



Quarterly report

2021 Q2 Report

June 30, 2021

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County Highlights

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Major and Capital Project Plans

Operating Reserve Schedule

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Strategic Plan and Operational Plan Indicators

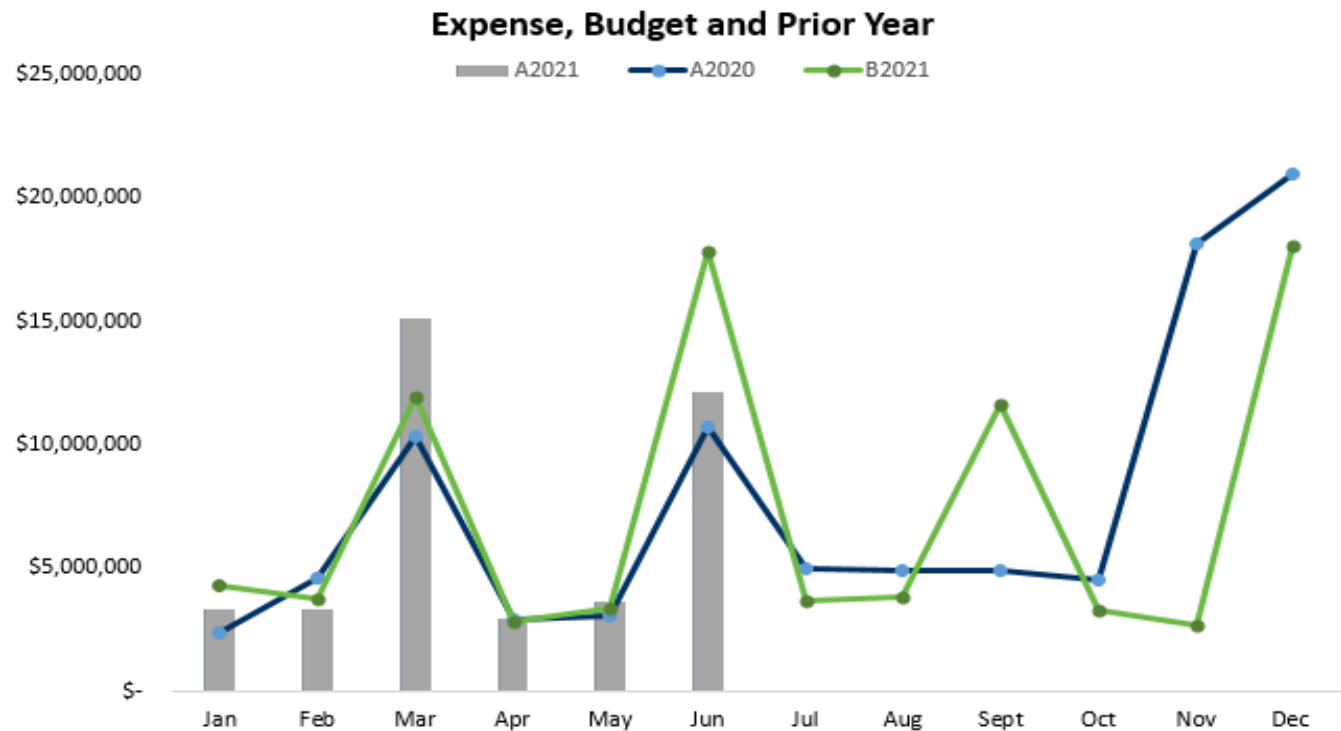
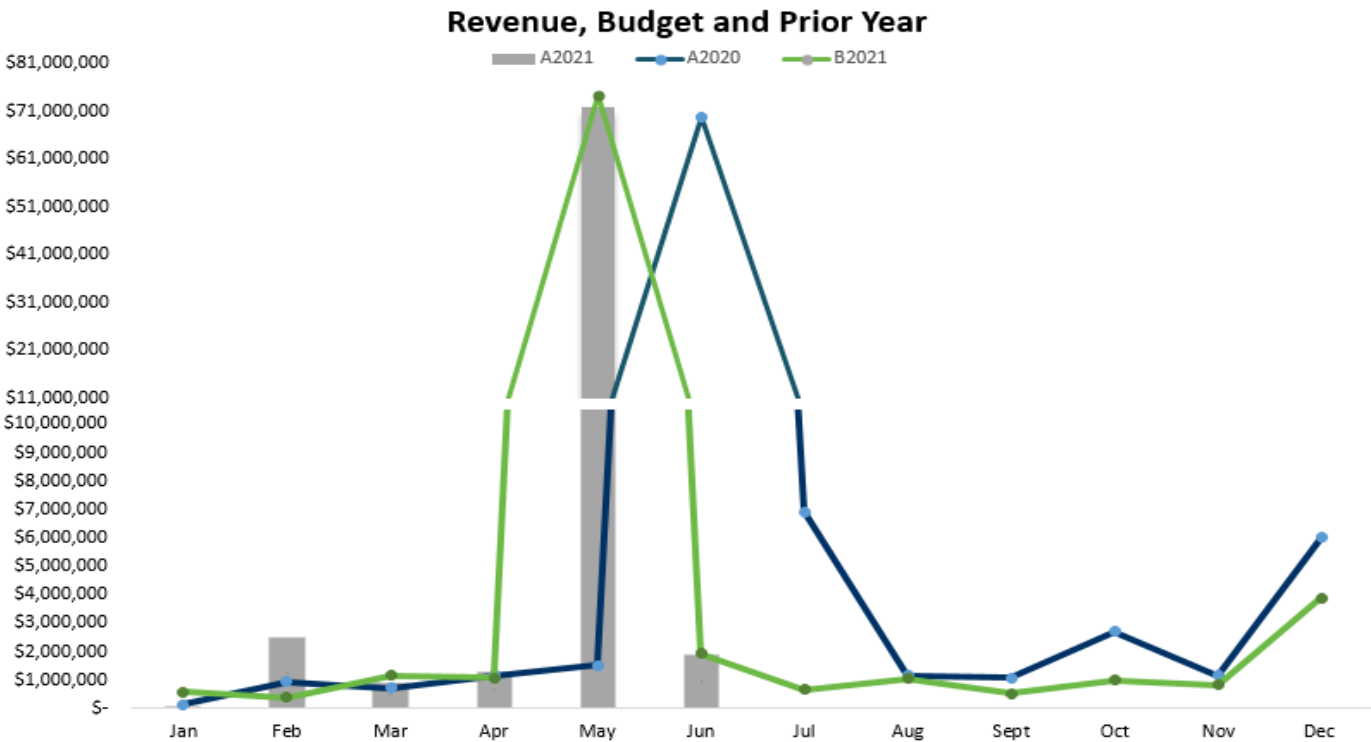
Indicator	Progress Description
	Action completed, deferred or is no longer being worked on.
	Action initiated and work is ongoing.
	Action not yet initiated.



Q2 Highlights

- Leduc County's first citizen satisfaction survey results published in the County Chronicle and on the website.
- Government of Canada – Western Economic Diversification Canada - funding of \$17.7M announced for the completion of the Nisku Spine Road.
- Leduc County committed to contributing \$1.5 million over a period of three years towards the Edmonton International Airport's \$15-million "Air Services Opportunity Fund," which is proposed in partnership with Edmonton Global. The goal of the fund is to attract international flights back to the region.
- Council approved the final 2021 budget and set the 2021 tax rates. This budget results in a 3.5 percent tax-dollar budget decrease.
- Leduc County confirmed their participation in the Collaborative Economic Development initiative with 13 other regional municipalities. The initiative will advance additional economic opportunities for Edmonton Metropolitan Region partners through projects targeting new, non-residential growth and jobs beyond individual municipal boundaries.
- Enhanced local service announced for Leduc Transit as operations transition from fixed routes to on-demand service in the coming months.
- Enhancements to the website completed:
 - Elections webpage
- Conducted public participation on the following initiatives:
 - Citizen Satisfaction survey
 - Central Nisku Local Area Redevelopment Plan
 - Five non-project-related public hearings
 - Land Use Bylaw review project
 - Nisku Major Employment Centre Area Structure Plan
 - Southern Country Residential Area Structure Plan
 - Town of Devon/Leduc County IDP update
- Fire Services' Standard of Cover report presented to Council, to inform future decisions on fire station locations in the Nisku district.

Revenues and expenditures



Real estate market activity

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

Division	Number of vacant sales	Property type	Parcel size (acres)	Median value/acre	Number of improved sales	Property type	Median improved value
1	2	Residential Lots	3-10	\$41,590	10	Multi-lot Subdivision	\$628,750
	4	Country Residential	25-40	\$7,350	2	Large Rural Parcel	\$748,000
2	4	Residential Parcel	2 to 4	\$71,200	11	Rural Residential/Multi-lot Subdivisions	\$690,000
	6	Farmland	45-160	\$6,250	1	Large Rural Parcel	\$1,750,000
3*	3	Residential Lots	Lot	\$322,350	2	Rural Residential/Multi-lot Subdivisions	\$449,000
	2	Residential Parcel	2-3	\$77,660			
	4	Farmland	50-160	\$5,300			
4	2	Farmland	70-80	\$6,165	2	Rural Residential	\$525,950
					3	Large Rural Parcel	\$819,000
5	4	Rural Residential	2-11	\$25,895	2	Rural Residential	\$271,1500
	3				3	Large Rural Parcel	\$460,000
			Farmland	50-160	\$4,650	1	Lake Lot
6	1	Farmland	130	\$2,875	4	Rural Residential	\$317,555
	1	Lake Lot	6	\$260,000	3	Large Rural Parcel	\$550,000
					6	Lake Lots	\$344,500
7	4	Residential Parcel	4-20	\$12,650	2	Rural Residential	\$460,500
	6	Farmland	45-160	\$3,470			
Nisku	2	Industrial Lots	2-6	\$550,000	4	2-6 acre parcel with building	\$2,562,500
Total sales	48				56		

* Division 3 does not include Nisku Business Park

2020 Q2 Vacant Sales 15

2020 Q2 Improved Sales 33

Nisku vacancy rates

Nisku Business Park vacancy rates sit around the 8.5% range consistent with Q1 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
Aurora Polaris (Distribution Centre)	Work continues on the interior and the addition to house lotron. Partial occupancy of the distribution centre; lotron addition is 90% complete.
Silent Aire Office/Shop	Building is near completion.
Aliya's Foods (Chef Bombay)	Building is complete – awaiting final paperwork.
Leduc County Fire Hall (New Sarepta)	Building is complete.
Star Commercial Properties (multi bay office/shops)	Exterior walls are up, interior work has begun.
York Realty/Hello Fresh	Exterior walls are up, interior work has begun.
York Realty/ B&B Distribution	Building is complete.
ABSK Holdings	Steel frame is up, some walls and roof partially done.
Siemens/Kemway Construction	Construction nearly complete, minor corrections to make.
York Realty/Air Wise	Construction is complete.
Capital Power	4 new buildings (2 warehouses and 2 gas turbine buildings). Site work started.
One Properties	Tenant improvements for DLP. Not started yet.
Monarch/York Realty	Tenant improvements for Hoisting Ltd. Construction is complete.
Sunnybrook Welding	New building to replace fire destroyed welding shop. Site work started.

Permits

Development permits	2020 Q2 Totals	2021 Q2 Totals	2021 YTD
Received	66	118	209
Issued	55	86	168
Refused	0	1	4
Processing	11	30	32
Closed/withdrawn	0	1	5

Building permits	2020 Q2 Totals	2021 Q2 Totals	2021 YTD
Issued	61	141	206
Est. Construction value	\$8,909,903	\$27,258,997	\$64,636,034
Fees	\$58,040	\$184,356	\$414,366

Safety code permits	2020 Q2 issued	2021 Q2 issued	2021 YTD issued	2020 Q2 Fees	2021 Q2 Fees	2021 YTD Fees
Electrical	103	147	254	\$21,426	\$31,864	\$53,429
Gas	52	64	155	\$5,634	\$9,034	\$18,663
Plumbing	126	52	95	\$11,635	\$9,234	\$14,530
Private sewage	13	22	31	\$1,880	\$3,275	\$4,385
Total	294	285	535	\$40,575	\$53,407	\$91,007

Health and Safety

- Hired Health and Safety Field Advisor.
- Completed safety orientation for all seasonal employees.
- Continued work for the safety response to COVID-19 by ensuring compliance with Alberta Health Services' (AHS) recommendations.
- Continued to support the psychological health and safety of staff through the promotion and enhancement of the "Not Myself Today" mental health awareness and support program.
- Provided safety orientation and support to Utilities for their new Edmonton International Airport contract.
- Provided safety orientation and support for construction safety kick off meetings.

	Q2 Total	YTD
Number of incidents	12	30
Number of near misses	4	6
Number of safety meetings conducted	24	58

Definitions:

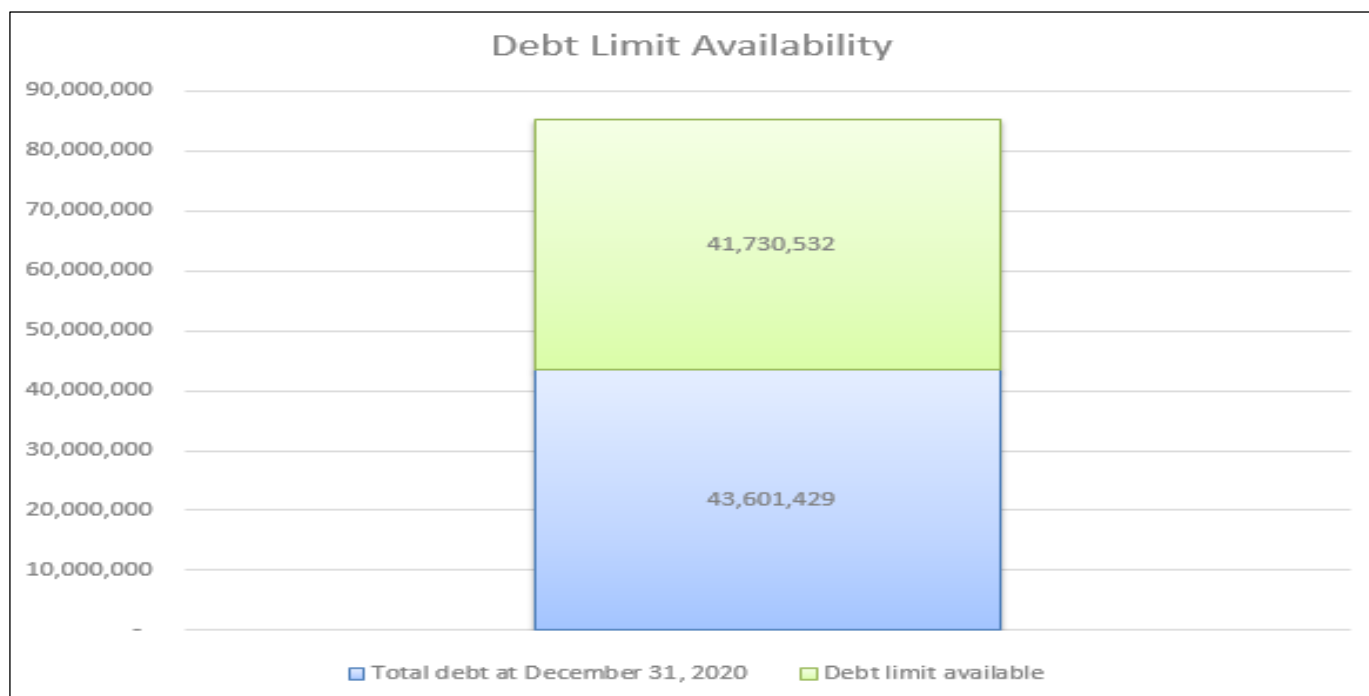
Incident - an occurrence, condition, or situation arising in the course of work that resulted in or could have resulted in injuries, illnesses, damage to health, or fatalities.

Near miss - an unplanned event that did not result in injury, illness or damage, but had the potential to do so.

Whistleblower complaints

	Q2 Total	YTD
Number of complaints received	0	0

Debt service limit



2018 – 2021 Strategic Plan: Strategic Priorities - deliverables

1. Enriched quality of life

Focus areas

1.1 Develop a plan framework to meet growth and program needs for recreation, tourism and culture. **Q4 | 2020.**

- Partnership with Leduc Regional Chamber of Commerce and City of Leduc for a Leduc Region Tourism Strategy approved in January 2020.
- Parks visioning project initiated in 2020 with continued work in 2021 to gather stakeholder input to inform the plan.
- Increase to arts and cultural grants funding.
- Financial support provided to the Calmar Recreation Master Plan.
- Vista park and open space plan approved in 2019.
- In November 2020, Council approved a land purchase along the North Saskatchewan River. This land will provide future parks space and access to the river for County residents.

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

- Continued collaboration with six regional partners to deliver recreation opportunities to our residents for reasonable financial investment.
- New recreation cost share agreements with the City of Beaumont and City of Leduc approved in 2020.
- Additional financial support to not for profits or community groups supported by policies CD-01 Community Facility Special Projects, CD-2 Community Association Grant Funding, and CD-03 Community Facility Operating Funding.

- Additional financial support, for operating costs, to community halls approved in 2019 and maintained in 2020 and 2021.
- Special grant support for energy efficient projects with the Calmar and New Sarepta Ag Societies.

1.3 Offer affordable county-sponsored programs and activities to all citizens. Q1 | 2018

- Ongoing commitment to offer recreational programs and opportunities for low or no cost. For example:
 - Ongoing children programs that allow families and youth to attend and participate in free park activities across the county.
 - Development of our environmental ambassador program that included a summer student hosting free environmental programs at campgrounds and community parks.
- An agreement was established with community volunteers in New Sarepta to build and maintain a community outdoor skating rink. Rink open to public use occurred in early 2021.
- Ongoing application for grants to support no cost/low cost outdoor concerts and programming.

2. Agricultural innovation and support for local food

Focus areas

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

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

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

- An application for a CARES grant, in collaboration the University of Alberta with support from Edmonton Global, for a scale-up facility for agri-business was submitted in 2019 however, it was unsuccessful.

2.3 Support local food initiatives. Q2 | 2019

- Repurpose of existing staff resources to local food focus in 2019.
- Many local food focused workshops held in 2019 such as Raising Chickens in the County and bee keeping and seven workshops planned for 2020 however in-person workshops were cancelled due to COVID-19 pandemic. Several workshops planned for 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.
- The local foods interactive map was developed for the Discover Leduc Region website and went live in Q1 2021 with 37 producers registered as of June 30, 2021. Work began in Q2 2021 for second phase of interactive map to include businesses that are sourcing local products.

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

- Partnership with Leduc Regional Chamber of Commerce and City of Leduc for a Leduc Region Tourism Strategy approved in January 2020.
- Involvement with Farm to Market to Table conference as a major sponsor in 2019 and 2020. The 2021 conference was held virtually, and administration provided technical support.

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

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

- Implementation of the strategy through the Municipal Development Plan and operational plans.
- Worked with regional partners to develop a communication strategy focused on food and agriculture throughout the Edmonton Metropolitan Region.
- Continued involvement with the RAMP task force. Provided support to RAMP task force to aid in development of the Land Evaluation and Site Assessment (LESA) tool.
- An Agriculture Impact Assessment tool was created to support subdivision authority processes.

3. Enhanced transportation systems

Focus areas

3.1 Improve transportation networks. Q4 | 2018

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

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

- Continued advocacy for grant funding to support future work on the Nisku Spine Road. Grant application submitted in Q4 2020. Western Economic Diversification Canada announced a \$17.7M grant award from the federal government in Q2 2021.

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

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

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

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

- Ongoing commitment to bring forward road safety projects to Council for their consideration.

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

- Transportation Master Plan started, first phase of public engagement completed in Q1 2021.

4. Economic development

Focus areas

4.1 Implement the 2016-2021 Economic Development and Growth Management Study. Q2 | 2019

- In partnership with Leduc Regional Chamber of Commerce develop and implement a business registry for Leduc County (Initiative E3).
- Approval of an Agricultural Strategy (Initiative E5).
- Expanded transit service to the Nisku Business Park (Initiative E6).
- Significant progress made on the Major Employment Centre Area Structure Plan (Initiative E7).
- Ongoing support to advance asset management practices (Initiative E13).
- Involvement with Edmonton Global as a partner in economic growth (Initiative E16).

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

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

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

- In 2019, streamlined development permit application and continued to develop separate urban and rural development applications to simplify the process for customers.
- Identified actions in 2020 Corporate Plan (Goal 4) to identify current processes that could be done differently to reduce red tape.
- Significant progress on the Central Nisku Area Redevelopment Plan, which will provide clarity related to development potential of key undeveloped and underutilized sites in Nisku.

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

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

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

- Economic development summit was held in 2019 and work is ongoing to continue to build all aspects of our internal economic development function.
- A community profile for Leduc County and sector specific profiles have been created through the Investment Readiness and Implementation Strategy as key tools to support the marketing of the County's significant development assets.

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

- Secured a contract with Edmonton International Airport (EIA) for the operation and management of their utilities systems in Q2 2021.

5. Regional leadership

Focus areas

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

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

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

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

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

- Citizen satisfaction survey results published in the County Chronicle and on the website.
- Government of Canada – Western Economic Diversification Canada – grant funding of \$17.7 million announced for the completion of the Nisku Spine Road.
- Continued oversight to Leduc County's response to the COVID-19 pandemic, with adjustments made as needed due to the changing environment. Initiated a return to office plan for work from home staff with a staged return commencing in July.
- Continued administrative support to the inter-municipal committee to negotiate with the Village of Warburg in relation to the provision of fire services in the Warburg Fire District. A draft agreement has been created.
- New multi-year contract signed for electricity and natural gas.
- Continued work on preparation for the fall municipal election. Enhancements made to the election webpage with videos containing information pertaining to running for office.

