



# Quarterly report

## 2021 Q3 Report

September 30, 2021

*Table of contents*



### County Highlights

#### Corporate Plan

#### Departmental quarterly reports

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

#### Major and Capital Project Plans

#### Operating Reserve Schedule

#### Capital Reserve Schedule

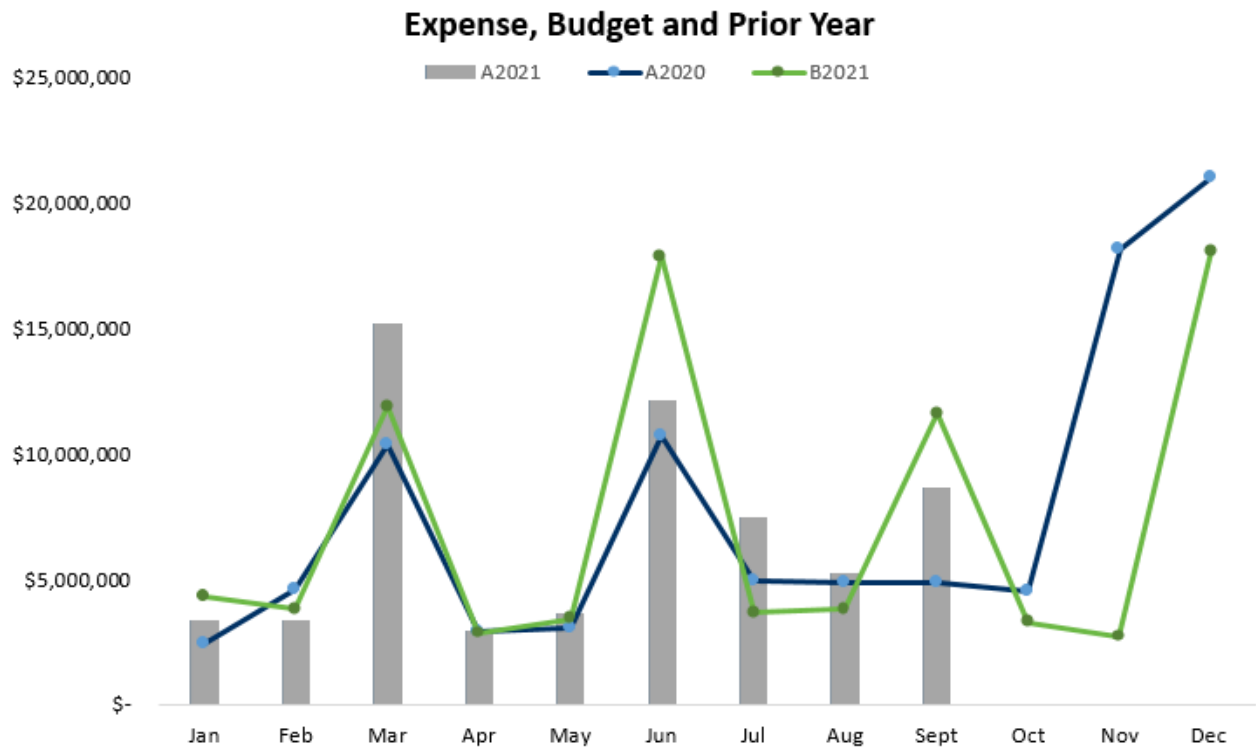
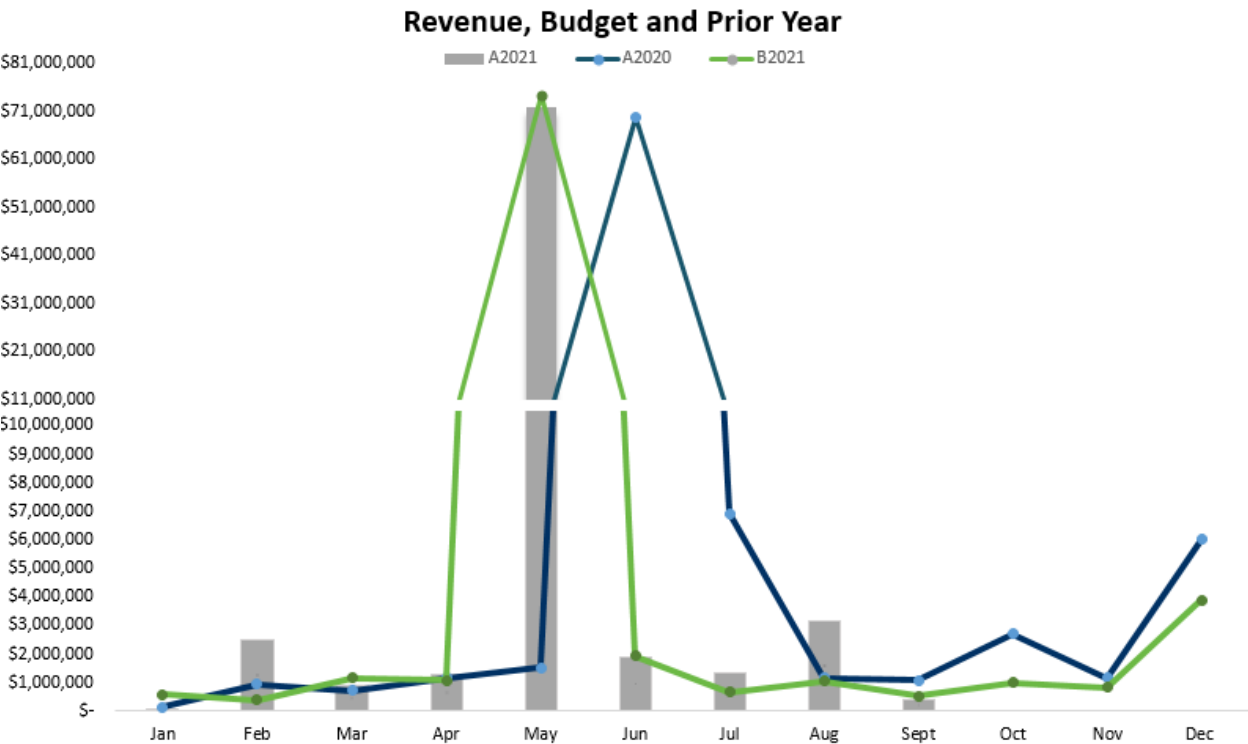
#### Strategic Plan and Operational Plan Indicators

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

### Q3 Highlights

- The Nisku Spine Road construction road tender issued, awarded, and a contract signed. Construction has started on this project.
- A grand opening event held at the New Sarepta District Fire Station on August 28.
- Non-potable water point construction completed and is fully functional.
- Drop-in Family Resource Network (FRN) hours started in September and have been announced through a media release in local papers, social media, community connections and website. In the month of September, we have had 29 family members drop in and receive support.
- Family and Community Support Services (FCSS) staff attended community awareness sessions in Calmar, New Sarepta, Devon and Beaumont sharing program information and awareness, with over 300 participants receiving information.
- Fourteen virtual FCSS programs offered with 130 participants. Programs included Living Libraries, Funeral Planning and Understanding Housing Options as You Age.
- A total of 7,506 nights were booked at Jubilee campground and 4,036 nights at Centennial Park. Comfort cabins were booked for 93 nights.
- A total of 11 weekends were booked at Sunnybrook group campground and eight weekends were booked at Genesee group campground.
- Regional Agricultural Master Plan (RAMP) approved by the Edmonton Metropolitan Region Board (EMRB) in August 2021.
- The Nisku Major Employment Area Structure Plan received approval from the EMRB on September 7, and given third reading by Council on September 28, 2021.
- Completed the following summer programs:
  - Dust control
  - Crack sealing
  - Rural Road Initiative (RRI) shoulder pulls, spot repairs and drainage projects
- Contract to provide utility services at the Edmonton International Airport (EIA) commenced on June 30 and is progressing well.
- Completed the Fleet Management Strategy.
- Completed audio and video upgrades in Council Chamber.
- Completed requirements gathering for the enterprise content management system project.
- Conducted public participation on the following initiatives:
  - Transportation Master Plan
  - Nisku Major Employment Centre Area Structure Plan
  - Two non-project-related public hearings

Revenues and expenditures



## Real estate market activity

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

Division	VACANT LOT SALES				IMPROVED LOT SALES		
	Number of sales	Property type	Parcel size (acres)	Median value/acre	Number of sales	Property type	Median improved value
1	3	Residential lot	2 – 4	\$58,720	3	Multi-lot Subdivision	\$785,000
	3	Farmland	40 – 50	\$5,430	2	New Sarepta	\$382,500
					2	Large rural parcel	\$713,250
2	7	Residential parcel	2 – 3	\$76,240	10	Rural Residential / Multi-lot Subdivisions	\$800,450
	2	Farmland	30 – 40	\$8,080	6	Large rural parcel	\$932,000
3*	2	Residential lot	Lot	\$293,000	10	Rural Residential / Multi-lot Subdivision	\$693,500
	3	Residential parcel	2 – 3	\$74,000			
	1	Farmland	142	\$5,920			
4	1	Farmland	140	\$5,955	2	Rural Residential	\$653,700
5	1	Rural Residential	7	\$10,264	5	Rural Residential	\$633,000
	2	Farmland	40 – 70	\$4,115	1	Large rural parcel	\$555,000
6					1	Lake lot	\$560,000
	1	Farmland	80	\$2,560	5	Rural Residential	\$380,500
	2	Lake lot	Lot	\$166,000	2	Large rural parcel	\$750,000
7					8	Lake lot	\$361,500
	2	Residential parcel	8 – 10	\$13,250	2	Large rural parcel	\$560,500
Nisku	1	Farmland	160	\$3,125	7	Rural Residential	\$356,250
	2	Industrial lot	1 – 5	\$545,175	2	1 – 3 acre parcel with building	\$1,725,000
Total sales	33				68		

