer, Know your Food, local food tours were completed in Q3 2021.

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

- Involvement in the Edmonton Metropolitan Region Board's (EMRB) Regional Agriculture Master Plan (RAMP) task force resulted in a RAMP being approved by EMRB's board in Q3 2021.
- Partnership with Leduc Regional Chamber of Commerce and City of Leduc for a Leduc Region Tourism Strategy approved in January 2020 with a new Discover Leduc Region website launched in June 2020. The towns of Devon and Calmar joined the collaboration in Q2 2021 and the City of Beaumont joined in Q3 2021.
- 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, Know your Farmer; Know your Food ag tours were held July 18 and August 22, 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.
- The Regional Agriculture Master Plan (RAMP) approved by the Edmonton Metropolitan Region Board in August 2021. Provided support to RAMP task force to aid in development of the Land Evaluation and Site Assessment (LESA) tool.
- An Agriculture Impact Assessment tool 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 and the second phase of public participation completed in Q3 2021. A draft plan finalized in 2021.
- Nisku Spine Road design between 25 Avenue and Township Road 510 completed in Q1 2021.
- Township Road 510 4-lane detailed design commenced in 2021.
- Established County standard for grading of gravel road network that utilizes consistent grading techniques throughout the municipality.
- Construction has commenced on the next phase of the Nisku Spine Road, from Township Road 510 to Airport Road, in Q4 2021. Project will be completed in 2022.
- Conducted trials to test various road paving/treatments.
- Organizational commitment to asset management practices to guide investment decisions in our road network.
- Dust suppression program review completed in 2021 to examine effectiveness.
- A draft gravel road strategy was presented to the Public Works Committee in 2020.

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

- Continued advocacy for grant funding to support future work on the Nisku Spine Road. Grant application submitted in Q4 2020. Western Economic Diversification Canada announced a \$17.7M grant award from the federal government in Q2 2021.
- Transportation Master Plan developed to support this focus area.
- Enhancements to infrastructure, such as the Nisku Spine Road, to support development initiatives.
- Legacy funds policy (ED-01) was approved by Council on April 27, 2021 with the intent to establish a self-sustaining legacy fund utilizing funds received as compensation for lands annexed by the City of Edmonton. This fund can contribute financially to key infrastructure projects in accordance with the principles outlined within the policy.

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.
- In Q3 2021, a grant application was submitted to the Government of Canada's Rural Transition Solution Fund – Planning and Design to support a transit needs assessment and feasibility study.
- Leduc County will transition to a new transit model in 2023.

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.
- In partnership with the Government of Alberta, construction of the roundabout at the intersection of Hwy 60 and 39 was completed in 2020.
- Safety assessment completed of the Glen Park Road and Range Road 263 corridor in 2020 and actions taken to make improvements.

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

- Transportation Master Plan started in 2020, second phase of public participation completed in Q3 2021. Draft is complete and will be reviewed with Council in Q2 2022.

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 developed and implemented a business registry for Nisku and the EIA property (Initiative E3) in 2021.
- Approval of an Agricultural Strategy (Initiative E5).
- Expanded transit service to the Nisku Business Park (Initiative E6).
- Approval of 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).
- Work commenced in 2021 to update Leduc County's economic development strategy, a 2022 project will be completed to update Leduc County's population and employment forecasts, land supply inventory, and growth management approach.

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.
- Leduc County became a major contributor, in Q2 2021, to the regional Air Services Opportunity Fund to help the Edmonton International Airport bring back commercial flights when the airports return to normalized service, post pandemic.
- Partnership with Edmonton International Airport on a drone transportation project in Q4 2021.

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.
- Significant progress on the Central Nisku Local Area Redevelopment Plan, which will provide clarity related to development potential of key undeveloped and underutilized sites in Nisku.
- Broadband strategy completed in 2021 and an implementation plan will be completed in 2022.

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 second summit is planned for 2022.
- 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.
- In Q4 2021, marketing videos were produced that align with the recently completed community profile and industry sector information sheets.

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

- Secured a contract with Edmonton International Airport (EIA) for the operation and management of their utilities systems in Q2 2021. Work commenced June 30, 2021.
- Projects approved in 2022 to determine capacity in our water and wastewater systems.

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-Edmonton Metropolitan Region Board (EMRB) member municipalities.
- Signed a memorandum of understanding with the 12 other EMRB municipalities to participate in the Collaborative Economic Development (CED) initiative.
- Discussions to establish a Regional Emergency Management agency were initiated in 2021 with partner municipalities Thorsby, Warburg, and Calmar.

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

- Partnership with three rural municipalities on Edmonton Metropolitan Region Board (EMRB) governance and mandate reform.
- Leduc County became a major contributor, in Q2 2021, to the regional Air Services Opportunity Fund to help the Edmonton International Airport bring back commercial flights when the airports return to normalized service, post pandemic.
- Collaborating with Black gold and local businesses requiring enhanced policing.
- Significant work completed on regional leadership through Edmonton Metropolitan Region Board (EMRB) boards and committees. Leduc County reappointed to the EMRB's Audit and Finance committee in 2022.
- Leduc County remains a key participant in the EMRB's Regional Agriculture Master Plan (RAMP) through representation on the RAMP implementation working group.

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

- Continued oversight to Leduc County's response to the COVID-19 pandemic, with adjustments made as needed due to the changing environment. Initiated the return to work from home for some staff due to the declaration of the state of public health emergency and new temporary measures imposed on September 16.
- Continued work on preparations for the fall municipal election, with the election being held on October 18. Recounts for two divisions were conducted.
- Organized and delivered a council orientation after the election.
- 2022 interim budget approved in December.
- Completed brand ambassador training in all departments.
- Completed a draft resident guide.

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 Dec. 31 2021	Identified deliverables with status update
Complete brand strategy actions.	Q4 2021		Roll out of brand ambassador training to all departments. <ul style="list-style-type: none">Virtual brand ambassador training was initiated in Q3 with training completed with all departments by the end of Q4.
	Q2 2021		Signage design concepts completed. <ul style="list-style-type: none">Signage audit completed to establish the current inventory of signage.Signage design concepts presented at Council workshop in March 2022.
	Q2 2021		Leverage County Chronicle newsletter to highlight business or resident. <ul style="list-style-type: none">Highlighted the agriculture and food processing sector, from Leduc County's Investment Readiness and Implementation Strategy, in the Q4 edition of the County Chronicle.

Strategy 1.2

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

Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
Develop a resident guide.	Q2 2021		Guide distributed to new residents and available on our website. <ul style="list-style-type: none">Workshop held with Council on September 14 to gather input.Guide content and design has been completed.Distribution of the guide will commence in 2022.

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 Dec. 31 2021	Identified deliverables with status update
Lobby for grant support of Leduc County projects and initiatives.	Q1 2021		<p>Leverage federal grant dollars to advocate for provincial support for the extension of the Nisku Spine Road.</p> <ul style="list-style-type: none">Government of Canada – Western Economic Diversification Canada – grant funding of \$17.7 million announced for the completion of the Nisku Spine Road in Q2.

Strategy 2.2

Work with regional partners on regional initiatives.

Actions	Target dates	Status at Dec. 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		<p>Provide administrative support to the inter-municipal negotiation.</p> <ul style="list-style-type: none">Committee meetings held October 19 and November 23, 2020 as well as January 12, February 11, March 18, April 22 and June 17, 2021.Agreement in principle reached at the April 22 meeting.Further meetings postponed until after the October municipal election.This action added to the 2022 Corporate Plan.

Goal 3

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

Strategy 3.1

Encourage public participation in local government.

Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
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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"> Continue to gather email addresses from interested residents and businesses that can be drawn from for future public participation opportunities. Further actions identified in the 2022 Corporate Plan.
Create a resident and business database for public participation purposes.	Q2 2021		Investigate public participation tools. <ul style="list-style-type: none"> Multiple tools were examined and the findings will be used to inform a future budget ask.
Conduct the citizen satisfaction survey.	Q2 2021		Findings report presented to Council. <ul style="list-style-type: none"> What we heard report presented to Council on May 25 and published on the website. Survey results were published in the County Chronicle in Q2.

Goal 4

Serve residents and businesses through efficient, effective and comprehensive municipal services.

Strategy 4.1

Ongoing evaluation of the municipality's levels of service.

Actions	Target dates	Status at Dec. 31 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"> Strategy is completed and was presented at the December 7 Governance and Priorities meeting.
	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,	Q1 2021		Organizational directive for all departments to examine current processes

provide an improved customer experience and reduce red tape.			<p>and identify areas of improvement within their 2021 operational plans.</p> <ul style="list-style-type: none"> All department's 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 staff in identifying areas for improvement.
	Q4 2021		Implement identified improvements across the organization.
	Q4 2021		<p>Report on organizational efficiencies as required as part of the Municipal Stimulus Program grant.</p> <ul style="list-style-type: none"> Report submitted to the Government of Alberta.
Examine the fire services delivery model at the Edmonton International airport.	Q4 2021		<p>Complete a model review.</p> <ul style="list-style-type: none"> Standard of cover report presented to Council on June 22.

Strategy 4.2

Ongoing evaluation of fiscal management practices.

Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
Review tax revenue sharing agreement with the City of Leduc.	Q2 2021		<p>Revised agreement approved by both Councils.</p> <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. Response received by the City of Leduc on June 8. Letter sent to Minister of Municipal Affairs, in September, to ask that they appoint an arbitrator to assist in resolving the disagreement, in order to achieve an equitable tax share arrangement between the County and City.

			<ul style="list-style-type: none"> Both parties have agreed to arbitration on this matter. It is anticipated to occur in 2022.
Advance asset management (AM) practices of the organization.	Q2 2021		<p>Complete deliverables identified in the Federation of Canadian Municipalities Asset Management grant.</p> <ul style="list-style-type: none"> Asset management plan for fleet is complete. Asset management strategy is complete. Improvement plan is complete.

Goal 5

Continue to build on a corporate culture that inspires staff to excel in their roles and contribute to organizational success.

Strategy 5.1

Establish programs to support and motivate staff and supports professional development.

Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
Create action plan based on staff satisfaction survey completed in Q4 2020.	Q1 2021		<p>Action plan created.</p> <ul style="list-style-type: none"> Action plan was finalized in Q2 and distributed to staff.
	Q4 2021		<p>2020 actions completed.</p> <ul style="list-style-type: none"> An internal working group was formed to examine areas of improvement for internal communications. Identified actions were completed with the roll-out of employee secure webpages to house health and safety information for the organization.

Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Sept. 30 2021	Identified deliverables with status update
County Manager's Office participation and support in health and safety initiatives,	Q4 2021		<p>Ten activities attended per year.</p> <ul style="list-style-type: none"> One member of the Executive Leadership Team (ELT) attends the

such as toolbox meetings and site inspections.			monthly health and safety committee meeting. <ul style="list-style-type: none"> • Members of the ELT attend various department safety meetings. • Organization wide safety pledge banner rolled out.
	Q4 2021		Focus on safety message within Executive leadership team bi-annual meetings held with all departments. <ul style="list-style-type: none"> • Department meetings commenced in Q2 and include a safety discussion with staff.

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 Dec. 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 for the Transportation Master Plan. • Will utilize this tactic, when appropriate, for other public participation campaigns.
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. • Administrative directives are being created to standardize the approach to certain organization wide messaging. • Secure webpages created to allow information for staff to be more readily accessible.
Improve complaints management process.	Q3 2021		Evaluate external complaints management tools. <ul style="list-style-type: none"> • Project will be completed in 2022.

Website audit and ongoing enhancements.	Q1 2021		<p>Complete a one-year post new website launch report.</p> <ul style="list-style-type: none"> One-year post new website launch report was presented to Council on February 9.
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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 Dec. 31 2021	Identified deliverables with status update
Host a candidate orientation session.	Q2 2021		<p>Event held.</p> <ul style="list-style-type: none"> Due to COVID-19, a website orientation was developed in lieu of an in-person event. Multiple videos were developed to provide information to residents interested in running for office.
Conduct the election process.	Q4 2021		<p>Conduct election that is fair and transparent.</p> <ul style="list-style-type: none"> Election held on October 18.
Complete a Council orientation.	Q4 2021		<p>Post-election Council orientation held.</p> <ul style="list-style-type: none"> Council orientation held in Q4.

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 Dec. 31 2021	Identified deliverables with status update
Develop a plan to transition transit services from Leduc Transit to a new service model.	Q3 2021		<p>Plan developed for implementation in 2022.</p> <ul style="list-style-type: none"> Report presented at the September 7 Governance and Priorities meeting. Grant application submitted to the Government of Canada's Rural Transition Solution Fund – Planning

			and Design to support a needs assessment and feasibility study.
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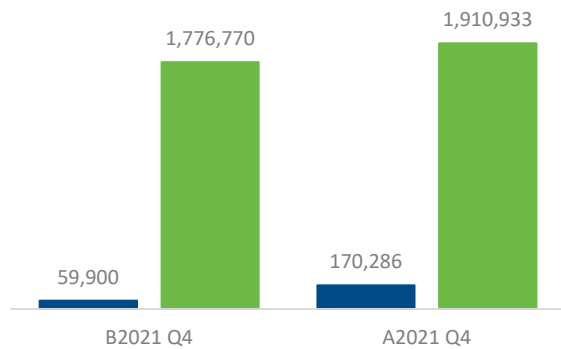


County Manager's Office

Q4 - 2021 Financial Reporting

Department Head - Duane Coleman

■ REVENUE
■ EXPENSE

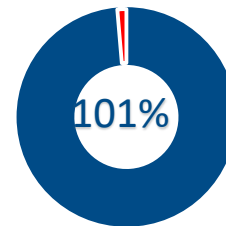


Variance YTD
\$23,778

% of Q4 Budget



% of Annual Budget



Corporate leadership

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Other revenue from own sources	-	64,414	64,414	0%
Total Revenue	-	64,414	64,414	0%
Earnings & benefits	1,287,055	1,369,885	82,830	106%
General services-contracted	236,294	269,837	33,543	114%
Goods, supplies & materials purchased	580	913	333	157%
Total Expense	1,523,929	1,640,635	116,706	108%
Surplus/(Deficit)	(1,523,929)	(1,576,221)	(52,292)	103%

Variance

Other revenue from own sources and general services - contracted

- Higher legal costs than anticipated which are offset by unbudgeted reimbursement of legal expenses.

Earnings & benefits

- One position approved after final budget.

County Manager's Office

Q4 - 2021 Financial Reporting

Communications

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Other transactions</i>	25,900	22,150	(3,750)	86%
Total Revenue	25,900	22,150	(3,750)	86%
<i>General services-contracted</i>	179,098	187,220	8,122	105%
<i>Goods, supplies & materials purchased</i>	10,000	6,352	(3,648)	64%
Total Expense	189,098	193,572	4,474	102%
Surplus/(Deficit)	(163,198)	(171,422)	(8,224)	105%

Variance

No significant variances.

Elections

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	34,000	44,288	10,288	130%
<i>Conditional grants from other government</i>	-	39,434	39,434	0%
Total Revenue	34,000	83,722	49,722	246%
<i>Earnings & benefits</i>	33,143	38,088	4,945	115%
<i>General services-contracted</i>	26,200	34,563	8,363	132%
<i>Goods, supplies & materials purchased</i>	4,400	4,076	(324)	93%
Total Expense	63,743	76,727	12,984	120%
Surplus/(Deficit)	(29,743)	6,995	36,738	-24%

Variance

Other revenue from own sources

- Elections cost share revenue was higher than anticipated.

Conditional grants from other governments

- Unbudgeted provincial grant to compensate municipalities for counting provincial referendum votes.

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.
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Goal 5	Achieve optimal operational efficiencies.
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4: Department Highlights

- Continued work on annual and general inspections with increased workflow, due to increases in development permits.

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 Dec. 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		<p>Confirm the new assessment for Designated Industrial Property (DIP) in order to inform any required final budget changes.</p> <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 Dec. 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		<p>Declare an assessment roll that is based on solid economic indicators.</p> <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	Q2 2021		<p>Continue to gather all required business information and data to compile a map. Complete analysis of all requirements for</p>

stakeholders to modify an interactive business map for the Nisku Business Park.			<p>the production and maintenance of an interactive map.</p> <ul style="list-style-type: none"> • Collaboration with the Leduc, Nisku & Wetaskiwin Regional Chamber of Commerce did provide some business information but further business data collection is required. This initiative will continue in 2022.
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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 Dec. 31 2021	Identified deliverables with status update
The assessors will be active members of Alberta Assessors Association (AAA).	2021		<p>Participate in AAA committees and working groups and/or act as a facilitator and trainer at various AAA educational events.</p> <ul style="list-style-type: none"> • As chair of the Practice Review Committee, the Manager of Assessment Services was active in planning the virtual AAA 2021 Conference and hosted the virtual event. • The AAA planned to hold their fall Symposium Conference in Nisku but due to changing COVID-19 restrictions this event was cancelled. The association plans to reschedule this fall event for 2022 in Nisku, which will provide the opportunity to highlight the new ventures in Leduc County.

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 Dec. 31 2021	Identified deliverables with status update
Make appointments for all onsite inspections.	Q2 2021		Increase effectiveness of onsite assessment inspections. <ul style="list-style-type: none">Onsite inspections have resumed and the department is making appointments when possible.

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 Dec. 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 (RFI) process in order to simplify the process and increase the accuracy of data collection. Information gathered will be used to inform a future budget ask.

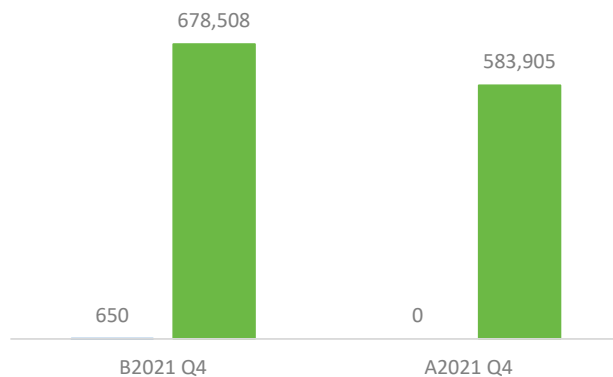
Assessment Services

Q4 - 2021 Financial Reporting

Department Head - Karen Burnand

■ REVENUE
■ EXPENSE

% of Q4 Budget

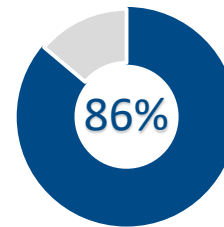


Assessment

86%

Variance YTD
(\$93,953)

% of Annual Budget



Assessment

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	650	-	-	0%
Total Revenue	650	-	(650)	0%
<i>Earnings & benefits</i>	624,637	539,859	(84,778)	86%
<i>General services-contracted</i>	48,821	42,491	(6,330)	87%
<i>Goods, supplies & materials purchased</i>	5,050	1,555	(3,495)	31%
Total Expense	678,508	583,905	(94,603)	86%
Surplus/(Deficit)	(677,858)	(583,905)	93,953	86%

Variance

Earnings & benefits

- Vacancy within the department through the year.



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

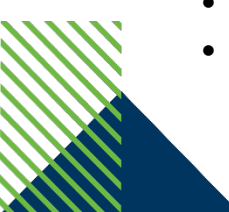
- Ensures the Corporate Services team successfully delivers strategic, reliable and valued support to the organization that aids in the achievement of strategic objectives.
- Leads the preparation, oversight, and alignment of the Corporate Services budget, ensuring responsible and appropriate use of 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 Request for Proposal (RFP) and selection of Enterprise Content Management system.
- Implemented new meeting room booking process.
- Published an online "Where to Vote" GIS application for 2021 elections on our website.
- Published the 2021 Land Ownership Map (digital and print).
- Completed renovations on the 4th floor of County Centre and moved office spaces between Family Community Support Services and Corporate Services departments.