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 June 30 2021	Identified deliverables with status update
Complete brand strategy actions.	Q4 2021		Roll out of brand ambassador training to all departments.
	Q2 2021		Signage design concepts completed. <ul style="list-style-type: none">• Signage audit initiated to establish the current inventory of signage.
	Q2 2021		Leverage County Chronicle newsletter to highlight business or resident. <ul style="list-style-type: none">• Exploring options for inclusion in future Chronicles.

Strategy 1.2

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

Actions	Target dates	Status at June 30 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">• Project has been initiated and a workshop scheduled with Council on September 14.

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 June 30 2021	Identified deliverables with status update
Lobby for grant support of Leduc County projects and initiatives.	Q1 2021		Leverage federal grant dollars to advocate for provincial support for the extension of the Nisku Spine Road. <ul style="list-style-type: none">Government of Canada – Western Economic Diversification Canada – grant funding of \$17.7 million announced for the completion of the Nisku Spine Road.

Strategy 2.2

Work with regional partners on regional initiatives.

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Negotiate with the Village of Warburg in relation to the provision of fire services in the Warburg Fire District.	Q1 2021		Provide administrative support to the inter-municipal negotiation. <ul style="list-style-type: none">Committee meetings held October 19 and November 23, 2020 as well as January 12, February 11, March 18, April 22 and June 17, 2021.Agreement in principle reached at the April 22 meeting.

Goal 3

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

Strategy 3.1

Encourage public participation in local government.

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Establish citizen and/or business focus group(s) that can be called upon to gather feedback on various issues and initiatives.	Q2 2021		Focus group(s) established. <ul style="list-style-type: none">Continue to gather email addresses from interested residents and businesses that can be drawn from for

			future public participation opportunities.
Create a resident and business database for public participation purposes.	Q2 2021		Investigate public participation tools. <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 June 30 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 nearing completion. Prioritization of action items identified in the strategy to be completed by the working group.
	Q1 2021		Ongoing audit of organizational structure effectiveness. <ul style="list-style-type: none"> All job descriptions were reviewed and revised to a new corporate standard to align with terminology in the new compensation model. These revisions also focused on clarifying roles and responsibilities for all employees.
Examine current processes that could be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	Q1 2021		Organizational directive for all departments to examine current processes and identify areas of improvement within their 2021 operational plans. <ul style="list-style-type: none"> All 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

			<p>Employee Satisfaction Survey is for the Senior Management Team to conduct a red tape reduction initiative and engage all staff in identifying areas for improvement.</p> <ul style="list-style-type: none"> Ongoing review of policies with one new policy adopted, five amended and five rescinded by Council in Q2.
	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 June 30 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. Next steps are being determined and will be brought back to Council for consideration.
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"> Internal work on the Condition Assessment Framework was completed. Work initiated and is ongoing on remaining deliverables.

Goal 5

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

Strategy 5.1

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

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Create action plan based on staff satisfaction survey completed in Q4 2020.	Q1 2021		Action plan created. <ul style="list-style-type: none">Action plan was finalized in Q2 and distributed to staff.
	Q4 2021		2020 actions completed. <ul style="list-style-type: none">An internal working group was formed to examine areas of improvement for internal communications.Work is ongoing to complete the actions identified.

Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
County Manager's Office participation and support in health and safety initiatives, such as toolbox meetings and site inspections.	Q4 2021		Ten activities attended per year. <ul style="list-style-type: none">One member of the Executive Leadership Team (ELT) attends the monthly health and safety committee meeting.Members of the ELT attend various department safety meetings.Organization wide safety commitment 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 June 30 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 are being utilized to promote public engagement for the Transportation Master Plan.Examining use for future engagement planned for the year.
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 are being created to allow information for staff to be more readily accessible.
Improve complaints management process.	Q3 2021		Evaluate external complaints management tools.
Website audit and ongoing enhancements.	Q1 2021		Complete a one-year post new website launch report. <ul style="list-style-type: none">One-year post new website launch report was presented to Council on February 9.

Goal 7

Support democratic process of local government election in fall 2021.

Strategy 7.1

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

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Host a candidate orientation session.	Q2 2021		Event held.

			<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		Conduct election that is fair and transparent.
Complete a Council orientation.	Q4 2021		Post-election Council orientation held. <ul style="list-style-type: none"> Ongoing work being done to develop and plan for the orientation.

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 June 30 2021	Identified deliverables with status update
Develop a plan to transition transit services from Leduc Transit to a new service model.	Q3 2021		Plan developed for implementation in 2022. <ul style="list-style-type: none"> Plan is being developed and a report will be presented to Council in Q3.

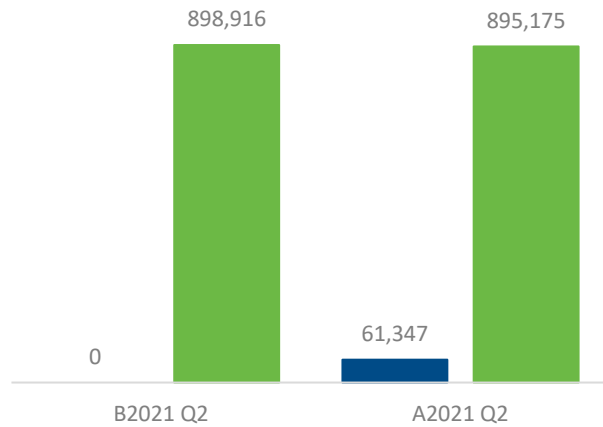
County Manager's Office

Q2 - 2021 Financial Reporting

Department Head - Duane Coleman

■ REVENUE
■ EXPENSE

% of Q2 Budget

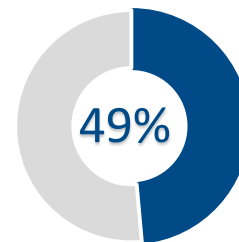


Corporate leadership
Communications



Variance YTD
(\$65,088)

% of Annual Budget



Corporate leadership

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	61,347	61,347	0%	0%
Total Revenue	-	-	61,347	61,347	0%	0%
<i>Earnings & benefits</i>	1,287,055	684,459	653,027	(31,432)	95%	51%
<i>General services-contracted</i>	236,294	123,117	136,351	13,234	111%	58%
<i>Goods, supplies & materials purchased</i>	580	340	566	226	166%	98%
Total Expense	1,523,929	807,916	789,944	(17,972)	98%	52%
Surplus/(Deficit)	(1,523,929)	(807,916)	(728,597)	79,319	90%	48%

Variance

Other revenue from own sources

- Unbudgeted reimbursement for legal costs previously incurred by the County.

County Manager's Office

Q2 - 2021 Financial Reporting

Communications

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other transactions</i>	25,900	-	-	-	0%	0%
Total Revenue	25,900	-	-	-	0%	0%
<i>General services-contracted</i>	179,098	85,900	98,036	12,136	114%	55%
<i>Goods, supplies & materials purchased</i>	10,000	5,100	7,195	2,095	141%	72%
Total Expense	189,098	91,000	105,231	14,231	116%	56%
Surplus/(Deficit)	(163,198)	(91,000)	(105,231)	(14,231)	116%	64%

Variance

General services - contracted

- Variance due to cash flow of budget versus timing of expenditures being incurred; media monitoring budgeted for in July and expense paid in June and higher advertising costs incurred in Q2 than budgeted.

Elections

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	34,000	-	-	-	0%	0%
Total Revenue	34,000	-	-	-	0%	0%
<i>Earnings & benefits</i>	33,143	-	-	-	0%	0%
<i>General services-contracted</i>	26,200	-	-	-	0%	0%
<i>Goods, supplies & materials purchased</i>	4,400	-	-	-	0%	0%
Total Expense	63,743	-	-	-	0%	0%
Surplus/(Deficit)	(29,743)	-	-	-	0%	0%

Variance

No significant variances.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Assessment

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

2: Strategic Priorities

Goal 1	Strategic priority – Enhanced transportation systems Project and maintain a stable assessment base in order for Leduc County to have stable funding to continue to improve and maintain transportation infrastructure and provide access to public transportation options.
Goal 2	Strategic priority – Economic development Provide consistent and stable assessment that facilitates an economic development-friendly environment and engages with our ratepayers and stakeholders in order to understand the market trends and pressures.
Goal 3	Strategic priority – Regional leadership Collaborate with other assessment jurisdictions within and outside of our region. We endeavor to support and learn from all of our assessment colleagues in order to maintain consistency, fairness and equity.

3: Department Goals

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

4: Department Highlights

- Assessment/Tax notices were mailed on May 12, 2021 and final date for complaint was July 19, 2021.
- Received the normal inquiries regarding assessment values and discussed market trends with ratepayers and tax representatives.
- Continued work on annual and general inspections with increased work flow 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 June 30 2021	Identified deliverables with status update
Analyze the actual assessment change for the 2020 assessment for pipelines, wells, and machinery and equipment.	Q1 2021		Confirm the new assessment for Designated Industrial Property (DIP) in order to inform any required final budget changes. <ul style="list-style-type: none">• Reviewed DIP assessments and informed the Provincial Assessor of some required corrections.

Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Engage with non-residential ratepayers through property visits, discussions and Requests for Information (RFIs) to gain details of industry specific economic impacts from the pandemic.	Q1 2021		Declare an assessment roll that is based on solid economic indicators. <ul style="list-style-type: none">• Assessment department entered into pre-roll discussions with ratepayers and tax agents to explain changes in market values for the 2020 assessment.
Evaluate 2020 sample map and mapping data and continue to partner with Economic Development and other	Q2 2021		Continue to gather all required business information and data to compile a map. Complete analysis of all requirements for

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"> Economic Development staff are working with the Chamber of Commerce to gather the business data and completion of the project is estimated for later in the fall.
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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 June 30 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.

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 June 30 2021	Identified deliverables with status update
Make appointments for all onsite inspections.	Q2 2021		<p>Increase effectiveness of onsite assessment inspections.</p> <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

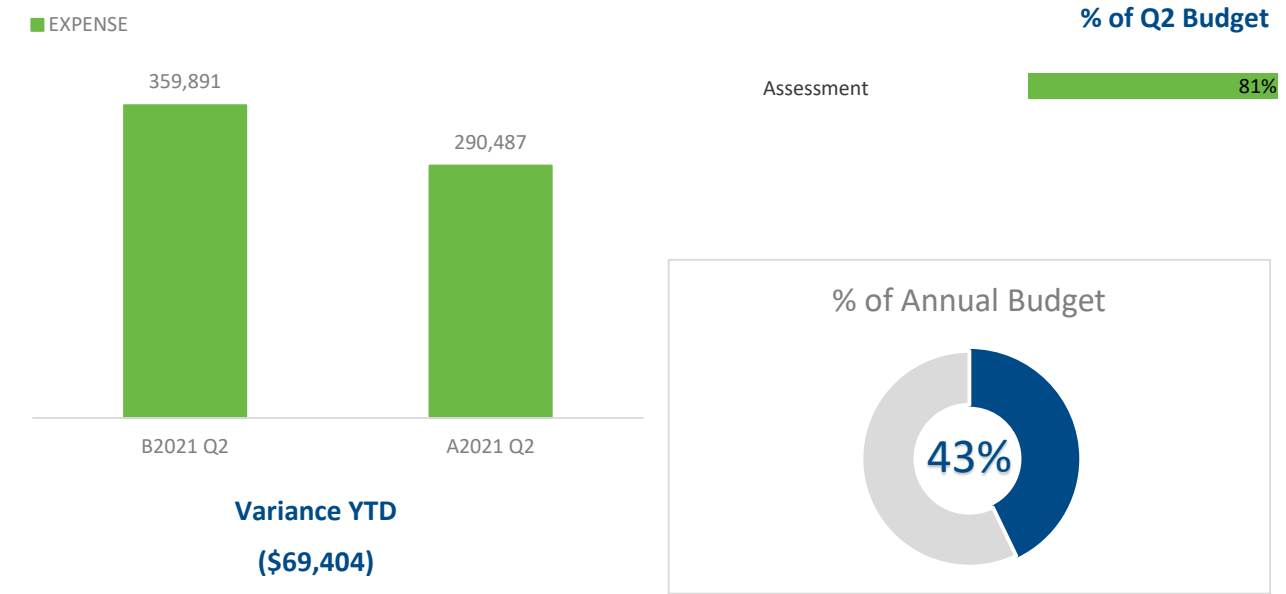
Departmental procedure and process review will focus on increasing efficiencies, improving the customer experience and reducing unnecessary red tape.

Actions	Target dates	Status at June 30 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

Q2 - 2021 Financial Reporting

Department Head - Karen Burnand



Assessment

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	650	-	-	-	0%	0%
Total Revenue	650	-	-	-	0%	0%
<i>Earnings & benefits</i>	624,637	321,161	253,665	(67,496)	79%	41%
<i>General services-contracted</i>	48,821	36,880	36,745	(135)	100%	75%
<i>Goods, supplies & materials purchased</i>	5,050	1,850	77	(1,773)	4%	2%
Total Expense	678,508	359,891	290,487	(69,404)	81%	43%
Surplus/(Deficit)	(677,858)	(359,891)	(290,487)	69,404	81%	43%

Variance

Earnings & benefits

- One vacant position for Q1 and Q2.



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

- Finalized and awarded the combined electricity and gas energy request for proposal for the County.
- Revised hazard assessment templates.
- Started new records system replacement project and commenced a paper record cleanup.
- Completed onboarding and orientation of all seasonal employees.

- Completed salary administration and compensation appeal process administrative directives and rolled out to staff.
- Completed backend infrastructure upgrades to allow for enhanced Wi-Fi services.
- Finalized and awarded the Council Chamber audio and video update request for proposal.
- Supported and facilitated virtual and live streamed Council and committee meetings.

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 June 30 2021	Identified deliverables with status update
Engage SMT in gathering operational fleet management current state and operational business requirements that guide future decision making.	Q2 2021		Current state and future needs are identified and documented for future consideration. <ul style="list-style-type: none"> • Fleet current state report was completed and submitted to the Executive Leadership Team (ELT).
Research, review and recommend best practice strategies in operational fleet management to maximize efficiencies and extend fleet and equipment life.	Q3 2021		Research is conducted and operational goals are compiled for future consideration. <ul style="list-style-type: none"> • Corporate Services is an active participant in the research and development of a fleet management strategy. Work is ongoing.
Develop and roll out operational fleet management procedures that ensure standardized approaches to fleet management.	Q3 2021		Administrative procedures are rolled out to operational areas. <ul style="list-style-type: none"> • Decaling administrative directive is drafted and in final review.
Review the Fleet and Facilities Coordinator job description to identify and include identified fleet management responsibilities to enhance customer service.	Q3 2021		Fleet and Facilities Coordinator job description is updated. <ul style="list-style-type: none"> • The Fleet and Facilities Coordinator job description was updated in Q1.

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 June 30 2021	Identified deliverables with status update
Assess current state of the factors that affect psychological health and safety and identify gaps against the national standard for psychological health and safety in the workplace.	Q2 2021		Assessment is completed and gaps are identified. <ul style="list-style-type: none"> Psychological health and safety standards are being reviewed.
Create a plan to meet the standards with objectives and targets that will mitigate risk.	Q3 2021		A plan is drafted and prepared for review and approval.
Present the plan to the Senior Management Team (SMT) and Executive Leadership Team (ELT) for approval.	Q4 2021		Plan approved by SMT and ELT.

Strategy 1.3

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

Actions	Target dates	Status at June 30 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"> Ongoing work being done to complete the hazard assessments.
Review hazard assessments with staff and sign off.	Q4 2021		Health and Safety Coordinator reviews all hazard assessments with applicable staff.

Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at June 30 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"> Testing of Office 365 with all County software is being done with a decision for rollout in Q3.
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 scheduled for Q3.
Complete phase two of the Disaster Recovery Plan as part of business continuity to ensure we are prepared to continue county services to our residents in the event of serious outage.	Q4 2021		Disaster Recovery Plan and procedures are completed, approved and tested.

Strategy 2.2

Implement the recommendations from the records and digital information plan.

Actions	Target dates	Status at June 30 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"> Requirements gathering sessions with departments, to inform the Request for Proposal, are being held with completion in Q3.
	Q4 2021		Implementation of new records management software is completed.
Review of all OnBase applications currently in use and identify recommendations for replacement that improve and enhance operational processes.	Q3 2021		The applications functionality review is complete. <ul style="list-style-type: none"> Requirements gathering sessions have been scheduled with departments.
	Q4 2021		Recommendation for replacement of applications have been completed and approved by Administration.

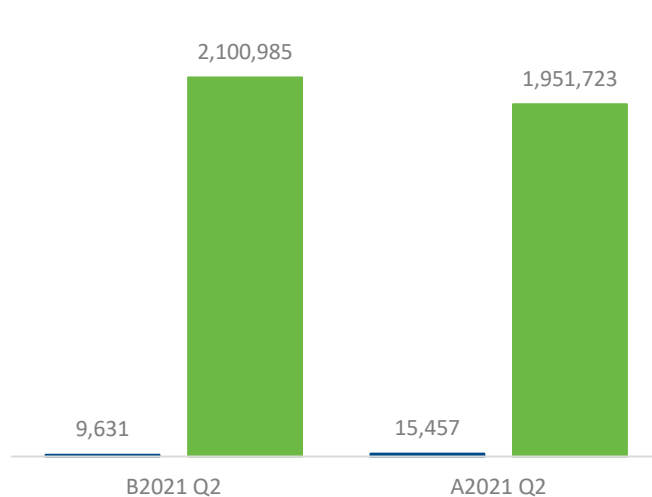
Corporate Services

Q2 - 2021 Financial Reporting

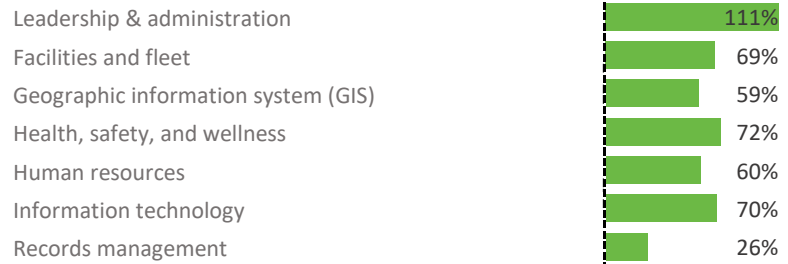
Department Head - Kent Pudlowski

■ REVENUE
■ EXPENSE

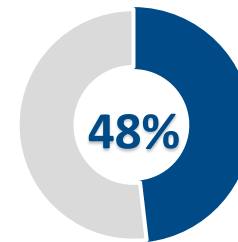
% of Q2 Budget



Variance YTD
(\$155,087)



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,400	1,800	685	(1,115)	38%	20%
<i>Other revenue from own sources</i>	1,000	400	1,057	657	264%	106%
Total Revenue	4,400	2,200	1,742	(458)	79%	40%
<i>Earnings & benefits</i>	2,183,587	1,061,352	1,169,901	108,549	110%	54%
<i>General services-contracted</i>	245,355	120,158	142,441	22,283	119%	58%
<i>Goods, supplies & materials purchased</i>	5,840	2,990	276	(2,714)	9%	5%
Total Expense	2,434,782	1,184,500	1,312,618	128,118	111%	54%
Surplus/(Deficit)	(2,430,382)	(1,182,300)	(1,310,875)	(128,575)	111%	54%

Variances

Earnings & benefits

- Q1 and Q2 cost-shared services had not been invoiced to Black Gold School Division at the time of this report.

Corporate Services

Q2 - 2021 Financial Reporting

Facilities and fleet

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	450	225	-	(225)	0%	0%
<i>Other revenue from own sources</i>	14,412	7,206	13,714	6,508	190%	95%
Total Revenue	14,862	7,431	13,714	6,283	185%	92%
<i>General services-contracted</i>	238,562	129,552	76,668	(52,884)	59%	32%
<i>Goods, supplies & materials purchased</i>	184,872	93,291	39,422	(53,869)	42%	21%
<i>Reserves, transfers & grants</i>	72,900	-	-	-	0%	0%
<i>Financial service charges</i>	333,691	166,845	161,234	(5,611)	97%	48%
Total Expense	830,025	389,688	277,323	(112,365)	71%	33%
Surplus/(Deficit)	(815,163)	(382,257)	(263,609)	118,648	69%	32%

Variances

Other revenue from own sources

- The County had not paid Black Gold School Division for their share of building lease revenues at the time of this report.

General services-contracted

- Invoices for cost-shared facility expenses for Q1 and Q2 had not been received from Black Gold School Division at the time of this report.
- Building maintenance projects were budgeted for Q2 but will be completed in Q3 and Q4.

Goods, supplies & materials purchased

- Invoices for Q1 and Q2 power and gas had not been received from Black Gold School Division at the time of this report.
- Furniture and equipment expenses were lower than anticipated.

Geographic information system (GIS)

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	20,800	17,000	7,141	(9,859)	42%	34%
<i>Purchases from other governments & agencies</i>	7,000	3,504	4,864	1,360	139%	69%
Total Expense	27,800	20,504	12,005	(8,499)	59%	43%
Surplus/(Deficit)	(27,800)	(20,504)	(12,005)	8,499	59%	43%

Variances

No significant variances.

Corporate Services

Q2 - 2021 Financial Reporting

Health, safety, and wellness

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	70,141	41,263	29,301	(11,962)	71%	42%
Goods, supplies & materials purchased	6,020	3,260	2,963	(297)	91%	49%
Total Expense	76,161	44,523	32,264	(12,259)	72%	42%
Surplus/(Deficit)	(76,161)	(44,523)	(32,264)	12,259	72%	42%

Variances

General services - contracted

- Hearing assessments scheduled for Q1 and Q2 will now be completed in Q4.

Human resources

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Other transactions	11,985	-	-	-	0%	0%
Total Revenue	11,985	-	-	-	0%	0%
General services-contracted	53,530	31,630	17,826	(13,804)	56%	33%
Goods, supplies & materials purchased	19,025	7,900	5,894	(2,006)	75%	31%
Total Expense	72,555	39,530	23,720	(15,810)	60%	33%
Surplus/(Deficit)	(60,570)	(39,530)	(23,720)	15,810	60%	39%

Variances

General services - contracted

- Expenses related to advertising, courses and conferences were lower than anticipated.
- Medical assessment expenses were less than anticipated.