\* Division 3 does not include Nisku Business Park

2020 Q3 Vacant Sales 19

2020 Q3 Improved Sales 51

## Nisku vacancy rates

Nisku Business Park vacancy rates sit around the 8.0% range, a slight decrease from Q2 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 on this project has ceased and it appears that Aurora will sell the building.
Silent Aire Office/Shop	Building is complete and file is closed.
Aliya's Foods (Chef Bombay)	Paperwork received and file is closed.
Star Commercial Properties (multi bay office/shops)	Interior work is progressing.
York Realty/Hello Fresh	Interior work continues.
ABSK Holdings	Interior work has begun.
Siemens/Kemway Construction	Waiting for final paperwork.
Capital Power	There are now 26 building permits for 2 warehouses, 2 turbine buildings and various smaller buildings related to the turbine buildings. Site work and construction has begun.
One Properties	The project is nearing completion and partial occupancy of finished areas has been granted.
Sunnybrook Welding	Foundation is complete.

## Permits

Development permits	2020 Q3 Totals	2021 Q3 Totals	2021 YTD
Received	90	91	299
Issued	73	43	250
Refused	0	0	6
Processing	14	45	n/a
Closed/withdrawn	3	3	8

Building permits	2020 Q3 Totals	2021 Q3 Totals	2021 YTD
Issued	76	105	311
Est. Construction value	\$13,496,086	\$38,762,509	\$103,125,543
Fees	\$87,355	\$262,690	\$677,056

Safety code permits	2020 Q3 issued	2021 Q3 issued	2021 YTD issued	2020 Q3 Fees	2021 Q3 Fees	2021 YTD Fees
Electrical	141	183	437	\$23,304	\$34,500	\$88,010
Gas	99	141	296	\$8,598	\$13,139	\$31,802
Plumbing	54	102	196	\$5,460	\$12,889	\$27,042
Private sewage	50	37	68	\$8,174	\$5,907	\$10,292
<b>Total</b>	<b>344</b>	<b>463</b>	<b>997</b>	<b>\$45,536</b>	<b>\$66,435</b>	<b>\$157,146</b>

## Health and Safety

- Completed safety orientation for volunteers.
- Continued work for the safety response to COVID-19 that aligns 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.
- Conducted Emergency First Aid training for staff.
- Supported election efforts with personal protective equipment distribution and safety training.
- Completed hazard assessments for field staff.

	Q3 Total	YTD
Number of incidents	17	41
Number of near misses	5	12
Number of safety meetings conducted	30	76

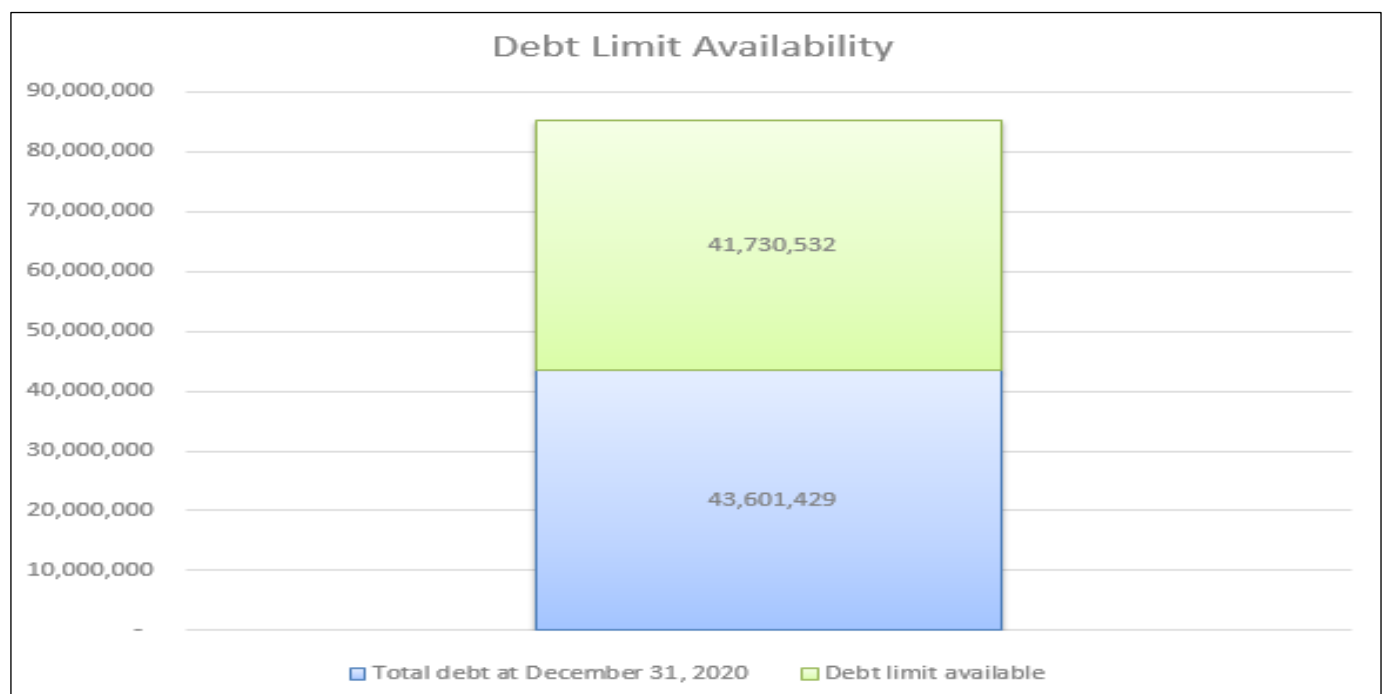
## Definitions

- *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

	Q3 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. A stakeholder information summary provided to Parks and Recreation Advisory Committee in Q1 2021. Follow up virtual meetings held with community halls in March and another is planned for December 2021.
  - 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-02 Community Association Grant Funding, and CD-03 Community Facility Operating Funding.
  - Additional financial support, for operating costs, to community halls approved in 2019 and maintained in 2020 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.
- Both agriculture and food processing are identified as target sectors in the County's Investment Readiness and Implementation Strategy.

## **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 38 producers registered as of September 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. Discover Leduc Region website was launched in Q2 of 2020. The towns of Devon and Calmar joined the collaboration in Q2 2021 and the City of Beaumont joined in Q3 of 2021.
- Involvement with Farm to Market to Table conference as a major sponsor in 2019 and 2020. The 2021 conference was held virtually, and administration provided technical support.
- Host of Farm to Table dinners through our recreation program.
- 2019 and 2020 Declaration of a State of Agricultural Disaster.
- In conjunction with Parks and Recreation, Know your Farmer; Know your Food ag tours were held July 18 and August 22, 2021.
- Completion of Agri-tourism Strategy as a component of the Rural West Economic Diversification Plan.

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

- Implementation of the strategy through the Municipal Development Plan and operational plans.
- Worked with regional partners to develop a communication strategy focused on food and agriculture throughout the Edmonton Metropolitan Region.
- The Regional Agriculture Master Plan (RAMP) approved by the Edmonton Metropolitan Region Board in August 2021. Provided support to RAMP task force to aid in development of the Land Evaluation and Site Assessment (LESA) tool.
- An Agriculture Impact Assessment tool created to support subdivision authority processes.

## **3. Enhanced transportation systems**

### **Focus areas**

### **3.1 Improve transportation networks. Q4 | 2018**

- Ongoing commitment to a rural road initiative.



- Transportation Master Plan started in 2020 and the second phase of public participation completed in Q3 2021.
- Nisku Spine Road design between 25 Avenue and Township Road 510 completed in Q1 2021.
- Township Road 510 four-lane detailed design currently underway.
- Established County standard for grading of gravel road network that utilizes consistent grading techniques throughout the municipality.
- The contract for the Nisku Spine Road has been awarded in Q3 2021. Work has commenced on utility relocation, grading and preparation for bridge construction.

### **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.
- In Q3 2021, a grant application was submitted to the Government of Canada's Rural Transition Solution Fund – Planning and Design to support a transit needs assessment and feasibility study.

### **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 in 2020, second phase of public participation completed in Q3 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).
- Approval of the Major Employment Centre Area Structure Plan (Initiative E7).
- Ongoing support to advance asset management practices (Initiative E13).
- Involvement with Edmonton Global as a partner in economic growth (Initiative E16).