- Completed building lifecycle reports for Thorsby's shop and fire hall.
- Completed compensation review and report for paid on-call firefighters.

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 Dec. 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"> • Draft fleet management strategy completed and being approved by the leadership team.
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 completed.
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.

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 Dec. 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 assessment and gap identification has been completed.
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. <ul style="list-style-type: none">Mental Health Strategy development has been completed.
Present the plan to the Senior Management Team (SMT) and Executive Leadership Team (ELT) for approval.	Q4 2021		Plan approved by SMT and ELT. <ul style="list-style-type: none">Plan to be presented and approved in Q2 of 2022.

Strategy 1.3

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

Actions	Target dates	Status at Dec. 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 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. <ul style="list-style-type: none">Health and Safety Field Advisor training was completed.
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. <ul style="list-style-type: none">Hazard assessments for field staff were completed.
Review hazard assessments with staff and sign off.	Q4 2021		Health and Safety Coordinator reviews all hazard assessments with applicable staff. <ul style="list-style-type: none">Reviews with staff have been completed.

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 Dec. 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. <ul style="list-style-type: none">Roll out of Office 365 has been deferred until Q3 of 2022.
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. <ul style="list-style-type: none">Locking cabinets for open infrastructure equipment has been procured and installation completed in Q4.
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. <ul style="list-style-type: none">Disaster Recovery Plan framework has been completed.

Strategy 2.2

Implement the recommendations from the records and digital information plan.

Actions	Target dates	Status at Dec. 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">RFP process completed and awarded.
	Q4 2021		Implementation of new records management software is completed. <ul style="list-style-type: none">Implementation of the new system will begin in Q1 of 2022.
Review of all OnBase applications currently in use and identify recommendations for replacement that	Q3 2021		The applications functionality review is complete. <ul style="list-style-type: none">Functionality review sessions have been completed with departments.

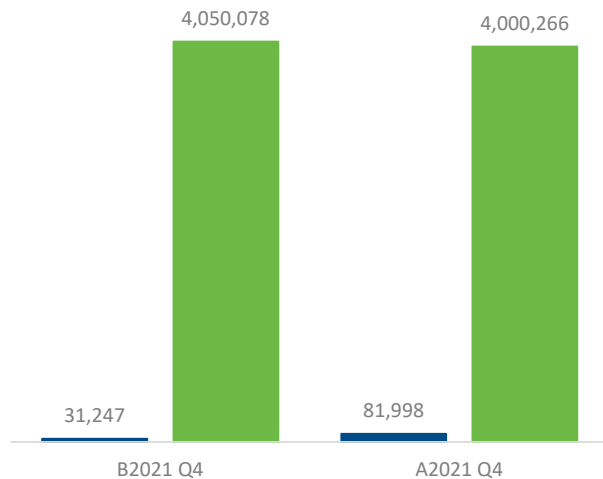
improve and enhance operational processes.	Q4 2021		<p>Recommendation for replacement of applications have been completed and approved by Administration.</p> <ul style="list-style-type: none"> • Recommendation for replacement completed and approved by Administration.
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Corporate Services

Q4 - 2021 Financial Reporting

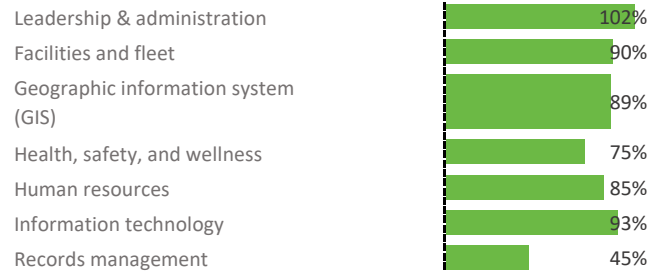
Department Head - Kent Pudlowski

■ REVENUE
■ EXPENSE

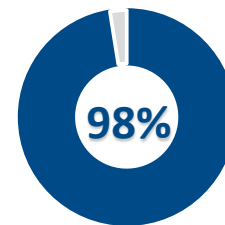


Variance YTD
(\$100,562)

% of Q4 Budget



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	3,400	1,555	(1,845)	46%
<i>Other revenue from own sources</i>	1,000	1,830	830	183%
Total Revenue	4,400	3,385	(1,015)	77%
<i>Earnings & benefits</i>	2,183,587	2,195,230	11,643	101%
<i>General services-contracted</i>	245,355	294,196	48,841	120%
<i>Goods, supplies & materials purchased</i>	5,840	1,141	(4,699)	20%
Total Expense	2,434,782	2,490,566	55,784	102%
Surplus/(Deficit)	(2,430,382)	(2,487,181)	(56,799)	102%

Variances

General services-contracted

- General insurance costs were higher than anticipated.

Corporate Services

Q4 - 2021 Financial Reporting

Facilities and fleet

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	450	600	150	133%
<i>Other revenue from own sources</i>	14,412	13,714	(698)	95%
Total Revenue	14,862	14,314	(548)	96%
<i>General services-contracted</i>	238,562	197,987	(40,575)	83%
<i>Goods, supplies & materials purchased</i>	184,872	161,356	(23,516)	87%
<i>Reserves, transfers & grants</i>	72,900	56,755	(16,145)	78%
<i>Financial service charges</i>	333,691	333,429	(262)	100%
Total Expense	830,025	749,527	(80,498)	90%
Surplus/(Deficit)	(815,163)	(735,212)	79,951	90%

Variances

General services-contracted

- Building maintenance costs were less than anticipated.
- Cost shared building expenses with Black Gold School Division were less than anticipated.

Goods, supplies & material purchased

- Budget for the Leduc County float was not spent due to COVID-19 restrictions.
- Some equipment costs were carried over to Q1 of 2022 due to item availability.

Geographic information system (GIS)

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	20,800	17,422	(3,378)	84%
<i>Purchases from other governments & agencies</i>	7,000	7,358	358	105%
Total Expense	27,800	24,779	(3,021)	89%
Surplus/(Deficit)	(27,800)	(24,779)	3,021	89%

Variances

No significant variances.

Corporate Services

Q4 - 2021 Financial Reporting

Health, safety, and wellness

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	70,141	52,205	(17,936)	74%
<i>Goods, supplies & materials purchased</i>	6,020	5,251	(769)	87%
Total Expense	76,161	57,456	(18,705)	75%
Surplus/(Deficit)	(76,161)	(57,456)	18,705	75%

Variances

General services-contracted

- Hearing assessment costs were less than anticipated.
- Learning and development costs were lower than expected due to course virtualization as a result of COVID-19 restrictions.

Human resources

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Other transactions</i>	11,985	-	(11,985)	0%
Total Revenue	11,985	-	(11,985)	0%
<i>General services-contracted</i>	53,530	34,704	(18,826)	65%
<i>Goods, supplies & materials purchased</i>	19,025	16,970	(2,055)	89%
Total Expense	72,555	51,674	(20,881)	71%
Surplus/(Deficit)	(60,570)	(51,674)	8,896	85%

Variances

Other transactions

- Draw from reserves for DISC training was not used as training was carried forward to 2022.

General services-contracted

- Cost of DISC training was carried forward and paid in Q1 of 2022.
- Expenses for staff events were lower than anticipated due to COVID-19 restrictions.

Corporate Services

Q4 - 2021 Financial Reporting

Information technology

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	375,735	338,604	(37,131)	90%
<i>Goods, supplies & materials purchased</i>	222,200	218,496	(3,704)	98%
Total Expense	597,935	557,100	(40,835)	93%
Surplus/(Deficit)	(597,935)	(557,100)	40,835	93%

Variances

General services-contracted

- Realized cost savings in software and license renewals as well as photocopier leases and usage.
- Professional services related expenses were lower than anticipated.

Records management

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	5,820	2,649	(3,171)	46%
<i>Goods, supplies & materials purchased</i>	5,000	2,217	(2,783)	44%
Total Expense	10,820	4,866	(5,954)	45%
Surplus/(Deficit)	(10,820)	(4,866)	5,954	45%

Variances

No significant variances.



1: Department Services

1.1: Our mission

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

1.2: Service areas

Financial services

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

Administrative services

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

2: Strategic Priorities

Strategic priority – All

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

3: Department Goals

Goal 1

Enhance financial and organizational sustainability.

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

4: Department Highlights

- Collected \$71,434,914 (97.26%) of property taxes by December 31.
- Council approval of the interim 2022 budget.
- Prepared and processed 1,690 tax certificates in 2021.

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 Dec. 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 2032 long-range plans have been submitted to Finance by departments. • A review of assumptions and other influencing factors was completed prior to the 2022 interim budget deliberations.
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. • Plan was presented to Council during the 2022 interim budget deliberations.

Strategy 1.2

Continue review of financial policies.

Actions	Target dates	Status at Dec. 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"> Reserves policy was approved by Council on July 13. Investments policy approved by Council on September 28.
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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 Dec. 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. <ul style="list-style-type: none"> The needs assessment has been deferred to a future date.
Continue to build on and enhance the service-based budget model.	Q4 2021		Approved 2022 interim budget. <ul style="list-style-type: none"> Enhancements were included as part of the 2022 interim budget packages.
Engage with senior management to determine where enhancements to internal reporting should occur.	Q3 2021		Meetings with directors to discuss their department's requirements. <ul style="list-style-type: none"> Meetings with departments were completed and any enhancements were put into place.
	Q4 2021		Regular automated reports to senior management in areas identified. <ul style="list-style-type: none"> Automated reports are sent on a regular basis.

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 Dec. 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. • Tax certificate requests can now be completed and submitted online.
Enhance e-commerce solutions for credit card payments online.	Q4 2021		<p>Roll out solutions as warranted.</p> <ul style="list-style-type: none"> • Tax certificate payments can now be processed online.

Finance

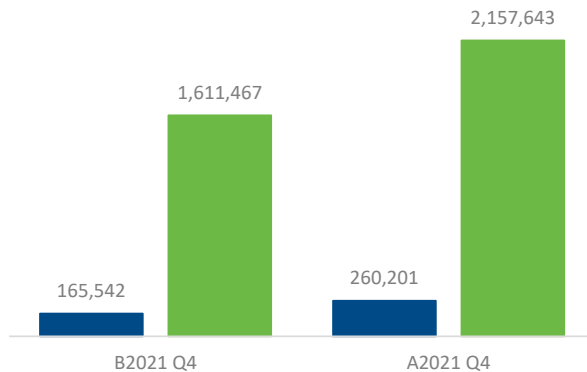
Q4 - 2021 Financial Reporting

Department Head - Natasha Wice

■ REVENUE

■ EXPENSE

% of Q4 Budget



Financial services

Administrative services

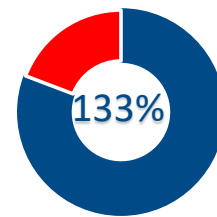
135%

100%

Variance YTD

\$451,517

% of Annual Budget



Financial services

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	21,070	21,071	1	100%
<i>Sales of goods & services to individuals</i>	33,100	52,929	19,829	160%
<i>Other revenue from own sources</i>	50,600	121,451	70,851	240%
<i>Other transactions</i>	58,772	59,342	570	101%
Total Revenue	163,542	254,793	91,251	156%
<i>Earnings & benefits</i>	1,022,074	993,793	(28,281)	97%
<i>General services-contracted</i>	168,583	152,606	(15,977)	91%
<i>Goods, supplies & materials purchased</i>	1,650	2,346	696	142%
<i>Reserves, transfers & grants</i>	256,002	842,940	586,938	329%
Total Expense	1,448,309	1,991,685	543,376	138%
Surplus/(Deficit)	(1,284,767)	(1,736,892)	(452,125)	135%

Variances

Other revenue from own sources

- 2020 drilling permit revenue was received after the year-end cut-off resulting in unbudgeted revenue.
- Unbudgeted revenues associated with the previous years tax sales.

Reserves, transfers & grants

- Unbudgeted support to neighboring municipalities and transfer to legacy fund reserve.

Finance

Q4 - 2021 Financial Reporting

Administrative services

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	2,000	1,620	(380)	81%
<i>Total Revenue</i>	2,000	1,620	(380)	81%
<i>General services-contracted</i>	102,288	105,865	3,577	103%
<i>Goods, supplies & materials purchased</i>	50,400	44,928	(5,472)	89%
<i>Financial service charges</i>	10,470	11,377	907	109%
<i>Total Expense</i>	163,158	162,170	(988)	99%
<i>Surplus/(Deficit)</i>	(161,158)	(160,550)	608	100%

Variances

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

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

- Non-potable water point was completed, providing access to non-potable water for agricultural uses for area residents. Forty-nine residents have signed up for access to this facility.
- Provided several virtual workshops in 2021, including CanadaGAP (14 sessions), Rural Dugouts, Septic Sense, Working Well, and Land Linking (two with Young Agrarians) with nearly 360 registrants.

- Inaugural Know your Farmer, Know your Food Ag Tour held two on-site tours (one in July and one in August) highlighting several local producers.

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 Dec. 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		<p>Participate in Rural West Economic Development Plan and Culinary Tourism Alliance Committees to create and support local food opportunities within Leduc County.</p> <ul style="list-style-type: none"> • External committee meetings have not been held. • In conjunction with Parks and Recreation, hosted two Know Your Farmer, Know Your Food: Ag Tours in Q3 2021.
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		<p>Farm to Market to Table Conference held in Nisku.</p> <ul style="list-style-type: none"> • Conference was held online due to COVID-19 restrictions. The virtual conference was supported with sponsorship and in-kind support.
Coordinate five local food workshops within Leduc County to provide educational opportunities to residents.	Q1 and Q4 2021		<p>Five workshops held.</p> <ul style="list-style-type: none"> • CanadaGAP webinar series held Q1 2021. • Land Linking webinar series held November 24 and December 1, 2021. • Getting into Horticulture webinar series held December 7 and 14, 2021.
Create networking opportunities for producers to improve awareness of local food resources within the region.	Q2 2021		<p>Engage residents and coordinate one networking event or project for those interested in local food/agri-tourism.</p> <ul style="list-style-type: none"> • In conjunction with Parks and Recreation, hosted two Know Your Farmer, Know Your Food: Ag Tours 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.

Strategy 1.2

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

Actions	Target dates	Status at Dec. 31 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"> Regional partners have not met to discuss next steps. Information from the work developed by AdFarm, will be used to inform future Leduc County initiatives.
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. <ul style="list-style-type: none"> Development of agricultural hub area structure plan did not proceed.

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 Dec. 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		<p>Ten intersections and 30 km of roadside brush to be brushed and sprayed.</p> <ul style="list-style-type: none"> Completed 12 km roadside spraying and three intersections on brushed roadside in Q2 and Q3. No further work will be done in 2021. An additional four intersections were mowed to control vegetation in order to improve visibility.
Support the grading and shoulder pull program by controlling unwanted vegetation through the application of non-selective herbicides along roadsides.	Q2 2021		<p>Targeting 200 km to be completed.</p> <ul style="list-style-type: none"> Completed 270 km of spraying to support grading and shoulder pulling.
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		<p>Targeting 1,500 acre/month (660 km) of roadside right-of-way from June to September.</p> <ul style="list-style-type: none"> Approximately 1,665 acres mowed in May and June. With two mowers, approximately 2,700 acres were mowed in Q3.
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		<p>Ten kilometers to be completed.</p> <ul style="list-style-type: none"> No areas identified for reseeding at this time. No further work will be done in 2021.

Strategy 2.2

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

Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
Analyze current procedures to streamline workflow and gain efficiencies between Agricultural Services and Road Operations.	Q2 2021		<p>Continue to improve usage of GIS to develop mapping of shared projects and work completed (brushing, spraying, mowing, drainage).</p> <ul style="list-style-type: none"> Developing several GIS layers for tracking progress of various programs. Utilized GIS to develop daily inspection forms for vehicles and equipment.

Goal 3

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

Strategy 3.1

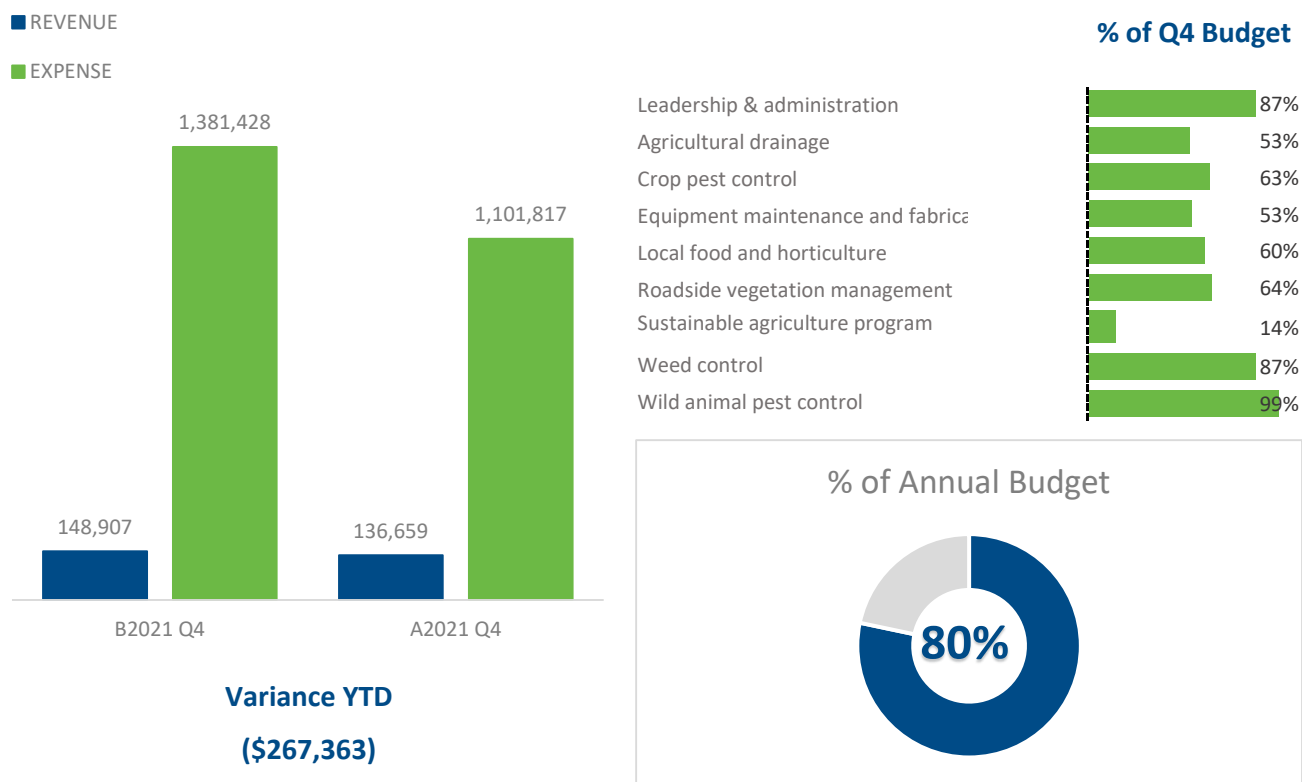
Working with members of the Edmonton Metropolitan Regional Board (EMRB), support the regional agricultural industry.