Corporate Services

Q2 - 2021 Financial Reporting

Information technology

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	375,735	230,105	199,535	(30,570)	87%	53%
<i>Goods, supplies & materials purchased</i>	222,200	187,900	93,154	(94,746)	50%	42%
Total Expense	597,935	418,005	292,689	(125,316)	70%	49%
Surplus/(Deficit)	(597,935)	(418,005)	(292,689)	125,316	70%	49%

Variances

General services - contracted

- Realized cost savings in software and license renewals.
- Invoicing for copier leases and usage had not been received at the time of this report.

Goods, supplies & materials purchased

- Desktop, laptop, and server hardware purchases will now be completed in Q3 and Q4.
- Invoicing for switch infrastructure replacement had not been received at the time of this report.

Records management

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	5,820	2,985	1,105	(1,880)	37%	19%
<i>Goods, supplies & materials purchased</i>	5,000	1,250	-	(1,250)	0%	0%
Total Expense	10,820	4,235	1,105	(3,130)	26%	10%
Surplus/(Deficit)	(10,820)	(4,235)	(1,105)	3,130	26%	10%

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

- Completed the 2020 financial statements and facilitated the external audit of the statements.
- Completed the March 31, 2021 financial reports for Family Community Support Services programs and facilitated the external auditor review of the reports.
- 2021 final budget was approved.
- Prepared and mailed 11,209 Property Assessment and Tax Notices.
- Collected \$55,952,852 (76%) of tax revenue at the front counter as of June 30. An additional \$12,322,492 (17%) is anticipated through the Tax Installment Payment Plan by December.
- Prepared and processed 531 tax certificates.

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 June 30 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.• Analysis of the plan is in progress with a review of assumptions and other influencing factors being completed.
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 will be presented to Council during the 2022 Interim budget deliberations.

Strategy 1.2

Continue review of financial policies.

Actions	Target dates	Status at June 30 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">The Reserves policy was presented to the Municipal Policy Review Committee in Q2 and subsequently approved by Council on July 13.

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 June 30 2021	Identified deliverables with status update
Complete a needs assessment and procurement plan to determine potential procurement efficiencies for the organization.	Q4 2021		Completed plan presented to the Executive Leadership Team.
Continue to build on and enhance the service- based budget model.	Q4 2021		Approved 2022 interim budget.
Engage with senior management to determine where enhancements to internal reporting should occur.	Q3 2021		Meetings with directors to discuss their department's requirements.
	Q4 2021		Regular automated reports to senior management in areas identified.

Goal 3

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

Strategy 3.1

Enhance customer service by expanding payment options.

Actions	Target dates	Status at June 30 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. • Development of forms and processes required for online submission and payment of tax certificate requests is complete.
Enhance e-commerce solutions for credit card payments online.	Q4 2021		<p>Roll out solutions as warranted.</p> <ul style="list-style-type: none"> • Final review of the online tax certificate request processes are under-way.

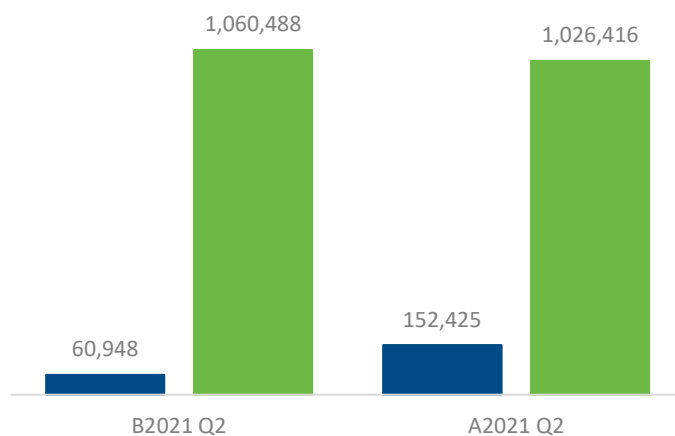
Finance

Q2 - 2021 Financial Reporting

Department Head - Natasha Wice

■ REVENUE
■ EXPENSE

% of Q2 Budget

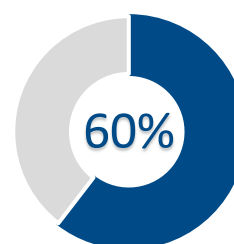


Financial services
Administrative services

86%
102%

Variance YTD
(\$125,550)

% of Annual Budget



Financial services

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	21,070	1,500	1,500	-	100%	7%
<i>Sales of goods & services to individuals</i>	33,100	16,348	28,267	11,919	173%	85%
<i>Other revenue from own sources</i>	50,600	42,100	71,683	29,583	170%	142%
<i>Other transactions</i>	58,772	-	50,000	50,000	0%	85%
Total Revenue	163,542	59,948	151,450	91,502	253%	93%
<i>Earnings & benefits</i>	1,022,074	567,405	557,604	(9,801)	98%	55%
<i>General services-contracted</i>	168,583	163,893	148,970	(14,923)	91%	88%
<i>Goods, supplies & materials purchased</i>	1,650	1,250	1,027	(223)	82%	62%
<i>Reserves, transfers & grants</i>	256,002	256,002	245,750	(10,252)	96%	96%
Total Expense	1,448,309	988,550	953,350	(35,200)	96%	66%
Surplus/(Deficit)	(1,284,767)	(928,602)	(801,900)	126,702	86%	62%

Variances

Other revenue from own sources

- 2020 drilling permit revenue was received after the year-end cut-off resulting in unbudgeted revenue. Road allowance permits were lower than anticipated in Q2.

Other transactions

- Transfer from reserves was budgeted in Q4 however the transaction was completed in Q2.

Finance

Q2 - 2021 Financial Reporting

Administrative services

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	2,000	1,000	975	(25)	98%	49%
<i>Total Revenue</i>	2,000	1,000	975	(25)	98%	49%
<i>General services-contracted</i>	102,288	41,458	47,665	6,207	115%	47%
<i>Goods, supplies & materials purchased</i>	50,400	25,200	20,295	(4,905)	81%	40%
<i>Financial service charges</i>	10,470	5,280	5,105	(175)	97%	49%
<i>Total Expense</i>	163,158	71,938	73,065	1,127	102%	45%
<i>Surplus/(Deficit)</i>	(161,158)	(70,938)	(72,090)	(1,152)	102%	45%

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

- Conducted brushing follow-up and roadside glyphosate spraying to support Road Operations programs.
- Weed inspection program has been working with landowners to deal with weed issues.
- Non-potable water point construction began and pump shack was completed in Q2. Electrical and plumbing of system will be completed in Q3.

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 June 30 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. Agricultural Services worked with Parks and Recreation to develop Know Your Farmer, Know Your Food: Ag Tours for 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"> Planning for several workshops initiated and are scheduled for Q4 delivery.
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"> Working with Parks and Recreation, planning initiated for Know Your Farmer, Know Your Food: Ag Tours, to be held in Q3 2021.
	Q2 2021		<p>Creation of a local food map for producers and consumers to access local food opportunities within Leduc County.</p> <ul style="list-style-type: none"> Map has been developed in conjunction with the Leduc, Nisku and Wetaskiwin Regional Chamber of Commerce and is online on Discover Leduc Region website.

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

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

Actions	Target dates	Status at June 30 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.

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 June 30 2021	Identified deliverables with status update
Control brush with selective herbicides less than 10-feet high in intersections and in the right-of-way adjacent to the road to improve driving visibility and promote efficient drainage.	Q3-Q4 2021		Ten intersections and 30 km of roadside brush to be brushed and sprayed. <ul style="list-style-type: none"> Completed three km of spraying on brushed roadside in Q2. An additional nine km of roadside and three intersections identified for control in Q3.
Support the grading and shoulder pull program by controlling unwanted	Q2 2021		Targeting 200 km to be completed.

vegetation through the application of non-selective herbicides along roadsides.			<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		Targeting 1,500 acre/month (660 km) of roadside right-of-way from June to September. <ul style="list-style-type: none"> Approximately 1,665 acres mowed in May and June.
Reseed and ensure the establishment of desired grass species on roadside slopes to stabilize the soil, protect road structure and maintain the value of the road.	Q3-Q4 2021		Ten kilometers to be completed.

Strategy 2.2

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

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Analyze current procedures to streamline workflow and gain efficiencies between Agricultural Services and Road Operations.	Q2 2021		Continue to improve usage of GIS to develop mapping of shared projects and work completed (brushing, spraying, mowing, drainage). <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 June 30 2021	Identified deliverables with status update
Continue to provide technical expertise to the Regional Agricultural Master Plan (RAMP) task force.	Q2 2021		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.

			<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.
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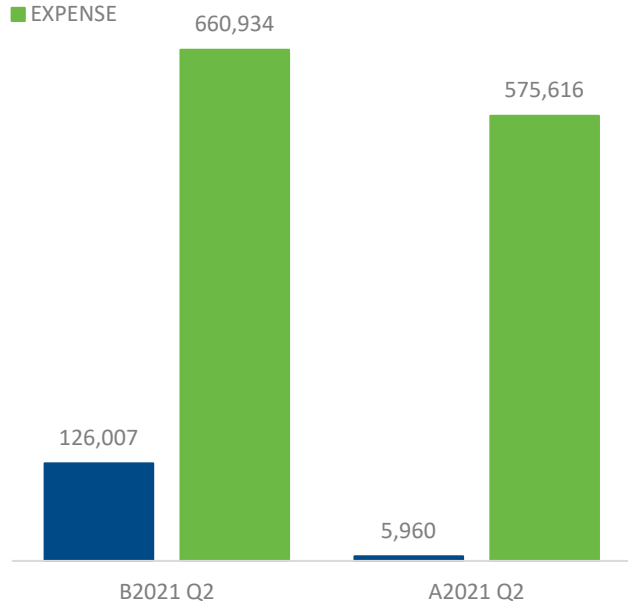
Agricultural Services

Q2 - 2021 Financial Reporting

Department Head - Garrett Broadbent

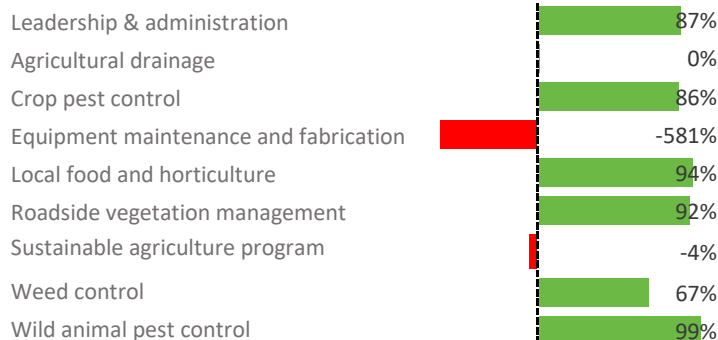
■ REVENUE

■ EXPENSE

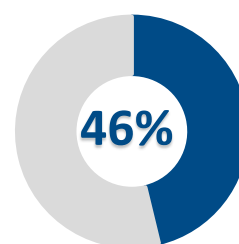


Variance YTD
\$34,729

% of Q2 Budget



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	700	400	-	(400)	0%	0%
Total Revenue	700	400	-	(400)	0%	0%
<i>Earnings & benefits</i>	502,464	261,598	241,684	(19,914)	92%	48%
<i>General services-contracted</i>	12,821	5,916	3,677	(2,239)	62%	29%
<i>Goods, supplies & materials purchased</i>	2,700	1,200	521	(679)	43%	19%
<i>Reserves, transfers & grants</i>	22,500	17,500	1,500	(16,000)	9%	7%
Total Expense	540,485	286,214	247,382	(38,832)	86%	46%
Surplus/(Deficit)	(539,785)	(285,814)	(247,382)	38,432	87%	46%

Variances

Earnings & benefits

- One vacant seasonal position.

Reserves, transfers & grants

- Farm to market to table conference sponsorship was reduced due to shift to online platform.
- A number of grant requests were not received in Q1 or Q2.

Agricultural Services

Q2 - 2021 Financial Reporting

Agricultural drainage

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other transactions</i>	1,500	-	-	-	0%	0%
Total Revenue	1,500	-	-	-	0%	0%
<i>General services-contracted</i>	8,015	1,506	7	(1,499)	0%	0%
Total Expense	8,015	1,506	7	(1,499)	0%	0%
Surplus/(Deficit)	(6,515)	(1,506)	(7)	1,499	0%	0%

Variances

No significant variances.

Crop pest control

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	21,427	3,334	3,755	421	113%	18%
<i>Goods, supplies & materials purchased</i>	6,250	2,490	1,233	(1,257)	50%	20%
Total Expense	27,677	5,824	4,988	(836)	86%	18%
Surplus/(Deficit)	(27,677)	(5,824)	(4,988)	836	86%	18%

Variances

No significant variances.

Agricultural Services

Q2 - 2021 Financial Reporting

Equipment maintenance and fabrication

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,000	-	-	-	0%	0%
<i>Conditional grants from other governments</i>	123,907	123,907	-	(123,907)	0%	0%
Total Revenue	126,907	123,907	-	(123,907)	0%	0%
<i>Earnings & benefits</i>	112,330	57,204	56,243	(961)	98%	50%
<i>General services-contracted</i>	21,918	13,754	10,358	(3,396)	75%	47%
<i>Goods, supplies & materials purchased</i>	71,390	36,915	26,619	(10,296)	72%	37%
Total Expense	205,638	107,873	93,220	(14,653)	86%	45%
Surplus/(Deficit)	(78,731)	16,034	(93,220)	(109,254)	-581%	118%

Variances

Conditional grants from other governments

- The Agriculture Service Board grant had not been received at the time of this report.

Goods, supplies & materials purchased

- Fuel expenses were less than anticipated.

Local food and horticulture

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Conditional grants from other governments</i>	11,800	-	4,525	4,525	0%	38%
Total Revenue	11,800	-	4,525	4,525	0%	38%
<i>General services-contracted</i>	22,525	2,725	8,716	5,991	320%	39%
<i>Goods, supplies & materials purchased</i>	4,100	1,725	-	(1,725)	0%	0%
Total Expense	26,625	4,450	8,716	4,266	196%	33%
Surplus/(Deficit)	(14,825)	(4,450)	(4,191)	259	94%	28%

Variances

Canada GAP revenue, webinar development, and presentation costs were made earlier than anticipated.

Agricultural Services

Q2 - 2021 Financial Reporting

Roadside vegetation management

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	204,537	64,442	49,265	(15,177)	76%	24%
<i>General services-contracted</i>	19,085	11,449	5,036	(6,413)	44%	26%
<i>Goods, supplies & materials purchased</i>	92,869	50,256	61,645	11,389	123%	66%
Total Expense	316,491	126,147	115,946	(10,201)	92%	37%
Surplus/(Deficit)	(316,491)	(126,147)	(115,946)	10,201	92%	37%

Variances

Earnings & benefits

- One vacant seasonal position in Q2.

Goods, supplies & materials

- The annual budget for herbicide was spent in Q2 however the expense was budgeted in Q2 and Q3.

Sustainable agriculture program

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	-	-	440	440	0%	0%
Total Revenue	-	-	440	440	0%	0%
<i>General services-contracted</i>	10,250	2,910	275	(2,635)	9%	3%
<i>Goods, supplies & materials purchased</i>	1,600	950	-	(950)	0%	0%
Total Expense	11,850	3,860	275	(3,585)	7%	2%
Surplus/(Deficit)	(11,850)	(3,860)	165	4,025	-4%	-1%

Variances

No significant variances.

Agricultural Services

Q2 - 2021 Financial Reporting

Weed control

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	5,000	500	-	(500)	0%	0%
Total Revenue	5,000	500	-	(500)	0%	0%
<i>Earnings & benefits</i>	77,162	36,467	27,423	(9,044)	75%	36%
<i>General services-contracted</i>	24,805	16,482	7,774	(8,708)	47%	31%
<i>Goods, supplies & materials purchased</i>	8,400	4,200	2,861	(1,339)	68%	34%
Total Expense	110,367	57,149	38,057	(19,092)	67%	34%
Surplus/(Deficit)	(105,367)	(56,649)	(38,057)	18,592	67%	36%

Variances

No significant variances.

Wild animal pest control

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	1,000	700	676	(24)	97%	68%
<i>Other revenue from own sources</i>	2,000	500	319	(181)	64%	16%
Total Revenue	3,000	1,200	995	(205)	83%	33%
<i>Earnings & benefits</i>	109,084	54,538	55,643	1,105	102%	51%
<i>General services-contracted</i>	13,846	7,724	3,494	(4,230)	45%	25%
<i>Goods, supplies & materials purchased</i>	11,350	5,647	7,888	2,240	140%	69%
Total Expense	134,280	67,910	67,025	(884)	99%	50%
Surplus/(Deficit)	(131,280)	(66,710)	(66,030)	680	99%	50%

Variances

No significant variances.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

- Provides overall management and supervision of the department and its programs including the enforcement of municipal bylaws and provincial legislation.
- Develops short- and long-term strategies, operational plans and budgets.
- Delivers community information campaigns and programs.
- Provides recommendations, activity reports, statistics and information to Council and the Protective Services Committee.
- Assists Fire Services with emergency preparedness and disaster services programs.
- Assists all other Leduc County departments providing public services to the community.
- Monitors enhanced policing service contracts and coordinates with RCMP.

Bylaw and animal control

- Responds to public complaints regarding property concerns.
- Takes action to address unsightly premises determined to be detrimental to the community.
- Responds to and investigates dog control and other bylaw matters.
- Takes action to secure and, if necessary, impound dogs found to be at large.
- Liaises with rescue organizations to find homes for unclaimed dogs.

Enhanced policing

- Funds RCMP enhanced policing positions that benefit our residents, and ratepayers as follows:
 - General enhanced police officer with Leduc RCMP, who works primarily in the Leduc County area of the Leduc RCMP detachment response area; this position is paid for in full by Leduc County.
 - Administrative position with Thorsby RCMP detachment; this position is cost-shared with the Town of Thorsby.
 - Other temporary enhanced policing needs as requested or required for special events during the year.

Regional training

- Hosts external training for other law enforcement agencies including a vehicle dimension and weights course and a speed detection instruments course.

Traffic safety

- Enforces county bylaws and provincial legislation in accordance with the policies set by Council and the authorities obtained from the Government of Alberta.
- Assists Public Works and Engineering with the protection of transportation infrastructure.
- Issues warning tickets, violation tickets and offence tags, where appropriate, for infractions within the jurisdiction of Enforcement Services.
- Liaises and coordinates traffic safety initiatives with the various regional law enforcement partners within Leduc County.
- Engage and educate off-highway vehicle users during proactive quad patrols on municipal reserves near creeks, pathways and river valleys.
- Present off-highway vehicle public safety program to high school students in the region.
- Work with Transport Canada and Leduc County's Parks and Recreation department to engage and educate vessel motorists during proactive patrols on lakeshores and by boat on local bodies of water.

2: Strategic Priorities

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

3: Department Highlights

- Placed two cargo securement educational signs at the entrance and exit of the Leduc Regional Landfill.
- Instructed Lidar/Radar course to City of Edmonton officers in April.
- Tested Smart Squad software and printers in patrol vehicles.
- Participated in a Disaster Response during a Pandemic virtual event.
- Participated in a joint boating safety event at Wizard Lake on May long weekend.
- Completed a quad patrol on May long weekend.
- Completed field level hazard assessment evaluation with peace officers.

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 June 30 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 76 traffic operations per month in Q2.
Assist departments in protecting of the county's road infrastructure through the enforcement of road bans.	Q3 2021		Conduct a minimum of 900 patrols per year on banned roads during road ban season. <ul style="list-style-type: none">Averaged 242 patrols per month in Q2.At the end of Q2, a total of 919 patrols were conducted on banned roads.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 100 traffic stops for commercial cargo securement each year. <ul style="list-style-type: none">Placed two cargo securement signs at Leduc Regional Landfill in Q2.Averaged 13 cargo securement operations per month in Q2.

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 June 30 2021	Deliverables and/or key performance indicators
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	Q4 2021		Conduct 1,000 patrols in hot spots (including subdivisions) per year. <ul style="list-style-type: none">Completed an average of 587 hot spot patrols per month in Q2.

Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at June 30 2021	Deliverables and/or key performance indicators
Provide traffic control for parades and special events such as Wizard Lake Canada Day Parade, Leduc Black Gold Parade, Calmar Fair Days Parade and Santa Claus Parade in the City of Leduc.	Q3 2021		Participate in special events during the summer season. <ul style="list-style-type: none">Participated in a joint boat safety event at Wizard Lake on May long weekend.

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 June 30 2021	Deliverables and/or key performance indicators
Assist with traffic control and scene safety at collisions, as requested.	Q4 2021		Statistics and ongoing updates provided to Protective Services Committee (PSC). <ul style="list-style-type: none">Assisted with an average of seven emergency services occurrences per month in Q2.
Assist police/fire/EMS and emergency management response to incidents, as requested.	Q4 2021		<ul style="list-style-type: none">Information presented to Protective Services Committee in June.

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 June 30 2021	Deliverables and/or key performance indicators
Host and instruct commercial vehicle dimension and weights enforcement course.	Q2 2021		Provide one dimension and weights instruction course per year. <ul style="list-style-type: none">Revised curriculum for class forecasted for delivery in Q4 2021.
Host and instruct traffic speed enforcement course.	Q3 2021		Provide one traffic speed enforcement course for the region per year. <ul style="list-style-type: none">Instructed a Radar/Lidar course to City of Edmonton officers.

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"> Coordinated School Resource Officer pilot project with Black Gold schools.
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Goal 3

Build and strengthen community relationships and support meaningful community engagement.

Strategy 3.1

Develop and maintain public relationships through awareness programs.