#### **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 Local 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.
- In Q3 2021, administration engaged a videographer to produce marketing videos that align with the recently completed community profile and industry sector information sheets.

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

- Secured a contract with Edmonton International Airport (EIA) for the operation and management of their utilities systems in Q2 2021. Work commenced June 30, 2021.

### **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

<b>Strategic priority – All</b> County Manager's Office will create an environment that supports department initiatives that move Council's strategic priorities forward.	
<b>Goal 1</b>	<b>Strategic priority – economic development</b> Promote the county's enriched quality of life and business opportunities.
<b>Goal 2</b>	<b>Strategic priority – regional leadership</b> Build and nurture collaborative leadership capacity by enhancing relationships with municipal and provincial partners.
<b>Goal 3</b>	<b>Strategic priority – enriched quality of life</b> Engage citizens and businesses to influence municipal services, programs and practices.
<b>Corporate leadership</b> County Manager's Office will create a team environment that empowers individuals and groups to contribute to effective organizational management.	
<b>Goal 4</b>	<b>Corporate priority</b> Serve residents and businesses through efficient, effective and comprehensive municipal services.
<b>Goal 5</b>	<b>Corporate priority</b> Continue to build a corporate culture that inspires staff to excel in their roles and contribute to organizational success.
<b>Goal 6</b>	<b>Corporate priority</b> Continue to enhance internal communication practices to support the organization's strategic and operational goals.
<b>Goal 7</b>	<b>Corporate priority</b> Support democratic process of local government election in fall 2021.
<b>Goal 8</b>	<b>Corporate priority</b> Redefine a transit strategy.

## 3: Department Highlights

- Continued oversight to Leduc County's response to the COVID-19 pandemic, with adjustments made as needed due to the changing environment. Initiated the return to work from home for some staff due to the declaration of the state of public health emergency and new temporary measures imposed on September 16.
- Continued work on preparation for the fall municipal election.
- Completed the Fleet Management Strategy for the organization.

## 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 Sept. 30 2021	Identified deliverables with status update
Complete brand strategy actions.	Q4 2021		Roll out of brand ambassador training to all departments. <ul style="list-style-type: none"> <li>Virtual brand ambassador training was initiated in Q3 with training completed with seven departments.</li> </ul>
	Q2 2021		Signage design concepts completed. <ul style="list-style-type: none"> <li>Signage audit completed to establish the current inventory of signage.</li> </ul>
	Q2 2021		Leverage County Chronicle newsletter to highlight business or resident. <ul style="list-style-type: none"> <li>Will highlight a key sector, from Leduc County's Investment Readiness and Implementation Strategy, in the Q4 edition of the County Chronicle.</li> </ul>

### Strategy 1.2

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

Actions	Target dates	Status at Sept. 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"> <li>Workshop held with Council on September 14 to gather input.</li> <li>Guide content and design has been initiated.</li> </ul>

## 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 Sept. 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"> <li>Government of Canada – Western Economic Diversification Canada – grant funding of \$17.7 million announced for the completion of the Nisku Spine Road.</li> </ul>
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## Strategy 2.2

Work with regional partners on regional initiatives.

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

## 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 Sept. 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		<p>Focus group(s) established.</p> <ul style="list-style-type: none"> <li>Continue to gather email addresses from interested residents and businesses that can be drawn from for future public participation opportunities.</li> </ul>
Create a resident and business database for public participation purposes.	Q2 2021		<p>Investigate public participation tools.</p> <ul style="list-style-type: none"> <li>Multiple tools were examined and the findings will be used to inform a future budget ask.</li> </ul>
Conduct the citizen satisfaction survey.	Q2 2021		<p>Findings report presented to Council.</p> <ul style="list-style-type: none"> <li>What we heard report presented to Council on May 25 and published on the website.</li> </ul>

			<ul style="list-style-type: none"> <li>Survey results were published in the County Chronicle in Q2.</li> </ul>
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#### 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 Sept. 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"> <li>Strategy is completed and will be presented the December Governance and Priorities meeting.</li> </ul>
	Q1 2021		Ongoing audit of organizational structure effectiveness. <ul style="list-style-type: none"> <li>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.</li> </ul>
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"> <li>All department's operational plans include an action on examining current processes to look for efficiencies.</li> <li>One action to be completed as part of the action plan from the 2020 Employee Satisfaction Survey is for the Senior Management Team to conduct a red tape reduction initiative and engage all staff in identifying areas for improvement.</li> <li>Ongoing review of policies with one policy amended and 11 rescinded by Council in Q3.</li> </ul>
	Q4 2021		Implement identified improvements across the organization.



	Q4 2021		Report on organizational efficiencies as required as part of the Municipal Stimulus Program grant. <ul style="list-style-type: none"><li>Report submitted to the Government of Alberta.</li></ul>
Examine the fire services delivery model at the Edmonton International airport.	Q4 2021		Complete a model review. <ul style="list-style-type: none"><li>Standard of cover report presented to Council on June 22.</li></ul>

#### Strategy 4.2

Ongoing evaluation of fiscal management practices.

Actions	Target dates	Status at Sept. 30 2021	Identified deliverables with status update
Review tax revenue sharing agreement with the City of Leduc.	Q2 2021		Revised agreement approved by both Councils. <ul style="list-style-type: none"><li>Meeting held with the City of Leduc on March 23.</li><li>Proposal sent to the City of Leduc in the summer of 2020 with a follow-up letter sent on March 9.</li><li>Response received by the City of Leduc on June 8.</li><li>Letter sent to Minister of Municipal Affairs, in September, to ask that they appoint a mediator to assist in resolving the disagreement in order to achieve an equitable tax share arrangement between the County and City.</li></ul>
Advance asset management (AM) practices of the organization.	Q2 2021		Complete deliverables identified in the Federation of Canadian Municipalities Asset Management grant. <ul style="list-style-type: none"><li>Asset management plan for fleet is nearing completion.</li><li>Asset management strategy is nearing completion</li><li>Work initiated on the improvement plan.</li></ul>

## 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 Sept. 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"><li>Action plan was finalized in Q2 and distributed to staff.</li></ul>
	Q4 2021		2020 actions completed. <ul style="list-style-type: none"><li>An internal working group was formed to examine areas of improvement for internal communications.</li><li>Work is ongoing to complete the actions identified.</li></ul>

### Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Sept. 30 2021	Identified deliverables with status update
County Manager's Office participation and support in health and safety initiatives, such as toolbox meetings and site inspections.	Q4 2021		Ten activities attended per year. <ul style="list-style-type: none"><li>One member of the Executive Leadership Team (ELT) attends the monthly health and safety committee meeting.</li><li>Members of the ELT attend various department safety meetings.</li><li>Organization wide safety pledge banner rolled out.</li></ul>
	Q4 2021		Focus on safety message within Executive leadership team bi-annual meetings held with all departments. <ul style="list-style-type: none"><li>Department meetings commenced in Q2 and include a safety discussion with staff.</li></ul>

## 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 Sept. 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"><li>Community signs were utilized to promote public engagement for the Transportation Master Plan.</li><li>Examining use for future engagement planned for the year.</li></ul>
Implement a county-wide internal communication tool.	Q3 2021		Communication tool rolled out. <ul style="list-style-type: none"><li>An internal working group was formed to examine areas of improvement for internal communications.</li><li>Administrative directives are being created to standardize the approach to certain organization wide messaging.</li><li>Secure webpages are being created to allow information for staff to be more readily accessible.</li></ul>
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"><li>One-year post new website launch report was presented to Council on February 9.</li></ul>

## 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 Sept. 30 2021	Identified deliverables with status update
Host a candidate orientation session.	Q2 2021		Event held.

			<ul style="list-style-type: none"> <li>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.</li> </ul>
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"> <li>Ongoing work being done to develop and plan for the orientation.</li> </ul>

## 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 Sept. 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"> <li>Report presented at the September 7 Governance and Priorities meeting.</li> <li>Grant application submitted to the Government of Canada's Rural Transition Solution Fund – Planning and Design to support a needs assessment and feasibility study.</li> </ul>

## 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

<b>Goal 1</b>	<b>Strategic priority – Enhanced transportation systems</b> 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.
<b>Goal 2</b>	<b>Strategic priority – Economic development</b> 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.
<b>Goal 3</b>	<b>Strategic priority – Regional leadership</b> 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

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

### 4: Department Highlights

- Nineteen assessment appeals were filed and as of September 30, 16 appeals were settled and withdrawn.
- Continued work on annual and general inspections with increased workflow, due to increases in development permits.