Actions	Target dates	Status at Dec. 31 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

Q4 - 2021 Financial Reporting

Department Head - Garrett Broadbent



Leadership & administration

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	700	-	(700)	0%
Total Revenue	700	-	(700)	0%
<i>Earnings & benefits</i>	502,464	451,048	(51,416)	90%
<i>General services-contracted</i>	12,821	7,926	(4,895)	62%
<i>Goods, supplies & materials purchased</i>	2,700	1,051	(1,649)	39%
<i>Reserves, transfers & grants</i>	22,500	8,499	(14,001)	38%
Total Expense	540,485	468,523	(71,962)	87%
Surplus/(Deficit)	(539,785)	(468,523)	71,262	87%

Variances

Earnings & benefits

- Position vacancies in Q3.

Reserves, transfers & grants

- 2021 Alberta Farm Fresh Producers Conference was virtual, so sponsorship was not provided for the event.

Agricultural Services

Q4 - 2021 Financial Reporting

Agricultural drainage

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Other transactions</i>	1,500	1,500	-	100%
Total Revenue	1,500	1,500	-	100%
<i>General services-contracted</i>	8,015	4,923	(3,092)	61%
Total Expense	8,015	4,923	(3,092)	61%
Surplus/(Deficit)	(6,515)	(3,423)	3,092	53%

Variances

No significant variances.

Crop pest control

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	21,427	14,526	(6,901)	68%
<i>Goods, supplies & materials purchased</i>	6,250	2,910	(3,340)	47%
Total Expense	27,677	17,436	(10,241)	63%
Surplus/(Deficit)	(27,677)	(17,436)	10,241	63%

Variances

General services - contracted

- Number of fields requiring clubroot sampling was less than anticipated.
- Leased vehicle was returned earlier than expected.

Agricultural Services

Q4 - 2021 Financial Reporting

Equipment maintenance and fabrication

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	3,000	2,243	(758)	75%
<i>Conditional grants from other governments</i>	123,907	123,907	-	100%
Total Revenue	126,907	126,150	(757)	99%
<i>Earnings & benefits</i>	112,330	110,581	(1,749)	98%
<i>General services-contracted</i>	21,918	8,875	(13,043)	40%
<i>Goods, supplies & materials purchased</i>	71,390	48,772	(22,618)	68%
Total Expense	205,638	168,228	(37,410)	82%
Surplus/(Deficit)	(78,731)	(42,078)	36,653	53%

Variances

General services

- Fleet was used less than expected due to vacancies in seasonal staff, which resulted in lower machinery & equipment repair costs.

Goods, supplies & materials:

- Some shop supplies were backordered and could not be fulfilled in 2021.
- Grounds maintenance was budgeted for but not utilized due to COVID-19.
- Less than anticipated fuel use in Q3 as one mower and one sprayer were not utilized.

Local food and horticulture

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Conditional grants from other governments</i>	11,800	5,096	(6,704)	43%
Total Revenue	11,800	5,096	(6,704)	43%
<i>General services-contracted</i>	22,525	13,543	(8,982)	60%
<i>Goods, supplies & materials purchased</i>	4,100	467	(3,633)	11%
Total Expense	26,625	14,010	(12,615)	53%
Surplus/(Deficit)	(14,825)	(8,913)	5,912	60%

Variances

General Services

- Workshop expenses were less than anticipated as they were held virtually due to pandemic restrictions.

Agricultural Services

Q4 - 2021 Financial Reporting

Roadside vegetation management

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>Earnings & benefits</i>	204,537	103,939	(100,598)	51%
<i>General services-contracted</i>	19,085	8,813	(10,272)	46%
<i>Goods, supplies & materials purchased</i>	92,869	89,510	(3,359)	96%
Total Expense	316,491	202,262	(114,229)	64%
Surplus/(Deficit)	(316,491)	(202,262)	114,229	64%

Variances

Earnings & benefits

- Delayed start of some positions and some seasonal staff position vacancies throughout Q2 and Q3 lead to reduced costs.

Sustainable agriculture program

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	-	1,150	1,150	0%
Total Revenue	-	1,150	1,150	0%
<i>General services-contracted</i>	10,250	2,775	(7,475)	27%
<i>Goods, supplies & materials purchased</i>	1,600	30	(1,570)	2%
Total Expense	11,850	2,805	(9,045)	24%
Surplus/(Deficit)	(11,850)	(1,655)	10,195	14%

Variances

General services

- Workshop expenses were less than anticipated as they were held virtually due to pandemic restrictions.

Agricultural Services

Q4 - 2021 Financial Reporting

Weed control

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	5,000	-	(5,000)	0%
Total Revenue	5,000	-	(5,000)	0%
<i>Earnings & benefits</i>	77,162	67,165	(9,997)	87%
<i>General services-contracted</i>	24,805	16,334	(8,471)	66%
<i>Goods, supplies & materials purchased</i>	8,400	7,945	(455)	95%
Total Expense	110,367	91,444	(18,923)	83%
Surplus/(Deficit)	(105,367)	(91,444)	13,923	87%

Variances

Earnings & benefits

- Seasonal staff vacancies throughout Q2 and Q3 lead to reduced costs.

General services

- Purchase of new inspection software delayed until 2022.

Wild animal pest control

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	1,000	876	(124)	88%
<i>Other revenue from own sources</i>	2,000	867	(1,133)	43%
Total Revenue	3,000	1,743	(1,257)	58%
<i>Earnings & benefits</i>	109,084	109,310	226	100%
<i>General services-contracted</i>	13,846	9,022	(4,824)	65%
<i>Goods, supplies & materials purchased</i>	11,350	12,833	1,483	113%
Total Expense	134,280	131,165	(3,115)	98%
Surplus/(Deficit)	(131,280)	(129,422)	1,858	99%

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 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.
- Responds to public complaints regarding property concerns.
- Takes action to address unsightly premises determined to be detrimental to the community.

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; 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.
 - School Resource officer position with support from Black Gold School Division.
 - 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 (radar) 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 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

- Thirty-five unsightly property complaints were investigated in 2021, with five files carried over into 2022.
- Instructed radar/lidar sessions to officers from the City of Edmonton and taught radar concepts to provincial adjudicators for the new Provincial Administrative Penalties Information System (etickets).
- Continued work on addressing unsightly properties, while collaborating with internal departments and external agencies.
- Assisted with internal health and safety audit.
- Assisted with traffic control for the Santa Claus parade in the City of Leduc.
- Participated in a successful Joint Forces Operation Stuff a Cruiser event in Beaumont.

4: Action Plan

Goal 1

Promote and enhance traffic safety.

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31 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 54 traffic operations per month in Q4.A total of 749 dedicated traffic operations were conducted for the year.
Assist departments in protecting 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">With increased collaboration with Road Operations, this goal was exceeded resulting in an average of 77 patrols per month in Q4.At the end of Q4, a total of 1,370 patrols were conducted on banned roads. This exceeded last year's total and the projected total.Officers emphasized traffic safety education and compliance during the pandemic.
Support initiatives that focus on commercial vehicle safety, including commercial vehicle cargo securement.	Q4 2021		Conduct a minimum of 50 traffic stops for commercial cargo securement each year. <ul style="list-style-type: none">Averaged nine cargo securement operations per month in Q4.A total of 99 cargo securement inspections were conducted for the year.

Strategy 1.2

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

Actions	Target dates	Status at Dec. 31 2021	Deliverables and/or key performance indicators
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Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	Q4 2021		<p>Conduct 1,000 patrols in hot spots (including subdivisions) per year.</p> <ul style="list-style-type: none"> Completed an average of 641 hot spot patrols per month in Q4. A total of 6,334 proactive patrols in hot spots were conducted for the year.
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Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at Dec. 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		<p>Participate in special events throughout the year.</p> <ul style="list-style-type: none"> Many community events were cancelled in 2021 due to the pandemic however, the department participated in a joint boat safety event at Wizard Lake on May long weekend and assisted with traffic control for the City of Leduc's Santa Claus parade in November.

Goal 2

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

Strategy 2.1

Respond to emergency public safety occurrences.

Actions	Target dates	Status at Dec. 31 2021	Deliverables and/or key performance indicators
Assist with traffic control and scene safety at collisions, as requested.	Q4 2021		<p>Statistics and ongoing updates provided to Protective Services Committee (PSC).</p> <ul style="list-style-type: none"> Assisted with an average of 12 emergency services occurrences per month in Q4. Assisted emergency services at a total of 88 incidents for the year. Information up to Q3 presented to Protective Services Committee in November.
Assist police/fire/EMS and emergency management response to incidents, as requested.	Q4 2021		

Strategy 2.2

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

Actions	Target dates	Status at Dec. 31 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. As forecasted in Q3, due to the instability of the pandemic, the course is now forecasted to be delivered by Q2 of 2022.
Host and instruct traffic speed enforcement course.	Q3 2021		Provide one traffic speed enforcement course for the region per year. <ul style="list-style-type: none">Administered two radar/lidar sessions in 2021.
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">Contract complete with payment in process for Black Gold school, School Resource Officer in Q3.Enhanced policing provided for outlet mall for Black Friday and Boxing Day.

Goal 3

Build and strengthen community relationships and support meaningful community engagement.

Strategy 3.1

Develop and maintain public relationships through awareness programs.

Actions	Target dates	Status at Dec. 31 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. <ul style="list-style-type: none">Participated in Canada Day Wizard Lake boat parade.Participated in a Royal Oaks public event with Planning and Development.Participated in a successful Joint Forces Operation Stuff a Cruiser event in Beaumont.

			<ul style="list-style-type: none"> Assisted with traffic control for the City of Leduc's Santa Claus parade.
Evaluate the Community Peace Officer Performance Plan, making amendments based on latest results and the next-year's projections.	Q2 2021		<p>Summary of activities provided to Protective Services Committee.</p> <ul style="list-style-type: none"> Completed revision of Community Peace Officer Performance Plan on June 16, 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 Dec. 31 2021	Deliverables and/or key performance indicators
Promote boat safety through education, compliance and enforcement.	Q3 2021		<p>Conduct a minimum three safe boating awareness operations, boat patrols and/or shoreline operations in the summer months.</p> <ul style="list-style-type: none"> Conducted one boat patrol in Q2 and one in Q3. Participated in two joint boat safety awareness campaigns at Wizard Lake in Q2. Participated with partners from other agencies in Devon boat inspections. Conducted shoreline patrols at Wizard Lake throughout the season.
Promote off-highway safety through education, compliance and enforcement.	Q4 2021		<p>Conduct a minimum of three off-highway vehicle patrols in the summer months.</p> <ul style="list-style-type: none"> Conducted a quad patrol on May long weekend. Additional patrols were conducted by regular traffic units in and around the hot spots identified by complainants. Provided off highway vehicle material which included rules and regulations, to one subdivision in Q2.

Goal 5

Respond to property concerns and promote compliance.

Strategy 5.1

Address nuisance and unsightly premises.

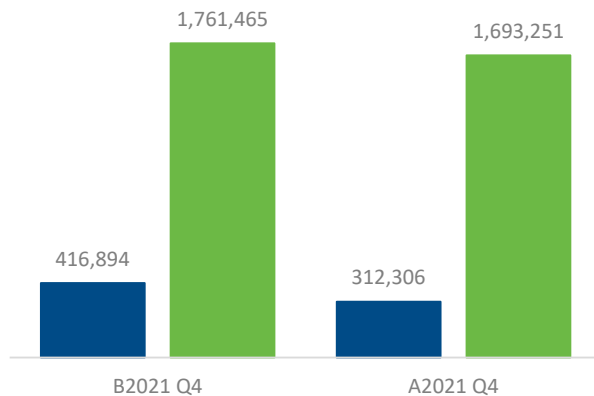
Actions	Target dates	Status at Dec. 31 2021	Deliverables and/or key performance indicators
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2021		<p>Respond to property complaints within three business days.</p> <p>Bring nuisance properties into compliance before winter.</p> <ul style="list-style-type: none">• There were a total of 35 complaints for the year.• Two complaints were investigated in Q4.• There were 5 active files remaining at the end of Q4.• Participated in a joint inspection of a property with Alberta Health Services, Safety Codes, Planning and Development and the RCMP.

Enforcement Services

Q4 - 2021 Financial Reporting

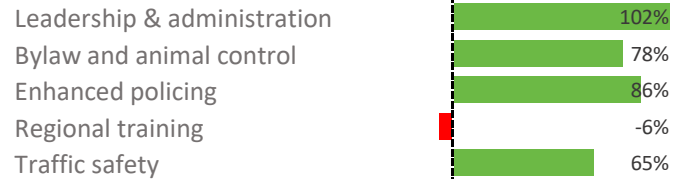
Department Head - Clarence Nelson

■ REVENUE
■ EXPENSE

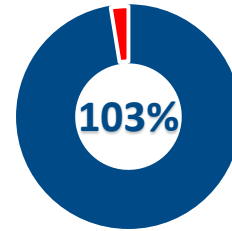


Variance YTD
\$36,373

% of Q4 Budget



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
Earnings & benefits	768,787	786,533	17,746	102%
General services-contracted	55,888	38,796	(17,092)	69%
Goods, supplies & materials purchased	50,648	68,237	17,589	135%
Total Expense	875,323	893,566	18,243	102%
Surplus/(Deficit)	(875,323)	(893,566)	(18,243)	102%

Variances

General services - contracted

- Data entry contract costs were lower than anticipated because we now use e-ticketing.

Goods, supplies & materials purchased

- Fuel was over budget due to higher fuel prices in Q3 and Q4 and the significant amount of requests for patrols from residents.

Enforcement Services

Q4 - 2021 Financial Reporting

Bylaw and animal control

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	7,530	5,802	(1,728)	77%
Total Revenue	7,530	5,802	(1,728)	77%
<i>General services-contracted</i>	29,800	22,560	(7,240)	76%
<i>Goods, supplies & materials purchased</i>	250	62	(188)	25%
<i>Reserves, transfers & grants</i>	3,500	3,500	-	100%
Total Expense	33,550	26,122	(7,428)	78%
Surplus/(Deficit)	(26,020)	(20,320)	5,700	78%

Variances

General services - contracted

- The pound contract was renewed at a lower cost for services.

Enhanced policing

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>		10,750	10,750	0%
<i>Other revenue from own sources</i>	-	28,850	28,850	0%
Total Revenue	-	39,600	39,600	0%
<i>Purchases from other governments & agencies</i>	830,092	755,108	(74,984)	91%
Total Expense	830,092	755,108	(74,984)	91%
Surplus/(Deficit)	(830,092)	(715,508)	114,584	86%

Variances

Sales of goods & services to other governments

- Unbudgeted school resource officer revenue from Black Gold School Division.

Other revenue from own sources

- Unbudgeted enhanced policing revenue at the Edmonton International Airport Outlet Mall.

Purchases from other governments & agencies

- Police funding model expenses are less than anticipated.

Enforcement Services

Q4 - 2021 Financial Reporting

Regional training

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	5,604	-	(5,604)	0%
Total Revenue	5,604	-	(5,604)	0%
<i>Goods, supplies & materials purchased</i>	2,500	186	(2,314)	7%
Total Expense	2,500	186	(2,314)	7%
Surplus/(Deficit)	3,104	(186)	(3,290)	-6%

Variances

Regional training revenues and expenses have been less than anticipated because the County has not offered the commercial vehicle weights and dimensions course this year due to COVID-19 and a curriculum update. The next course is scheduled for April 2022.

Traffic safety

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	403,760	266,905	(136,855)	66%
Total Revenue	403,760	266,905	(136,855)	66%
<i>General services-contracted</i>	20,000	18,269	(1,731)	91%
Total Expense	20,000	18,269	(1,731)	91%
Surplus/(Deficit)	383,760	248,636	(135,124)	65%

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

- Completed the 2021 bridge maintenance program.
- Work continues on Nisku Spine Road with bridge construction over the Blackmud Creek occurring over the winter.
- Completed rural road condition inspections.
- Completed the draft Transportation Master Plan, with the intent of presenting it to Council in 2022.

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 Dec. 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.• Documentation is complete and will proceed to next steps.
	Q3 2021		Critically examine the workflows and modify as necessary to improve the customer experience. It is anticipated to have this portion of the project completed by Q2 2022.

Goal 2

Improve Leduc County's transportation networks.

Strategy 2.1

Develop and implement a transportation master plan.

Actions	Target dates	Status at Dec. 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">• The open house materials were presented to Council on August 24.• Second phase of public consultation occurred in September 2021 and was well attended.• Administration will provide a draft TMP presentation(s) to Council in Q2 2022 and anticipated adoption in Q2 2022.

Strategy 2.2

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

Actions	Target dates	Status at Dec. 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 has been completed and a report was presented at the August PWC meeting.
	Q3 2021		Report to PWC on the effectiveness of the road test section over approximately one year of use. <ul style="list-style-type: none"> A report was presented at the August PWC meeting.
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. <ul style="list-style-type: none"> A report was presented at the August PWC meeting.
	Q3 2021		Year 2 report to PWC on the effectiveness of the road test section over approximately one year of use. <ul style="list-style-type: none"> A report was presented at the August PWC meeting.
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. <ul style="list-style-type: none"> A report will be presented at the February 2022 PWC meeting
Monitor and report on the pavement network condition rating.	Q2 2021		Year over year improvement on the pavement network rating. Report provided to PWC. <ul style="list-style-type: none"> A report was presented at the September PWC meeting.
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. <ul style="list-style-type: none"> The development of the rural roads multi-year capital plan will be delayed

			to Q2 2022 due to the volume of information provided as part of the TMP presentation and subsequent approval.
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Strategy 2.3

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

Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
Implement and update the five-year pavement preservation plan.	Q4 2021		<p>Improved paved road network ratings and plan presented to PWC.</p> <ul style="list-style-type: none"> Plan accepted by the PWC at the August meeting. 2022 plan was approved during interim budget deliberations in December.

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 Dec. 31 2021	Identified deliverables with status update
Monitor and report on data collected by the electronic speed signs.	Q3 2021		<p>Report on the effectiveness of the electronic speed signs to PWC.</p> <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). Report was presented to the September PWC meeting.

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 Dec. 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 the annual meeting of both the land development group and the pavement design 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 Dec. 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. (IRTMP)</p> <ul style="list-style-type: none">The Director, Engineering and Utilities has been representing Leduc County on the IRTMP working group. Long term traffic modelling has been completed and the unprioritized project list developed.The IRTMP has been adopted by the Edmonton Metropolitan Region Board (EMRB).Project prioritization and project list have been adopted by EMRB.
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 and Utilities has been representing Leduc County on the Solid Waste Collaborative. Currently the group is in the data collection/analysis phase of their work.