Actions	Target dates	Status at June 30 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.
Evaluate the Community Peace Officer Performance Plan, making amendments based on latest results and next-year projections.	Q2 2021		Summary of activities provided to Protective Services Committee. <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 June 30 2021	Deliverables and/or key performance indicators
Promote boat safety through education, compliance and enforcement.	Q3 2021		Conduct a minimum three safe boating awareness operations, boat patrols and/or shoreline operations in the summer months. <ul style="list-style-type: none"> Conducted one boat patrol in Q2. Participated in two joint boat safety awareness campaigns at Wizard Lake in Q2.
Promote off-highway safety through education, compliance and enforcement.	Q4 2021		Conduct a minimum of three off-highway vehicle patrols in the summer months.

			<ul style="list-style-type: none"> Conducted a quad patrol on May long weekend
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Goal 5

Respond to property concerns and promote compliance.

Strategy 5.1

Address nuisance and unsightly premises.

Actions	Target dates	Status at June 30 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"> Investigated 16 complaints in Q2. There were six active files at the end of Q2.

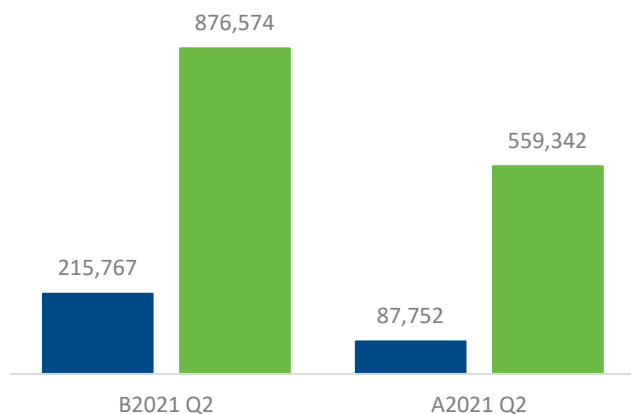
Enforcement Services

Q2 - 2021 Financial Reporting

Department Head - Clarence Nelson

■ REVENUE
■ EXPENSE

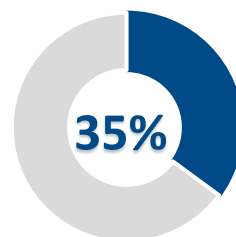
% of Q2 Budget



Variance YTD
(\$189,217)

Leadership & administration	103%
Bylaw and animal control	101%
Enhanced policing	20%
Regional training	0%
Traffic safety	35%

% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	768,787	380,270	393,494	13,224	103%	51%
General services-contracted	55,888	27,914	21,672	(6,242)	78%	39%
Goods, supplies & materials purchased	50,648	25,324	30,082	4,758	119%	59%
Total Expense	875,323	433,508	445,247	11,739	103%	51%
Surplus/(Deficit)	(875,323)	(433,508)	(445,247)	(11,739)	103%	51%

Variances

No significant variances.

Enforcement Services

Q2 - 2021 Financial Reporting

Bylaw and animal control

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	7,530	3,766	1,505	(2,261)	40%	20%
<i>Total Revenue</i>	7,530	3,766	1,505	(2,261)	40%	20%
<i>General services-contracted</i>	29,800	14,902	11,148	(3,754)	75%	37%
<i>Goods, supplies & materials purchased</i>	250	126	-	(126)	0%	0%
<i>Reserves, transfers & grants</i>	3,500	1,740	3,500	1,760	201%	100%
<i>Total Expense</i>	33,550	16,768	14,648	(2,120)	87%	44%
<i>Surplus/(Deficit)</i>	(26,020)	(13,002)	(13,142)	(140)	101%	51%

Variances

No significant variances.

Enhanced policing

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	7,800	7,800	0%	0%
<i>Total Revenue</i>	-	-	7,800	7,800	0%	0%
<i>Purchases from other governments & agencies</i>	830,092	415,044	91,067	(323,977)	22%	11%
<i>Total Expense</i>	830,092	415,044	91,067	(323,977)	22%	11%
<i>Surplus/(Deficit)</i>	(830,092)	(415,044)	(83,267)	331,777	20%	10%

Variances

Purchases from other governments & agencies

- Invoices for the police funding model and the Thorsby RCMP cost share had not been received at the time of this report.

Enforcement Services

Q2 - 2021 Financial Reporting

Regional training

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	5,604	2,802	-	(2,802)	0%	0%
Total Revenue	5,604	2,802	-	(2,802)	0%	0%
<i>Goods, supplies & materials purchased</i>	2,500	1,254	-	(1,254)	0%	0%
Total Expense	2,500	1,254	-	(1,254)	0%	0%
Surplus/(Deficit)	3,104	1,548	-	(1,548)	0%	0%

Variances

No significant variances.

Traffic safety

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	403,760	209,199	78,446	(130,753)	37%	19%
Total Revenue	403,760	209,199	78,446	(130,753)	37%	19%
<i>General services-contracted</i>	20,000	10,000	8,380	(1,620)	84%	42%
Total Expense	20,000	10,000	8,380	(1,620)	84%	42%
Surplus/(Deficit)	383,760	199,199	70,066	(129,133)	35%	18%

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

- Major road resurfacing program completed.
- The remainder of the road construction projects are underway.
- Received funding from the Government of Canada for Nisku Spine Road construction and initiated work to prepare tender documents.

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 June 30 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.• Work has been delayed with anticipated completion in Q4.
	Q3 2021		Critically examine the workflows and modify as necessary to improve the customer experience.

Goal 2

Improve Leduc County's transportation networks.

Strategy 2.1

Develop and implement a transportation master plan.

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Complete transportation master plan.	Q2 2021		Transportation master plan approved by Council. <ul style="list-style-type: none">• First phase of public consultation completed.• Second phase of public consultation is planned for Q3.• Presentation of open house material to Council planned for August 24.

Strategy 2.2

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

Actions	Target dates	Status at June 30 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.
	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.
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 will be 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.

Strategy 2.3

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

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Implement and update the five-year pavement preservation plan.	Q4 2021		Improved paved road network ratings and plan presented to PWC. <ul style="list-style-type: none">Plan accepted by the PWC at the August meeting.Has been sent for 2022 budgetary consideration.

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 June 30 2021	Identified deliverables with status update
Monitor and report on data collected by the electronic speed signs.	Q3 2021		Report on the effectiveness of the electronic speed signs to PWC. <ul style="list-style-type: none">Access to the speed data provided to Enforcement Services to allow them to target their patrols (time and locations). Report will be presented to PWC in Q4.

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 June 30 2021	Identified deliverables with status update
Continue to foster relationships with other municipal groups (pavement design group and land development groups).	Q4 2021		Knowledge exchange between municipalities. <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.
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Strategy 4.2

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

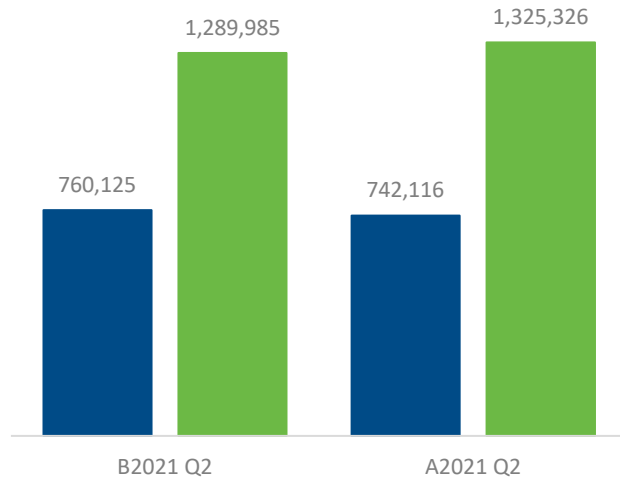
Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Continue to participate in the Integrated Regional Transportation Master Plan.	Q2 2021		<p>Development of the Integrated Regional Transportation Master Plan. (IRTMP)</p> <ul style="list-style-type: none"> The Director, Engineering & 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 & Utilities has been representing Leduc County on the Solid Waste Collaborative. Currently the group is in the data collection/analysis phase of their work.

Engineering

Q2 - 2021 Financial Reporting

Department Head - Des Mryglod

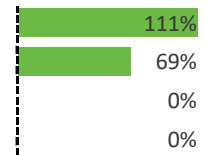
■ REVENUE
■ EXPENSE



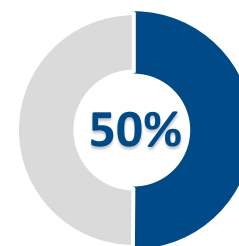
Variance YTD
\$53,350

Leadership & administration
Bridge program
Road data collection
Surfacing program

% of Q2 Budget



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	12,000	6,000	11,700	5,700	195%	98%
<i>Other revenue from own sources</i>	52,300	26,200	2,491	(23,709)	10%	5%
<i>Other transactions</i>	1,455,850	727,925	727,925	-	100%	50%
Total Revenue	1,520,150	760,125	742,116	(18,009)	98%	49%
<i>Earnings & benefits</i>	835,395	399,085	497,096	98,011	125%	60%
<i>General services-contracted</i>	183,975	92,214	76,768	(15,446)	83%	42%
<i>Goods, supplies & materials purchased</i>	3,020	1,510	1,652	142	109%	55%
<i>Reserves, transfers & grants</i>	50,000	25,000	-	(25,000)	0%	0%
<i>Financial service charges</i>	1,455,851	727,926	705,430	(22,496)	97%	48%
Total Expense	2,528,241	1,245,735	1,280,947	35,212	103%	51%
Surplus/(Deficit)	(1,008,091)	(485,610)	(538,831)	(53,221)	111%	53%

Variances

Earnings & benefits

- Includes staff adjustments and cash flow of earnings and benefits.

Engineering

Q2 - 2021 Financial Reporting

Bridge program

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	60,000	30,000	20,633	(9,367)	69%	34%
Total Expense	60,000	30,000	20,633	(9,367)	69%	34%
Surplus/(Deficit)	(60,000)	(30,000)	(20,633)	9,367	69%	34%

Variances

General services - contracted

- Some invoices for Q2 had not been received at the time of this report.

Road data collection

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	15,000	8,750	-	(8,750)	0%	0%
Goods, supplies & materials purchased	5,500	5,500	-	(5,500)	0%	0%
Total Expense	20,500	14,250	-	(14,250)	0%	0%
Surplus/(Deficit)	(20,500)	(14,250)	-	14,250	0%	0%

Variances

General services - contracted

- No intersection counts requiring post-processing have been done in Q2. We have not paid the subscription of the digital signs as we are awaiting an invoice adjustment.

Goods, supplies & materials purchased

- The traffic counter will be purchased by the end of the year.

Surfacing program

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	75,000	-	23,745	23,745	0%	32%
Total Expense	75,000	-	23,745	23,745	0%	32%
Surplus/(Deficit)	(75,000)	-	(23,745)	(23,745)	0%	32%

Variances

General services - contracted

- Cash flow of engineering fees; funds were spent on testing/survey in preparation for the 2021 surfacing program. These costs were budgeted in Q3 and Q4.



1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Annual Family and Community Support Services (FCSS) Program

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

Bridges FASD (Fetal Alcohol Spectrum Disorder)

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

Family Resource Network

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



2: Department Goals

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

3: Department Highlights

- Home Visitation supported eight families with infants, providing 34 visits and 26 referrals.
- Family Support supported 38 families and provided 133 visits during this quarter.
- The Bridges FASD program completed 279 visits using virtual/telephone supports.
- Staff completed 160 income tax returns that resulted in \$600,000 in refunds for Leduc County low income residents and seniors.
- FCSS held nine online sessions with a total of 224 participants. Workshops include grief support, co-parenting for success, mental health and a seniors week event.
- Family Resource Network hosted 73 child development, parent education and youth mental health sessions with a total of 486 participants.

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 June 30 2021	Identified deliverables with status update
Improve community awareness of the programs and services offered by the Family Resource network.	Q2 2021		<p>Five information presentations will be hosted with community educators, businesses and not for profits to increase community understanding of Family Resource Network services.</p> <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"> Spring and summer newsletters were developed and distributed through social media, emailed to community contacts and through schools in each community.

Goal 2

Increased capacity building through partnerships and volunteerism.

Strategy 2.1

Fostering regional collaboration among stakeholders and partners.

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Regional relationship building among stakeholders and partners.	Q4 2021		<p>A regional awareness event will be hosted with government, businesses and not for profit service providers to improve community and stakeholder awareness of social supports and needs in this region.</p> <ul style="list-style-type: none"> This event is being planned for Q1 2022. This will allow for in person attendance and information sharing.

Goal 3

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

Strategy 3.1

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

Actions	Target dates	Status at June 30 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"> FCSS held 31 online programs with 640 participants.
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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 June 30 2021	Identified deliverables with status update
Reducing isolation by connecting seniors and older adults to seniors without walls programming and direct led Leduc County social programming.	Q4 2021		<p>Host a minimum of 12 programs to seniors through group telephone programming. Sessions will include information and awareness services as well as social and wellness activities.</p> <ul style="list-style-type: none"> Held 10 online sessions in Q1 and Q2. The virtual seniors week event included 105 participants. The New Sarepta seniors week drive-thru hosted 83 participants who received 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 June 30 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.
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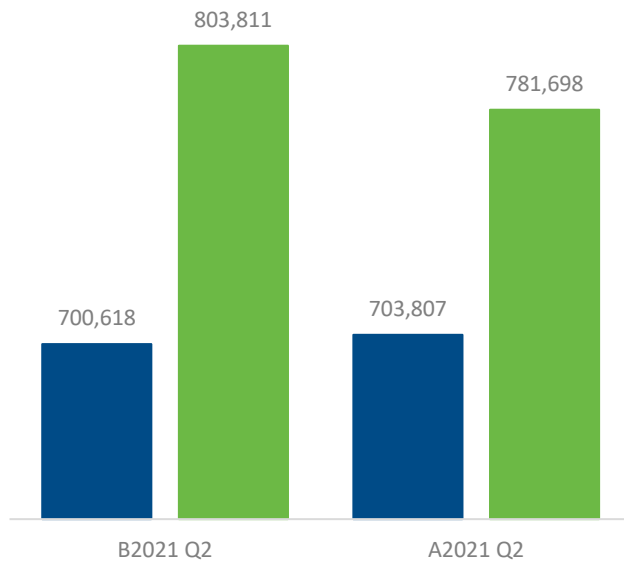
Family and Community Support Services

Q2 - 2021 Financial Reporting

Department Head - Dean Ohnysty

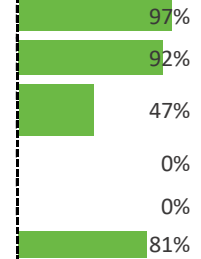
■ REVENUE
■ EXPENSE

% of Q2 Budget

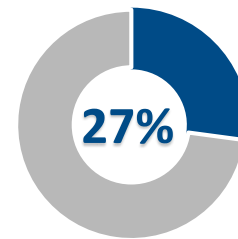


Variance YTD
(\$25,302)

Leadership & administration
Annual family and community support
Services program bridges FASD (Fetal alcohol spectrum disorder)
Early intervention
ECD coalition
Family resource network



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	-	-	1,848	1,848	0%	0%
<i>Conditional grants from other governments</i>	474,774	237,390	237,390	-	100%	50%
Total Revenue	474,774	237,390	239,238	1,848	101%	50%
<i>Earnings & benefits</i>	139,662	64,225	70,515	6,290	110%	50%
<i>General services-contracted</i>	5,100	2,205	819	(1,386)	37%	16%
<i>Goods, supplies & materials purchased</i>	2,750	1,366	3,337	1,971	244%	121%
Total Expense	147,512	67,796	74,671	6,875	110%	51%
Surplus/(Deficit)	327,262	169,594	164,567	(5,027)	97%	50%

Variances

No significant variances.

Family and Community Support Services

Q2 - 2021 Financial Reporting

Annual family and community support

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	1,350	1,222	-	(1,222)	0%	0%
Total Revenue	1,350	1,222	-	(1,222)	0%	0%
<i>Earnings & benefits</i>	397,330	200,637	188,081	(12,556)	94%	47%
<i>General services-contracted</i>	76,098	40,016	34,691	(5,325)	87%	46%
<i>Goods, supplies & materials purchased</i>	8,838	4,434	1,110	(3,324)	25%	13%
<i>Reserves, transfers & grants</i>	72,877	-	-	-	0%	0%
Total Expense	555,143	245,087	223,882	(21,205)	91%	40%
Surplus/(Deficit)	(553,793)	(243,865)	(223,882)	19,983	92%	40%

Variances

No significant variances.

Services program bridges FASD (Fetal alcohol spectrum disorder)

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Conditional grants from other governments</i>	234,000	117,000	119,419	2,419	102%	51%
Total Revenue	234,000	117,000	119,419	2,419	102%	51%
<i>Earnings & benefits</i>	241,969	123,949	122,298	(1,651)	99%	51%
<i>General services-contracted</i>	12,220	6,472	2,879	(3,593)	44%	24%
<i>Goods, supplies & materials purchased</i>	2,400	1,200	1,171	(29)	98%	49%
Total Expense	256,589	131,621	126,349	(5,272)	96%	49%
Surplus/(Deficit)	(22,589)	(14,621)	(6,930)	7,691	47%	31%

Variances

No significant variances.

Family and Community Support Services

Q2 - 2021 Financial Reporting

Family resource network

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Conditional grants from other governments</i>	690,006	345,006	345,150	144	100%	50%
Total Revenue	690,006	345,006	345,150	144	100%	50%
<i>Earnings & benefits</i>	675,151	337,573	344,088	6,515	102%	51%
<i>General services-contracted</i>	44,890	17,870	7,934	(9,936)	44%	18%
<i>Goods, supplies & materials purchased</i>	8,000	3,864	4,775	911	124%	60%
Total Expense	728,041	359,307	356,797	(2,510)	99%	49%
Surplus/(Deficit)	(38,035)	(14,301)	(11,647)	2,654	81%	31%

Variances

General services - contracted

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



1: Department

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

- Responded to more grass fires, than in previous years, due to a very dry spring.
- Received the Standard of Cover / Station location master plan from the consultant, presented to Council and started strategic planning based on the report.
- Updated key performance indicators incorporated into the 2020 Fire Services annual report.
- Warburg oversight negotiations ongoing with Warburg reviewing final agreement terms.

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 June 30 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.
	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 June 30 2021	Identified deliverables with status update
Complete analysis of cost of recruitment versus the current investment in retention.	Q3 2021		Report presented to Protective Services Committee.

Goal 3

Update and modernize officer training and development.

Strategy 3.1

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

Actions	Target dates	Status at June 30 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.
Provide additional officer training on guiding documents, such as Standard Operating Guidelines and Occupational Health and Safety legislated requirements, and their applications	Q4 2021		Officers are aware and accountable. On scene safety is assured.

Goal 4

Communications within the Fire Services is efficient and effective.

Strategy 4.1

Examine current practices and establish a long-term strategy.

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Develop a radio communications strategy, which examines the use of AFFRCS radio system and potential grant funding opportunities.	Q3 2021		Complete a radio communications strategy.

Goal 5

Updated reporting for Fire Services.

Strategy 5.1

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

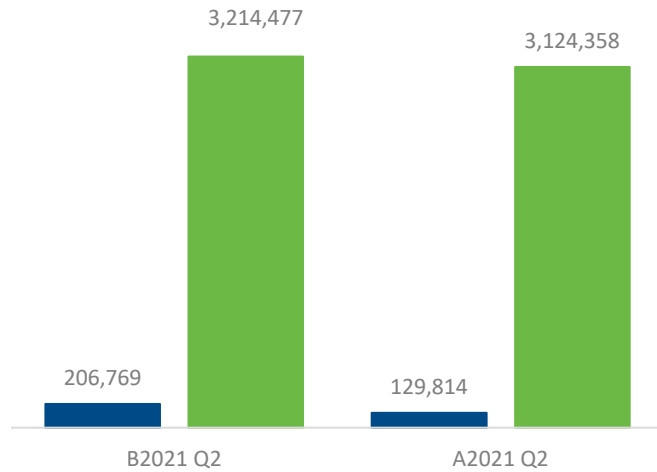
Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Determine data requirements for reporting appropriate performance metrics.	Q2 2021		A reporting framework with processes in place to gather the required data to complete the reporting. <ul style="list-style-type: none"> Station data being gathered and initial analysis underway. Gathered six months of data to inform trend analysis and decision-making.
Review outcomes of the 2020 Standard of cover document and data outcomes of that project.	Q2 2021		Complete a review of the data outcomes. <ul style="list-style-type: none"> External report being analyzed and informs future project requirements.

Fire Services

Q2 - 2021 Financial Reporting

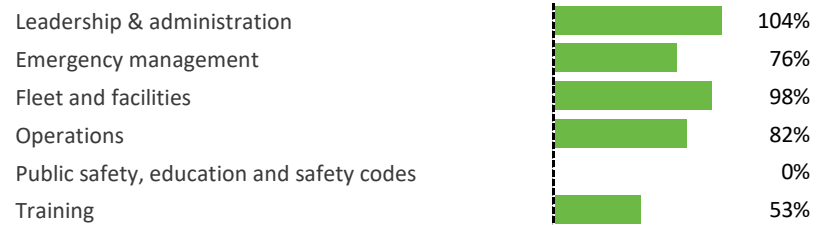
Department Head - Keven Lefebvre

■ REVENUE
■ EXPENSE

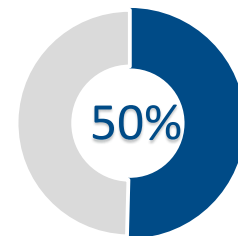


Variance YTD
(\$13,165)

% of Q2 Budget



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	159,950	75,525	(154)	(75,679)	0%	0%
<i>Sales of goods & services to individuals</i>	1,600	798	3,835	3,037	481%	240%
<i>Other revenue from own sources</i>	4,000	2,004	1,200	(804)	60%	30%
Total Revenue	165,550	78,327	4,881	(73,446)	6%	3%
<i>Earnings & benefits</i>	1,219,734	599,956	630,008	30,052	105%	52%
<i>General services-contracted</i>	101,759	53,097	35,708	(17,390)	67%	35%
<i>Purchases from other governments & agencies</i>	94,100	13,842	30,258	16,416	219%	32%
<i>Goods, supplies & materials purchased</i>	19,750	9,857	5,701	(4,156)	58%	29%
<i>Reserves, transfers & grants</i>	2,890,020	1,448,010	1,448,011	-	100%	50%
<i>Financial service charges</i>	341,842	170,920	157,532	(13,388)	92%	46%
Total Expense	4,667,205	2,295,683	2,307,217	11,534	101%	49%
Surplus/(Deficit)	(4,501,655)	(2,217,356)	(2,302,336)	(84,980)	104%	51%

Variances

Sales of goods & services to other governments

- The Town of Calmar fire service agreement was budgeted in Q2 but invoiced in Q3.