### 5: Action Plan

#### Goal 1

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

##### Strategy 1.1

Examine assessment impacts from provincial assessment reviews.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2021</b>	<b>Identified deliverables with status update</b>
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"><li>• Reviewed DIP assessments and informed the Provincial Assessor of some required corrections.</li></ul>

#### 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2021</b>	<b>Identified deliverables with status update</b>
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"><li>• Assessment department entered into pre-roll discussions with ratepayers and tax agents to explain changes in</li></ul>

			market values for the 2020 assessment.
Evaluate 2020 sample map and mapping data and continue to partner with Economic Development and other stakeholders to modify an interactive business map for the Nisku Business Park.	Q2 2021		<p>Continue to gather all required business information and data to compile a map. Complete analysis of all requirements for the production and maintenance of an interactive map.</p> <ul style="list-style-type: none"> <li>Economic Development staff are working with the Leduc, Nisku &amp; Wetaskiwin Regional Chamber of Commerce to gather the business data and completion of the project is estimated for later in the fall.</li> </ul>

### 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 Sept. 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"> <li>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.</li> <li>The AAA planned to hold their fall Symposium Conference in Nisku but due to changing COVID-19 restrictions this event was cancelled. The association plans to reschedule this fall event for 2022 in Nisku, which will provide the opportunity to highlight the new ventures in Leduc County.</li> </ul>

## 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 Sept. 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"><li>Onsite inspections have resumed and the department is making appointments when possible.</li></ul>

## 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 Sept. 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		<p>Refined procedures and processes that optimize time, effort and final outcome.</p> <ul style="list-style-type: none"><li>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.</li></ul>



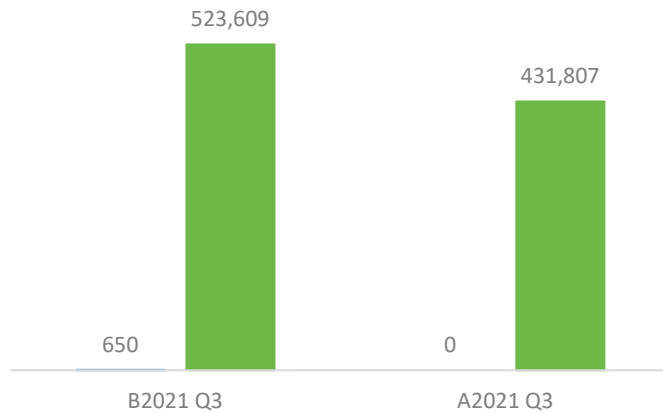
# Assessment Services

## Q3 - 2021 Financial Reporting

Department Head - Karen Burnand

■ REVENUE  
■ EXPENSE

% of Q3 Budget

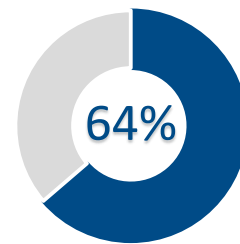


Assessment

83%

**Variance YTD**  
**(\$91,152)**

% of Annual Budget



### Assessment

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	650	650	-	-	0%	0%
<b>Total Revenue</b>	<b>650</b>	<b>650</b>	<b>-</b>	<b>(650)</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	624,637	473,469	392,383	(81,086)	83%	63%
<i>General services-contracted</i>	48,821	46,365	38,769	(7,596)	84%	79%
<i>Goods, supplies &amp; materials purchased</i>	5,050	3,775	655	(3,120)	17%	13%
<b>Total Expense</b>	<b>678,508</b>	<b>523,609</b>	<b>431,807</b>	<b>(91,802)</b>	<b>82%</b>	<b>64%</b>
<b>Surplus/(Deficit)</b>	<b>(677,858)</b>	<b>(522,959)</b>	<b>(431,807)</b>	<b>91,152</b>	<b>83%</b>	<b>64%</b>

### Variance

#### Earnings & benefits

- One vacant position for Q1 and Q2 and cash flow of earnings and benefits.

## **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

- Moved over 300 boxes of paper records to an off-site records archive facility.
- Completed audio and video upgrades in Council Chamber.
- Supported and facilitated virtual and live-streamed Council and committee meetings.
- Negotiated with new vendor for hardware purchases for desktop and laptop refresh.
- Completed hazard assessments for field staff.
- Completed the updates to the 2021 Land Ownership maps.

- Completed requirements gathering for the enterprise content management system project.
- Created job descriptions for the firefighter and platoon chief for the Nisku District South fire station.

## 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 Sept. 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"> <li>• Fleet current state report was completed and submitted to the Executive Leadership Team (ELT).</li> </ul>
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"> <li>• Draft fleet management strategy completed and being approved by the leadership team.</li> </ul>
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"> <li>• Decaling administrative directive is drafted and completed.</li> </ul>
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"> <li>• The Fleet and Facilities Coordinator job description was updated in Q1.</li> </ul>

### 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 Sept. 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"><li>Psychological health and safety standards assessment and gap identification has been completed.</li></ul>
Create a plan to meet the standards with objectives and targets that will mitigate risk.	Q3 2021		A plan is drafted and prepared for review and approval. <ul style="list-style-type: none"><li>Mental Health Strategy development has begun with completion in Q4.</li></ul>
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 Sept. 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"><li>Template revised.</li></ul>
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"><li>Health and Safety Field Advisor training was completed.</li></ul>
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"><li>Hazard assessments for field staff were completed.</li></ul>
Review hazard assessments with staff and sign off.	Q4 2021		Health and Safety Coordinator reviews all hazard assessments with applicable staff. <ul style="list-style-type: none"><li>Reviews with staff have begun.</li></ul>

## 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 Sept. 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"><li>Testing of Office 365 with all County software is being done with a decision for rollout in Q4.</li></ul>
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"><li>Locking cabinets for open infrastructure equipment has been procured and installation scheduled for Q4.</li></ul>
Complete phase two of the Disaster Recovery Plan as part of business continuity to ensure we are prepared to continue county services to our residents in the event of serious outage.	Q4 2021		Disaster Recovery Plan and procedures are completed, approved and tested. <ul style="list-style-type: none"><li>Working group has been established to complete the disaster recovery plan.</li></ul>

### Strategy 2.2

Implement the recommendations from the records and digital information plan.

Actions	Target dates	Status at Sept. 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"><li>Requirements gathering sessions with departments, to inform the Request for Proposal, are completed and draft request for proposal has been created.</li></ul>
	Q4 2021		Implementation of new records management software is completed.
Review of all OnBase applications currently in use and identify	Q3 2021		The applications functionality review is complete.

recommendations for replacement that improve and enhance operational processes.			<ul style="list-style-type: none"> <li>Functionality review sessions have been scheduled with departments to review draft application requirements.</li> </ul>
	Q4 2021		Recommendation for replacement of applications have been completed and approved by Administration.

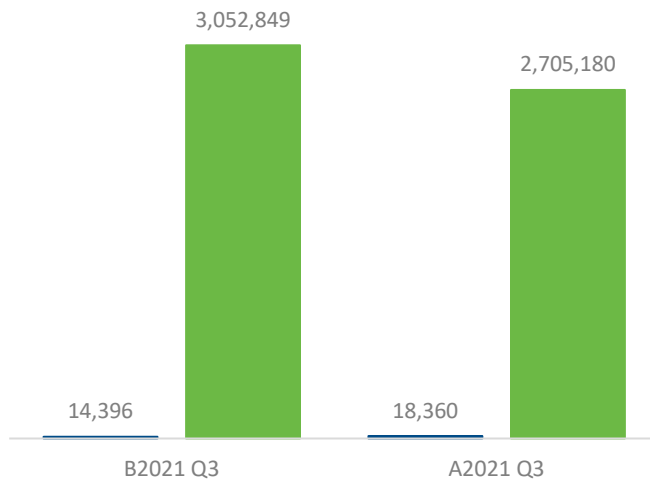
# Corporate Services

## Q3 - 2021 Financial Reporting

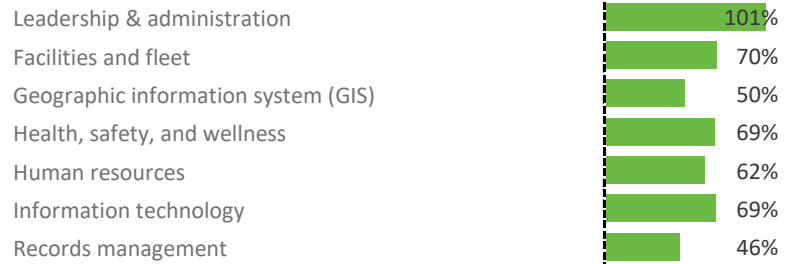
Department Head - Kent Pudlowski

■ REVENUE  
■ EXPENSE

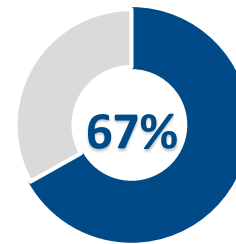
% of Q3 Budget



**Variance YTD**  
**(\$351,634)**



% of Annual Budget



### Leadership & administration

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	3,400	2,550	1,096	(1,454)	43%	32%
<i>Other revenue from own sources</i>	1,000	700	1,264	564	181%	126%
<b>Total Revenue</b>	<b>4,400</b>	<b>3,250</b>	<b>2,360</b>	<b>(890)</b>	<b>73%</b>	<b>54%</b>
<i>Earnings &amp; benefits</i>	2,183,587	1,693,423	1,678,087	(15,336)	99%	77%
<i>General services-contracted</i>	245,355	180,938	213,105	32,167	118%	87%
<i>Goods, supplies &amp; materials purchased</i>	5,840	4,415	452	(3,963)	10%	8%
<b>Total Expense</b>	<b>2,434,782</b>	<b>1,878,776</b>	<b>1,891,644</b>	<b>12,868</b>	<b>101%</b>	<b>78%</b>
<b>Surplus/(Deficit)</b>	<b>(2,430,382)</b>	<b>(1,875,526)</b>	<b>(1,889,283)</b>	<b>(13,757)</b>	<b>101%</b>	<b>78%</b>

### Variances

#### General services-contracted

- General insurance costs have been higher than anticipated.