			<ul style="list-style-type: none">• An initial project that is being explored for this collaborative is for agricultural plastics.
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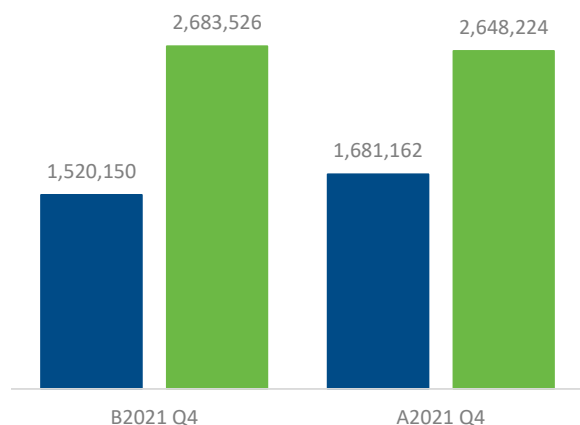
Engineering

Q4 - 2021 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Q4 Budget

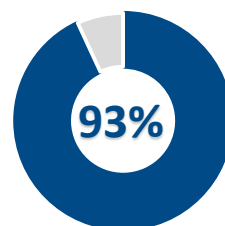


Variance YTD
(\$196,314)

Leadership & administration
Bridge program
Road data collection
Surfacing program



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	12,000	19,000	7,000	158%
<i>Other revenue from own sources</i>	52,300	3,548	(48,752)	7%
<i>Conditional grants from other governments</i>	-	151,040	151,040	0%
<i>Other transactions</i>	1,455,850	1,455,850	-	100%
Total Revenue	1,520,150	1,629,438	109,288	107%
<i>Earnings & benefits</i>	835,180	888,041	52,861	106%
<i>General services-contracted</i>	183,975	157,585	(26,390)	86%
<i>Goods, supplies & materials purchased</i>	3,020	6,835	3,815	226%
<i>Reserves, transfers & grants</i>	50,000	-	(50,000)	0%
<i>Financial service charges</i>	1,455,851	1,454,714	(1,137)	100%
Total Expense	2,528,026	2,507,175	(20,851)	99%
Surplus/(Deficit)	(1,007,876)	(877,737)	130,139	87%

Variances

Other revenue from own sources

- Community aggregate levy revenue was budgeted under Engineering but actuals are in Road Operations.

Conditional grants from other governments

- Unbudgeted provincial grant revenue received for the Airport Road construction project.

General services-contracted

- Elected not to attend virtual conferences.
- Less adhoc consulting and engineering expenses than anticipated.

Engineering

Q4 - 2021 Financial Reporting

Bridge program

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	-	51,724	51,724	0%
Total Revenue	-	51,724	51,724	0%
<i>General services-contracted</i>	60,000	71,612	11,612	119%
Total Expense	60,000	71,612	11,612	119%
Surplus/(Deficit)	(60,000)	(19,888)	40,112	33%

Variances

Other revenue from own sources

- Unbudgeted insurance proceeds from damage to a bridge.

General services-contracted

- Additional expenses related to inspections and work required to repair bridge damage.

Road data collection

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	15,000	-	(15,000)	0%
<i>Goods, supplies & materials purchased</i>	5,500	4,688	(812)	85%
Total Expense	20,500	4,688	(15,812)	23%
Surplus/(Deficit)	(20,500)	(4,688)	15,812	23%

Variances

General services - contracted

- Due to issues we had with service for the electronic speed signs, they waived the subscription fees.
- We opted not to use the MioVison traffic counter in 2021. All counts were done using in-house tube counters.

Surfacing program

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	75,000	64,749	(10,251)	86%
Total Expense	75,000	64,749	(10,251)	86%
Surplus/(Deficit)	(75,000)	(64,749)	10,251	86%

Variances

General services-contracted

- Project scope was reduced, resulting in savings.

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

- A total of 46 households have accessed over 1,600 hours of subsidized housekeeping. This program supports individuals and families to continue to live in their homes in their senior years.
- Two hundred seventy counselling sessions were subsidized, including support to 61 individuals and seven couples or families.
- Over 200 tax returns were filed, helping low income residents access more than \$625,000 in refunds and government subsidies.
- One hundred eighty-six online sessions have been offered to support groups and individuals, including 1,737 participants within the Family Resource Network and FCSS programs.
- Family Resource Support Specialists facilitated 59 in person summer programs, with a total of 604 parents and children in attendance.
- An introduction of drop-in supports and services have served over 190 participants in Thorsby and Devon from September to December.
- Seventy-six families have received 682 one-on-one support visits, both virtually and in person.
- Thirty-four individuals have been supported through the Bridges FASD program with over 868 one-on-one visits. Supports include over 150 referrals to agencies to support access to food, legal aid, housing and financial assistance.

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 Dec. 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 ten community associations, collaboratives and agencies. Indigenous smudging and land acknowledgement ceremonies were held in Devon and Thorsby, and included local municipal, business and partner representatives.
	Q4 2021		<p>Quarterly newsletter will be sent to all agencies, partners and interested residents.</p> <ul style="list-style-type: none"> Two hundred seventy-six individuals have now registered to receive the monthly newsletter and program updates from Family Resource Network. Schools, residents, program participants and agencies continue to be added to the list.

Goal 2

Increased capacity building through partnerships and volunteerism.

Strategy 2.1

Fostering regional collaboration among stakeholders and partners.

Actions	Target dates	Status at Dec. 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 Q3 2022. This will allow for in person attendance and information sharing. This initiative has been added to the 2022 action plan.

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 Dec. 31 2021	Identified deliverables with status update
Increase resident participation in online programs.	Q4 2021		Promote and offer seven online programs including home alone, group counselling and early childhood development programming. <ul style="list-style-type: none">One hundred eighty-six online programs held with 1,737 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 Dec. 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		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. <ul style="list-style-type: none">Twelve online sessions in 2021 that provided support to over 150 seniors and families.The New Sarepta Seniors' Week drive-thru hosted 83 participants who received a dessert and information resources.

Goal 5

Evaluate and improve department operational efficiency.

Strategy 5.1

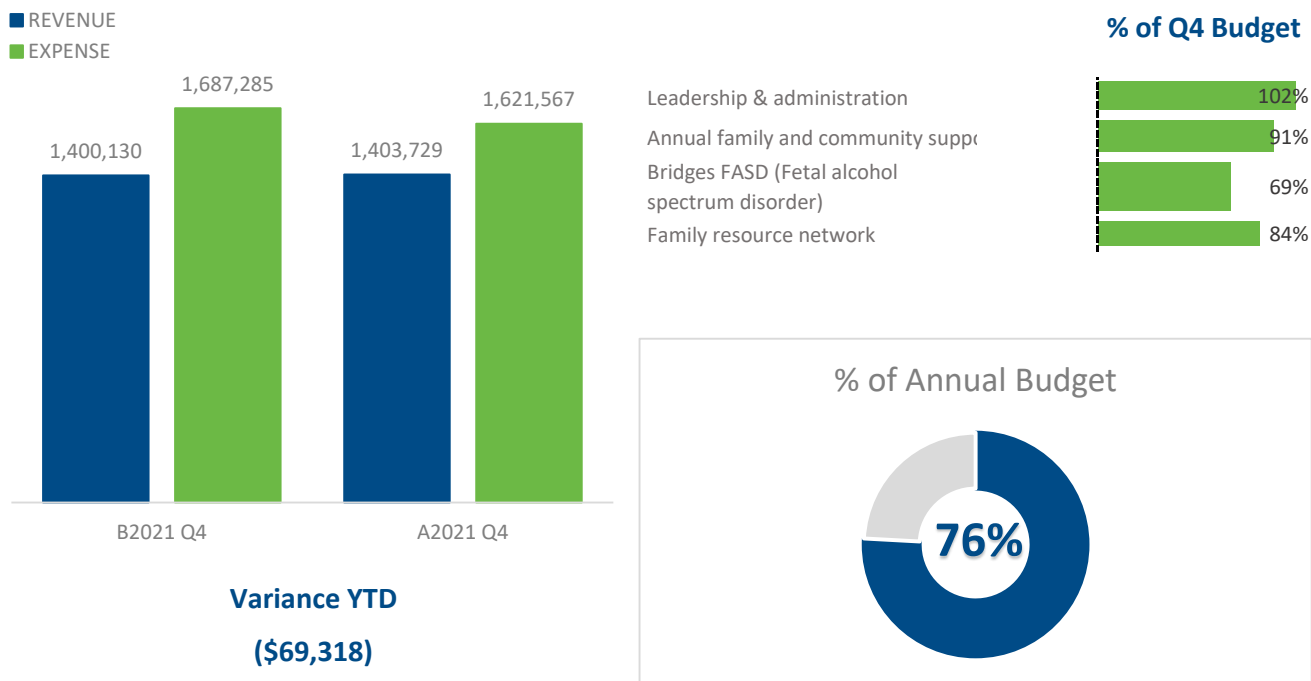
Examine current processes to identify opportunities to improve customer experience and gain efficiencies in service delivery.

Actions	Target dates	Status at Dec. 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

Q4 - 2021 Financial Reporting

Department Head - Dean Ohnysty



Leadership & administration

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	-	-	-	0%
<i>Conditional grants from other governments</i>	474,774	474,774	-	100%
Total Revenue	474,774	474,774	-	100%
<i>Earnings & benefits</i>	139,662	137,756	(1,906)	99%
<i>General services-contracted</i>	5,100	1,235	(3,865)	24%
<i>Goods, supplies & materials purchased</i>	2,750	483	(2,267)	18%
Total Expense	147,512	139,474	(8,038)	95%
Surplus/(Deficit)	327,262	335,300	8,038	102%

Variances

No significant variances.

Family and Community Support Services

Q4 - 2021 Financial Reporting

Annual family and community support

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	1,350	475	(875)	35%
Total Revenue	1,350	475	(875)	35%
<i>Earnings & benefits</i>	397,330	368,459	(28,871)	93%
<i>General services-contracted</i>	76,098	62,014	(14,084)	81%
<i>Goods, supplies & materials purchased</i>	8,838	2,913	(5,925)	33%
<i>Reserves, transfers & grants</i>	72,877	72,877	-	100%
Total Expense	555,143	506,263	(48,880)	91%
Surplus/(Deficit)	(553,793)	(505,788)	48,005	91%

Variances

Earnings & benefits

- Less hours worked than budgeted.

Bridges FASD (Fetal alcohol spectrum disorder)

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Conditional grants from other governments</i>	234,000	236,419	2,419	101%
Total Revenue	234,000	236,419	2,419	101%
<i>Earnings & benefits</i>	241,969	243,490	1,521	101%
<i>General services-contracted</i>	12,220	6,544	(5,676)	54%
<i>Goods, supplies & materials purchased</i>	2,400	1,888	(512)	79%
Total Expense	256,589	251,922	(4,667)	98%
Surplus/(Deficit)	(22,589)	(15,503)	7,086	69%

Variances

No significant variances.

Family and Community Support Services

Q4 - 2021 Financial Reporting

Family resource network

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	-	1,975	1,975	0%
<i>Conditional grants from other governments</i>	690,006	686,750	(3,256)	100%
Total Revenue	690,006	688,725	(1,281)	100%
<i>Earnings & benefits</i>	675,151	684,662	9,511	101%
<i>General services-contracted</i>	44,890	24,762	(20,128)	55%
<i>Goods, supplies & materials purchased</i>	8,000	11,147	3,147	139%
Total Expense	728,041	720,571	(7,470)	99%
Surplus/(Deficit)	(38,035)	(31,846)	6,189	84%

Variances

General services - contracted

- Lower than anticipated expenditures are a result of remote services and program cancellations due to the pandemic.

1: Department Services

1.1: Our 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

- Completed recruitment for Nisku full-time, daytime fire service. New service will commence in January 2022.
- Completed renovation of temporary Station 9 at Community and Operations Centre.
- Draft Burning Bylaw reviewed at workshop in December.
- Negotiations began for renewal of Edmonton International Airport's fire services contract.

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 Dec. 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 reached at the April 22 meeting.• Village of Warburg conducting a legal review of the agreement.• Project on hold due to details requiring re-negotiation.• Discussion suspended until after the municipal election.• Will not be completed in 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 Dec. 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. <ul style="list-style-type: none">• Analysis completed and report drafted for consideration and presentation in 2022.

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 Dec. 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.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. <ul style="list-style-type: none">Training program drafted.First courses to be completed in Q1 2022.
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. <ul style="list-style-type: none">Completed in Q4 2021.

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 Dec. 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. <ul style="list-style-type: none">Strategy is complete and informs a future multi-year implementation plan.

Goal 5

Updated reporting for Fire Services.

Strategy 5.1

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

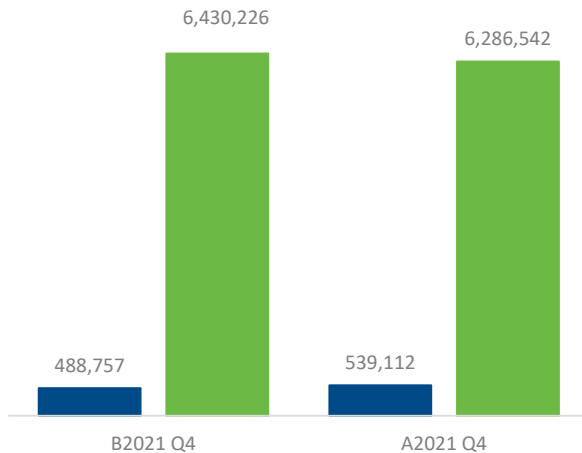
Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
Determine data requirements for reporting appropriate performance metrics.	Q2 2021		<p>A reporting framework with processes in place to gather the required data to complete the reporting.</p> <ul style="list-style-type: none"> • Station data being gathered and initial analysis underway. • Gathered six months of data to inform trend analysis and decision-making. • Process for collecting data and framework for reporting were developed and are in place.
Review outcomes of the 2020 Standard of cover document and data outcomes of that project.	Q2 2021		<p>Complete a review of the data outcomes.</p> <ul style="list-style-type: none"> • Analysis of external report is complete and will inform future projects.

Fire Services

Q4 - 2021 Financial Reporting

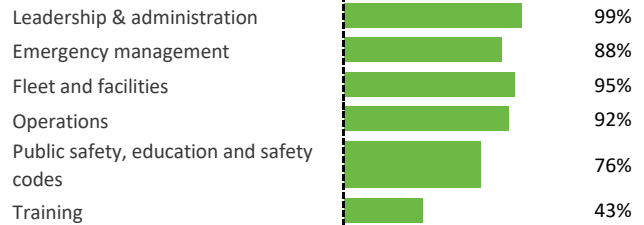
Department Head - Keven Lefebvre

■ REVENUE
■ EXPENSE

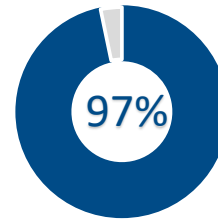


Variance YTD
(\$194,039)

% of Q4 Budget



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	159,950	142,653	(17,297)	89%
<i>Sales of goods & services to individuals</i>	1,600	5,305	3,705	332%
<i>Other revenue from own sources</i>	4,000	5,788	1,788	145%
Total Revenue	165,550	153,746	(11,804)	93%
<i>Earnings & benefits</i>	1,219,734	1,199,475	(20,259)	98%
<i>General services-contracted</i>	101,759	67,380	(34,379)	66%
<i>Purchases from other governments & agencies</i>	94,100	79,349	(14,751)	84%
<i>Goods, supplies & materials purchased</i>	19,750	13,225	(6,525)	67%
<i>Reserves, transfers & grants</i>	2,890,020	2,890,021	-	100%
<i>Financial service charges</i>	341,842	341,320	(522)	100%
Total Expense	4,667,205	4,590,770	(76,435)	98%
Surplus/(Deficit)	(4,501,655)	(4,437,024)	64,631	99%

Variances

General services - contracted

- Training for paid on call fire fighters was less than anticipated due to gathering restrictions.
- Health and wellness expenses were less than anticipated due to restrictions of visiting medical professionals in person.

Fire Services

Q4 - 2021 Financial Reporting

Emergency management

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	20,000	20,420	420	102%
<i>Other revenue from own sources</i>	17,457	13,535	(3,922)	78%
Total Revenue	37,457	33,955	(3,502)	91%
<i>General services-contracted</i>	89,953	75,473	(14,480)	84%
<i>Goods, supplies & materials purchased</i>	23,500	25,171	1,671	107%
Total Expense	113,453	100,644	(12,809)	89%
Surplus/(Deficit)	(75,996)	(66,689)	9,307	88%

Variances

General services - contracted

- Full scale training scenario was not completed in 2022 due to mass gathering restrictions.

Fleet and facilities

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	52,700	57,454	4,754	109%
Total Revenue	52,700	57,454	4,754	109%
<i>General services-contracted</i>	285,373	269,660	(15,713)	94%
<i>Goods, supplies & materials purchased</i>	494,955	476,367	(18,588)	96%
Total Expense	780,328	746,027	(34,301)	96%
Surplus/(Deficit)	(727,628)	(688,573)	39,055	95%

Variances

No significant variances.

Fire Services

Q4 - 2021 Financial Reporting

Operations

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	46,300	44,197	(2,103)	95%
<i>Sales of goods & services to individuals</i>	156,500	234,968	78,468	150%
Total Revenue	202,800	279,165	76,365	138%
<i>Earnings & benefits</i>	700,470	694,849	(5,621)	99%
<i>General services-contracted</i>	1,000	917	(83)	92%
<i>Purchases from other governments & agencies</i>	65,000	104,318	39,318	160%
<i>Goods, supplies & materials purchased</i>	12,250	6,166	(6,084)	50%
Total Expense	778,720	806,250	27,530	104%
Surplus/(Deficit)	(575,920)	(527,085)	48,835	92%

Variances

- Sales of goods & services to individuals and purchases from other governments & agencies*
- Road conditions resulted in more motor vehicle collisions than anticipated.

Public safety, education and safety codes

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	1,500	114	(1,386)	8%
<i>Goods, supplies & materials purchased</i>	4,250	4,237	(13)	100%
Total Expense	5,750	4,351	(1,399)	76%
Surplus/(Deficit)	(5,750)	(4,351)	1,399	76%

Variances

No significant variances.

Fire Services

Q4 - 2021 Financial Reporting

Training

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	30,000	14,792	(15,208)	49%
<i>Sales of goods & services to individuals</i>	250	-	(250)	0%
<i>Total Revenue</i>	30,250	14,792	(15,458)	49%
<i>General services-contracted</i>	47,100	21,383	(25,717)	45%
<i>Goods, supplies & materials purchased</i>	37,671	17,118	(20,553)	45%
<i>Total Expense</i>	84,771	38,501	(46,270)	45%
<i>Surplus/(Deficit)</i>	(54,521)	(23,709)	30,812	43%

Variances

Less site rentals due to gathering restrictions resulted in lower revenues and expenses for the training site.

Legislative

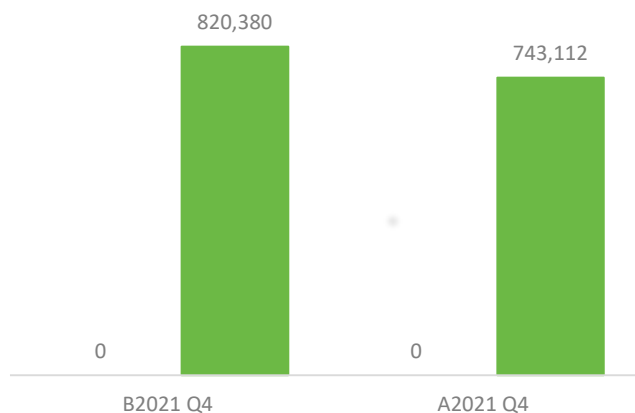
Q4 - 2021 Financial Reporting

Department Head - Natasha Wice

■ REVENUE

■ EXPENSE

% of Q4 Budget

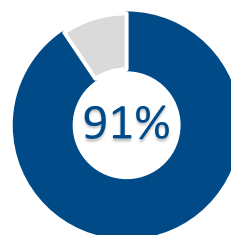


Legislative

91%

Variance YTD
(\$77,269)

% of Annual Budget



Legislative

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
Earnings & benefits	700,090	692,075	(8,015)	99%
General services-contracted	103,630	49,465	(54,165)	48%
Goods, supplies & materials purchased	16,660	1,571	(15,089)	9%
Total Expense	820,380	743,111	(77,269)	91%
Surplus/(Deficit)	(820,380)	(743,111)	77,269	91%

Variances

General services - contracted

- Conference expenses were less than anticipated due to pandemic related cancellations.
- Less than anticipated mileage.