Fire Services

Q2 - 2021 Financial Reporting

Emergency management

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	20,000	-	10,300	10,300	0%	52%
<i>Other revenue from own sources</i>	17,457	8,726	4,072	(4,654)	47%	23%
Total Revenue	37,457	8,726	14,372	5,646	165%	38%
<i>General services-contracted</i>	89,953	49,157	37,807	(11,350)	77%	42%
<i>Goods, supplies & materials purchased</i>	23,500	11,732	16,178	4,446	138%	69%
Total Expense	113,453	60,889	53,986	(6,903)	89%	48%
Surplus/(Deficit)	(75,996)	(52,163)	(39,614)	12,549	76%	52%

Variances

Sales of goods & services to other governments

- The annual emergency management contract fee was invoiced to the Town of Calmar in Q2 but was budgeted in Q3.

General services - contracted

- A full scale scenario training is scheduled to take place in Q4 but was budgeted throughout the year.
- Some non-critical maintenance has been deferred to later in the year.

Fleet and facilities

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	52,700	26,348	29,068	2,720	110%	55%
Total Revenue	52,700	26,348	29,068	2,720	110%	55%
<i>General services-contracted</i>	285,373	143,004	140,565	(2,439)	98%	49%
<i>Goods, supplies & materials purchased</i>	494,955	249,057	245,250	(3,807)	98%	50%
Total Expense	780,328	392,062	385,815	(6,246)	98%	49%
Surplus/(Deficit)	(727,628)	(365,714)	(356,747)	8,966	98%	49%

Variances

No significant variances.

Fire Services

Q2 - 2021 Financial Reporting

Operations

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	46,300	-	-	-	0%	0%
<i>Sales of goods & services to individuals</i>	156,500	78,244	71,559	(6,685)	91%	46%
Total Revenue	202,800	78,244	71,559	(6,685)	91%	35%
<i>Earnings & benefits</i>	700,470	383,198	319,138	(64,060)	83%	46%
<i>General services-contracted</i>	1,000	502	917	415	183%	92%
<i>Purchases from other governments & agencies</i>	65,000	32,498	31,017	(1,481)	95%	48%
<i>Goods, supplies & materials purchased</i>	12,250	6,118	2,716	(3,402)	44%	22%
Total Expense	778,720	422,316	353,788	(68,528)	84%	45%
Surplus/(Deficit)	(575,920)	(344,072)	(282,229)	61,843	82%	49%

Variances

Earnings & benefits

- Reduced training, time spent at calls, and reduced call volume resulted in lower earnings and benefits than expected.

Public safety, education and safety codes

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	1,500	744	-	(744)	0%	0%
<i>Goods, supplies & materials purchased</i>	4,250	2,132	-	(2,132)	0%	0%
Total Expense	5,750	2,876	-	(2,876)	0%	0%
Surplus/(Deficit)	(5,750)	(2,876)	-	2,876	0%	0%

Variances

No significant variances.

Fire Services

Q2 - 2021 Financial Reporting

Training

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	30,000	15,000	9,935	(5,065)	66%	33%
<i>Sales of goods & services to individuals</i>	250	124	-	(124)	0%	0%
Total Revenue	30,250	15,124	9,935	(5,189)	66%	33%
<i>General services-contracted</i>	47,100	21,827	13,534	(8,293)	62%	29%
<i>Goods, supplies & materials purchased</i>	37,671	18,825	10,019	(8,807)	53%	27%
Total Expense	84,771	40,652	23,553	(17,100)	58%	28%
Surplus/(Deficit)	(54,521)	(25,528)	(13,618)	11,911	53%	25%

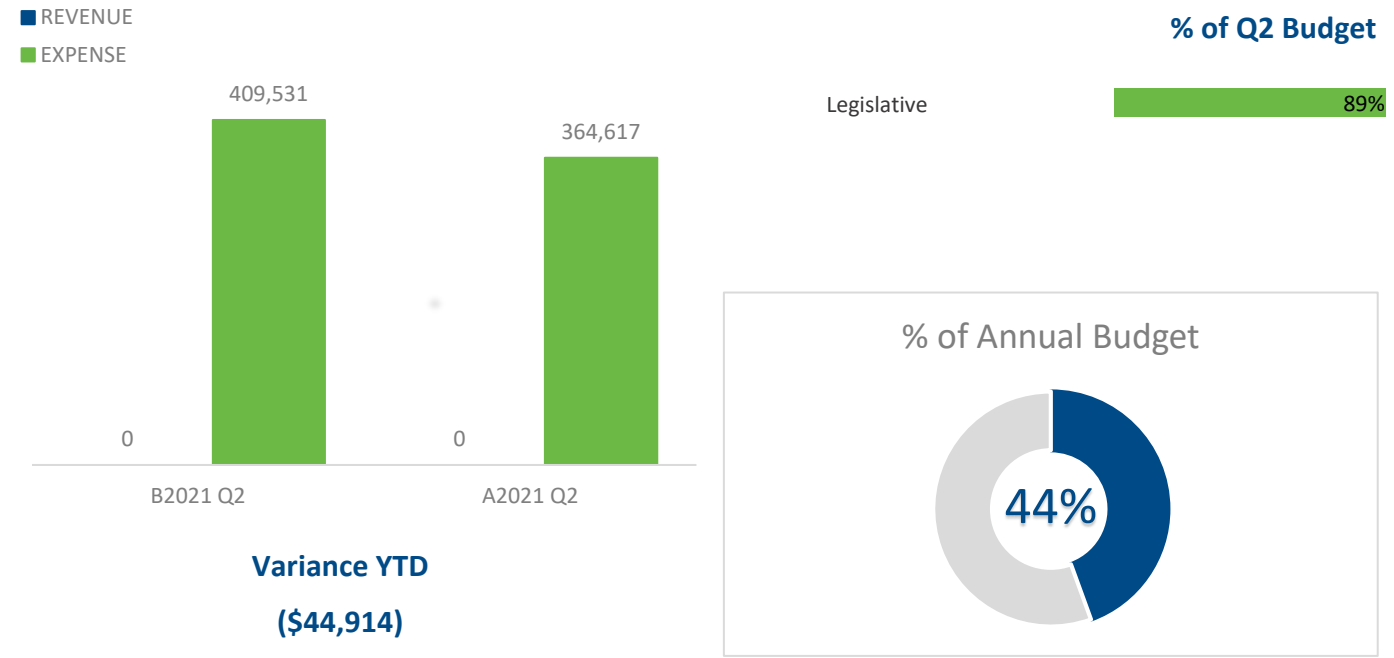
Variances

A lower number of site rentals resulted in lower than anticipated expenses. Some in person live fire training was held at the training site at the end of Q2 and it is expected that additional outside agencies will rent the training site in Q3.

Legislative

Q2 - 2021 Financial Reporting

Department Head - Natasha Wice



Legislative

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	700,090	347,077	340,774	(6,303)	98%	49%
General services-contracted	103,630	58,574	23,424	(35,150)	40%	23%
Goods, supplies & materials purchased	16,660	3,880	419	(3,461)	11%	3%
Total Expense	820,380	409,531	364,617	(44,914)	89%	44%
Surplus/(Deficit)	(820,380)	(409,531)	(364,617)	44,914	89%	44%

Variances

General services - contracted

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

1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Parks service areas

Campgrounds

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

Day-use

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

Recreation service areas

Cost shares

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

Community development

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

Library support

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

2: Strategic Priorities

Goal 1	Strategic priority – Enriched Quality of Life Parks and Recreation will create a new, shared vision for parks and recreation in Leduc County.
Goal 2	Strategic priority – Enriched Quality of Life

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

3: Department Goal

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

- All campgrounds were opened on May 21 and experienced increased demand for the entire season.
- 21 reservations have been placed for Genesee park group campground and Sunnybrook Creek group campground.
- Provided support to 8 community associations which helped them to receive \$108,000 in grants through the Alberta business relaunch program and new horizons for seniors program.
- 128 families participated in the Scavenger Hunt challenges during the month of April.
- June was Recreation and Parks Month which included 110 participants and 140 live views in a total of 4 programs which included, Yoga, Powwow Fitness and Zumba.
- 30 participants attended National Indigenous People's Day at Rundles Mission and the event yielded 160 live views.

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 June 30 2021	Identified deliverables with status update
Develop a multi-year community vision for recreation and parks services in Warburg and Thorsby.	Q1 2021		Leduc County, Warburg and Thorsby will apply to the Province to secure funding through the Alberta Collaboration Grant. <ul style="list-style-type: none"> • An application to Alberta Community Partnership was submitted but denied for funding. This project will not proceed in 2021.
	Q4 2021		Once grant funding is secured, a community recreation visioning document will be completed for Warburg, Thorsby and surrounding service areas.
Develop a multi-year community vision for recreation and parks in Leduc County.	Q4 2021		A recreation and parks vision document will be developed that guides the future

			direction of recreation, parks and community development services.
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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 June 30 2021	Identified deliverables with status update
Offer not for profit workshops that increase volunteer knowledge of agency requirements, roles and responsibilities.	Q4 2021		<p>Five workshops will be offered to Leduc County not for profits and volunteers.</p> <ul style="list-style-type: none"> Online workshops are hosted online through Alberta Community Development and shared with community groups regularly. This will be the preferred method of volunteer development in 2021.

Goal 3

Develop strong volunteer sport programs in all communities.

Strategy 3.1

Assist in continued sport development opportunities in New Sarepta.

Actions	Target dates	Status at June 30 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		<p>If interest exists, community resource assistance will support volunteers in sport development for the community.</p> <ul style="list-style-type: none"> We will continue to work with interested volunteers in developing sport options for 2022.

Goal 4

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

Strategy 4.1

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

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Improve current processes that support enhanced customer service for campground and program operations.	Q1 2021		A review of the current recreation program and campgrounds refund processes will be done in partnership with the Finance department. <ul style="list-style-type: none">• A procedure has been prepared for implementation of refunds for both campgrounds and recreation programs.
	Q2 2021		Eligible customers will be able to receive program or campground refunds in a timely manner. <ul style="list-style-type: none">• Refunds are being processed in a timely manner in consultation with the Finance department.

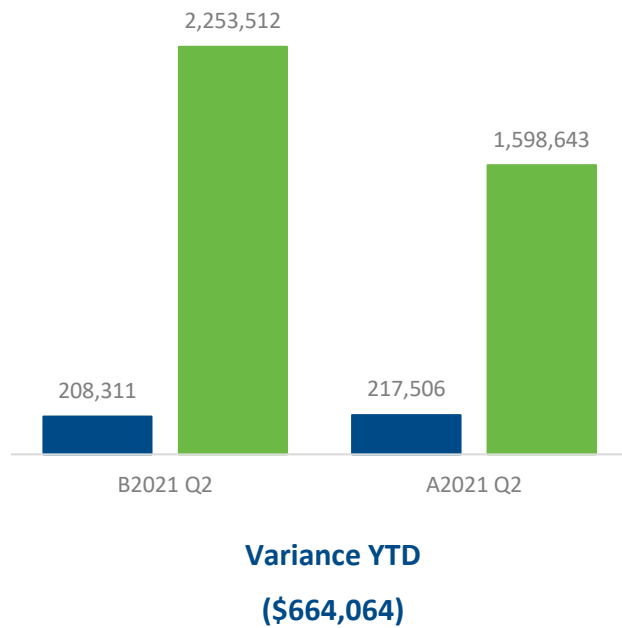
Parks and Recreation

Q2 - 2021 Financial Reporting

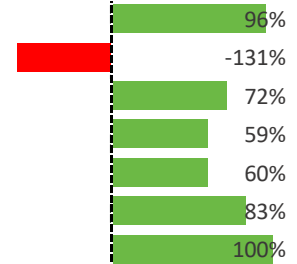
Department Head - Dean Ohnysty

■ REVENUE
■ EXPENSE

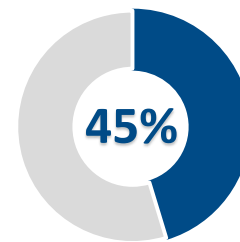
% of Q2 Budget



Leadership & administration
Campground
Day use
Cost shares
Community development
Community facilities
Library support



% of Annual Budget



Leadership & administration

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Other revenue from own sources	14,200	6,679	8,210	1,531	123%	58%
Conditional grants from other government	20,000	5,000	-	(5,000)	0%	0%
Total Revenue	34,200	11,679	8,210	(3,469)	70%	24%
Earnings & benefits	477,409	246,600	241,960	(4,640)	98%	51%
General services-contracted	55,990	22,798	11,122	(11,676)	49%	20%
Goods, supplies & materials purchased	5,350	2,301	3,847	1,546	167%	72%
Reserves, transfers & grants	14,000	-	-	-	0%	0%
Financial service charges	419,660	209,501	201,108	(8,393)	96%	48%
Total Expense	972,409	481,200	458,037	(23,163)	95%	47%
Surplus/(Deficit)	(938,209)	(469,521)	(449,827)	19,694	96%	48%

Variances

General services - contracted

- Mileage and workshop expenses were less than anticipated.

Parks and Recreation

Q2 - 2021 Financial Reporting

Campground

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	367,502	155,582	172,376	16,794	111%	47%
<i>Other revenue from own sources</i>	1,701	444	1,650	1,206	372%	97%
Total Revenue	369,203	156,026	174,026	18,000	112%	47%
<i>Earnings & benefits</i>	164,939	79,906	69,433	(10,473)	87%	42%
<i>General services-contracted</i>	108,104	56,301	51,774	(4,527)	92%	48%
<i>Goods, supplies & materials purchased</i>	73,451	41,536	16,768	(24,768)	40%	23%
<i>Financial service charges</i>	7,000	3,139	3,495	356	111%	50%
Total Expense	353,494	180,882	141,471	(39,411)	78%	40%
Surplus/(Deficit)	15,709	(24,856)	32,555	57,411	-131%	207%

Variances

Sales of goods & services to individuals

- Camping revenues were higher than anticipated in Q2.

Earnings and benefits

- One vacancy during Q2 and cash flow of earnings and benefits.

Goods, supplies & materials purchased

- Campground start up costs and repairs were lower than anticipated in Q2.

Day use

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,400	600	1,829	1,229	305%	54%
<i>Other revenue from own sources</i>	5,000	-	5,000	5,000	0%	100%
<i>Other transactions</i>	22,086	22,086	22,086	-	100%	100%
Total Revenue	30,486	22,686	28,914	6,228	127%	95%
<i>Earnings & benefits</i>	62,497	25,793	27,751	1,958	108%	44%
<i>General services-contracted</i>	65,089	39,941	29,849	(10,092)	75%	46%
<i>Goods, supplies & materials purchased</i>	26,100	7,141	7,208	67	101%	28%
Total Expense	153,686	72,875	64,808	(8,067)	89%	42%
Surplus/(Deficit)	(123,200)	(50,189)	(35,894)	14,295	72%	29%

Variances

General services - contracted

- Reduced expenditures due to delay in early season repairs and project completion.

Parks and Recreation

Q2 - 2021 Financial Reporting

Cost shares

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Reserves, transfers & grants</i>	1,723,450	1,353,200	803,011	(550,189)	59%	47%
Total Expense	1,723,450	1,353,200	803,011	(550,189)	59%	47%
Surplus/(Deficit)	(1,723,450)	(1,353,200)	(803,011)	550,189	59%	47%

Variances

Reserves, transfers & grants

- Recreation cost share payments to the City of Leduc and the Town of Thorsby were not paid at the time of this report.
- Recreation payments to community halls had not been made at the time of this report.

Community development

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	21,000	17,920	6,356	(11,564)	35%	30%
Total Revenue	21,000	17,920	6,356	(11,564)	35%	30%
<i>Earnings & benefits</i>	75,194	31,956	26,098	(5,858)	82%	35%
<i>General services-contracted</i>	52,500	26,029	3,965	(22,064)	15%	8%
<i>Goods, supplies & materials purchased</i>	19,002	6,351	3,973	(2,378)	63%	21%
Total Expense	146,696	64,336	34,036	(30,300)	53%	23%
Surplus/(Deficit)	(125,696)	(46,416)	(27,680)	18,736	60%	22%

Variances

Sales of goods & services to individuals

- Revenue was lower than expected due to a change in the types of programs and events offered this summer.

Goods, supplies & materials purchased

- Program and event expenditures were lower than anticipated due to event cancellations and program adjustments in Q2.

Parks and Recreation

Q2 - 2021 Financial Reporting

Community facilities

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	19,494	9,700	8,637	(1,063)	89%	44%
Goods, supplies & materials purchased	26,750	14,589	11,635	(2,954)	80%	43%
Total Expense	46,244	24,289	20,271	(4,018)	83%	44%
Surplus/(Deficit)	(46,244)	(24,289)	(20,271)	4,018	83%	44%

Variances

No significant variances.

Library support

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	60,500	30,250	30,729	479	102%	51%
Goods, supplies & materials purchased	200	200	-	(200)	0%	0%
Reserves, transfers & grants	46,280	46,280	46,280	-	100%	100%
Total Expense	106,980	76,730	77,009	279	100%	72%
Surplus/(Deficit)	(106,980)	(76,730)	(77,009)	(279)	100%	72%

Variances

No significant variances.



1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

- Provides management and support for all departmental operations, including providing direction and advice on projects and processes being managed by the four business units within Planning and Development.
- Leads the preparation, oversight and alignment of the Planning and Development budget, ensuring responsible and appropriate use of municipal funds.
- Ensures the priorities of the department are aligned with Council's strategic plan.

Development services

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

Economic development

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

Regional and long range planning

- Responsible for the development and interpretation of long-term policy related to how the county changes and grows over time.
- Leads regional and intermunicipal planning initiatives with regional partners, such as intermunicipal development plans and intermunicipal collaboration frameworks.
- Provides key resources in support of the county's involvement in the Edmonton Metropolitan Region Board and committees related to the board.
- Leads and advises on intergovernmental initiatives.

Safety codes

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

2: Strategic Priorities

Goal 1	Strategic priority – Regional leadership Planning and Development will continue to lead the county's efforts in regional collaboration and intermunicipal partnerships.
Goal 2	Strategic priority – Economic development Planning and Development will lead economic development activities for the county to foster employment growth and increased economic productivity.
Goal 3	Strategic priority – Agricultural innovation and support for local food Planning and Development will support the county's advocacy for the preservation of high quality agricultural land, both at the regional and local levels. We will strive to foster increased opportunities and access to markets for new and expanded agricultural products.

3: Department Goals

Goal 4	Municipal Development Plan Framework We will create an up-to-date policy and regulatory framework to implement the county's new Municipal Development Plan.
Goal 5	Safety Codes We will continue to be leaders in safety codes in Alberta.

4: Department Highlights

- Year to date, 209 development permits and 741 safety codes permits received, for a total construction value of \$64.4 million.
- In Q2, 426 safety codes permits for a total construction value of \$27,258,997.
- Public launch of the Business Registry project in partnership with the Leduc, Nisku & Wetaskiwin Chamber of Commerce.
- Significant work completed on regional leadership and updating the statutory planning framework to align with the County's new Municipal Development Plan through adoption of revisions to the Devon IDP, efforts on the Regional Agricultural Master Plan task force and EMRB Boards and committees, and work on the Nisku Major Employment Area Structure Plan, the Central Nisku Local Area Redevelopment Plan and the Southern Country Residential Area Structure Plan.
- The Rural West Economic Diversification Plan was completed; presented to Council and next steps planned. Administration is assessing the recommendations to work into the business plan for 2022.
- Initial discussions with potential private sector partners to support the implementation of Broadband service in Nisku. Administration is gathering supporting information from other jurisdictions and assessing another option that has been presented to the County.
- Findings from initial round of Land Use Bylaw review compiled and analyzed. Work commenced on aligning agricultural districts with the Municipal Development Plan, and aligning planning processes with the *Municipal Government Act*.

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 June 30 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.

Strategy 1.2

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

Actions	Target dates	Status at June 30 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 21 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 June 30 2021	Identified deliverables with status update
Undertake a comprehensive business retention and expansion (BR&E) study and explore operating models and options for	Q3 2021		Full funding received from Western Economic Diversification (WeD) to complete the study.

delivering a BR&E program in Leduc County			<ul style="list-style-type: none"> Study was completed and accepted for information by Council in Q1. Administration has submitted a funding request to (WeD) for the 18-month pilot project. WeD has asked the County to refine the application as to the differentiators of other service providers in the region.
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Strategy 2.2

Ensure Leduc County is ready for investment.

Actions	Target dates	Status at June 30 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"> \$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.

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 June 30 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">County Task force member supported at three task force meetings in Q1 and participated in 11 working group and subcommittee meetings.

Strategy 3.2

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

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Identify grant opportunities to support existing and potential agri-tourism businesses.	Q4 2021		Grant window(s) identified and application(s) submitted.

Goal 4

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

Strategy 4.1

Update policy framework to implement direction from new MDP.

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Complete the new statutory policy framework for the greater Nisku area (Greater Nisku Major Area Structure Plan).	Q3 2021		New area structure plan (ASP) draft completed and adopted by Council, REF approval secured through the EMRB. <ul style="list-style-type: none">ASP on track to be completed and on schedule.
Completion of the Nisku Local Area Redevelopment Plan (LARP).	Q2 2021		New LARP draft completed and adopted by Council.