# Corporate Services

## Q3 - 2021 Financial Reporting

### Facilities and fleet

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	450	337	-	(337)	0%	0%
<i>Other revenue from own sources</i>	14,412	10,809	16,000	5,191	148%	111%
<b>Total Revenue</b>	<b>14,862</b>	<b>11,146</b>	<b>16,000</b>	<b>4,854</b>	<b>144%</b>	<b>108%</b>
<i>General services-contracted</i>	238,562	195,057	114,585	(80,472)	59%	48%
<i>Goods, supplies &amp; materials purchased</i>	184,872	135,884	79,737	(56,147)	59%	43%
<i>Reserves, transfers &amp; grants</i>	72,900	-	-	-	0%	0%
<i>Financial service charges</i>	333,691	166,845	161,234	(5,611)	97%	48%
<b>Total Expense</b>	<b>830,025</b>	<b>497,786</b>	<b>355,556</b>	<b>(142,230)</b>	<b>71%</b>	<b>43%</b>
<b>Surplus/(Deficit)</b>	<b>(815,163)</b>	<b>(486,640)</b>	<b>(339,556)</b>	<b>147,084</b>	<b>70%</b>	<b>42%</b>

#### Variances

##### *General services-contracted*

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

##### *Goods, supplies & material purchased*

- Invoices for Q3 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 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	20,800	20,800	7,238	(13,562)	35%	35%
<i>Purchases from other governments &amp; agencies</i>	7,000	5,256	5,724	468	109%	82%
<b>Total Expense</b>	<b>27,800</b>	<b>26,056</b>	<b>12,962</b>	<b>(13,094)</b>	<b>50%</b>	<b>47%</b>
<b>Surplus/(Deficit)</b>	<b>(27,800)</b>	<b>(26,056)</b>	<b>(12,962)</b>	<b>13,094</b>	<b>50%</b>	<b>47%</b>

#### Variances

##### *General services-contracted*

- Invoices for land ownership mapping will be received in Q4.

## Corporate Services

### Q3 - 2021 Financial Reporting

#### Health, safety, and wellness

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	70,141	56,741	38,179	(18,562)	67%	54%
Goods, supplies & materials purchased	6,020	4,890	4,265	(625)	87%	71%
<b>Total Expense</b>	<b>76,161</b>	<b>61,631</b>	<b>42,444</b>	<b>(19,187)</b>	<b>69%</b>	<b>56%</b>
<b>Surplus/(Deficit)</b>	<b>(76,161)</b>	<b>(61,631)</b>	<b>(42,444)</b>	<b>19,187</b>	<b>69%</b>	<b>56%</b>

#### Variances

##### General services-contracted

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

#### Human resources

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Other transactions	11,985	-	-	-	0%	0%
<b>Total Revenue</b>	<b>11,985</b>	-	-	-	<b>0%</b>	<b>0%</b>
General services-contracted	53,530	41,990	20,735	(21,255)	49%	39%
Goods, supplies & materials purchased	19,025	10,600	12,014	1,414	113%	63%
<b>Total Expense</b>	<b>72,555</b>	<b>52,590</b>	<b>32,748</b>	<b>(19,842)</b>	<b>62%</b>	<b>45%</b>
<b>Surplus/(Deficit)</b>	<b>(60,570)</b>	<b>(52,590)</b>	<b>(32,748)</b>	<b>19,842</b>	<b>62%</b>	<b>54%</b>

#### Variances

##### General services-contracted

- Professional services expenses for DISC training has been delayed until Q4.
- Expenses related to advertising, courses and conferences were lower than anticipated.
- Medical assessment expenses were less than anticipated.

## Corporate Services

### Q3 - 2021 Financial Reporting

#### Information technology

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	375,735	325,570	259,835	(65,735)	80%	69%
<i>Goods, supplies &amp; materials purchased</i>	222,200	202,900	106,494	(96,406)	52%	48%
<b>Total Expense</b>	<b>597,935</b>	<b>528,470</b>	<b>366,329</b>	<b>(162,141)</b>	<b>69%</b>	<b>61%</b>
<b>Surplus/(Deficit)</b>	<b>(597,935)</b>	<b>(528,470)</b>	<b>(366,329)</b>	<b>162,141</b>	<b>69%</b>	<b>61%</b>

#### Variances

##### *General services-contracted*

- Realized cost savings in software and license renewals as well as copier usage.
- The cyber security audit was budgeted in Q3 but will be completed in Q4.

##### *Goods, supplies & material purchased*

- Invoices for desktop, laptop, and server hardware purchases had not been received at the time of this report.
- Realized cost savings because some budgeted hardware was less than anticipated.

#### Records management

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	5,820	5,040	1,751	(3,289)	35%	30%
<i>Goods, supplies &amp; materials purchased</i>	5,000	2,500	1,747	(753)	70%	35%
<b>Total Expense</b>	<b>10,820</b>	<b>7,540</b>	<b>3,498</b>	<b>(4,042)</b>	<b>46%</b>	<b>32%</b>
<b>Surplus/(Deficit)</b>	<b>(10,820)</b>	<b>(7,540)</b>	<b>(3,498)</b>	<b>4,042</b>	<b>46%</b>	<b>32%</b>

#### 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

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

### 4: Department Highlights

- Collaborated with Road Operations on a grader analysis.
- Continued work with departments to prepare the interim 2022 budget.
- Reserve and Investments policies approved by Council.
- Prepared and processed 422 tax certificates.

### 5: Action Plan

#### Goal 1

Enhance financial and organizational sustainability.

#### Strategy 1.1

Continue to develop long-range financial planning models.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2021</b>	<b>Identified deliverables with status update</b>
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"><li>• 2022 to 2032 long-range plans have been submitted to Finance by departments.</li><li>• Analysis of the plan is in progress with a review of assumptions and other influencing factors being completed.</li></ul>
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"><li>• Departments prepared ten-year long-range plans for submission.</li><li>• Plan will be presented to Council during the 2022 Interim budget deliberations.</li></ul>

### Strategy 1.2

Continue review of financial policies.

Actions	Target dates	Status at Sept. 30 2021	Identified deliverables with status update
Review financial policies and bring forward to Council as needed.	Q4 2021		<p>Policies approved by Council.</p> <ul style="list-style-type: none"><li>• Reserves policy was approved by Council on July 13.</li><li>• Investments policy approved by Council on September 28.</li></ul>

### 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 Sept. 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		<p>Approved 2022 interim budget.</p> <ul style="list-style-type: none"><li>• Budget process is underway</li></ul>
Engage with senior management to determine where enhancements to internal reporting should occur.	Q3 2021		<p>Meetings with directors to discuss their department's requirements.</p> <ul style="list-style-type: none"><li>• Initial meetings with departments have commenced.</li></ul>
	Q4 2021		<p>Regular automated reports to senior management in areas identified.</p> <ul style="list-style-type: none"><li>• Feedback is being compiled to determine an action plan.</li></ul>

### Goal 3

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

#### Strategy 3.1

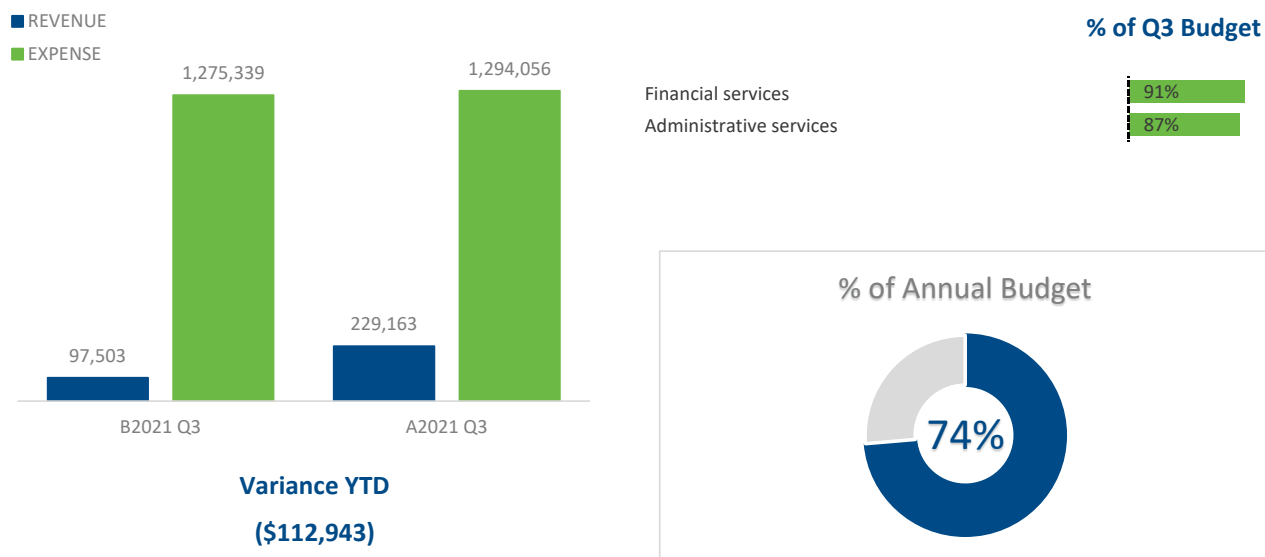
Enhance customer service by expanding payment options.