Goods, supplies & materials purchased

- General expenses such as food and equipment were less than anticipated.

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

- Supported the New Sarepta Agricultural society with pandemic relief funding.
- Assisted several community associations understand changing rules and regulations involving pandemic restrictions.
- In 2021, 104 acres of parks space were maintained at 14 sites. Tasks included, mowing, garbage collection, tree maintenance, planting beds, beach maintenance, ball diamond maintenance, weed control, lake buoy placement and removal and playground maintenance.
- A total of 7,506 nights were booked at Jubilee campground and 4,036 nights at Centennial Park. Comfort cabins were booked for a total of 93 nights.
- A total of 11 weekends were booked at Sunnybrook group campground and eight weekends were booked at Genesee group campground.
- A total of 254 children registered in 18 summer camps which included art, cooking and Lego camps.
- There were 36 summer drop in programs held with an estimated total of 200 participants.
- National Indigenous People's Day at Rundles Mission had 30 participants and 160 live views.
- A total of 644 participants attended 13 drive in events.
- Grant funding of \$40,305 was provided to 21 local not for profits groups in 2021.

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 Dec. 31 2021	Identified deliverables with status update
Develop a multi-year community vision for recreation and parks services in Warburg and Thorsby.	Q1 2021		<p>Leduc County, Warburg and Thorsby will apply to the Province to secure funding through the Alberta Collaboration Grant.</p> <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. Another application for support was submitted in January 2022. We are currently waiting for confirmation of funding.
	Q4 2021		<p>Once grant funding is secured, a community recreation visioning document will be completed for Warburg, Thorsby and surrounding service areas.</p> <ul style="list-style-type: none"> This project has been added to the 2022 action plan.
Develop a multi-year community vision for recreation and parks in Leduc County.	Q4 2021		<p>A recreation and parks vision document will be developed that guides the future direction of recreation, parks and community development services.</p> <ul style="list-style-type: none"> Funding has been approved in the 2022 budget and added to the 2022 action plan.

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 Dec. 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. Three not for profit workshops were hosted by Leduc County with 39 volunteers attending. All City of Leduc workshops are open to Leduc County residents and are promoted to not for profit organizations.
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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 Dec. 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		<p>Community meetings will be held to identify interest and volunteers willing to lead sport activities in New Sarepta in 2021.</p> <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		<ul style="list-style-type: none"> If interest exists, community resource assistance will support volunteers in sport development for the community. 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.

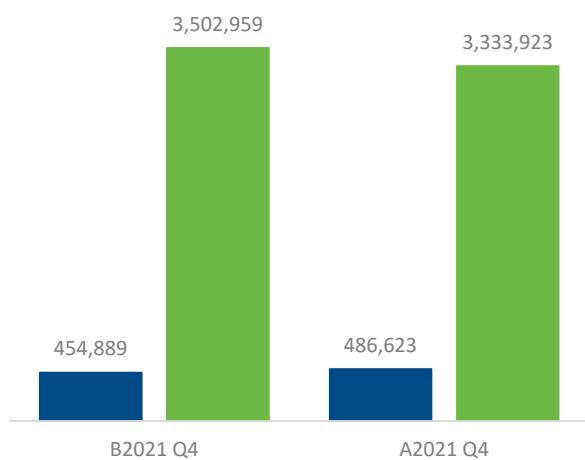
Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
Improve current processes that support enhanced customer service for campground and program operations.	Q1 2021		<ul style="list-style-type: none">• A review of the current recreation program and campgrounds refund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

Parks and Recreation

Q4 - 2021 Financial Reporting

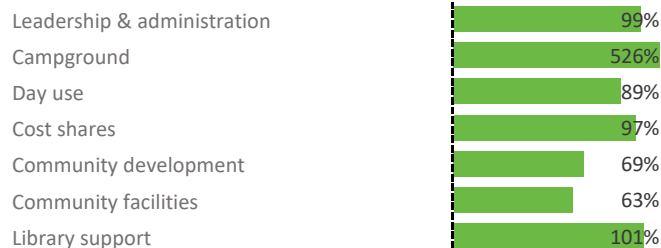
Department Head - Dean Ohnysty

■ REVENUE
■ EXPENSE

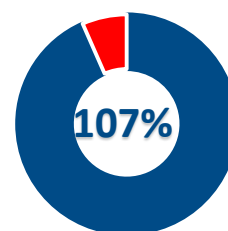


Variance YTD
(\$200,769)

% of Q4 Budget



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & svs to individuals</i>	-	118	118	0%
<i>Other revenue from own sources</i>	14,200	25,133	10,933	177%
<i>Conditional grants from other government</i>	20,000	3,105	(16,895)	16%
Total Revenue	34,200	28,356	(5,844)	83%
<i>Earnings & benefits</i>	477,409	485,684	8,275	102%
<i>General services-contracted</i>	55,990	27,347	(28,643)	49%
<i>Goods, supplies & materials purchased</i>	5,350	11,863	6,513	222%
<i>Reserves, transfers & grants</i>	14,000	16,195	2,195	116%
<i>Financial service charges</i>	419,660	418,874	(786)	100%
Total Expense	972,409	959,962	(12,447)	99%
Surplus/(Deficit)	(938,209)	(931,606)	6,603	99%

Variances

Conditional grants from other government

- The Healthy Community Program funds have been received and will be used towards New Sarepta improvements. Alberta Health has approved a program extension into 2023 due to the pandemic.

General services - contracted

- Mileage and training expenses were less than anticipated.

Parks and Recreation

Q4 - 2021 Financial Reporting

Campground

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	367,502	410,631	43,129	112%
<i>Other revenue from own sources</i>	1,701	3,906	2,205	230%
Total Revenue	369,203	414,538	45,335	112%
<i>Earnings & benefits</i>	164,939	149,286	(15,653)	91%
<i>General services-contracted</i>	108,104	108,482	378	100%
<i>Goods, supplies & materials purchased</i>	73,451	66,414	(7,037)	90%
<i>Financial service charges</i>	7,000	7,772	772	111%
Total Expense	353,494	331,952	(21,542)	94%
Surplus/(Deficit)	15,709	82,585	66,876	526%

Variances

Sales of goods & services to individuals

- Campground revenues were higher than anticipated as a result of increased bookings.

Day use

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	3,400	7,086	3,686	208%
<i>Other revenue from own sources</i>	5,000	6,000	1,000	120%
<i>Other transactions</i>	22,086	22,086	-	100%
Total Revenue	30,486	35,172	4,686	115%
<i>Earnings & benefits</i>	62,497	58,987	(3,510)	94%
<i>General services-contracted</i>	65,089	57,941	(7,148)	89%
<i>Goods, supplies & materials purchased</i>	26,100	23,572	(2,528)	90%
Total Expense	153,686	144,441	(9,245)	94%
Surplus/(Deficit)	(123,200)	(109,269)	13,931	89%

Variances

No significant variances.

Parks and Recreation

Q4 - 2021 Financial Reporting

Cost shares

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>Reserves, transfers & grants</i>	1,723,450	1,665,083	(58,367)	97%
Total Expense	1,723,450	1,665,083	(58,367)	97%
Surplus/(Deficit)	(1,723,450)	(1,665,083)	58,367	97%

Variances

Reserves, transfers & grants

- 2020 cost shares were less than anticipated.

Community development

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	21,000	8,557	(12,443)	41%
Total Revenue	21,000	8,557	(12,443)	41%
<i>Earnings & benefits</i>	75,194	57,677	(17,517)	77%
<i>General services-contracted</i>	52,500	24,427	(28,073)	47%
<i>Goods, supplies & materials purchased</i>	19,002	13,439	(5,563)	71%
Total Expense	146,696	95,543	(51,153)	65%
Surplus/(Deficit)	(125,696)	(86,986)	38,710	69%

Variances

Sales of goods & services to individuals

- Summer program services were reduced as a result of the pandemic. Adjustments were made to expenditures to accommodate lower revenues.

General services - contracted

- Summer program expenses were less than anticipated as summer programs were reduced due to the pandemic.

Parks and Recreation

Q4 - 2021 Financial Reporting

Community facilities

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	19,494	13,772	(5,722)	71%
<i>Goods, supplies & materials purchased</i>	26,750	15,432	(11,318)	58%
Total Expense	46,244	29,203	(17,041)	63%
Surplus/(Deficit)	(46,244)	(29,203)	17,041	63%

Variances

Goods, supplies & materials purchased

- The cost of maintaining and securing Nisku Recreation Centre were less than anticipated.

Library support

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	60,500	61,459	959	102%
<i>Goods, supplies & materials purchased</i>	200	-	(200)	0%
<i>Reserves, transfers & grants</i>	46,280	46,280	-	100%
Total Expense	106,980	107,739	759	101%
Surplus/(Deficit)	(106,980)	(107,739)	(759)	101%

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

- Year to date, 368 development permits and 1763 safety codes permits received, for a total construction value of \$129.9 million.
- In Q4, 457 safety codes permits issued for a total construction value of \$27,283,241.
- Received 68 development permit applications in Q4.
- Advancement of the business registry project in partnership with the Leduc, Nisku & Wetaskiwin Chamber of Commerce; the Chamber pursued arrangements with Edmonton International Airport to enable collection of information from businesses at the airport.
- Significant work completed on regional leadership through Edmonton Metropolitan Region Board (EMRB) boards and committees. Leduc County reappointed to the EMRB's Audit and Finance committee.
- Leduc County remains a key participant in the EMRB's Regional Agriculture Master Plan (RAMP) through representation on the RAMP implementation working group.
- Work continued on the Central Nisku Local Area Redevelopment Plan with engagements held with County Council, staff, stakeholders, and the general public in Q4.
- Work on the Southern Country Residential Area Structure Plan is on hold pending further discussions with Council in Q1 2022.
- Work continued on the Land Use Bylaw review. Staff summarized the takeaways from the first phase of public participation into three overarching themes: land use and development, bylaw expectations, and future public participation preferences.

- A supplemental submission was made to PrairiesCan, to support the County's grant funding proposal in relation the Business Retention & Expansion/Nisku Recreation Centre repurposing pilot project.
- Work began on a new Economic Development Strategy for Leduc County, along with preparations for an in depth workshop with Council to discuss the evolution of the County's economic development program in Q1 2022.

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 Dec. 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 in June 2021 <ul style="list-style-type: none"> • Bylaws to update the IDP were given second and third reading by Leduc County Council on June 22 and by the Town of Devon Council on June 28.
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. <ul style="list-style-type: none"> • Initial discussions undertaken with one municipal partner regarding development approval services

Strategy 1.2

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

Actions	Target dates	Status at Dec 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 three 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 Dec. 31 2021	Identified deliverables with status update
Undertake a comprehensive business retention and expansion (BR&E) study and explore operating models and options for delivering a BR&E program in Leduc County.	Q3 2021		<p>Full funding received from Western Economic Diversification (WeD) to complete the study.</p> <ul style="list-style-type: none">• Study was completed and accepted for information by Council in Q1.• As of end Q4, the County has not received word of funding from PrairiesCan.

Strategy 2.2

Ensure Leduc County is ready for investment.

Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
Develop a community profile for Leduc County to aid in investment attraction activities.	Q4 2021		<p>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.</p> <ul style="list-style-type: none">• Final copy is complete and is being reviewed and finalized by administration before presentation to Council.
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		<p>Grant money awarded in 2021 for capital investment.</p> <ul style="list-style-type: none">• There was \$17.7 million in funding obtained for the construction of the Nisku Spine Road in Q2.
Complete Investment Readiness and Implementation Strategy.	Q3 2021		<p>Full study complete and accepted by Council.</p> <ul style="list-style-type: none">• Presented to and accepted by Council in Q2.

Incorporate LEAN principles into development approval processes to ensure maximum process efficiency.	Q3 2021		Process improvements implemented. <ul style="list-style-type: none"> This work has not yet started due to continued emerging priorities; has been moved into the 2022 operational plan.
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Goal 3

Planning and Development will support the county's advocacy for the preservation of high quality agricultural land, both at the regional and local levels. We will strive to foster increased opportunities and access to markets for new and expanded agricultural products.

Strategy 3.1

Continue to participate in the Regional Agriculture Master Plan project and support political decision making related to the initiative.

Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
Continue county representation on Regional Agriculture Master plan (RAMP) task force and any subsequent initiatives to implement outcomes from RAMP into the Edmonton Metropolitan Region Growth Plan.	Q2 2021		RAMP project completed/supported by Leduc County. <ul style="list-style-type: none"> RAMP Project adopted by EMRB in August 2021. Currently awaiting Ministerial approval.

Strategy 3.2

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

Actions	Target dates	Status at Dec. 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. <ul style="list-style-type: none"> This work remains ongoing.

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 Dec. 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 approved by EMRB and given third reading by Council in Q3.
Completion of the Nisku Local Area Redevelopment Plan (LARP).	Q2 2021		<p>New LARP draft completed and adopted by Council.</p> <ul style="list-style-type: none"> LARP on track to be completed in Q2 2022 Development scenarios presented to Council for discussion in Q4. Second public engagement completed in Q4. Please note the target date shown in this quarterly reporting document is incorrect, project will be completed in 2022.
Completion of the Southern Country Residential Area Structure Plan.	Q2 2021		<p>New ASP draft completed and adopted by Council.</p> <ul style="list-style-type: none"> ASP adoption delayed to further investigate potential servicing options. Council workshop held in Q3 2021. Decisions on moving forward delayed for consideration by Council in the new term (Q1 2022).

Strategy 4.2

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

Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
	Q1 2021		<p>Discussion paper completed to support stakeholder engagement.</p> <ul style="list-style-type: none"> Work is in progress to have further discussions in a Council workshop anticipated for Q1 2022.
Update County Land Use Bylaw.	Q2 2021		<p>Commence detailed phased review and rewrite of specific categories.</p> <ul style="list-style-type: none"> In progress to align districts with MDP and ensure LUB process follows <i>Municipal Government Act</i> requirements.
	Q2 2021		<p>Commence stakeholder consultation.</p> <ul style="list-style-type: none"> Initial consultation completed in April 2021.

Goal 5

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

Strategy 5.1

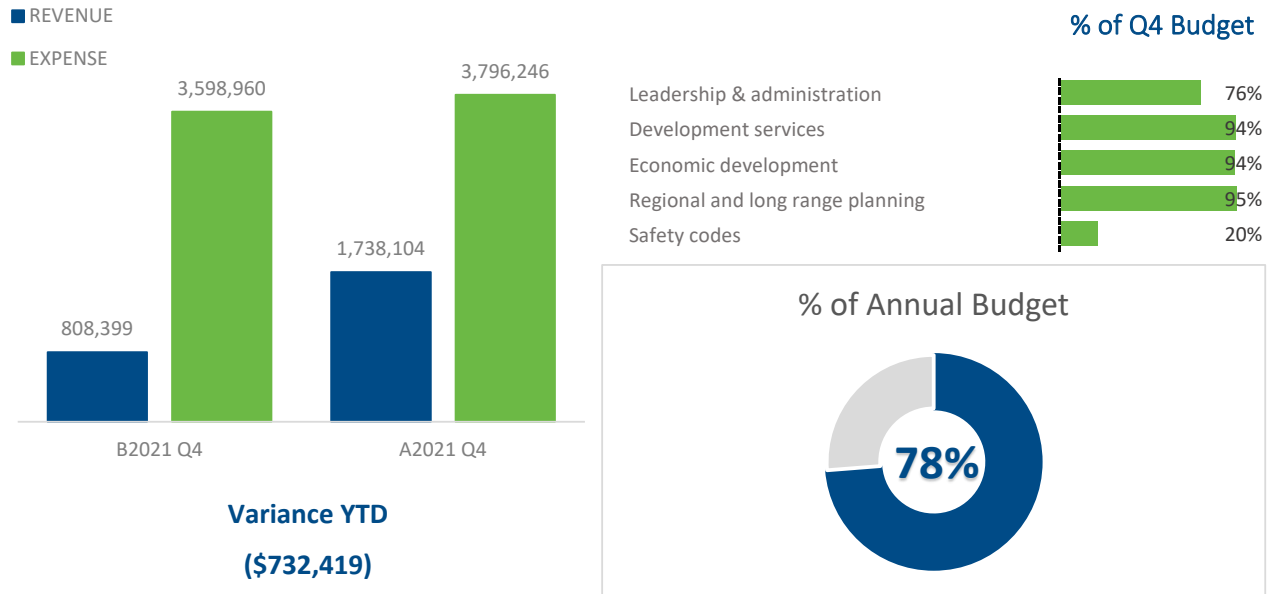
Safety Codes staff, when practical, will continue to participate in regional and provincial committees and work groups.

Actions	Target dates	Status at Dec. 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">• Report to Plumbing Sub Council regarding water and sewer connection awaiting response.• SCO nominated for seat on the new Electrical Utility Sub-Council.• SCO nominated for a seat on the new Private Sewage Sub-Council.

Planning and Development

Q4 - 2021 Financial Reporting

Department Head - Grant Bain



Leadership & administration

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
Earnings & benefits	512,044	380,894	(131,150)	74%
General services-contracted	7,050	3,898	(3,152)	55%
Goods, supplies & materials purchased	1,450	1,663	213	115%
Financial service charges	15,000	19,558	4,558	130%
Total Expense	535,544	406,014	(129,530)	76%
Surplus/(Deficit)	(535,544)	(406,014)	129,530	76%

Variances

Earnings & benefits

- Vacancies within the department from Q1 to Q4.

Planning and Development

Q4 - 2021 Financial Reporting

Development services

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	107,000	93,689	(13,311)	88%
<i>Other revenue from own sources</i>	60,000	82,865	22,865	138%
Total Revenue	167,000	176,554	9,554	106%
<i>Earnings & benefits</i>	872,830	857,914	(14,916)	98%
<i>General services-contracted</i>	25,540	9,927	(15,613)	39%
<i>Goods, supplies & materials purchased</i>	900	635	(265)	71%
Total Expense	899,270	868,475	(30,795)	97%
Surplus/(Deficit)	(732,270)	(691,922)	40,348	94%

Variances

No significant variances.

Economic development

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Other transactions</i>		500,000	500,000	0%
Total Revenue	-	500,000	500,000	0%
<i>General services-contracted</i>	19,475	12,396	(7,079)	64%
<i>Purchases from other government & agencies</i>	78,233	79,982	1,749	102%
<i>Goods, supplies & materials purchased</i>	500	-	(500)	0%
<i>Reserves, transfers & grants</i>	-	500,000	500,000	0%
Total Expense	98,208	592,378	494,170	603%
Surplus/(Deficit)	(98,208)	(92,378)	5,830	94%

Variances

Other transactions and reserves, transfers & grants

- Unbudgeted expense and draw from reserves for the air services opportunity fund payment to Edmonton Global.

Planning and Development

Q4 - 2021 Financial Reporting

Regional and long range planning

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>Earnings & benefits</i>	707,876	684,833	(23,043)	97%
<i>General services-contracted</i>	16,350	4,794	(11,556)	29%
<i>Purchases from other government & agencies</i>	48,782	48,782	-	100%
<i>Goods, supplies & materials purchased</i>	1,500	77	(1,423)	5%
Total Expense	774,508	738,486	(36,022)	95%
Surplus/(Deficit)	(774,508)	(738,486)	36,022	95%

Variances

No significant variances.