			<ul style="list-style-type: none"> LARP on track to be completed as per the project charter schedule (Q1 2022); please note the error in the target date shown for this project.
Completion of the Southern Country Residential Area Structure Plan.	Q2 2021		<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. Anticipated to be completed (pending outcomes of Council workshop) in Q3 2021.

Strategy 4.2

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

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Update County Land Use Bylaw.	Q1 2021		<p>Discussion paper completed to support stakeholder engagement.</p> <ul style="list-style-type: none"> In progress. Completion expected in Q3.
	Q2 2021		<p>Commence detailed phased review and rewrite of specific categories.</p> <ul style="list-style-type: none"> In progress to align AG Districts with MDP and ensure LUB process follows MGA requirements. In progress to identify other categories.
	Q2 2021		<p>Commence stakeholder consultation.</p> <ul style="list-style-type: none"> Initial consultation completed in April 2021. Further consultation to commence in Q3.

Goal 5

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

Strategy 5.1

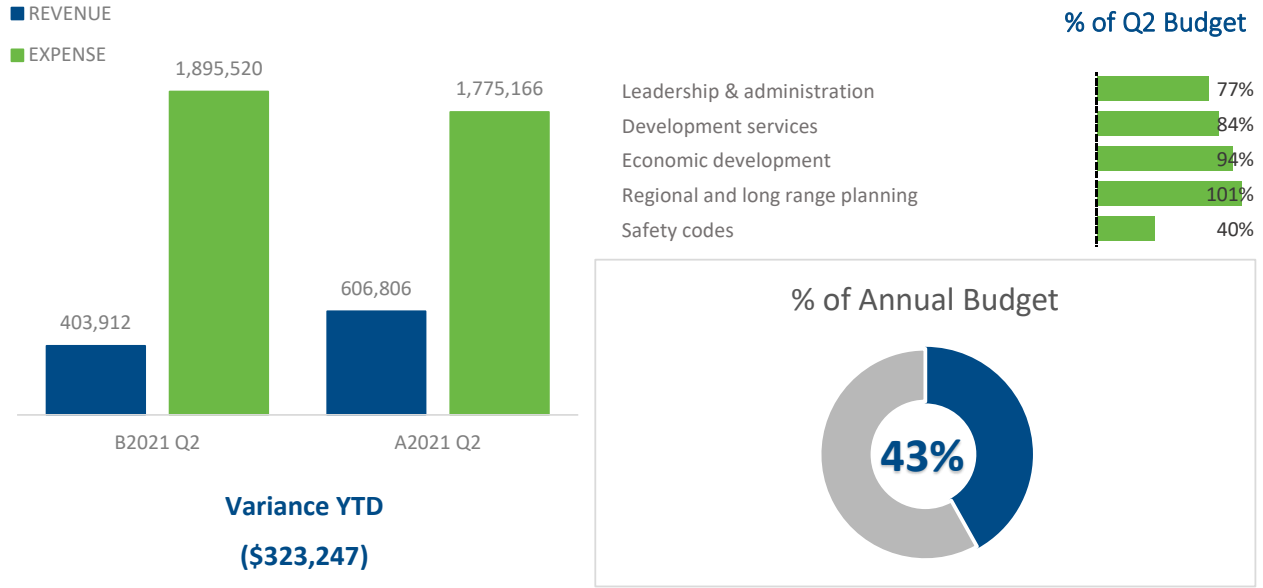
Safety Codes staff, when practical, will continue to participate in regional and provincial committees and work groups.

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Safety codes officers (SCOs) to serve on external committees.	Ongoing		<p>Contribution and access to a stronger SCO network.</p> <ul style="list-style-type: none">• SCOs provide input as Subject Matter Experts (SME) for SCC Workshops (under development) and Competency Review Committee.• Report to Plumbing Sub Council regarding water & sewer connection.

Planning and Development

Q2 - 2021 Financial Reporting

Department Head - Grant Bain



Leadership & administration

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	-	-	996	996	0%	0%
Total Revenue	-	-	996	996	0%	0%
<i>Earnings & benefits</i>	512,044	255,808	196,932	(58,876)	77%	38%
<i>General services-contracted</i>	7,050	4,446	2,600	(1,846)	58%	37%
<i>Goods, supplies & materials purchased</i>	1,450	724	318	(406)	44%	22%
<i>Financial service charges</i>	15,000	8,327	9,604	1,277	115%	64%
Total Expense	535,544	269,305	209,455	(59,850)	78%	39%
Surplus/(Deficit)	(535,544)	(269,305)	(208,458)	60,847	77%	39%

Variances

Earnings & benefits

- One vacant position in Q1 and two vacant positions in Q2.

Planning and Development

Q2 - 2021 Financial Reporting

Development services

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	107,000	53,452	51,683	(1,769)	97%	48%
<i>Other revenue from own sources</i>	60,000	31,000	46,178	15,178	149%	77%
Total Revenue	167,000	84,452	97,861	13,409	116%	59%
<i>Earnings & benefits</i>	872,830	461,298	416,075	(45,223)	90%	48%
<i>General services-contracted</i>	25,540	11,672	9,479	(2,193)	81%	37%
<i>Goods, supplies & materials purchased</i>	900	550	635	85	115%	71%
Total Expense	899,270	473,520	426,189	(47,331)	90%	47%
Surplus/(Deficit)	(732,270)	(389,068)	(328,327)	60,741	84%	45%

Variances

Other revenue from own sources

- Development permit revenue has been higher than anticipated due to a higher number of permit applications than expected.

Earnings & benefits

- One vacant position for part of the year and cash flow of earnings and benefits.

Economic development

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	-	-	-	-	0%	0%
<i>General services-contracted</i>	19,475	7,859	1,441	(6,418)	18%	7%
<i>Purchases from other government & agencies</i>	78,233	78,233	79,982	1,749	102%	102%
<i>Goods, supplies & materials purchased</i>	500	248	-	(248)	0%	0%
Total Expense	98,208	86,340	81,423	(4,917)	94%	83%
Surplus/(Deficit)	(98,208)	(86,340)	(81,423)	4,917	94%	83%

Variances

No significant variances.

Planning and Development

Q2 - 2021 Financial Reporting

Regional and long range planning

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	707,876	355,928	362,359	6,431	102%	51%
General services-contracted	16,350	8,107	5,892	(2,215)	73%	36%
Purchases from other government & agencies	48,782	48,782	48,782	-	100%	100%
Goods, supplies & materials purchased	1,500	1,500	77	(1,423)	5%	5%
Total Expense	774,508	414,317	417,110	2,793	101%	54%
Surplus/(Deficit)	(774,508)	(414,317)	(417,110)	(2,793)	101%	54%

Variances

No significant variances.

Safety codes

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Sales of goods & services to other government	4,500	1,500	812	(688)	54%	18%
Sales of goods & services to individuals	1,800	900	2,483	1,583	276%	138%
Other revenue from own sources	635,099	317,060	504,653	187,593	159%	79%
Total Revenue	641,399	319,460	507,948	188,488	159%	79%
Earnings & benefits	1,182,630	602,153	612,339	10,186	102%	52%
General services-contracted	108,350	49,635	28,266	(21,369)	57%	26%
Goods, supplies & materials purchased	450	250	385	135	154%	86%
Total Expense	1,291,430	652,038	640,991	(11,047)	98%	50%
Surplus/(Deficit)	(650,031)	(332,578)	(133,042)	199,536	40%	20%

Variances

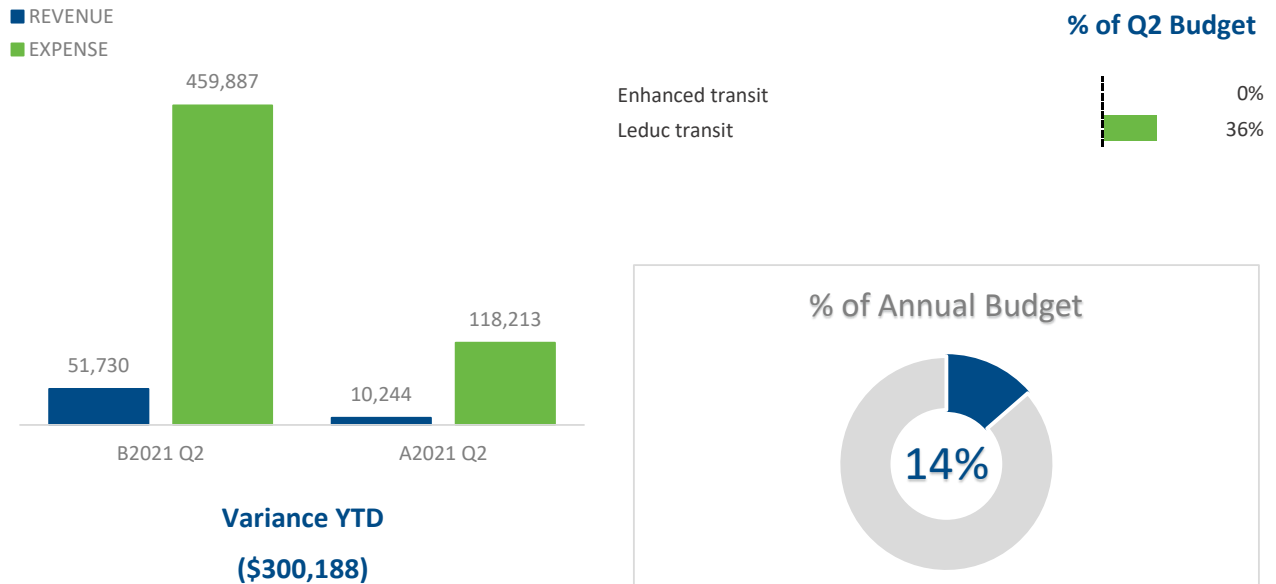
Other revenue from own sources

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

Public transit

Q2 - 2021 Financial Reporting

Department Head - Rick Thomas



Enhanced transit

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	108,150	54,075	-	(54,075)	0%	0%
Purchases from other governments & agencies	108,150	54,075	-	(54,075)	0%	0%
Total Expense	216,300	108,150	-	(108,150)	0%	0%
Surplus/(Deficit)	(216,300)	(108,150)	-	108,150	0%	0%

Variances

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

Public transit

Q2 - 2021 Financial Reporting

Leduc transit

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	117,803	47,740	13,007	(34,733)	27%	11%
<i>Sales of goods & services to individuals</i>	10,000	3,990	4,665	675	117%	47%
<i>Conditional grants from other governments</i>	-	-	(7,428)	(7,428)	0%	0%
Total Revenue	127,803	51,730	10,244	(41,486)	20%	8%
<i>General services-contracted</i>	26	14	11	(3)	81%	44%
<i>Purchases from other governments & agencies</i>	704,160	351,173	118,176	(232,997)	34%	17%
<i>Goods, supplies & materials purchased</i>	1,000	500	-	(500)	0%	0%
<i>Financial service charges</i>	100	50	25	(25)	51%	25%
Total Expense	705,286	351,737	118,213	(233,524)	34%	17%
Surplus/(Deficit)	(577,483)	(300,007)	(107,969)	192,038	36%	19%

Variances

Sales of goods & services to other governments

- Ridership continues to be greatly reduced, possibly as a result of the struggling economy.

Purchases from other governments & agencies

- The City of Leduc invoice had not been received at the time of this report.



1: Department services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

- Develops strategic direction for Road Operations programs, projects and services.
- Provides leadership for the Road Operations department.
- Collaborates with other county departments to ensure efficient delivery of services to residents.
- Monitors Road Operations programs, projects and services to deliver projects on time and on budget.
- Manages county road-use activities by residents and companies:
 - road-use agreements
 - road bans and road permitting
 - road closures

Operations

- Maintains Leduc County's roadway network:

Gravel roads (1,734 km)

- rural roads initiative (shoulder pulls, frost boils, miscellaneous repairs, major fill program, drainage improvements)
- gravelling
- summer and winter gravel road maintenance
- dust suppression
- culvert replacement/repair and minor drainage works
- vegetation management within county rights-of-way (in coordination with Agricultural Services)
- signage

Asphalt surface roads (395 km)

- major asphalt repair
- summer maintenance (crack sealing, street sweeping, pot hole patching, line painting)
- winter maintenance (plowing, sanding, salting)
- vegetation management within county rights-of-way (in coordination with Agricultural Services)
- signage
- In conjunction with the facilities and equipment coordinator, manages and maintains Road Operations' fleet and facilities.

2: Strategic priorities

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

- First round of dust control program completed.
- Vehicle axle weight committee met on May 31 and voted in favor of lifting spring road bans effective Monday June 7 at 8:00 a.m.
- Completed rejuvenation work in Valleyview Estates to rectify oil bleeding and soft surfaces.
- Street sweeping program was completed.
- Inspections and road ditch drainage improvement program confirmed.
- Condition assessments completed on fleet vehicles and motor graders.

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 June 30 2021	Identified deliverables with status update
Implement the third year of the Rural Roads Initiative Program (RRI).	Q4 2021		<p>Improve network rating by completing 23.1 km of shoulder pulls, 35 miscellaneous area repairs and 12 roadside ditch improvements.</p> <ul style="list-style-type: none"> • Shoulder pulls 44 per cent completed. • Spot repairs 20 per cent completed. • Ditch improvements 42 per cent completed.
Consistency in road grading across our gravel road network.	Q3 2021		<p>In 2021, five operators will be going through the grader operator training, which will complete the program for all grader operators.</p> <ul style="list-style-type: none"> • Two grader operators completed training in Q2. <p>Achieve a 4 per cent crown standard on gravel roads.</p>
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, 3 intersection quadrants and guard rail spraying.</p>

			<ul style="list-style-type: none"> • Program maps developed. • Agricultural Services completed approximately 270 km of spraying to support grading and the shoulder pull program.
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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 June 30 2021	Identified deliverables with status update
Major asphalt and cold mix repair program.	Q4 2021		Complete repairs on asphalt failures on main roads and 1-2 subdivision rejuvenations. <ul style="list-style-type: none"> • Full rejuvenation of Valleyview subdivision completed. • Continuing minor repairs and pothole patching.
Summer asphalt and cold mix maintenance program.	Q3 2021		Complete street sweeping, line painting and crack sealing programs. <ul style="list-style-type: none"> • Street sweeping program completed June 4. • Cracksealing program to begin July 5. • Line painting program will begin when the cracksealing program is complete.

Strategy 1.3

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

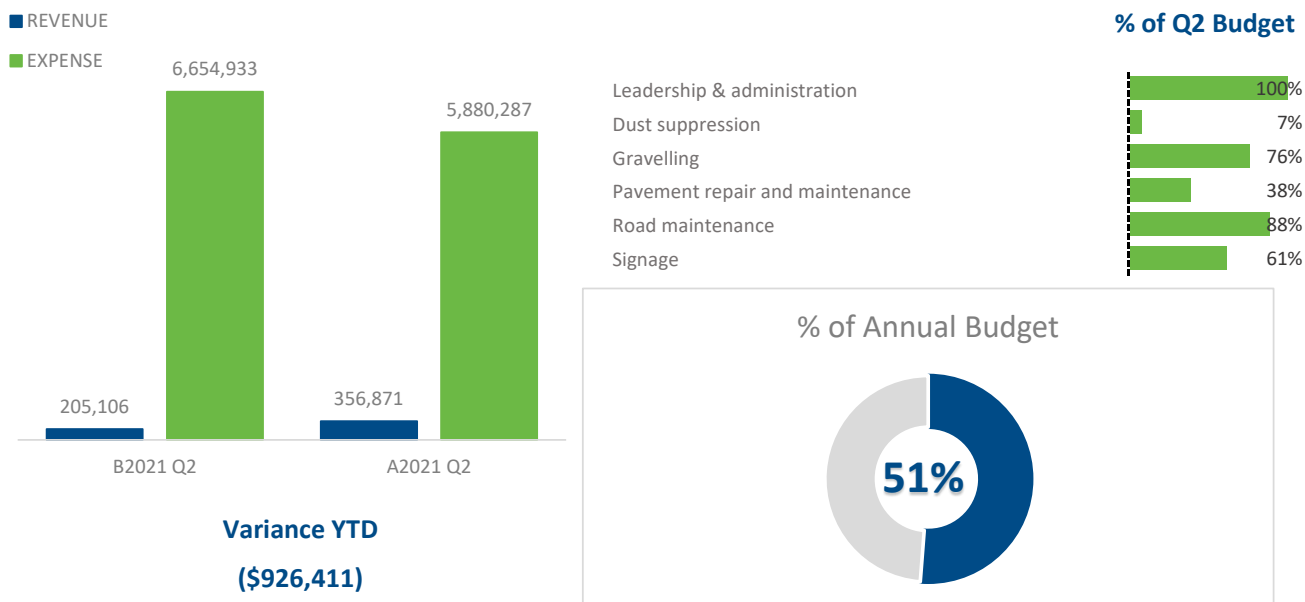
Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Update the road maintenance standards manual as a guiding documents for road maintenance.	Q2 2021		Complete review of grading and winter maintenance standards. <ul style="list-style-type: none"> • Setting consistent 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"> • Initiated process review. • Reviewed the process for work orders and determined that it is currently functioning well. • Next step will be to discuss existing financial system capabilities relating to gravel slip processing with Finance.
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Road Operations

Q2 - 2021 Financial Reporting

Department Head - Garrett Broadbent



Leadership & administration

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	33,909	-	-	-	0%	0%
<i>Sales of goods & services to individuals</i>	17,500	10,000	9,157	(843)	92%	52%
<i>Other revenue from own sources</i>	-	-	22,635	22,635	0%	0%
<i>Other transactions</i>	32,000	17,004	12,759	(4,245)	75%	40%
Total Revenue	83,409	27,004	44,551	17,547	165%	53%
<i>Earnings & benefits</i>	3,896,743	1,993,442	1,856,835	(136,607)	93%	48%
<i>General services-contracted</i>	483,846	248,966	364,007	115,042	146%	75%
<i>Goods, supplies & materials purchased</i>	1,443,606	692,342	707,724	15,382	102%	49%
<i>Reserves, transfers & grants</i>	-	-	22,612	22,612	0%	0%
Total Expense	5,824,195	2,934,750	2,951,178	16,428	101%	51%
Surplus/(Deficit)	(5,740,786)	(2,907,746)	(2,906,627)	1,119	100%	51%

Variances

Earnings & benefits

- 3 staff vacancies during the reporting period and those positions have now been filled.
- Less overtime in Q2 than anticipated due to the drier conditions and less road repair work than expected.

General services - contracted

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

Road Operations

Q2 - 2021 Financial Reporting

Dust suppression

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	177,100	177,100	310,468	133,368	175%	175%
Total Revenue	177,100	177,100	310,468	133,368	175%	175%
<i>General services-contracted</i>	30,000	15,000	16,728	1,728	112%	56%
<i>Goods, supplies & materials purchased</i>	415,000	198,500	296,400	97,900	149%	71%
Total Expense	445,000	213,500	313,127	99,627	147%	70%
Surplus/(Deficit)	(267,900)	(36,400)	(2,659)	33,741	7%	1%

Variance

The County budgeted for 450 residential dust suppression applications in Q2. However, approximately 500 residents registered for residential dust suppression strips resulting in higher than anticipated revenues and dust suppression materials expenses.

Gravelling

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Conditional grants from other governments</i>	497,174	-	-	-	0%	0%
Total Revenue	497,174	-	-	-	0%	0%
<i>General services-contracted</i>	1,784,306	1,505,253	1,027,083	(478,170)	68%	58%
<i>Goods, supplies & materials purchased</i>	1,774,836	1,497,705	1,247,113	(250,592)	83%	70%
Total Expense	3,559,142	3,002,958	2,274,196	(728,762)	76%	64%
Surplus/(Deficit)	(3,061,968)	(3,002,958)	(2,274,196)	728,762	76%	74%

Variance

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

Road Operations

Q2 - 2021 Financial Reporting

Pavement repair and maintenance

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	719,225	173,079	71,127	(101,951)	41%	10%
<i>Goods, supplies & materials purchased</i>	50,500	14,050	-	(14,050)	0%	0%
Total Expense	769,725	187,129	71,127	(116,002)	38%	9%
Surplus/(Deficit)	(769,725)	(187,129)	(71,127)	116,002	38%	9%

Variance

Skin patching began in Q2 and our crack sealing program will take place in Q3 but was budgeted to start in Q2.

Road maintenance

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	344,200	154,600	145,601	(8,999)	94%	42%
<i>Goods, supplies & materials purchased</i>	556,500	124,996	101,143	(23,853)	81%	18%
Total Expense	900,700	279,596	246,744	(32,852)	88%	27%
Surplus/(Deficit)	(900,700)	(279,596)	(246,744)	32,852	88%	27%

Variance

No significant variances.