Actions	Target dates	Status at Sept. 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"><li>• Tax Installment Payment Plan (TIPP) forms can now be completed and submitted online.</li><li>• Tax certificate requests can now be completed and submitted online.</li></ul>
Enhance e-commerce solutions for credit card payments online.	Q4 2021		Roll out solutions as warranted. <ul style="list-style-type: none"><li>• Tax certificate payments can now be processed online.</li></ul>

# Finance

## Q3 - 2021 Financial Reporting

Department Head - Natasha Wice



### Financial services

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	21,070	20,320	20,321	1	100%	96%
<i>Sales of goods &amp; services to individuals</i>	33,100	24,561	47,932	23,371	195%	145%
<i>Other revenue from own sources</i>	50,600	42,350	100,309	57,959	237%	198%
<i>Other transactions</i>	58,772	8,772	59,342	50,570	676%	101%
<b>Total Revenue</b>	<b>163,542</b>	<b>96,003</b>	<b>227,905</b>	<b>131,902</b>	<b>237%</b>	<b>139%</b>
<i>Earnings &amp; benefits</i>	1,022,074	740,741	732,361	(8,380)	99%	72%
<i>General services-contracted</i>	168,583	166,823	151,595	(15,228)	91%	90%
<i>Goods, supplies &amp; materials purchased</i>	1,650	1,450	1,134	(316)	78%	69%
<i>Reserves, transfers &amp; grants</i>	256,002	256,002	312,640	56,638	122%	122%
<b>Total Expense</b>	<b>1,448,309</b>	<b>1,165,016</b>	<b>1,197,730</b>	<b>32,714</b>	<b>103%</b>	<b>83%</b>
<b>Surplus/(Deficit)</b>	<b>(1,284,767)</b>	<b>(1,069,013)</b>	<b>(969,825)</b>	<b>99,188</b>	<b>91%</b>	<b>75%</b>

#### Variances

##### *Other revenue from own sources*

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

##### *Other transactions*

- Transfer from reserves was budgeted in Q4 however the transaction was completed in Q3.

##### *Reserves, transfers & grants*

- Unbudgeted support to neighboring municipalities.



## Finance

### Q3 - 2021 Financial Reporting

#### Administrative services

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	2,000	1,500	1,259	(242)	84%	63%
<b><i>Total Revenue</i></b>	<b>2,000</b>	<b>1,500</b>	<b>1,259</b>	<b>(242)</b>	<b>84%</b>	<b>63%</b>
<i>General services-contracted</i>	102,288	64,648	59,572	(5,076)	92%	58%
<i>Goods, supplies &amp; materials purchased</i>	50,400	37,800	29,680	(8,120)	79%	59%
<i>Financial service charges</i>	10,470	7,875	7,074	(801)	90%	68%
<b><i>Total Expense</i></b>	<b>163,158</b>	<b>110,323</b>	<b>96,326</b>	<b>(13,997)</b>	<b>87%</b>	<b>59%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(161,158)</b>	<b>(108,823)</b>	<b>(95,068)</b>	<b>13,755</b>	<b>87%</b>	<b>59%</b>

#### 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**

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

## **3: Department Highlights**

- Seasonal programs have been almost completed by the end of Q3.
- Non-potable water point construction completed in Q3 and is fully functional.

## 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 Sept. 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		Participate in Rural West Economic Development Plan and Culinary Tourism Alliance Committees to create and support local food opportunities within Leduc County. <ul style="list-style-type: none"><li>• External committee meetings have not been held.</li><li>• In conjunction with Parks and Recreation, hosted two Know Your Farmer, Know Your Food: Ag Tours in Q3 2021.</li></ul>
Advocate for the 2021 Alberta Farm Fresh Producers (AFFPA) Conference to be hosted in Nisku and support the event through conference sponsorship and in-kind coordination.	Q1 2021		Farm to Market to Table Conference held in Nisku. <ul style="list-style-type: none"><li>• Conference was held online due to COVID-19 restrictions. The virtual conference was supported with sponsorship and in-kind support.</li></ul>
Coordinate five local food workshops within Leduc County to provide educational opportunities to residents.	Q1 and Q4 2021		Five workshops held. <ul style="list-style-type: none"><li>• Planning for several workshops initiated and are scheduled for Q4 delivery.</li></ul>
Create networking opportunities for producers to improve awareness of local food resources within the region.	Q2 2021		Engage residents and coordinate one networking event or project for those interested in local food/agri-tourism. <ul style="list-style-type: none"><li>• In conjunction with Parks and Recreation, hosted two Know Your Farmer, Know Your Food: Ag Tours in Q3 2021.</li></ul>
	Q2 2021		Creation of a local food map for producers and consumers to access local food opportunities within Leduc County. <ul style="list-style-type: none"><li>• Map has been developed in conjunction with the Leduc, Nisku and Wetaskiwin Regional Chamber of Commerce and is online on Discover Leduc Region website.</li></ul>

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"> <li>CanadaGAP webinar series was completed in Q1 2021. There were 22 participants that attended all 14 webinars.</li> </ul>
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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 Sept. 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"> <li>Regional partners have not met to discuss next steps.</li> <li>Information from the work developed by AdFarm, will be used to inform future Leduc County initiatives.</li> </ul>
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 Sept. 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"> <li>Completed 12 km roadside spraying and three intersections on brushed roadside in Q2 and Q3. No further work will be done in 2021.</li> <li>An additional four intersections were mowed to control vegetation in order to improve visibility.</li> </ul>

Support the grading and shoulder pull program by controlling unwanted vegetation through the application of non-selective herbicides along roadsides.	Q2 2021		Targeting 200 km to be completed. <ul style="list-style-type: none"> <li>Completed 270 km of spraying to support grading and shoulder pulling.</li> </ul>
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"> <li>Approximately 1,665 acres mowed in May and June.</li> <li>With two mowers, approximately 2,700 acres were mowed in Q3.</li> </ul>
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. <ul style="list-style-type: none"> <li>No areas identified for reseeding at this time. No further work will be done in 2021.</li> </ul>

### Strategy 2.2

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

Actions	Target dates	Status at Sept. 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"> <li>Developing several GIS layers for tracking progress of various programs.</li> <li>Utilized GIS to develop daily inspection forms for vehicles and equipment.</li> </ul>

### 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 Sept. 30 2021	Identified deliverables with status update
Continue to provide technical expertise to the Regional Agricultural Master Plan (RAMP) task force.	Q2 2021		<p>RAMP task force supported by Leduc County to help the Edmonton Metropolitan Region Growth Plan (EMRGP) develop specific agricultural-supportive policy boundaries; determine priority agricultural areas, special agricultural areas; and limit unnecessary conversion and fragmentation.</p> <ul style="list-style-type: none"><li>• Provided support to RAMP task force for two meetings.</li><li>• Participated in two meetings for the refinement of the Land Evaluation and Site Assessment (LESA) tool.</li></ul>