Safety codes

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other government</i>	4,500	5,973	1,473	133%
<i>Sales of goods & services to individuals</i>	1,800	4,134	2,334	230%
<i>Other revenue from own sources</i>	635,099	1,051,444	416,345	166%
Total Revenue	641,399	1,061,550	420,151	166%
<i>Earnings & benefits</i>	1,182,630	1,130,017	(52,613)	96%
<i>General services-contracted</i>	108,350	60,364	(47,986)	56%
<i>Goods, supplies & materials purchased</i>	450	512	62	114%
Total Expense	1,291,430	1,190,894	(100,536)	92%
Surplus/(Deficit)	(650,031)	(129,343)	520,688	20%

Variances

Other revenue from own sources

- Building, electrical, plumbing, gas and private sewage permit revenue has been higher than anticipated due to a higher number of permit applications than expected.

Earnings & benefits

- Vacancies in Q3 and Q4.

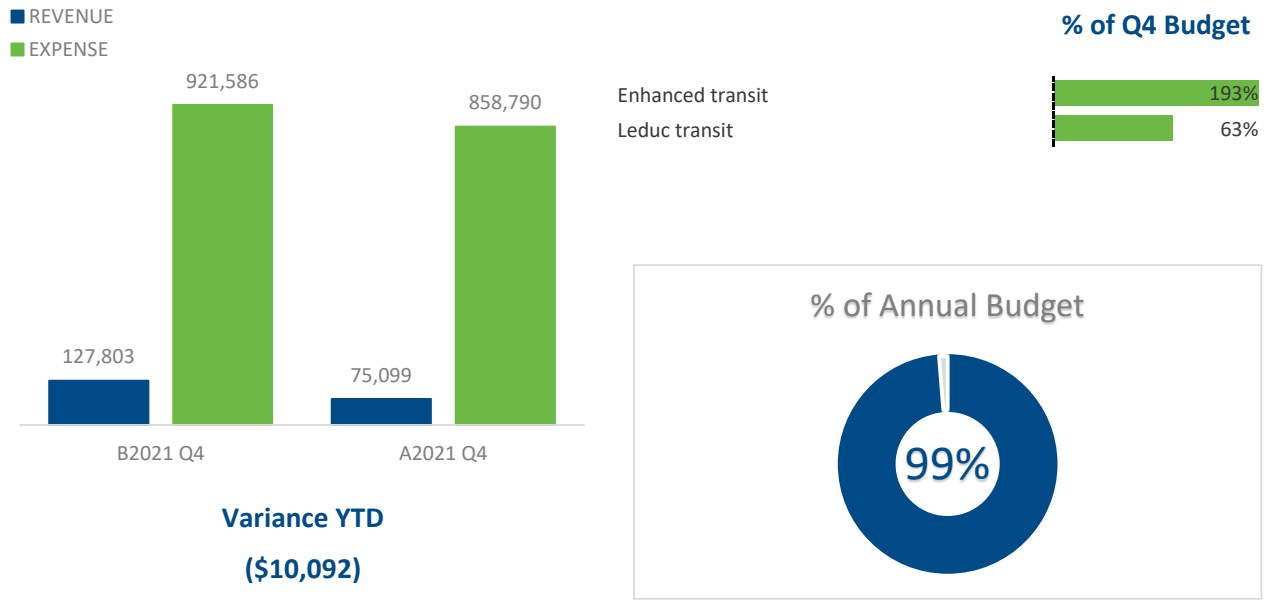
General services-contracted

- No safety codes contract services required to date for backup or project complexity.

Public transit

Q4 - 2021 Financial Reporting

Department Head - Rick Thomas



Enhanced transit

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
General services-contracted	108,150	70,051	(38,099)	65%
Purchases from other governments & agencies	108,150	347,306	239,156	321%
Total Expense	216,300	417,357	201,057	193%
Surplus/(Deficit)	(216,300)	(417,357)	(201,057)	193%

Variances

General services - contracted

- EIA transit service was reduced to on-demand service due to the pandemic and corresponding reduction in ridership.

Purchases from other governments & agencies

- Route 747 transit services were not reduced by Edmonton Transit Services (ETS) during the pandemic. However, there was a reduction in ridership and revenues.

Public transit

Q4 - 2021 Financial Reporting

Leduc transit

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	117,803	71,311	(46,492)	61%
<i>Sales of goods & services to individuals</i>	10,000	11,216	1,216	112%
<i>Conditional grants from other governments</i>	-	(7,428)	(7,428)	0%
Total Revenue	127,803	75,099	(52,704)	59%
<i>General services-contracted</i>	26	23	(3)	88%
<i>Purchases from other governments & agencies</i>	704,160	441,347	(262,813)	63%
<i>Goods, supplies & materials purchased</i>	1,000	-	(1,000)	0%
<i>Financial service charges</i>	100	63	(37)	63%
Total Expense	705,286	441,433	(263,853)	63%
Surplus/(Deficit)	(577,483)	(366,334)	211,149	63%

Variances

Sales of goods & services to other governments

- Ridership continued to be reduced throughout the remainder of 2021.

Purchases from other governments & agencies

- Reduced transit service during the pandemic resulted in less expenditures.

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

- Nisku shop interceptor installed.
- Road bans were lifted December 14.
- Winter gravelling program commenced December 6.
 - Gravel crushing at Brockhoff North and Boden pits completed.
- Nisku water reservoir parking lot upgrades completed.

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 Dec. 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">• Shoulder pull program completed with 23 km.• Spot repairs completed in 30 locations.• Ditch improvements completed in 25 locations.
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. <ul style="list-style-type: none">• The five operators completed their training.• Training program for all current staff members is complete. Achieve a four per cent crown standard on gravel roads. <ul style="list-style-type: none">• Gravel roads will be maintained to this standard.

Continue the annual vegetation management programs that support road grading and sightline improvements for the travelling public.	Q3 2021		<p>Complete 300 lineal km of road spraying, 20 hand brushing projects, three intersection quadrants and guard rail spraying.</p> <ul style="list-style-type: none"> Completed 270 km of roadside spraying to support grading operations. Sprayed 12 km of brush regrowth. Sprayed three intersections for brush regrowth.
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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 Dec. 31 2021	Identified deliverables with status update
Major asphalt and cold mix repair program.	Q4 2021		<p>Completed repairs on asphalt failures on main roads and 1-2 subdivision rejuvenations.</p> <ul style="list-style-type: none"> Subdivisions completed. Major asphalt repairs completed.
Summer asphalt and cold mix maintenance program.	Q3 2021		<p>Complete street sweeping, line painting and crack sealing programs.</p> <ul style="list-style-type: none"> Street sweeping program completed June 4. Cracksealing program completed September 18. Line painting program not completed due to insufficient white paint availability. <ul style="list-style-type: none"> Center line marking completed. Small per cent of shoulder line marking completed.

Strategy 1.3

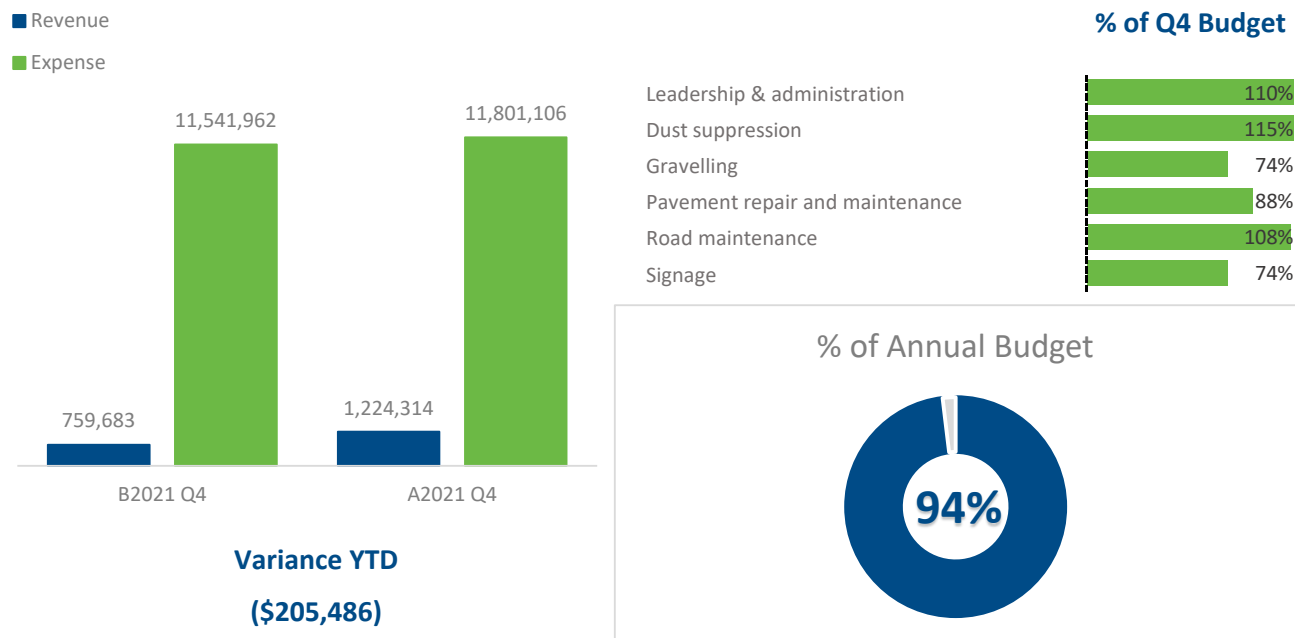
Develop and implement a quality assurance program for road maintenance with a review of current processes to gain efficiencies.

Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
Update the road maintenance standards manual as a guiding documents for road maintenance.	Q2 2021		<p>Complete review of grading and winter maintenance standards.</p> <ul style="list-style-type: none">• Setting consistent standards for grading operation through the grader training program. Work being done to update the manual to conform to the newly developed operating standards.
Examine current processes that could be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	Q2 2021		<p>Completing a process review on manual entry of work orders and gravel slips.</p> <ul style="list-style-type: none">• Reviewed the process for work orders and determined that it is currently functioning well.• Initial conversations have been had with Finance to discuss existing financial system capabilities relating to gravel slip processing.<ul style="list-style-type: none">○ Project carried forward into 2022.

Road Operations

Q4 - 2021 Financial Reporting

Department Head - Garrett Broadbent



Leadership & administration

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	33,909	36,431	2,522	107%
<i>Sales of goods & services to individuals</i>	17,500	33,242	15,742	190%
<i>Other revenue from own sources</i>	-	284,091	284,091	0%
<i>Other transactions</i>	32,000	30,200	(1,800)	94%
Total Revenue	83,409	383,963	300,554	460%
<i>Earnings & benefits</i>	3,896,743	3,641,339	(255,404)	93%
<i>General services-contracted</i>	483,846	667,718	183,872	138%
<i>Goods, supplies & materials purchased</i>	1,443,606	1,613,089	169,484	112%
<i>Reserves, transfers & grants</i>	-	789,494	789,494	0%
Total Expense	5,824,195	6,711,640	887,445	115%
Surplus/(Deficit)	(5,740,786)	(6,327,677)	(586,891)	110%

Variances

Other revenue from own sources:

- Aggregate levy revenue has been higher than anticipated. It was budgeted under Engineering but actuals are in Road Operations.

Earnings & benefits

- Staff vacancies and less hours worked during the reporting period.
- There was a change of the administration of vacation.

Road Operations

Q4 - 2021 Financial Reporting

General services - contracted

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

Goods, supplies and materials purchased:

- A number of breakdowns in the motor grader fleet resulted in unanticipated parts purchases.
- Power for street lights and traffic lights was higher than anticipated.

Reserves, transfers & grants

- Aggregate levy transfer to reserves have been higher than anticipated. They were budgeted under Engineering but actuals are in Road Operations.
- Some winter gravelling funds were transferred to reserves and will be used in 2022.

Dust suppression

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	177,100	313,288	136,188	177%
Total Revenue	177,100	313,288	136,188	177%
<i>General services-contracted</i>	30,000	34,144	4,144	114%
<i>Goods, supplies & materials purchased</i>	415,000	585,978	170,978	141%
Total Expense	445,000	620,122	175,122	139%
Surplus/(Deficit)	(267,900)	(306,835)	(38,935)	115%

Variance

The County budgeted for 450 residential dust control application in Q2. However, approximately 500 residents registered for the residential dust control resulting in higher than anticipated revenues and expenses for the program. Additionally, a number of road use agreement holders paid for dust control this year.

Gravelling

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Conditional grants from other governments</i>	497,174	497,174	-	100%
Total Revenue	497,174	497,174	-	100%
<i>General services-contracted</i>	1,784,306	1,187,247	(597,059)	67%
<i>Goods, supplies & materials purchased</i>	1,774,836	1,576,977	(197,859)	89%
Total Expense	3,559,142	2,764,224	(794,918)	78%
Surplus/(Deficit)	(3,061,968)	(2,267,050)	794,918	74%

Variance

General services - contracted and goods, supplies & materials purchased

- Due to ice and severe road conditions, Road Operations completed 3 of 11 days of gravelling in December. A carry forward of \$460,000 is reflected in the leadership & administration section to complete the 2022 winter gravelling program.

Road Operations

Q4 - 2021 Financial Reporting

Pavement repair and maintenance

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	-	25,000	25,000	0%
Total Revenue	-	25,000	25,000	0%
<i>General services-contracted</i>	719,225	689,831	(29,394)	96%
<i>Goods, supplies & materials purchased</i>	50,500	10,654	(39,846)	21%
Total Expense	769,725	700,485	(69,240)	91%
Surplus/(Deficit)	(769,725)	(675,485)	94,240	88%

Variance

Other revenue from own sources:

- Unbudgeted reimbursement for third party damage to a Leduc County road.

Goods, supplies & materials purchased

- Less hot mix was needed to repair roads than anticipated.

Road maintenance

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	344,200	443,819	99,619	129%
<i>Goods, supplies & materials purchased</i>	556,500	525,280	(31,220)	94%
Total Expense	900,700	969,099	68,399	108%
Surplus/(Deficit)	(900,700)	(969,099)	(68,399)	108%

Variance

General Services-contracted:

- Additional contract grading was required due to staff illness and severe road conditions in Q4.

Signage

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	2,000	4,889	2,889	244%
Total Revenue	2,000	4,889	2,889	244%
<i>Goods, supplies & materials purchased</i>	43,200	35,535	(7,664)	82%
Total Expense	43,200	35,535	(7,664)	82%
Surplus/(Deficit)	(41,200)	(30,646)	10,553	74%

Variance

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

- Substantial progress has been made on the Nisku wastewater transfer station with only the commissioning and reconfiguration of the exit gate due to the Spine Road upgrade remaining.
- New Sarepta lift station replacement project is operational, however, due to supply chain issues the onsite backup power is not complete.
- Edmonton International Airport (EIA) contract is progressing well. A year end review has been completed with both groups, and feedback was positive.
- Completed the Strategic Waste Management Plan review workshops with Council and a final version is to be presented to Council on February 8, 2022.

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 Dec. 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">• A petition for a local improvement has been received by Leduc County. Administration is completing a design for the wastewater treatment and internal roadway complete with costing. This will be used to develop a local improvement plan.• Administration is supporting the consulting team in regards to meeting regulatory requirements.• Administration has been in contact with Alberta Environment and Parks (AEP) administration and other members of the provincial government regarding the processing of Vantage

			<p>Pointe's waste water treatment application to try to move the project forward.</p> <ul style="list-style-type: none"> Draft local improvement plans have been prepared for the Wildland Meadows Project. However, we are awaiting regulatory approval and the accompanying monitoring requirements for this wastewater treatment system in order to provide a complete financial assessment.
Support Planning and Development in the development of the South Country Residential Area Structure Plan (SCRASP) in regards to communal servicing.	Q1 2021		<p>In conjunction with the consultant, develop a servicing strategy for the SCRASP, examining potential communal water and wastewater servicing tactics.</p> <ul style="list-style-type: none"> Outlined servicing requirements with developer. Developed terms of reference and a report is to go to Council in late August regarding this matter. Council has decided to focus on the growth hamlets of Rolly View, Kavanagh and New Sarepta. Administration is determining servicing capacity for these locations as part of next year's work plan.

Goal 2

Investigate alternative strategies to maintain affordable Leduc County utility rates.

Strategy 2.1

Optimize utility operations.

Actions	Target dates	Status at Dec. 31 2021	Identified deliverables with status update
Continue the collection of utilities infrastructure inventory and conditions assessments.	Q3 2021		<p>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.</p> <ul style="list-style-type: none"> The work plan for infrastructure verification is complete.

Strategy 2.2

Investigate implementing a storm water utility.

Actions	Target dates	Status at Dec. 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. <ul style="list-style-type: none">• Work has not been initiated. Anticipate to complete this action by Q1 2022.

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 Dec. 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 system inter-connection with City of Leduc.• All further initiatives related to this item have been put on hold by the City of Leduc.

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 Dec. 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.

			<ul style="list-style-type: none"> Departmental reorganization was completed in Q2 to streamline workflows and eliminate duplication of efforts. The completion of the SCADA system has reduced the staff time required to monitor water and wastewater infrastructure.
	Q3 2021		<p>Critically examine the workflows and modify as necessary to improve the customer experience.</p> <ul style="list-style-type: none"> It is intended that this will be completed in Q2 2022.

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 Dec. 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		<p>Baseline for Nisku storm water parameters documented.</p> <ul style="list-style-type: none"> A comparison between the collected data from stormwater sampling in Nisku and Alberta Environment and Parks guidelines for storm water is complete.

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 Dec. 31 2021	Identified deliverables with status update
Develop an action plan to implement the recommendations of the strategic waste management plan.	Q3 2021		<p>Complete action plan.</p> <ul style="list-style-type: none"> An action plan has been completed and will be delivered along with the final version of the Strategic Waste Management Plan for Council adoption in Q1 2022.

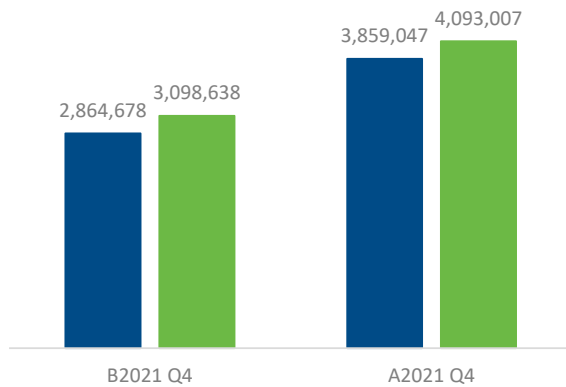
Utilities - Water distribution

Q4 - 2021 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Q4 Budget

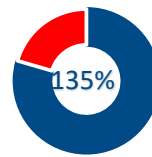


Water distribution

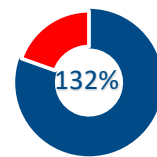
100%

Variance YTD
\$0

% of Annual Budget
- Revenue



% of Annual Budget -
Expense



Water distribution

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	2,678,229	3,318,600	640,371	124%
<i>Other revenue from own sources</i>	36,500	390,498	353,998	1070%
<i>Other transactions</i>	149,949	149,949	-	100%
Total Revenue	2,864,678	3,859,047	994,369	135%
<i>Earnings & benefits</i>	384,198	365,778	(18,420)	95%
<i>General services-contracted</i>	437,647	329,716	(107,931)	75%
<i>Purchases from other governments & agencies</i>	1,086,570	1,419,458	332,888	131%
<i>Goods, supplies & materials purchased</i>	200,250	278,659	78,409	139%
<i>Reserves, transfers & grants</i>	495,587	1,204,445	708,858	243%
<i>Financial service charges</i>	494,386	494,951	565	100%
Total Expense	3,098,638	4,093,007	994,369	132%
Surplus/(Deficit)	(233,960)	(233,960)	-	100%

Variances

Sale of goods & services to individuals

- Water sales are higher than anticipated due to volume of industrial bulk water sales.