Road Operations

Q2 - 2021 Financial Reporting

Signage

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,000	1,002	1,852	850	185%	93%
Total Revenue	2,000	1,002	1,852	850	185%	93%
<i>Goods, supplies & materials purchased</i>	43,200	37,000	23,914	(13,086)	65%	55%
Total Expense	43,200	37,000	23,914	(13,086)	65%	55%
Surplus/(Deficit)	(41,200)	(35,998)	(22,062)	13,936	61%	54%

Variance

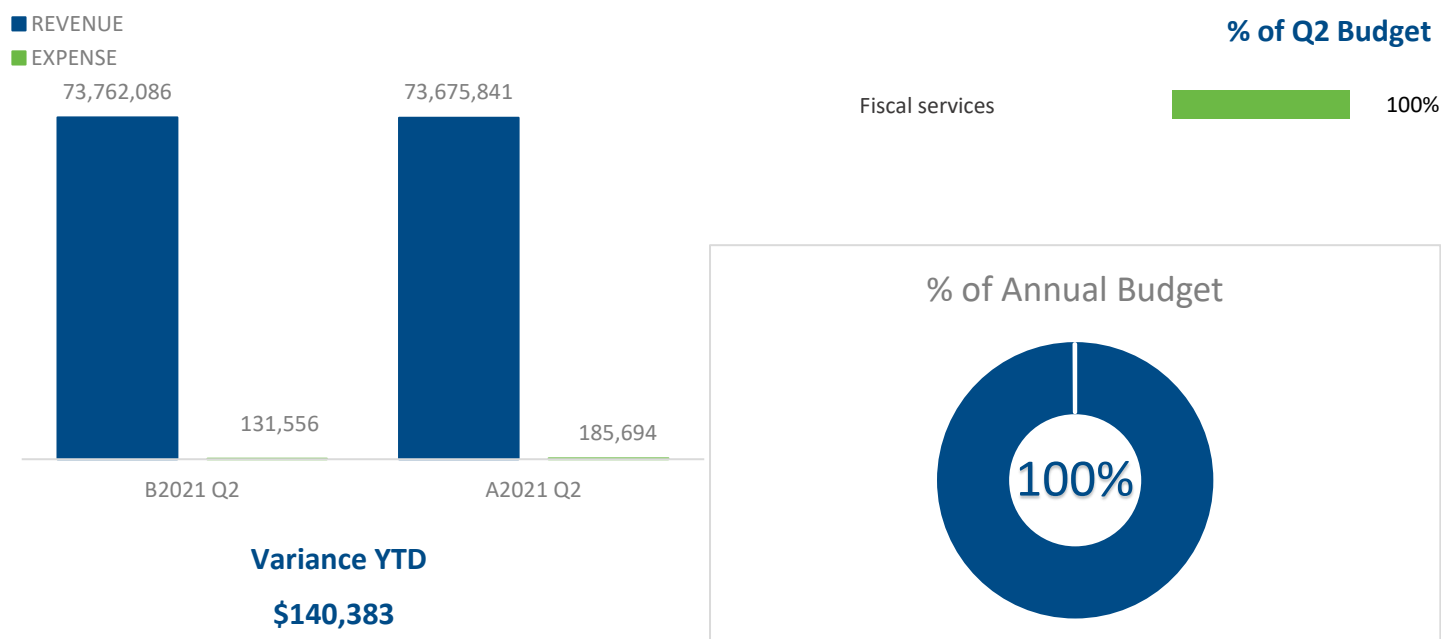
Goods, supplies & materials purchased

- Traffic control signage expenses were less than anticipated because existing signage is in better condition than expected.

Fiscal Services

Q2 - 2021 Financial Reporting

Department Head - Natasha Wice



Fiscal services

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Taxes	72,456,955	72,896,901	72,905,405	8,504	100%	101%
Taxes-grant in lieu	118,868	118,868	119,297	429	100%	100%
Other revenue from own sources	735,439	520,399	420,417	(99,982)	81%	57%
Unconditional grants from other governments	93,500	93,500	64,684	(28,816)	69%	69%
Other transactions	264,836	132,418	166,037	33,619	125%	63%
Total Revenue	73,669,598	73,762,086	73,675,841	(86,245)	100%	100%
Reserves, transfers & grants	1,193	-	37,368	37,368	0%	3132%
Financial service charges	264,836	132,418	128,669	(3,749)	97%	49%
Other transactions-general	(32,670)	(862)	19,657	20,519	-2280%	-60%
Total Expense	233,359	131,556	185,694	54,138	141%	80%
Surplus/(Deficit)	73,436,239	73,630,530	73,490,147	(140,383)	100%	100.1%

Variances

Other revenue from own sources

- Interest revenue is lower than anticipated.
- Higher than anticipated tax penalty revenue.

Unconditional grants from other governments

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

Fiscal Services

Q2 - 2021 Financial Reporting

Other transactions and reserves, transfers & grants

- Unbudgeted transfer between reserves was done in conjunction with the reserve policy review and approval.

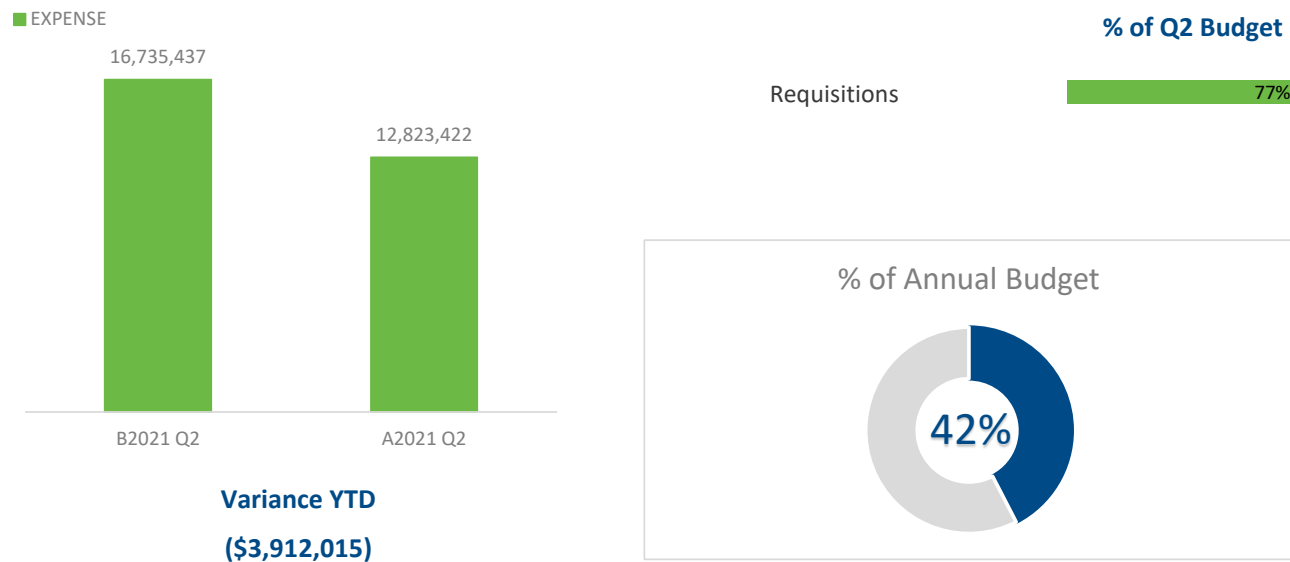
Other transactions - general

- Variance due to unbudgeted sale of a premium bond.

Requisitions expenditures

Q2 - 2021 Financial Reporting

Department Head - Natasha Wice



Requisitions

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Reserves, transfers & grants	30,226,256	16,735,437	12,823,422	(3,912,015)	77%	42%
Total Expense	30,226,256	16,735,437	12,823,422	(3,912,015)	77%	42%
Surplus/(Deficit)	(30,226,256)	(16,735,437)	(12,823,422)	3,912,015	77%	42%

Variances

Reserves, transfers & grants

- The 2021 mill rates and requisitioned amounts were not finalized within the Government of Alberta at the time of invoicing, therefore the Q2 invoice was based on prior years' amounts.



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

- Reorganization of the Utilities department.
- Secured a contract with Edmonton International Airport (EIA) for the operation and management of their utilities systems.
- Secured contract for the New Sarepta lift station replacement project.
- Awarded and secured a contract for the Nisku sewage transfer station upgrade project.
- Expanded curbside pickup program to the Nisku Hamlet.

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 June 30 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 developing a report for Council on next steps and associated costs.• 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 Pointe's waste water treatment

			application to try to move the project forward.
Support Planning and Development in the development of the South Country Residential Area Structure Plan (SCRASP) in regards to communal servicing.	Q1 2021		<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.

Goal 2

Investigate alternative strategies to maintain affordable Leduc County utility rates.

Strategy 2.1

Optimize utility operations.

Actions	Target dates	Status at June 30 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"> • Eighty per cent of the 2021 work plan for infrastructure verification is completed.

Strategy 2.2

Investigate implementing a storm water utility.

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Complete gap analysis on storm water systems.	Q2 2021		<p>Analysis of any shortfall in storm water conveyance, treatment, maintenance and management responsibilities.</p> <ul style="list-style-type: none"> • Work has not been initiated in Q2. Anticipate to complete this action by Q4 2021.

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 June 30 2021	Identified deliverables with status update
Develop the framework for intermunicipal collaboration and interactions, focused on mutual aid and assistance.	Q4 2021		<p>Develop procedures to guide municipal interactions.</p> <ul style="list-style-type: none">• Administration formalized the request for aid and process for operating the water system inter-connection.• 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 June 30 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		<p>Document current workflows of utilities' processes and develop a prioritized list of areas for improvement.</p> <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.• Departmental reorganization was completed in Q2 to streamline workflows and eliminate duplication of efforts.• Documentation still required.
	Q3 2021		Critically examine the workflows and modify as necessary to improve the customer experience.

Goal 5

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

Strategy 5.1

Develop a detailed storm water management facility maintenance program.

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Complete storm water quality testing within Nisku Business Park to establish a baseline for storm water parameters.	Q3 2021		Baseline for Nisku storm water parameters documented.

Goal 6

Improve Leduc County solid waste and recycling services.

Strategy 6.1

Enact the recommendations of the strategic waste management plan.

Actions	Target dates	Status at June 30 2021	Identified deliverables with status update
Develop an action plan to implement the recommendations of the strategic waste management plan.	Q3 2021		Complete action plan.

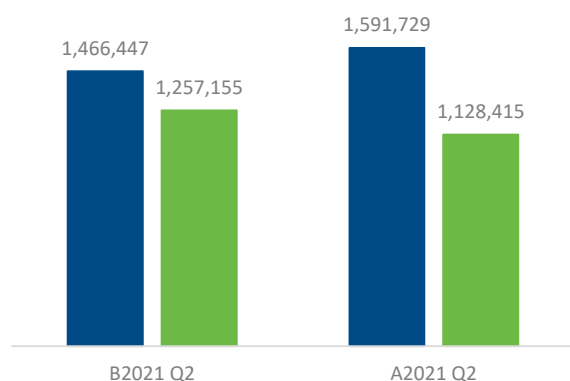
Utilities - Water distribution

Q2 - 2021 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Q2 Budget

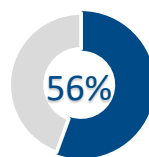


Variance YTD
(\$254,023)

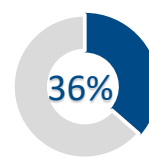
Water distribution

221%

% of Annual Budget -
Revenue



% of Annual Budget -
Expense



Water distribution

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,678,229	1,374,868	1,477,130	102,262	107%	55%
<i>Other revenue from own sources</i>	36,500	16,605	39,625	23,020	239%	109%
<i>Other transactions</i>	149,949	74,974	74,974	-	100%	50%
Total Revenue	2,864,678	1,466,447	1,591,729	125,282	109%	56%
<i>Earnings & benefits</i>	384,198	166,032	160,071	(5,961)	96%	42%
<i>General services-contracted</i>	437,647	149,743	33,476	(116,267)	22%	8%
<i>Purchases from other governments & agencies</i>	1,086,570	458,894	609,396	150,502	133%	56%
<i>Goods, supplies & materials purchased</i>	200,250	135,969	90,022	(45,947)	66%	45%
<i>Reserves, transfers & grants</i>	495,587	127,679	21,597	(106,082)	17%	4%
<i>Financial service charges</i>	494,386	218,838	213,852	(4,986)	98%	43%
Total Expense	3,098,638	1,257,155	1,128,415	(128,740)	90%	36%
Surplus/(Deficit)	(233,960)	209,292	463,315	254,023	221%	-198%

Variances

Sale of goods & services to individuals

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

Utilities - Water distribution

Q2 - 2021 Financial Reporting

Other revenue from own sources

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

General services - contracted

- Infrastructure and equipment repairs are lower than anticipated.
- Some work completed in Q2 had not been invoiced at the time of this report.

Purchases from other governments & agencies

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

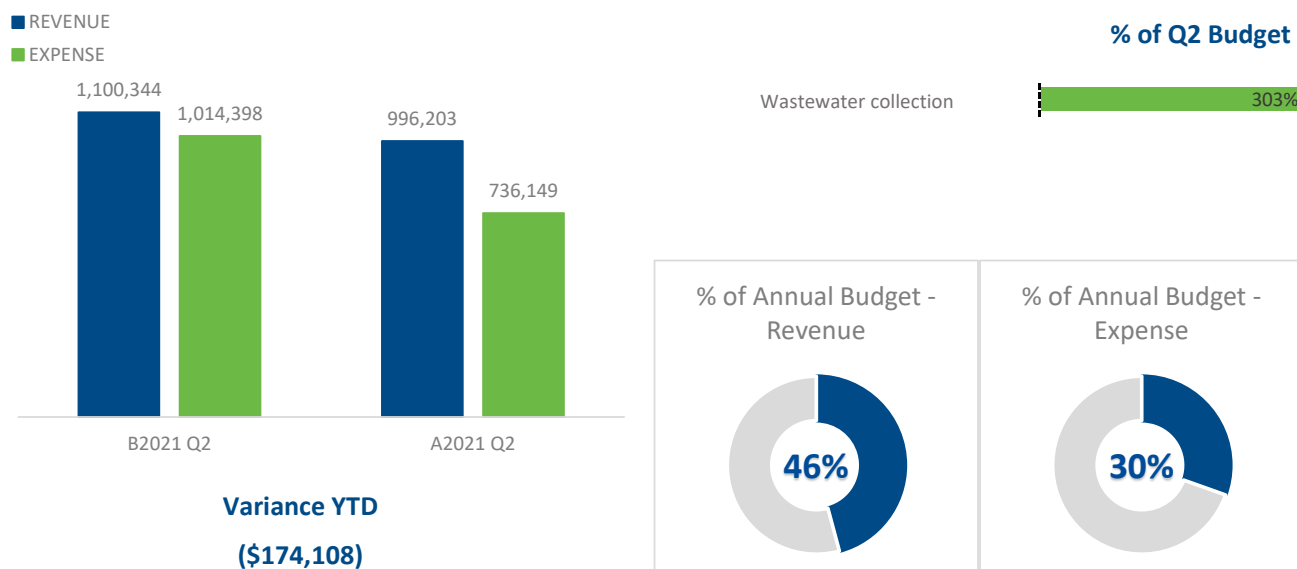
Reserves, transfers and grants

- Cash flow of year end surplus transfers to capital reserves. Transfers were budgeted quarterly but take place at year end.

Utilities - Wastewater collection

Q2 - 2021 Financial Reporting

Department Head - Des Mryglod



Wastewater collection

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,090,670	1,055,500	957,113	(98,387)	91%	46%
<i>Other revenue from own sources</i>	52,928	44,844	39,090	(5,754)	87%	74%
<i>Other transactions</i>	30,110	-	-	-	0%	0%
Total Revenue	2,173,708	1,100,344	996,203	(104,141)	91%	46%
<i>Earnings & benefits</i>	299,942	149,962	126,794	(23,168)	85%	42%
<i>General services-contracted</i>	193,987	65,319	51,202	(14,117)	78%	26%
<i>Purchases from other governments & agencies</i>	1,305,596	644,214	402,415	(241,799)	62%	31%
<i>Goods, supplies & materials purchased</i>	53,329	21,519	22,517	998	105%	42%
<i>Reserves, transfers & grants</i>	320,854	6,120	5,957	(163)	97%	2%
<i>Financial service charges</i>	245,117	127,264	127,265	1	100%	52%
Total Expense	2,418,825	1,014,398	736,149	(278,249)	73%	30%
Surplus/(Deficit)	(245,117)	85,946	260,054	174,108	303%	-106%

Variances

Sale of goods & services to individuals

- Commercial wastewater sales and overstrength charges have been less than anticipated.

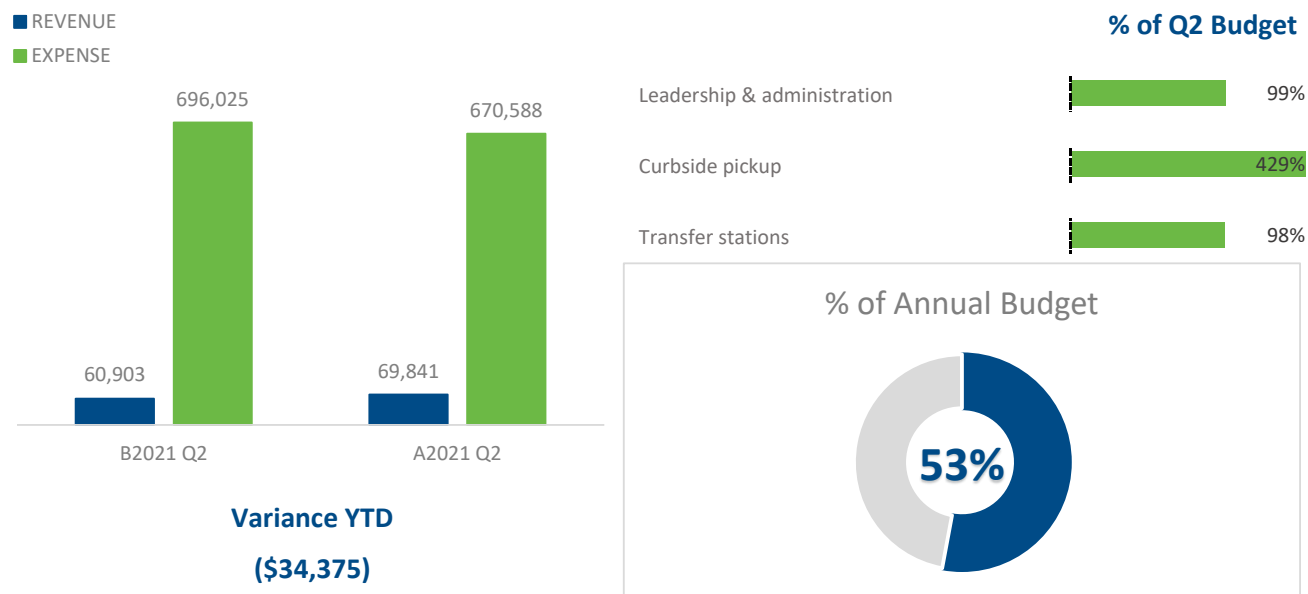
Purchases from other governments & agencies

- Wastewater purchases are lower than anticipated due to commercial water consumption being lower than anticipated.
- The May/June invoice for wastewater purchases had not been received at the time of this report.

Utilities - Waste management

Q2 - 2021 Financial Reporting

Department Head - Des Mryglod



Leadership & administration

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Other revenue from own sources	-	-	237	237	0%	0%
Conditional grants from other governments	242,771	-	-	-	0%	0%
Total Revenue	242,771	-	237	237	0%	0%
Earnings & benefits	376,908	189,572	205,129	15,557	108%	54%
General services-contracted	32,646	20,338	6,068	(14,270)	30%	19%
Purchases from other governments & agencies	434,408	162,204	155,763	(6,441)	96%	36%
Goods, supplies & materials purchased	2,568	1,284	2,244	960	175%	87%
Total Expense	846,530	373,398	369,204	(4,194)	99%	44%
Surplus/(Deficit)	(603,759)	(373,398)	(368,967)	4,431	99%	61%

Variances

No significant variances.

Utilities - Waste management

Q2 - 2021 Financial Reporting

Curbside pickup

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	111,302	56,675	56,244	(431)	99%	51%
Total Revenue	111,302	56,675	56,244	(431)	99%	51%
<i>Earnings & benefits</i>	18,175	4,544	5,130	586	113%	28%
<i>General services-contracted</i>	67,878	40,111	18,532	(21,579)	46%	27%
<i>Reserves, transfers & grants</i>	17,723	4,430	-	(4,430)	0%	0%
Total Expense	103,776	49,085	23,662	(25,423)	48%	23%
Surplus/(Deficit)	7,526	7,590	32,582	24,992	429%	433%

Variances

General services - contracted

- Not all invoices for Q2 had been received at the time of this report.
- Waste transportation expenses were less than anticipated.

Transfer stations

Account	2021 budget	2021 Q2 budget	2021 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other government</i>	5,004	2,502	8,600	6,098	344%	172%
<i>Other revenue from own sources</i>	3,448	1,726	4,759	3,033	276%	138%
Total Revenue	8,452	4,228	13,359	9,131	316%	158%
<i>General services-contracted</i>	356,612	178,316	200,531	22,214	112%	56%
<i>Purchases from other governments & agencies</i>	181,524	90,762	73,816	(16,946)	81%	41%
<i>Goods, supplies & materials purchased</i>	8,931	4,466	3,376	(1,091)	76%	38%
Total Expense	547,067	273,544	277,722	4,177	102%	51%
Surplus/(Deficit)	(538,615)	(269,316)	(264,363)	4,954	98%	49%

Variances

General services - contracted

- Waste and blue bag transportation expenses were higher than anticipated.

Purchases from other governments & agencies

- June residential garbage invoices had not been received at the time of this report.
- Residential garbage charges were lower than anticipated.