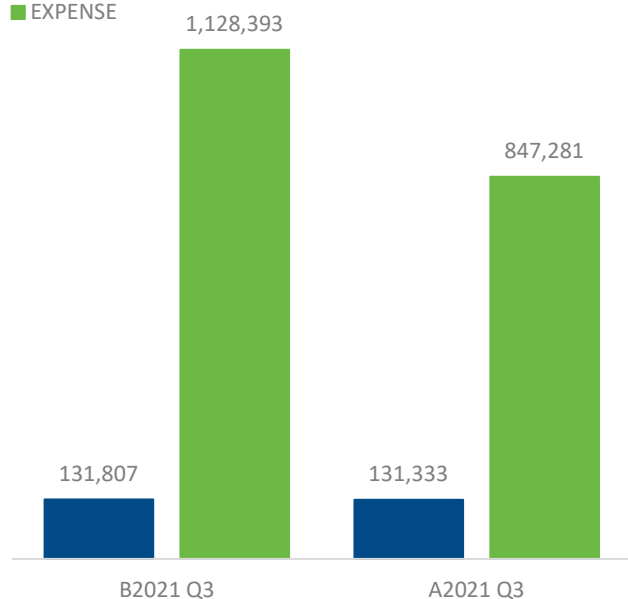
# Agricultural Services

## Q3 - 2021 Financial Reporting

Department Head - Garrett Broadbent

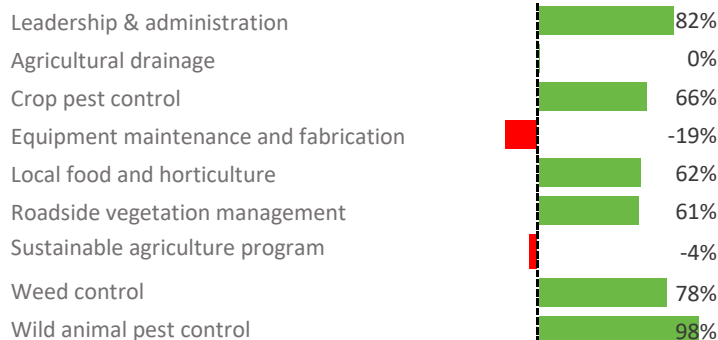
■ REVENUE

■ EXPENSE

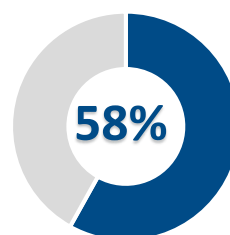


**Variance YTD**  
**(\$280,638)**

% of Q3 Budget



% of Annual Budget



### Leadership & administration

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	700	400	-	(400)	0%	0%
<b>Total Revenue</b>	<b>700</b>	<b>400</b>	<b>-</b>	<b>(400)</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	502,464	396,456	342,878	(53,578)	86%	68%
<i>General services-contracted</i>	12,821	7,771	4,058	(3,713)	52%	32%
<i>Goods, supplies &amp; materials purchased</i>	2,700	1,935	647	(1,288)	33%	24%
<i>Reserves, transfers &amp; grants</i>	22,500	17,500	1,500	(16,000)	9%	7%
<b>Total Expense</b>	<b>540,485</b>	<b>423,662</b>	<b>349,083</b>	<b>(74,579)</b>	<b>82%</b>	<b>65%</b>
<b>Surplus/(Deficit)</b>	<b>(539,785)</b>	<b>(423,262)</b>	<b>(349,083)</b>	<b>74,179</b>	<b>82%</b>	<b>65%</b>

### Variances

#### Earnings & benefits

- Position vacancies in Q3 reduced actual costs.

#### Reserves, transfers & grants

- Sponsorship for Alberta Farm Fresh Producers Farm to Market to Table Conference not fully committed due to conference being hosted virtually in Q1 2021.
- Remaining sponsorship grants will be paid in Q4.



# Agricultural Services

## Q3 - 2021 Financial Reporting

### Agricultural drainage

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other transactions</i>	1,500	-	-	-	0%	0%
<b>Total Revenue</b>	<b>1,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	8,015	8,009	10	(7,999)	0%	0%
<b>Total Expense</b>	<b>8,015</b>	<b>8,009</b>	<b>10</b>	<b>(7,999)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(6,515)</b>	<b>(8,009)</b>	<b>(10)</b>	<b>7,999</b>	<b>0%</b>	<b>0%</b>

#### Variances

##### *General services - contracted*

- Some drainage work was conducted in Q3, but invoices had not been received at the time of this report.
- Remaining drainage work will be conducted in Q4.

### Crop pest control

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	21,427	16,977	11,842	(5,135)	70%	55%
<i>Goods, supplies &amp; materials purchased</i>	6,250	4,900	2,511	(2,389)	51%	40%
<b>Total Expense</b>	<b>27,677</b>	<b>21,877</b>	<b>14,353</b>	<b>(7,524)</b>	<b>66%</b>	<b>52%</b>
<b>Surplus/(Deficit)</b>	<b>(27,677)</b>	<b>(21,877)</b>	<b>(14,353)</b>	<b>7,524</b>	<b>66%</b>	<b>52%</b>

#### Variances

##### *General services - contracted*

- Remaining clubroot samples budgeted in Q3 will be sent for testing in Q4.

# Agricultural Services

## Q3 - 2021 Financial Reporting

### Equipment maintenance and fabrication

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	3,000	-	-	-	0%	0%
<i>Conditional grants from other governments</i>	123,907	123,907	123,907	0	100%	100%
<b>Total Revenue</b>	<b>126,907</b>	<b>123,907</b>	<b>123,907</b>	<b>0</b>	<b>100%</b>	<b>98%</b>
<i>Earnings &amp; benefits</i>	112,330	84,636	79,311	(5,325)	94%	71%
<i>General services-contracted</i>	21,918	17,575	4,568	(13,007)	26%	21%
<i>Goods, supplies &amp; materials purchased</i>	71,390	54,885	33,577	(21,308)	61%	47%
<b>Total Expense</b>	<b>205,638</b>	<b>157,096</b>	<b>117,456</b>	<b>(39,640)</b>	<b>75%</b>	<b>57%</b>
<b>Surplus/(Deficit)</b>	<b>(78,731)</b>	<b>(33,189)</b>	<b>6,451</b>	<b>39,640</b>	<b>-19%</b>	<b>-8%</b>

#### Variances

##### *General services - contracted*

- Less than anticipated repairs to equipment.

##### *Goods, supplies & materials*

- Less than anticipated fuel use in Q3 as one mower and one sprayer were not utilized.
- Purchases for small equipment were budgeted in Q3 but will be made in Q4.

### Local food and horticulture

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	11,800	-	5,096	5,096	0%	43%
<b>Total Revenue</b>	<b>11,800</b>	<b>-</b>	<b>5,096</b>	<b>5,096</b>	<b>0%</b>	<b>43%</b>
<i>General services-contracted</i>	22,525	3,437	9,056	5,619	263%	40%
<i>Goods, supplies &amp; materials purchased</i>	4,100	3,700	467	(3,233)	13%	11%
<b>Total Expense</b>	<b>26,625</b>	<b>7,137</b>	<b>9,523</b>	<b>2,386</b>	<b>133%</b>	<b>36%</b>
<b>Surplus/(Deficit)</b>	<b>(14,825)</b>	<b>(7,137)</b>	<b>(4,427)</b>	<b>2,710</b>	<b>62%</b>	<b>30%</b>

#### Variances

##### *Conditional grants from other governments*

- A portion of the grant support (from other municipalities) for 2022 CanadaGAP webinar was received in Q3 but was budgeted for Q4.

##### *General services - contracted*

- Final consulting fees for 2021 CanadaGAP webinar were paid in Q1 but budgeted in Q4.

# Agricultural Services

## Q3 - 2021 Financial Reporting

### Roadside vegetation management

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Earnings &amp; benefits</i>	204,537	185,210	94,941	(90,269)	51%	46%
<i>General services-contracted</i>	19,085	16,139	7,138	(9,001)	44%	37%
<i>Goods, supplies &amp; materials purchased</i>	92,869	88,250	74,275	(13,975)	84%	80%
<b>Total Expense</b>	<b>316,491</b>	<b>289,599</b>	<b>176,354</b>	<b>(113,245)</b>	<b>61%</b>	<b>56%</b>
<b>Surplus/(Deficit)</b>	<b>(316,491)</b>	<b>(289,599)</b>	<b>(176,354)</b>	<b>113,245</b>	<b>61%</b>	<b>56%</b>

#### Variances

##### *Earnings & benefits*

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

### Sustainable agriculture program

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	-	-	720	720	0%	0%
<b>Total Revenue</b>	-	-	<b>720</b>	<b>720</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	10,250	8,410	275	(8,135)	3%	3%
<i>Goods, supplies &amp; materials purchased</i>	1,600	1,000	30	(970)	3%	2%
<b>Total Expense</b>	<b>11,850</b>	<b>9,410</b>	<b>305</b>	<b>(9,105)</b>	<b>3%</b>	<b>3%</b>
<b>Surplus/(Deficit)</b>	<b>(11,850)</b>	<b>(9,410)</b>	<b>415</b>	<b>9,825</b>	<b>-4%</b>	<b>-4%</b>

#### Variances

##### *General services - contracted*

- No in-person meetings were held in 2021 due to COVID-19 restrictions, thus hall rentals, meeting supplies, food, etc. were under budget.

# Agricultural Services

## Q3 - 2021 Financial Reporting

### Weed control

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	5,000	4,500	-	(4,500)	0%	0%
<b>Total Revenue</b>	<b>5,000</b>	<b>4,500</b>	<b>-</b>	<b>(4,500)</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	77,162	77,162	58,867	(18,295)	76%	76%
<i>General services-contracted</i>	24,805	24,805	15,938	(8,867)	64%	64%
<i>Goods, supplies &amp; materials purchased</i>	8,400	8,200	7,633	(567)	93%	91%
<b>Total Expense</b>	<b>110,367</b>	<b>110,167</b>	<b>82,438</b>	<b>(27,729)</b>	<b>75%</b>	<b>75%</b>
<b>Surplus/(Deficit)</b>	<b>(105,367)</b>	<b>(105,667)</b>	<b>(82,438)</b>	<b>23,229</b>	<b>78%</b>	<b>78%</b>

### Variances

#### *Earnings and benefits*

- Seasonal staff vacancies throughout Q2 and Q3 lead to reduced costs as well as cash flow of earnings and benefits.