Utilities - Water distribution

Q4 - 2021 Financial Reporting

Other revenue from own sources

- Interest on investments and penalty on utility accounts are higher than anticipated.
- Unbudgeted contract revenue.

General services - contracted

- Infrastructure and equipment repairs are lower than anticipated.

Purchases from other governments & agencies

- Water purchases are higher than anticipated due to higher than anticipated industrial bulk water sales.

Goods, supplies & materials purchased

- Equipment and machine parts were higher than anticipated due to major maintenance for pumps and motors, valve repairs, and instrumentation installation.

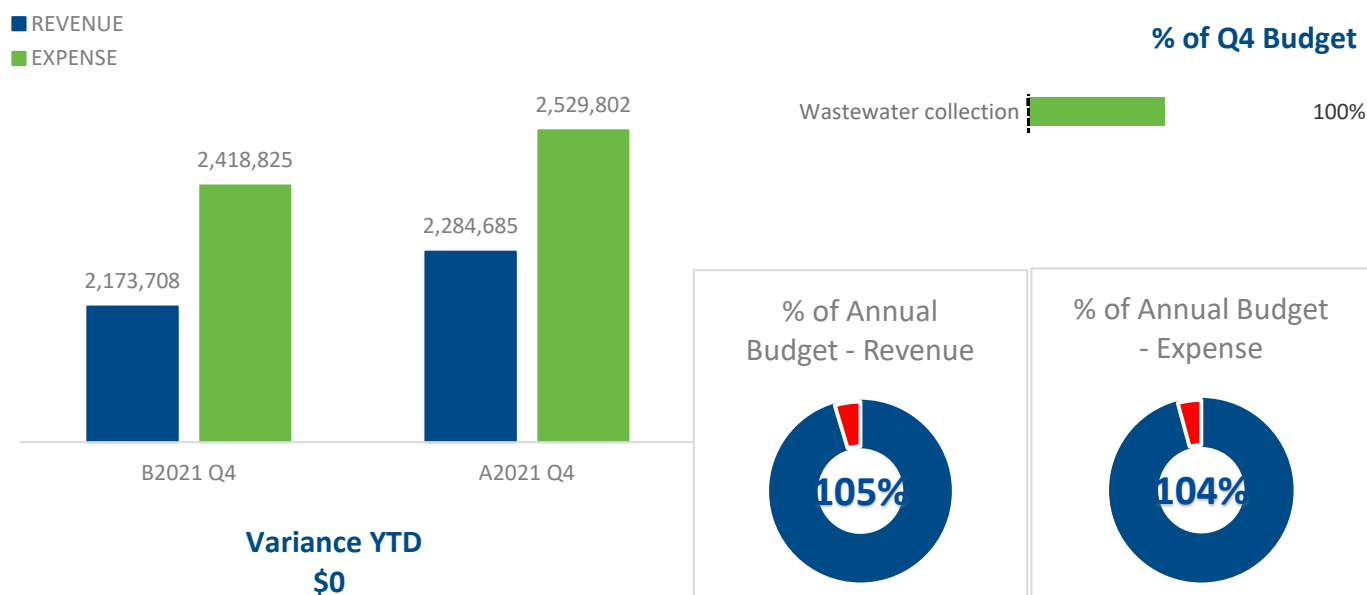
Reserves, transfers & grants

- Transfers to reserves were higher than anticipated as a result of higher than expected industrial bulk water sales and unbudgeted contract revenue.

Utilities - Wastewater collection

Q4 - 2021 Financial Reporting

Department Head - Des Mryglod



Wastewater collection

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	2,090,670	2,121,953	31,283	101%
<i>Other revenue from own sources</i>	52,928	162,732	109,804	307%
<i>Other transactions</i>	30,110	-	(30,110)	0%
Total Revenue	2,173,708	2,284,685	110,977	105%
<i>Earnings & benefits</i>	299,942	288,860	(11,082)	96%
<i>General services-contracted</i>	193,987	144,367	(49,620)	74%
<i>Purchases from other governments & agencies</i>	1,305,596	1,373,875	68,279	105%
<i>Goods, supplies & materials purchased</i>	53,329	56,837	3,508	107%
<i>Reserves, transfers & grants</i>	320,854	420,746	99,892	131%
<i>Financial service charges</i>	245,117	245,117	-	100%
Total Expense	2,418,825	2,529,802	110,977	105%
Surplus/(Deficit)	(245,117)	(245,117)	-	100%

Variances

Other revenue from own sources

- Interest on investments and penalty on utility accounts are higher than anticipated.
- Unbudgeted contract revenue.

Reserves, transfers & grants

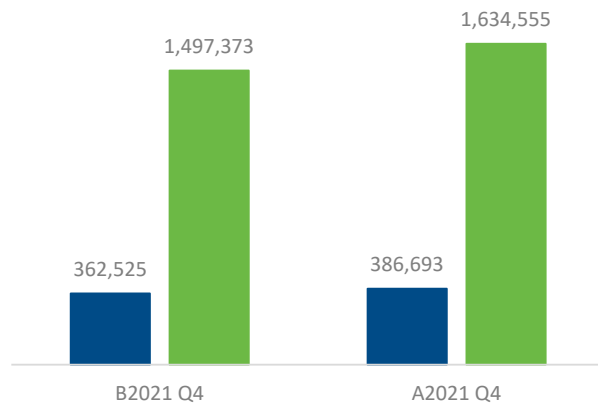
- Transfers to reserves were higher than anticipated as a result of the unbudgeted contract revenue.

Utilities - Waste management

Q4 - 2021 Financial Reporting

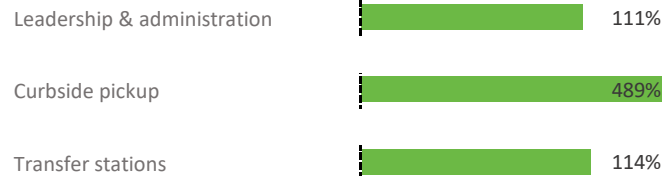
Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

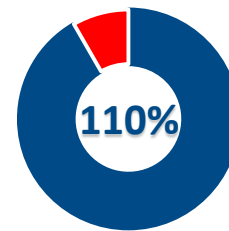


Variance YTD
\$113,015

% of Q4 Budget



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Other revenue from own sources	-	11,958	11,958	0%
Conditional grants from other governments	242,771	248,704	5,933	102%
Total Revenue	242,771	260,662	17,891	107%
Earnings & benefits	376,908	374,259	(2,649)	99%
General services-contracted	32,646	29,783	(2,863)	91%
Purchases from other governments & agencies	434,408	521,908	87,500	120%
Goods, supplies & materials purchased	2,568	3,223	655	126%
Total Expense	846,530	929,173	82,643	110%
Surplus/(Deficit)	(603,759)	(668,511)	(64,752)	111%

Variances

Other revenue from own sources

- Unanticipated revenue generated from recycling initiatives and access card replacements.

Purchases from other governments & agencies

- Tonnages for the resident drop off program at regional landfill were higher than anticipated.

Utilities - Waste management

Q4 - 2021 Financial Reporting

Curbside pickup

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	111,302	110,794	(508)	100%
Total Revenue	111,302	110,794	(508)	100%
<i>Earnings & benefits</i>	18,175	19,851	1,676	109%
<i>General services-contracted</i>	67,878	48,944	(18,934)	72%
<i>Reserves, transfers & grants</i>	17,723	5,224	(12,499)	29%
Total Expense	103,776	74,024	(29,752)	71%
Surplus/(Deficit)	7,526	36,770	29,244	489%

Variances

General services-contracted

- Waste transportation expenses for were less than anticipated.

Transfer stations

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	5,004	10,600	5,596	212%
<i>Other revenue from own sources</i>	3,448	4,636	1,188	134%
Total Revenue	8,452	15,236	6,784	180%
<i>General services-contracted</i>	356,612	445,482	88,870	125%
<i>Purchases from other governments & agencies</i>	181,524	180,197	(1,327)	99%
<i>Goods, supplies & materials purchased</i>	8,931	5,678	(3,253)	64%
Total Expense	547,067	631,357	84,290	115%
Surplus/(Deficit)	(538,615)	(616,121)	(77,506)	114%

Variances

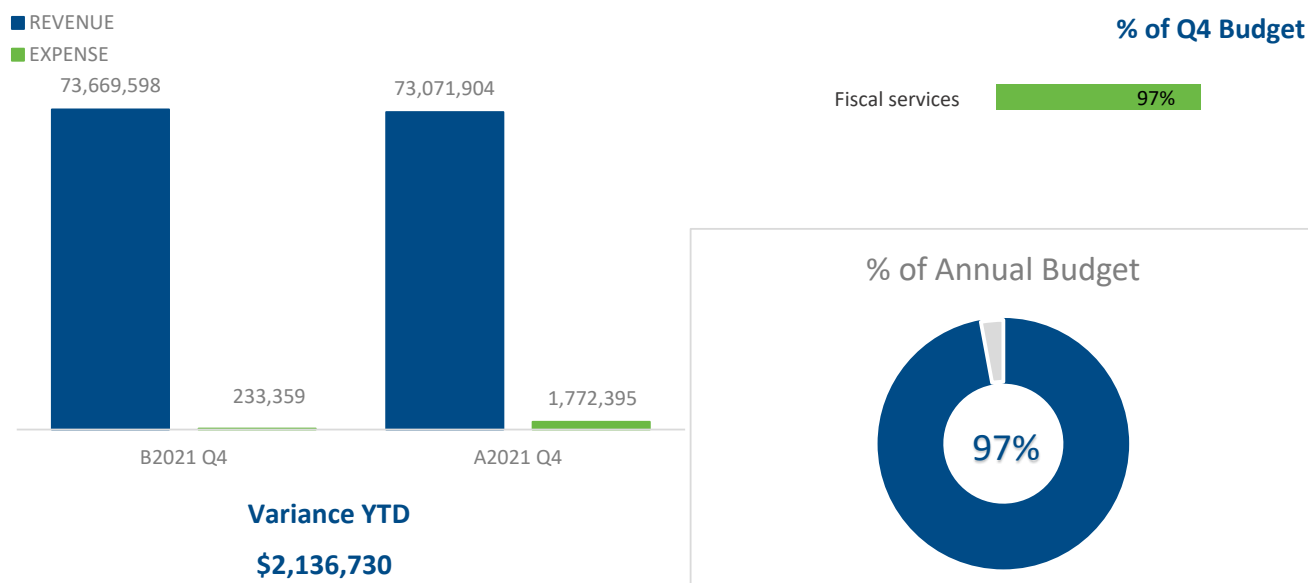
General services-contracted

- Volume of waste to process and dispose of was higher than anticipated resulting in higher costs for transporting bins.

Fiscal Services

Q4 - 2021 Financial Reporting

Department Head - Natasha Wice



Fiscal services

Account	2021 budget	2021 actual	Variance (\$)	% of total budget
<i>Taxes</i>	72,456,955	71,467,080	(989,875)	99%
<i>Taxes-grant in lieu</i>	118,868	117,349	(1,519)	99%
<i>Other revenue from own sources</i>	735,439	1,120,926	385,487	152%
<i>Unconditional grants from other governments</i>	93,500	64,684	(28,816)	69%
<i>Other transactions</i>	264,836	301,865	37,029	114%
Total Revenue	73,669,598	73,071,904	(597,694)	99%
<i>Reserves, transfers & grants</i>	1,193	1,922,368	1,921,175	161137%
<i>Financial service charges</i>	264,836	264,498	(338)	100%
<i>Other transactions-general</i>	(32,670)	(414,471)	(381,801)	1269%
Total Expense	233,359	1,772,395	1,539,036	760%
Surplus/(Deficit)	73,436,239	71,299,509	(2,136,730)	97%

Variances

Taxes

- Assessment revisions completed to date.

Other revenue from own sources

- Interest revenue is lower than anticipated.
- Higher than anticipated tax penalty revenue.
- Gains on sale of investments was higher than anticipated.
- Unbudgeted provincial education requisition credit.

Unconditional grants from other governments

- Leduc and District Regional Landfill rebate was less than anticipated.

Other transactions and reserves, transfers & grants

Fiscal Services

Q4 - 2021 Financial Reporting

- Unbudgeted transfer between reserves was done in conjunction with the reserve policy review and approval
- Transfer year-end surplus to reserves.

Other transactions - general

- Variance due to unbudgeted over/under transactions associated with requisitions.
- Variance due to unbudgeted sale of a premium bond.

Investment Summary

As at December 31, 2021

Interest earned	\$	453,286
Gain/(loss) on sale of investments	\$	94,206
	\$	<u>547,492</u>

CIBC Portfolio Breakdown	Purchase Price
Temporary and short-term (less than 1 year)	\$ 19,857
Medium term (between 1 - 10 years)	\$ 25,663,969
Long-term (10+ years)	\$ 5,757,037
	\$ <u>31,440,863</u>

CIBC statement

- As at December 31, the since inception return is 2.86% per year. The minimum average yield on the investments currently held is 2.43% per year.
- The Bank of Canada has begun it's rate hiking cycle and as such, interest rates on bonds have moved materially higher.
- The rate increases have caused some short-term volatility of -0.58% for Q4, however our minimum returns are fixed and all investments are principal guaranteed.
- Due to higher rates, our expected annual investment revenue over the coming years is projected to be higher (forecasted north of 3.00% per year) as we can reinvest maturities and cash flows at much higher interest rates.

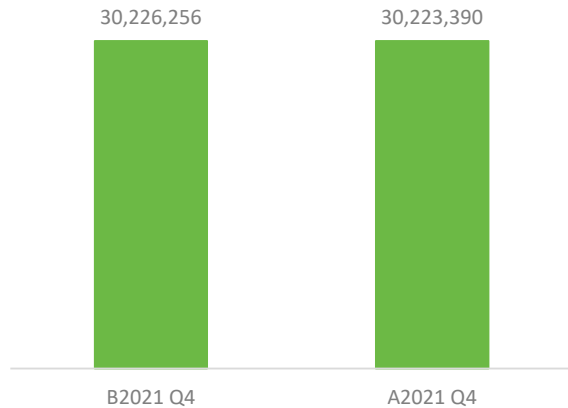
Requisitions expenditures

Q4 - 2021 Financial Reporting

Department Head - Natasha Wice

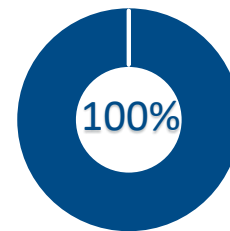
■ EXPENSE

% of Q4 Budget



Requisitions 100%

% of Annual Budget



Variance YTD
(\$2,866)

Requisitions

Account	2021 budget	2021 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>Reserves, transfers & grants</i>	30,226,256	30,223,390	(2,866)	100%
Total Expense	30,226,256	30,223,390	(2,866)	100%
Surplus/(Deficit)	(30,226,256)	(30,223,390)	2,866	100%

Variances

No significant variances.



2021 Major Project and Capital Project Plan
Quarter 4 Reporting - Funding and Expenditures Summary
For the period ending December 31, 2021

Major Project and Capital Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Total	20,100,217	23,823,927	21,280,051	22,644,093
Total Expenditures		20,100,217	23,823,927	21,280,051	22,644,093

Completed Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	4,960,715	26,667	4,774,983	212,399
Grants					
	Alberta Municipal Water/Wastewater Partnership	37,500	-	30,417	7,083
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,556,283	-	1,306,699	249,584
	Municipal Sustainability Initiative (MSI) Capital	6,782,683	-	6,478,943	303,740
	Strategic Transportation Infrastructure Program (STIP)	281,340	30,000	295,855	15,485
	Western Economic Diversification Canada Grant	176,193	-	28,217	147,976
Other					
	Reserves	2,460,577	28,500	2,091,678	397,399
Total Funding		16,255,291	85,167	15,006,791	1,333,667

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	710,000	62,000	212,392	559,608
Grants					
	Municipal Stimulus Program	1,638,016	-	1,444,029	193,987
	Western Economic Diversification Canada Grant	456,000	17,700,000	3,134,719	15,021,281
Other					
	Reserves	1,040,910	5,976,760	1,482,120	5,535,550
	Sale/Trade-In	30,000	-	-	30,000
	Sale/Trade-In Transfer to Reserve	(30,000)	-	-	(30,000)
Total Funding		3,844,926	23,738,760	6,273,259	21,310,427



2021 Major Project Plan
Quarter 4 Reporting - Funding and Expenditures Summary
For the period ending December 31, 2021

Major Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Major Projects	2,827,229	370,167	1,858,117	1,339,279
Total Expenditures		2,827,229	370,167	1,858,117	1,339,279

Completed Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	711,615	56,667	714,379	53,903
Grants					
	Western Economic Diversification Canada Grant	176,193	-	28,217	147,976
Other					
	Reserves	879,876	28,500	734,418	173,958
Total Funding		1,767,684	85,167	1,477,014	375,837

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	400,000	-	171,595	228,405
Grants					
	Western Economic Diversification Canada Grant	456,000	-	-	456,000
Other					
	Reserves	203,545	285,000	209,509	279,036
Total Funding		1,059,545	285,000	381,103	963,442