2021 Major Project and Capital Project Plan
Quarter 2 Reporting - Funding & Expenditures Summary
For the period ending June 30, 2021

Major Project and Capital Project Summary	Budget	Changes After Final Budget Approval	Actual	Variance
Total	20,100,217	23,761,927	7,155,497	36,706,647
Total Expenditures	20,100,217	23,761,927	7,155,497	36,706,647

Completed Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Other				
Reserve	69,000	-	21,800	47,200
Total Funding	69,000	-	21,800	47,200

Work In Progress Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes				
Tax - General	5,640,715	-	2,480,111	3,160,604
Grants				
Alberta Municipal Water/Wastewater Partnership	37,500	-	14,174	23,326
Municipal Sustainability Initiative (MSI) Capital	6,782,683	-	3,199,377	3,583,306
Municipal Stimulus Program	1,638,016	-	209,337	1,428,679
Strategic Transportation Infrastructure Program (STIP)	311,340	-	16,300	295,040
Gas Tax Fund (GTF)	1,556,283	-	121,167	1,435,116
Western Economic Diversification Canada Grant	18,332,193	-	56,841	18,275,352
Other				
Sale/Trade-In	38,500	-	-	38,500
Sale/Trade-In Transfer to Reserve	(38,500)	-	-	(38,500)
Reserve	3,432,487	6,061,927	1,036,389	8,458,025
Total Funding	37,731,217	6,061,927	7,133,697	36,659,447



2021 Major Project Plan
Quarter 2 Reporting - Funding & Expenditures Summary
For the period ending June 30, 2021

Major Project Summary	Budget	Changes After Final Budget Approval	Actual	Variance
Major Projects	2,827,229	370,167	410,829	2,786,567
Total Expenditures	2,827,229	370,167	410,829	2,786,567

Completed Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Other				
Reserve	54,000	-	-	54,000
Total Funding	54,000	-	-	54,000

Work In Progress Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes				
Tax - General	1,111,615	-	225,609	886,006
Grants				
Western Economic Diversification Canada Grant	632,193	-	35,201	596,992
Other				
Reserve	1,029,421	370,167	150,019	1,249,570
Total Funding	2,773,229	370,167	410,829	2,732,567



2021 Major Project Plan

Quarter 2 Reporting

For the period ending June 30, 2021

Project Name	2021 Final Budget	Actual Total Expense as at June 30, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
Kavanagh Landfill Reclamation	\$ 21,900	\$ -	\$ 21,900		Work in progress	Project is in progress.
Wastewater Interceptor For Nisku Public Works Shop	\$ 35,000	\$ -	\$ 35,000		Work in progress	No costs incurred. Project will be completed in Q3.
Jubilee Park Day-Use Renovation Design	\$ 15,000	\$ -	\$ 15,000		Work in progress	Project is underway, awaiting invoices.
Beaumont Aquafit Contribution	\$ 500,000	\$ -	\$ 500,000		Work in progress	Payment will be made in Q4.
Recreation Cost Share Capital Contributions	\$ 350,000	\$ -	\$ 350,000		Work in progress	No costs incurred.
Land Use Bylaw Update	\$ 15,000	\$ -	\$ 15,000		Work in progress	Multi-year project that will be completed in 2023.
Investment Readiness and Implementation Strategy (IRIS)	\$ 177,908	\$ 29,457	\$ 148,452		Work in progress	Grant extended to May 31, 2022.
Nisku Area Redevelopment Plan (Nisku ARP) - Year 2 of 3	\$ 215,527	\$ 94,900	\$ 120,627		Work in progress	Project will be completed by May 2021.
Regional Broadband Strategy	\$ 30,000	\$ 5,745	\$ 24,255		Work in progress	Project is on track for hitting schedule and budget, there are no major issues.
Records and Digital Information Plan - Year 1 Implementation	\$ 205,000	\$ 28,631	\$ 176,369		Work in progress	Project started in Q2. All project costs expected in Q3 and Q4.
IT Strategic Plan - Year 2 Implementation	\$ 80,000	\$ -	\$ 80,000		Work in progress	No costs incurred.
2021 Grader Operator Training	\$ 36,000	\$ 24,000	\$ 12,000		Work in progress	Training started in May, and will be completed by September.
Building Lifecycle Maintenance - Services Building Exterior Sealant Replacement	\$ 63,750	\$ 52,832	\$ 10,918		Work in progress	Final project invoice will be processed in Q3.
Non-potable Water Point Pump House Development	\$ 35,000	\$ 4,683	\$ 30,317		Work in progress	Pumpshack constructed. Remainder of project will be completed by Q3.
Business Registry Project (Formerly: Business Census Project)	\$ 25,000	\$ 20,563	\$ 4,437		Work in progress	Project will be completed in Q3.
Asset Management	\$ 54,626	\$ 27,984	\$ 26,642		Work in progress	Work is progressing well. External professional services are being utilized to complete a condition assessment framework.
Regional Fire Services Framework (Part 1 - Standard of cover)	\$ 54,000	\$ -	\$ 54,000		Complete	Project completed in June with a presentation to council. Funding was through a grant administered by City of Leduc.
Regional Fire Services Framework (Part 2 - Sub-regional emergency management agency)	\$ 68,000	\$ -	\$ 68,000		Work in progress	Part 2 of project delayed due to partner changes in agency and reorganizing as we move forward. Project to be completed in Q4.
Clearwater Creek License Cleanout	\$ 10,000	\$ -	\$ 10,000		Work in progress	Project will be completed in Q4.
Leduc County Branding	\$ 18,000	\$ -	\$ 18,000		Work in progress	No costs incurred.
Transportation Master Plan	\$ 200,000	\$ 74,093	\$ 125,907		Work in progress	The public consultation portion is complete. Modelling and analysis is currently underway. Draft report being written.
Nisku Major Employment Center Area Structure Plan (Formerly: Greater Nisku Major Area Structure Plan (GNMASP))	\$ 11,500	\$ -	\$ 11,500		Work in progress	Project anticipated to be completed on time. Agricultural impact assessment portion to be funded by outstanding budget (\$11,500) may need to be shifted to the Nisku ARP project due to delays in separate but interrelated regional projects.
Southern Country Residential Area Structure Plan (SCRASP)	\$ 65,018	\$ 47,942	\$ 17,076		Work in progress	Project anticipated to be completed in late Q3.
Total 2021 Final Budget	\$ 2,286,229	\$ 410,829	\$ 1,875,400			
Changes after final budget approval						
Gravel Exploration Engineering Fee	\$ 28,500	\$ -	\$ 28,500		Work in progress	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. Phase one analysis is complete and the results are positive. Administration will be requesting funding to move to phase two testing.
Partnership with Edmonton International Airport	\$ 56,667	\$ -	\$ 56,667		Work in progress	Motion 204-21 - Council approves the expenditure of \$56,667. No cost incurred yet.
South Nisku Fire Station at Community Operations Center (COC)	\$ 285,000	\$ -	\$ 285,000		Work in progress	Request for proposal is in progress, will be posted early August for end of August closing.
Total changes after final budget approval	\$ 370,167	\$ -	\$ 370,167			

Project Name	2021 Final Budget	Actual Total Expense as at June 30, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
Project subject to grant funding						
Business Retention and Expansion Centre	\$ 541,000	-	\$ 541,000			Project is in the application phase. Anticipated completion date for the project in Q2 2023.
Project subject to grant funding	\$ 541,000	\$ -	\$ 541,000			

Total 2021 Major Projects **\$ 3,197,396** **\$ 410,829** **\$ 2,786,567**

	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 Capital Project Plan
Quarter 2 Reporting - Funding & Expenditures Summary
For the period ending June 30, 2021

Capital Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Other Capital Projects	4,708,464	(78,240)	2,366,021	2,264,203
	Road Program	11,533,305	23,470,000	4,236,207	30,767,098
	Bridge Program	1,031,219	-	142,440	888,779
Total Expenditures		17,272,988	23,391,760	6,744,668	33,920,080

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

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	4,529,100	-	2,254,503	2,274,598
Grants					
	Municipal Sustainability Initiative (MSI) Capital	6,782,683	-	3,199,377	3,583,306
	Municipal Stimulus Program	1,638,016	-	209,337	1,428,679
	Gas Tax Fund (GTF)	1,556,283	-	121,167	1,435,116
	Alberta Municipal Water/Wastewater Partnership	37,500	-	14,174	23,326
	Strategic Transportation Infrastructure Program (STIP)	311,340	-	16,300	295,040
	Western Economic Diversification Grant	17,700,000	-	21,640	17,678,360
Other					
	Sale/Trade-In	38,500	-	-	38,500
	Sale/Trade-In Transfer to Reserve	(38,500)	-	-	(38,500)
	Reserve	2,403,066	5,691,760	886,370	7,208,456
Total Funding		34,957,988	5,691,760	6,722,868	33,926,880



2021 Capital Project Plan
Quarter 2 Reporting
For the period ending June 30, 2021

Project Name	2021 Final Budget	Actual Total Expense as at June 30, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
Nisku Septage Receiving Station (Transfer Station) Improvement	\$ 924,590	\$ 37,781	\$ 886,809		Work in progress	Tender awarded. Construction is in progress.
Replacement of Firefighter Self Contained Breathing Apparatus (SCBA)	\$ 410,000	\$ 389,479	\$ 20,521		Work in progress	Order received and crews are working through in-service requirements and training. Equipment will be in service by Q4 2021. This is year one of a four year project.
New Sarepta Wastewater Lift Station Replacement - Construction	\$ 946,566	\$ 171,556	\$ 775,010		Work in progress	Construction is in progress.
Light Pickup Replacement - Replace U1130	\$ 40,000	\$ 41,602	\$ (1,602)		Work in progress	Purchase completed, actual cost of purchase was higher than estimated. Old unit will be sold in Q3.
Purchase New Tandem Gravel/ Plow /Sanding Truck	\$ 310,000	\$ -	\$ 310,000		Work in progress	Tandem has been ordered. Delivery has been delayed at the factory and is now anticipated to be in use late Q4.
Kavanagh and Sunnyside Wastewater Lagoon Renewals - Design	\$ 50,000	\$ 18,898	\$ 31,102		Work in progress	Preliminary design completed, detailed design pending.
15 Avenue Storm Pond Outfall Replacement	\$ 20,000	\$ 7,332	\$ 12,669		Work in progress	Preliminary design completed. Additional time needed to assess design due to potential regulation impact and design options. Detailed design in progress.
2021 Road Program	\$ 11,533,305	\$ 4,209,157	\$ 7,324,148		Work in progress	See road program summary.
2021 Bridge Program	\$ 1,031,219	\$ 142,440	\$ 888,779		Work in progress	See bridge program summary.
Council Chamber Audio Video Refresh	\$ 65,000	\$ -	\$ 65,000		Work in progress	Project costs to be incurred in Q3.
Purchase Sand Spreader and Snow Plow	\$ 18,000	\$ -	\$ 18,000		Work in progress	Units will be available for use in Q4. The sander unit is over budget.
Leduc County Fire Services East District Fire Station	\$ 1,837,843	\$ 1,649,409	\$ 188,434		Work in progress	Final completion and deficiencies are being reviewed and completed. Moved into the new station in June. All outstanding items and cost will be completed by Q4.
Diamond Estates Drainage Swale Project	\$ 25,680	\$ 1,200	\$ 24,480		Work in progress	Contractor quotes higher than anticipated due to the increase in lumber prices. Administration is in the process of getting more quotes from various contractors.
Purchase New Light Truck - Replace U1630	\$ 20,785	\$ 20,785	\$ -		Work in progress	Purchase completed, finalizing set-up.
Utilities SCADA Upgrade	\$ 25,000	\$ 6,178	\$ 18,822		Work in progress	Automated reporting and training completed; post construction activities in progress.
Purchase Snow Pusher	\$ 15,000	\$ 21,800	\$ (6,800)		Complete	Price was higher than anticipated.
2021 Final Capital Projects	\$ 17,272,988	\$ 6,717,618	\$ 10,555,370			
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.
BF 02073 TWP 494 BTW RR 21 & 22					Work in progress	Strategic Transportation Infrastructure Program (STIP) approved maximum grant of \$30,000 for BF 02073.
Nisku Spine Road - From Township Road 510 To Airport Road	\$ 23,470,000	\$ 27,050	\$ 23,442,950		Work in progress	Funding from the Government of Canada for the Nisku Spine Road has been approved. Tender awarded in Q3.
Total changes after final budget approval	\$ 23,391,760	\$ 27,050	\$ 23,364,710			

Total 2021 Capital Projects \$ 40,664,748 \$ 6,744,668 \$ 33,920,080

Project Name	2021 Final Budget	Actual Total Expense as at June 30, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
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Project Indicator - For Work In Progress projects only
Green - Project is on track for hitting schedule and budget, and there are no major issues.
Yellow - Early warning of potential risk to schedule and budget.
Red - The project schedule and budget are in jeopardy.

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



2021 Bridge Program

Quarter 2 Reporting

For the period ending June 30, 2021

Project #	Legal Location	Existing Surface	Work Description	Length of the project	2021 Final Budget	Actual Total Expenses as at June 30, 2021	Variance	Project Indicator	Status	Notes
2021-BF-001	NW 34-48-1-W5	3 Span Bridge	Rehabilitation	45 m	\$ 232,659	\$ 2,240	\$ 230,420		Work in progress	Contracts awarded, project will start in Q3, and will be completed by Q4.
2021-BF-002	NE 9-48-25-W4	2 Bridge Culvert	Rehabilitation	12 m	\$ 33,162	\$ 2,442	\$ 30,720		Work in progress	Contracts awarded, project will start in Q3, and will be completed by Q4.
2021-BF-003	SE 23-48-25-W4	Single Span Bridge	Rehabilitation	16 m	\$ 56,778	\$ 1,837	\$ 54,941		Work in progress	Contracts awarded, project will start in Q3, and will be completed by Q4.
2021-BF-004	NW 10-49-1-W5	3 Span Bridge	Rehabilitation	45 m	\$ 32,759	\$ 4,097	\$ 28,663		Work in progress	Contracts awarded, project will start in Q3, and will be completed by Q4.
2021-BF-005	SE 1-48-27-W4	Single Span Bridge	Rehabilitation	16 m	\$ 44,848	\$ 4,319	\$ 40,529		Work in progress	Contracts awarded, project will start in Q3, and will be completed by Q4.
2021-BF-006	NE 23-49-2-W5	Bridge Culvert	Rehabilitation	12 m	\$ 51,021	\$ 3,659	\$ 47,362		Work in progress	Contracts awarded, project will start in Q3, and will be completed by Q4.
2021-BF-007	SE 11-50-28-W4	3 Span Bridge	Rehabilitation	55 m	\$ 54,844	\$ 3,659	\$ 51,185		Work in progress	Contracts awarded, project will start in Q3, and will be completed by Q4.
2021-BF-008	SW 8-50-26-W4	3 Span Bridge	Rehabilitation	53 m	\$ 23,327	\$ 4,132	\$ 19,196		Work in progress	Contracts awarded, project will start in Q3, and will be completed by Q4.
2021-BF-009	SW 17-48-25-W4	2 Bridge Culvert	Rehabilitation	16 m	\$ 31,702	\$ 1,848	\$ 29,854		Work in progress	Contracts awarded, project will start in Q3, and will be completed by Q4.
2021-BF-011	NW 10-49-03-W5	3 Span Bridge	Rehabilitation	55 m	\$ 95,000	\$ 4,129	\$ 90,871		Work in progress	Contracts awarded, project will start in Q3, and will be completed by Q4.
Total =					\$ 656,100	\$ 32,361	\$ 623,740			

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	\$ 110,079	\$ 265,040		Work in progress	Project will be completed in August, waiting for final invoices.
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Total 2021 Final Budget = \$ 1,031,219 \$ 142,440 \$ 888,779

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					Work in progress	Strategic Transportation Infrastructure Program (STIP) approved maximum grant \$30,000 for BF 02073.
Total changes after final approved=						\$	-	\$	-	\$	-



2021 Bridge Program

Quarter 2 Reporting

For the period ending June 30, 2021

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



2021 Road Program
Quarter 2 Reporting
For the period ending June 30, 2021

	Project #	From	To	Work Description	2021 Final Budget	Actual Total Expenses as at June 30, 2021	Variance	Project Status	Status	Notes
Major Roads										
Clover Lawn Road (RR 233)	2021-RD-001	TR 490	Hwy 616	Overlay	\$ 1,692,473	\$ 969,470	\$ 723,003		Work in progress	Construction is completed, waiting for final invoices.
Glen Park Road	2021-RD-002	Hwy 795	RR 273	Mill 50 mm and Fill 65 mm ACP	\$ 1,003,499	\$ 188,604	\$ 814,895		Work in progress	Construction is completed, waiting for final invoices.
Glen Park Road	2021-RD-003	RR 273	RR 275	Pavement	\$ 631,411	\$ 127,269	\$ 504,142		Work in progress	Construction is completed, waiting for final invoices.
Glen Park Road	2021-RD-015	Hwy 2A	RR 245	Pavement	\$ 650,000	\$ 120,168	\$ 529,832		Work in progress	Construction is completed, waiting for final invoices.
Glen Park Road	2021-RD-016	RR 251	700 Metres East	Pavement	\$ 200,000	\$ 31,175	\$ 168,825		Work in progress	Construction is completed, waiting for final invoices.
Design Engineering For 2022	2021-RD-004			Design	\$ 50,000		\$ 50,000		Work in progress	Design will start in Q3 and will be finalized in Q4.
Total Major =					\$ 4,227,383	\$ 1,436,687	\$ 2,790,696			
Rural Roads										
North Vista Road - RR 245	2021-RD-005	TR 510	Hwy 625	Full Rehabilitation	\$ 1,821,208	\$ 2,415	\$ 1,818,794		Work in progress	Construction work is in progress and will be completed in Q3.
Rural Road Initiative	2021-RD-006				\$ 1,500,000	\$ 769,240	\$ 730,760		Work in progress	Construction work is in progress and will be completed in Q3.
Design Engineering For 2022	2021-RD-007			Design	\$ 50,000	\$ -	\$ 50,000		Work in progress	Design will start in quarter three and will be finalized in Q4.
Total Rural =					\$ 3,371,208	\$ 771,654	\$ 2,599,554			
Subdivisions										
Caywood Including RR 230 - SE 25-50-23-W4	2021-RD-008			Full Rehabilitation	\$ 918,952	\$ 780,816	\$ 138,136		Work in progress	Contract awarded, project will start in Q2 and will be completed by Q3.
Total Subdivision=					\$ 918,952	\$ 780,816	\$ 138,136			
New Sarepta										
1st Avenue South	2021-RD-009	1st Street South	2nd Street South	Reconstruction	\$ 481,916	\$ 9,563	\$ 472,353		Work in progress	Construction work is in progress and will be completed in Q3.
2nd Avenue South	2021-RD-010	1st Street South	2nd Street South	Reconstruction	\$ 444,668	\$ -	\$ 444,668		Work in progress	Construction work is in progress and will be completed in Q3.
Total New Sarepta =					\$ 926,584	\$ 9,563	\$ 917,021			
Nisku										
10 Street	2021-RD-011	15 Ave	South End	Full Rehabilitation	\$ 509,034	\$ 500,012	\$ 9,022		Work in progress	Construction is completed, waiting for final invoices.
Nisku Spine Road - From Township Road 510 To Airport Road (Phase 1B(ii) and phase 2)	2021-RD-013				\$ 35,000	\$ 27,020	\$ 7,980		Work in progress	Project work in progress.
Nisku Spine Road - From Township Road 510 To Airport Road (Phase 1B(ii) and phase 2) - Land Purchase	2021-RD-014				\$ 215,100	\$ 193,590	\$ 21,510		Work in progress	Land purchase is in progress.
Total Nisku =					\$ 759,134	\$ 720,623	\$ 38,511			
Safety Improvement										
Glen Park Road	2021-RD-012	Hwy 2	RR 263	Sideslope Improvement	\$ 150,000	\$ -	\$ 150,000		Work in progress	Administration reviewed various safety options, the rumble strips option was finalized. Contract is awarded and work will be completed in quarter three.
Total Safety Improvement =					\$ 150,000	\$ -	\$ 150,000			



2021 Road Program
Quarter 2 Reporting
For the period ending June 30, 2021

	Project #	From	To	Work Description	2021 Final Budget	Actual Total Expenses as at June 30, 2021	Variance	Project Status	Status	Notes
Carry Forward Projects										
Nisku Spine Rd - From Twp 510 to 25 Avenue - Design (Phase 1B(iii))	2019-RD-012				\$ 121,254	\$ 168,080	\$ (46,826)		Complete	Project completed. Project over budget due to unforeseen power line relocation, and some re-design work due to utilities conflicts.
Nisku Spine Rd - From 18 Ave to Airport Road - Design - (Phase 2)	2019-RD-013				\$ 75,000	\$ 76,143	\$ (1,143)		Complete	Project completed.
New Sarepta: Storm Sewer and Ditch Improvements	2020-RD-013				\$ 334,665	\$ 121,167	\$ 213,498		Work in progress	Construction work is in progress and will be completed in Q3.
Township Road 510 Design (Nisku Spine Road to County Limit)	2020-RD-014				\$ 389,125	\$ 124,425	\$ 264,700		Work in progress	Project work in progress, will be completed by Q3.
Total Carry Forward Projects=					\$ 920,044	\$ 489,815	\$ 430,229			
Add: 2019 - 8 St. Internal Borrowing Repayment=					\$ 260,000		\$ 260,000			
Total of 2021 MP / CP Road Program=					<u>\$ 11,533,305</u>	<u>\$ 4,209,157</u>	<u>\$ 7,324,148</u>			
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	\$ 27,020	\$ 23,442,980		Work in progress	Tender is closed and under review by administration. Construction is expected to start mid-September 2021 and expected to be completed by September 2022.
Total changes after final budget approval =					\$ 23,470,000	\$ 27,020	\$ 23,442,980			

	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

Quarter 2 Reporting

For the period ended June 30, 2021

	Actual balance as at December 31, 2020	APPLIED		ADDITIONS		Actual balance as at June 30, 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	-	-	-	-	4,260,000.00	4,260,000.00
Stabilization and contingency	10,606,296.00	-	1,981,246.87	1,193.00	2,722,133.11	11,347,182.24
Special purpose	6,787,748.16	578,330.00	4,402,000.00	17,723.00	4,498,062.35	6,883,810.51
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	260,352.38	139,033.00	276,854.22	1,586,760.41
	24,126,007.20	828,066.00	11,827,915.53	294,849.00	11,779,661.49	24,077,753.16



Capital Fund Reserve Schedule

Quarter 2 Reporting

For the period ended June 30, 2021

	Actual balance as at December 31, 2020	APPLIED		ADDITIONS		Actual balance as at June 30, 2021
		2021 budget	2021 actual	2021 budget	2021 actual	
Asset lifecycle management	10,476,510.69	465,100.00	-	38,500.00	6,476,710.08	16,953,220.77
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	-	-	37,367.69	663,142.67
Statutory	3,053,510.20	461,936.00	22,085.63	-	33,245.21	3,064,669.78
Utilities	1,051,693.87	240,530.00	174,995.71	647,298.00	186,047.95	1,062,746.11
	21,684,199.82	2,784,892.00	6,673,791.42	945,798.00	6,733,370.93	21,743,779.33