2021 Major Project Plan
Quarter 4 Reporting
For the period ending December 31, 2021

Project Name	2021 Final Budget	Actual Total Expense as at December 31, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
Kavanagh Landfill Reclamation	\$ 21,900	\$ 18,247.26	\$ 3,653		Complete	Project completed.
Wastewater Interceptor For Nisku Public Works Shop	\$ 35,000	\$ 42,032.55	\$ (7,033)		Complete	Over budget due to hiring a sub-contractor to complete the open cut excavation. Did not have the expertise to complete the work internally. Also incurred additional costs to relocate an underground power line.
Jubilee Park Day-Use Renovation Design	\$ 15,000	\$ 14,900.00	\$ 100		Complete	Project completed.
Beaumont Aquafit Contribution	\$ 500,000	\$ 500,000.00	\$ -		Complete	Project completed.
Recreation Cost Share Capital Contributions	\$ 350,000	\$ 350,000.00	\$ -		Complete	Project completed.
Land Use Bylaw Update	\$ 15,000	\$ 4,593.12	\$ 10,407		Work in progress	Multi-year project that will be completed in 2023.
Investment Readiness and Implementation Strategy (IRIS)	\$ 177,908	\$ 29,456.50	\$ 148,452		Complete	Grant extended to June 30, 2022. Unexpended funds due to staff vacancy.
Central Nisku Local Area Redevelopment Plan (CNLARP) (formerly Nisku Area Redevelopment Plan) - Year 2 of 3	\$ 215,527	\$ 161,702.74	\$ 53,824		Work in progress	Project delayed due to online engagement. Project carried forward to 2022.
Regional Broadband Strategy	\$ 30,000	\$ 9,303.35	\$ 20,697		Complete	Project completed.
Records and Digital Information Plan - Year 1 Implementation	\$ 205,000	\$ 20,825.93	\$ 184,174		Work in progress	Project started in Q2. Main system costs expected in Q4 after awarding the Request For Proposal. Anticipate completion and roll out throughout 2022.
IT Strategic Plan - Year 2 Implementation	\$ 80,000	\$ 44,932.84	\$ 35,067		Complete	Project completed.
2021 Grader Operator Training	\$ 36,000	\$ 36,960.00	\$ (960)		Complete	Project completed.
Building Lifecycle Maintenance - Services Building Exterior Sealant Replacement	\$ 63,750	\$ 59,667.95	\$ 4,082		Complete	Project completed.
Non-potable Water Point Pump House Development	\$ 35,000	\$ 36,803.52	\$ (1,803.52)		Complete	Higher than expected costs for materials.
Business Registry Project (Formerly: Business Census Project)	\$ 25,000	\$ 20,652.03	\$ 4,348		Complete	Project completed.
Asset Management	\$ 54,626	\$ 27,983.75	\$ 26,642		Complete	Asset management work is ongoing. External professional services were utilized to complete a condition assessment framework.
Regional Fire Services Framework (Part 1 - Standard of cover)	\$ 54,000	\$ -	\$ 54,000		Complete	Funding was through a grant administered by City of Leduc. All costs covered by the grant. Project completed.
Regional Fire Services Framework (Part 2 - Sub-regional emergency management agency)	\$ 68,000	\$ -	\$ 68,000		Complete	Project completed.
Clearwater Creek License Cleanout	\$ 10,000	\$ 1,020.00	\$ 8,980		Complete	Project completed.
Leduc County Branding	\$ 18,000	\$ 7,379.00	\$ 10,621		Work in progress	Signage design concepts will be presented to Council in Q1 2022, project carried forward to 2022.
Transportation Master Plan	\$ 200,000	\$ 201,069.97	\$ (1,069.97)		Complete	Review of the draft Transportation Master Plan is complete. Administration presented the draft report in 2022.
Nisku major employment center area structure plan (Formerly: Greater Nisku Major Area Structure Plan (GNMASP))	\$ 11,500	\$ 200.00	\$ 11,300		Complete	Project completed.
Southern Country Residential Area Structure Plan (SCRASP)	\$ 65,018	\$ 49,237.69	\$ 15,780		Work in progress	Project anticipated to be completed in late Q3, but was delayed to work through servicing options for future country residential developments with Council. Project carried forward to 2022.
Total 2021 Final Budget	\$ 2,286,229	\$ 1,636,968.20	\$ 649,261			

Project Name	2021 Final Budget	Actual Total Expense as at December 31, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
Changes after final budget approval						
Gravel Exploration Engineering Fee	\$ 28,500	\$ 27,117.24	\$ 1,383		Complete	Motion 205-21 - Council approved an allocation up to \$28,500 from the Special Purpose reserve for gravel exploration engineering fees at the Greenhough gravel site. The technical review is complete. Administration is preparing a report and recommendation for Council.
Partnership with Edmonton International Airport	\$ 56,667	\$ 56,667.00	\$ -		Complete	Motion 204-21 - Council approves the expenditure of \$56,667. Project completed.
Nisku District South Fire Station at Community Operations Center (COC)	\$ 285,000	\$ 137,364.98	\$ 147,635		Work in progress	Trailer was successfully relocated, put in service Jan 4 2022. Some funds carried forward to 2022 to complete the project.
Total changes after final budget approval	\$ 370,167	\$ 221,149	\$ 149,018			
Project subject to grant funding						
Business Retention and Expansion Centre	\$ 541,000	\$ -	\$ 541,000		Work in progress	Project carried forward to 2022. Report was presented to Council in Q1 2022.
Project subject to grant funding	\$ 541,000	\$ -	\$ 541,000			

Total 2021 Major Projects **\$ 3,197,396** **\$ 1,858,117** **\$ 1,339,279**

	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 Capital Project Plan
Quarter 4 Reporting - Funding and Expenditures Summary
For the period ending December 31, 2021

Capital Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Other Capital Projects	4,708,464	(16,240)	3,911,858	780,366
	Road Program	11,533,305	23,470,000	14,563,615	20,439,690
	Bridge Program	1,031,219	-	946,460	84,759
Total Expenditures		17,272,988	23,453,760	19,421,933	21,304,815

Completed Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	4,249,100	(30,000)	4,060,604	158,496
Grants					
	Alberta Municipal Water/Wastewater Partnership	37,500	-	30,417	7,083
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,556,283	-	1,306,699	249,584
	Municipal Sustainability Initiative (MSI) Capital	6,782,683	-	6,478,943	303,740
	Strategic Transportation Infrastructure Program (STIP)	281,340	30,000	295,855	15,485
Other					
	Reserves	1,580,701	-	1,357,260	223,441
Total Funding		14,487,607	-	13,529,778	957,829

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	310,000	62,000	40,797	331,203
Grants					
	Municipal Stimulus Program	1,638,016	-	1,444,029	193,987
	Western Economic Diversification Grant	-	17,700,000	3,134,719	14,565,281
Other					
	Reserves	837,365	5,691,760	1,272,611	5,256,514
	Sale/Trade-In	30,000	-	-	30,000
	Sale/Trade-In Transfer to Reserve	(30,000)	-	-	(30,000)
Total Funding		2,785,381	23,453,760	5,892,156	20,346,985



2021 Capital Project Plan
Quarter 4 Reporting
For the period ending December 31, 2021

Project Name	2021 Final Budget	Actual Total Expense as at December 31, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
Nisku Septage Receiving Station (Transfer Station) Improvement	\$ 924,590	\$ 740,626.28	\$ 183,964		Work in progress	Project was delayed due to supply chain issue with interceptor tank, third-party utility install coordination issues, and cold weather impact to commissioning efforts. Project carried forward to 2022.
Replacement of Firefighter Self Contained Breathing Apparatus (SCBA)	\$ 410,000	\$ 389,077.80	\$ 20,922		Complete	Equipment is in service at station one and two. Year 2 of the 4 year project underway with order anticipated to arrive prior to year end 2022.
New Sarepta Wastewater Lift Station Replacement - Construction	\$ 946,566	\$ 703,402.27	\$ 243,164		Work in progress	Project is delayed due to supply chain issues with electrical equipment. Project carried forward to 2022.
Light Pickup Replacement - Replace U1130	\$ 40,000	\$ 41,602.00	\$ (1,602)		Complete	Actual cost of purchase was higher than estimated.
Purchase New Tandem Gravel/ Plow /Sanding Truck	\$ 310,000	\$ -	\$ 310,000		Work in progress	Project carried forward to 2022. Delivery scheduled by March 30, 2022.
Kavanagh and Sunnybrook Wastewater Lagoon Renewals - Design	\$ 50,000	\$ 40,555.43	\$ 9,445		Complete	Project completed.
15 Avenue Storm Pond Outfall Replacement	\$ 20,000	\$ 18,650.00	\$ 1,350		Complete	Project completed.
2021 Road Program	\$ 11,533,305	\$ 10,522,143.26	\$ 1,011,162		Work in progress	See road program summary.
2021 Bridge Program	\$ 1,031,219	\$ 946,460.18	\$ 84,759		Complete	See bridge program summary.
Council Chamber Audio Video Refresh	\$ 65,000	\$ 64,298.00	\$ 702		Complete	Project completed.
Purchase Sand Spreader and Snow Plow	\$ 18,000	\$ 20,620.00	\$ (2,620)		Complete	Actual cost of purchase was higher than estimated.
Leduc County Fire Services East District Fire Station	\$ 1,837,843	\$ 1,770,373.00	\$ 67,470		Complete	Project completed.
Diamond Estates Drainage Swale Project	\$ 25,680	\$ 26,000.00	\$ (320)		Complete	Project over budget due to increase in lumber prices.
Purchase New Light Truck - Replace U1630	\$ 20,785	\$ 20,785.00	\$ -		Complete	Project completed.
Utilities SCADA Upgrade	\$ 25,000	\$ 13,271.71	\$ 11,728		Complete	Project completed.
Purchase Snow Pusher	\$ 15,000	\$ 21,800.00	\$ (6,800)		Complete	Actual cost of purchase was higher than estimated.
2021 Final Capital Projects	\$ 17,272,988	\$ 15,339,664.93	\$ 1,933,323			
Changes after final budget approval						
Land Disposal	\$ (18,640)		\$ (18,640)		Work in progress	Motion 101-21 - Council approved the disposal of Plan 1446 MC, A (~4.51 acres) for the sum of \$18,640 plus GST, with the condition that the lot be consolidated with the remnant parcel of land - NW 25-50-23-W4.
Land Disposal	\$ (59,600)		\$ (59,600)		Work in progress	Motion 102-21 - Council approved the disposal of Plan 578CL, Block 2, Lot 19(6,250 sq.ft.) by means of a "closed tender" for an amount of not less than \$59,600 plus GST. Motion 294-21 - that Leduc County Council receive the report regarding Land Disposal - Plan 578CL, Block 2, Lot 19 as information.
BF 02073 TWP 494 BTW RR 21 & 22					Complete	Strategic Transportation Infrastructure Program (STIP) approved maximum grant of \$30,000 for BF 02073.

Project Name	2021 Final Budget	Actual Total Expense as at December 31, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
Nisku Spine Road - From Township Road 510 To Airport Road	\$ 23,470,000	\$ 4,041,471.75	\$ 19,428,528.25		Work in progress	Contract has been awarded. Work on the project has started with the intent of completing the project in Q3 2022. Currently the utility relocations and the bridge construction is underway.
Wildland Meadows local improvement plan	\$ 62,000	\$ 40,796.79	\$ 21,203		Work in progress	Wastewater treatment system engineering is in progress, anticipate approval from Alberta Environment and Parks by 2022. Project carried forward to 2022.
Total changes after final budget approval	\$ 23,453,760	\$ 4,082,268.54	\$ 19,371,491			

Total 2021 Capital Projects \$ 40,726,748 \$ 19,421,933.47 \$ 21,304,814.53

	Project Indicator - For Work In Progress projects only
	<i>Green - Project is on track for hitting schedule and budget, and there are no major issues.</i>
	<i>Yellow - Early warning of potential risk to schedule and budget.</i>
	<i>Red - The project schedule and budget are in jeopardy.</i>
	Project Indicator - For Completed projects only
	<i>Project completed and under budget</i>
	<i>Project completed and over budget</i>



2021 Bridge Program
Quarter 4 Reporting
For the period ending December 31, 2021

	Project #	Legal Location	Existing Surface	Work Description	Length of the project	2021 Final Budget	Actual Total Expenses as at December 31, 2021	Variance	Project Indicator	Status	Notes
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	\$ 206,932.29	\$ 25,726.71		Complete	
BF 06644 TWP 482 BTW RR 253 & RR254	2021-BF-002	NE 9-48-25-W4	2 Bridge Culvert	Rehabilitation	12 m	\$ 33,162	\$ 28,413.85	\$ 4,748.15		Complete	
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	\$ 53,439.25	\$ 3,338.75		Complete	
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	\$ 27,859.60	\$ 4,899.40		Complete	
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	\$ 39,128.78	\$ 5,719.22		Complete	
BF 02073 TWP 494 BTW RR 21 & 22	2021-BF-006	NE 23-49-2-W5	Bridge Culvert	Rehabilitation	12 m	\$ 51,021	\$ 44,436.33	\$ 6,584.67		Complete	
BF 07066 RR 281 BTW TWP 501 & 502	2021-BF-007	SE 11-50-28-W4	3 Span Bridge	Rehabilitation	55 m	\$ 54,844	\$ 46,046.25	\$ 8,797.75		Complete	
BF 06546 RR 265 BTW TWP 501 & 502	2021-BF-008	SW 8-50-26-W4	3 Span Bridge	Rehabilitation	53 m	\$ 23,327	\$ 23,197.50	\$ 129.50		Complete	
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	\$ 27,829.00	\$ 3,873.00		Complete	
BF 08883 RR 33 BTW TWP 490 & 492	2021-BF-011	NW 10-49-03-W5	3 Span Bridge	Rehabilitation	55 m	\$ 95,000	\$ 94,704.00	\$ 296.00		Complete	
Total =						\$ 656,100	\$ 591,986.85	\$ 64,113.15			
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	\$ 354,473.33	\$ 20,645.67		Complete	
Total 2021 Final Budget =						\$ 1,031,219	\$ 946,460.18	\$ 84,758.82			
Changes after final budget approval											
BF 02073 TWP 494 BTW RR 21 & 22	2021-BF-006	NE 23-49-2-W5	Bridge Culvert	Rehabilitation	12 m					Complete	Strategic Transportation Infrastructure Program (STIP) approved. Maximum grant is \$30,000.
Total changes after final approved=						\$ -	\$ -	\$ -			
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	Grant funding was denied.

	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
Quarter 4 Reporting
For the period ending December 31, 2021

Project #	From	To	Work Description	2021 Final Budget	Actual Total Expenses as at December 31, 2021	Variance	Project Status	Status	Notes
2021-RD-001	TR 490	Hwy 616	Overlay	\$ 1,692,473	\$ 1,626,187.25	\$ 66,285.75		Complete	
2021-RD-002	Hwy 795	RR 273	Mill 50 mm and Fill 65 mm ACP	\$ 1,003,499	\$ 950,246.74	\$ 53,252.26		Complete	
2021-RD-003	RR 273	RR 275	Pavement	\$ 631,411	\$ 608,356.81	\$ 23,054.19		Complete	
2021-RD-015	Hwy 2A	RR 245	Pavement	\$ 650,000	\$ 616,082.54	\$ 33,917.46		Complete	
2021-RD-016	RR 251	700 Metres East	Pavement	\$ 200,000	\$ 158,131.75	\$ 41,868.25		Complete	
2021-RD-004			Design	\$ 50,000	\$ 42,542.11	\$ 7,457.89		Complete	
Total Major = \$				4,227,383	\$ 4,001,547.20	\$ 225,835.80			
2021-RD-005	TR 510	Hwy 625	Full Rehabilitation	\$ 1,821,208	\$ 1,672,145.59	\$ 149,062.41		Complete	
2021-RD-006				\$ 1,500,000	\$ 1,668,218.16	\$ (168,218.16)		Complete	Variance due to the following: 1. Major road and frost boil repairs needed to be completed on Township Road 502, Range Road 262, 260 and 255. 2. The Hay Lakes road shoulder pull required additional grading and drainage improvements than originally anticipated.
2021-RD-007			Design	\$ 50,000	\$ -	\$ 50,000.00		Complete	
Total Rural = \$				3,371,208	\$ 3,340,363.75	\$ 30,844.25			
2021-RD-008			Full Rehabilitation	\$ 918,952	\$ 879,952.18	\$ 38,999.82		Complete	
Total Subdivision= \$				918,952	\$ 879,952.18	\$ 38,999.82			
2021-RD-009	1st Street South	2nd Street South	Reconstruction	\$ 481,916	\$ 353,810.30	\$ 128,105.70		Complete	
2021-RD-010	1st Street South	2nd Street South	Reconstruction	\$ 444,668	\$ 345,986.99	\$ 98,681.01		Complete	
Total New Sarepta = \$				926,584	\$ 699,797.29	\$ 226,786.71			
2021-RD-011	15 Ave	South End	Full Rehabilitation	\$ 509,034	\$ 506,731.75	\$ 2,302.25		Complete	
2021-RD-013				\$ 35,000	\$ -	\$ 35,000.00		Complete	
2021-RD-014				\$ 215,100	\$ 197,335.00	\$ 17,765.00		Work in progress	Land purchase is in progress. Project carried forward to 2022.
Total Nisku = \$				759,134	\$ 704,066.75	\$ 55,067.25			
2021-RD-012	Hwy 2	RR 263	Sideslope Improvement	\$ 150,000	\$ 30,780.60	\$ 119,219.40		Complete	
Total Safety Improvement = \$				150,000	\$ 30,780.60	\$ 119,219.40			
2019-RD-012				\$ 121,254	\$ 134,066.64	\$ (12,812.64)		Complete	Unforeseen power line relocation and some re-design work due to utilities conflicts.



2021 Road Program
Quarter 4 Reporting
For the period ending December 31, 2021

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 December 31, 2021	Variance	Project Status	Status	Notes
2019-RD-013				\$ 75,000	\$ 46,142.81	\$ 28,857.19		Complete	
2020-RD-013				\$ 334,665	\$ 256,902.16	\$ 77,762.84		Complete	
2020-RD-014				\$ 389,125	\$ 168,523.88	\$ 220,601.12		Work in progress	Project delayed due to design coordination with other municipalities. Project carried forward to 2022.
Total Carry Forward Projects=				\$ 920,044	\$ 605,635.49	\$ 314,408.51			
Add: 2019 - 8 St. Internal Borrowing Repayment=				\$ 260,000	\$ 260,000.00	\$ -			
Total of 2021 MP / CP Road Program=				\$ 11,533,305	\$ 10,522,143.26	\$ 1,011,161.74			

Change after final budget approval

Nisku Spine Road - From Township Road 510 To Airport Road	2021-RD-013	Township Road 510	Airport Road	\$ 23,470,000	\$ 4,041,471.75	\$ 19,428,528.25		Work in progress	Tender is awarded, construction has started. Project is expected to be completed by Q3 2022.
Total changes after final budget approval =				\$ 23,470,000	\$ 4,041,471.75	\$ 19,428,528.25			

	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



Operating Fund Reserve Schedule

For the period ended December 31, 2021

	Actual balance as at Dec. 31, 2020	APPLIED		ADDITIONS		Actual balance as at Dec. 31, 2021
		2021 budget	2021 actual	2021 budget	2021 actual	
External agreements	2,842,159.35	-	2,842,159.35	72,900.00	-	-
Facilities and equipment	740,886.24	169,626.00	740,886.24	-	-	-
Legacy fund	-	-	500,000.00	-	4,790,000.00	4,290,000.00
Stabilization and contingency	10,606,296.00	-	2,010,250.62	1,193.00	2,812,923.21	11,408,968.59
Special purpose	6,787,748.16	578,330.00	4,843,446.29	17,723.00	6,036,338.18	7,980,640.05
Regulatory	1,578,658.88	50,000.00	1,601,270.69	64,000.00	22,611.81	-
Utilities	1,570,258.57	30,110.00	320,323.88	139,033.00	592,043.35	1,841,978.04
	24,126,007.20	828,066.00	12,858,337.07	294,849.00	14,253,916.55	25,521,586.68



Capital Fund Reserve Schedule

For the period ended December 31, 2021

	Actual balance as at Dec. 31, 2020	APPLIED		ADDITIONS		Actual balance as at Dec. 31, 2021
		2021 budget	2021 actual	2021 budget	2021 actual	
Asset lifecycle management	10,476,510.69	465,100.00	2,402,727.28	38,500.00	8,391,627.42	16,465,410.83
Stabilization and contingency	6,476,710.08	1,306,508.00	6,476,710.08	260,000.00	-	-
Special purpose	625,774.98	310,818.00	625,774.98	-	404,562.69	404,562.69
Statutory	3,053,510.20	461,936.00	461,935.63	-	482,221.37	3,073,795.94
Utilities	1,051,693.87	240,530.00	198,406.28	647,298.00	1,522,109.64	2,375,397.23
	21,684,199.82	2,784,892.00	10,165,554.25	945,798.00	10,800,521.12	22,319,166.69