#### *General services - contracted*

- Third party weed notice enforcement was not utilized.
- Costs associated to weed management software were less than anticipated

### Wild animal pest control

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	1,000	1,000	781	(219)	78%	78%
<i>Other revenue from own sources</i>	2,000	2,000	829	(1,171)	41%	41%
<b>Total Revenue</b>	<b>3,000</b>	<b>3,000</b>	<b>1,609</b>	<b>(1,391)</b>	<b>54%</b>	<b>54%</b>
<i>Earnings &amp; benefits</i>	109,084	81,811	83,158	1,347	102%	76%
<i>General services-contracted</i>	13,846	9,949	4,830	(5,119)	49%	35%
<i>Goods, supplies &amp; materials purchased</i>	11,350	9,675	9,772	97	101%	86%
<b>Total Expense</b>	<b>134,280</b>	<b>101,435</b>	<b>97,760</b>	<b>(3,675)</b>	<b>96%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(131,280)</b>	<b>(98,435)</b>	<b>(96,151)</b>	<b>2,285</b>	<b>98%</b>	<b>73%</b>

### Variances

#### *General services - contracted*

- Contracted dam removal work was completed in Q3 but had not been invoiced at the time of this report.

## **1: Department Services**

### **1.1: Our mission**

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

### **1.2: Service areas**

#### **Leadership and administration**

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

#### **Bylaw and animal control**

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

#### **Enhanced policing**

- Funds RCMP enhanced policing positions that benefit our residents, and ratepayers as follows:
  - General enhanced police officer with Leduc RCMP, who works primarily in the Leduc County area 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.
  - School Resource officer position with support from Black Gold School Division.
  - Other temporary enhanced policing needs as requested or required for special events during the year.

#### **Regional training**

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

## Traffic safety

- Enforces county bylaws and provincial legislation in accordance with the policies set by Council and the authorities obtained from the Government of Alberta.
- Assists Public Works and Engineering with the protection of transportation infrastructure.
- Issues warning tickets, violation tickets and offence tags, 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

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

## 3: Department Highlights

- Participated in Canada Day boat parade at Wizard Lake.
- Online E-ticketing program configuration and hardware install went live in August.
- Contributed to Pandemic Plan update.
- Collaborated with Road Operations on road use agreement process.
- Participated in a Royal Oaks public event with Planning and Development.
- Continued work on addressing unsightly properties, while collaborating with internal departments and external agencies.

## 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 Sept. 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		<p>Conduct a minimum of 500 dedicated traffic operations per year.</p> <ul style="list-style-type: none"><li>Averaged 56 traffic operations per month in Q3.</li><li>At the end of Q3, a total of 586 patrols were conducted on high-visibility key areas.</li></ul>
Assist departments in protecting of the county's road infrastructure through the enforcement of road bans.	Q3 2021		<p>Conduct a minimum of 900 patrols per year on banned roads during road ban season.</p> <ul style="list-style-type: none"><li>Averaged 74 patrols per month in Q3.</li><li>At the end of Q3, a total of 1,140 patrols were conducted on banned roads.</li><li>Officers emphasized traffic safety education and compliance during the pandemic.</li></ul>
Support initiatives that focus on commercial vehicle safety, including commercial vehicle cargo securement.	Q4 2021		<p>Conduct a minimum of 50 traffic stops for commercial cargo securement each year.</p> <ul style="list-style-type: none"><li>Averaged five cargo securement operations per month in Q3.</li><li>At the end of Q3, a total of 71 stops were conducted on cargo securement related offences.</li></ul>

#### 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 Sept. 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"> <li>Completed an average of 509 hot spot patrols per month in Q3.</li> <li>At the end of Q3, a total of 4,412 proactive patrols were conducted.</li> </ul>
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### Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at Sept. 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 throughout the year. <ul style="list-style-type: none"> <li>Participated in a joint boat safety event at Wizard Lake on May long weekend.</li> </ul>

## 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 Sept. 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"> <li>Assisted with an average of eight emergency services occurrences per month in Q3.</li> </ul>
Assist police/fire/EMS and emergency management response to incidents, as requested.	Q4 2021		<ul style="list-style-type: none"> <li>Information presented to Protective Services Committee in September.</li> </ul>

### 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 Sept. 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"> <li>Revised curriculum. Due to the instability of the pandemic the course</li> </ul>



			is now forecasted to be delivered by Q2 of 2022.
Host and instruct traffic speed enforcement course.	Q3 2021		Provide one traffic speed enforcement course for the region per year. <ul style="list-style-type: none"> <li>Instructed a Radar/Lidar course to City of Edmonton officers in Q2.</li> </ul>
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"> <li>Contract complete with payment in process for Black Gold school, School Resource Officer in Q3.</li> </ul>

### 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 Sept. 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"> <li>Participated in Canada Day Wizard Lake boat parade.</li> <li>Participated in a Royal Oaks public event with Planning and Development.</li> </ul>
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"> <li>Completed revision of Community Peace Officer Performance Plan on June 16, 2021.</li> </ul>

## 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 Sept. 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"><li>Conducted one boat patrol in Q2.</li><li>Participated in two joint boat safety awareness campaigns at Wizard Lake in Q2.</li></ul>
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"><li>Conducted a quad patrol on May long weekend.</li><li>Additional patrols were conducted by regular traffic units in and around the hot spots identified by complainants.</li></ul>

## Goal 5

Respond to property concerns and promote compliance.

### Strategy 5.1

Address nuisance and unsightly premises.

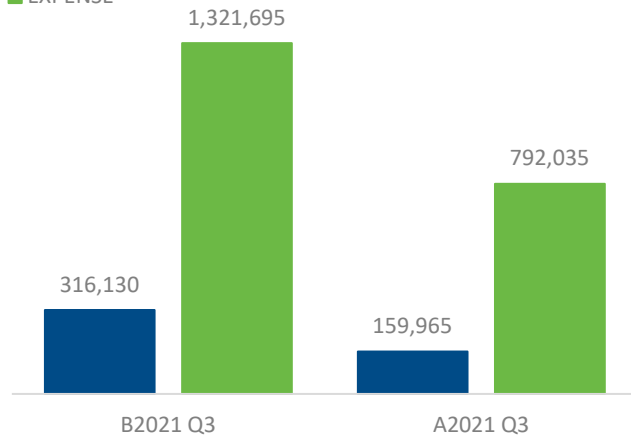
Actions	Target dates	Status at Sept. 30 2021	Deliverables and/or key performance indicators
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2021		Respond to property complaints within three business days. Bring nuisance properties into compliance before winter. <ul style="list-style-type: none"><li>Investigated 15 complaints in Q3.</li><li>There were 20 active files at the end of Q3.</li><li>Participated in a joint inspection to a property with Alberta Health Services, Safety Codes, Planning and Development and the RCMP.</li></ul>

# Enforcement Services

## Q3 - 2021 Financial Reporting

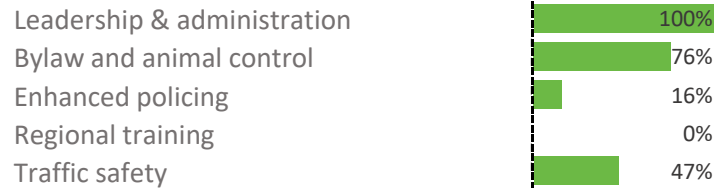
Department Head - Clarence Nelson

■ REVENUE  
■ EXPENSE

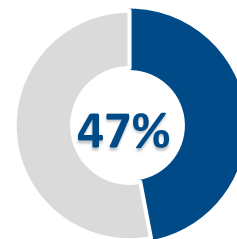


**Variance YTD**  
**(\$373,495)**

% of Q3 Budget



% of Annual Budget



### Leadership & administration

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Earnings & benefits	768,787	577,229	587,318	10,089	102%	76%
General services-contracted	55,888	41,881	28,413	(13,468)	68%	51%
Goods, supplies & materials purchased	50,648	37,986	41,271	3,285	109%	81%
<b>Total Expense</b>	<b>875,323</b>	<b>657,096</b>	<b>657,002</b>	<b>(94)</b>	<b>100%</b>	<b>75%</b>
<b>Surplus/(Deficit)</b>	<b>(875,323)</b>	<b>(657,096)</b>	<b>(657,002)</b>	<b>94</b>	<b>100%</b>	<b>75%</b>

#### Variances

General services - contracted

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

# Enforcement Services

## Q3 - 2021 Financial Reporting

### Bylaw and animal control

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	7,530	5,647	3,498	(2,149)	62%	46%
<b><i>Total Revenue</i></b>	<b>7,530</b>	<b>5,647</b>	<b>3,498</b>	<b>(2,149)</b>	<b>62%</b>	<b>46%</b>
<i>General services-contracted</i>	29,800	22,351	14,808	(7,543)	66%	50%
<i>Goods, supplies &amp; materials purchased</i>	250	189	-	(189)	0%	0%
<i>Reserves, transfers &amp; grants</i>	3,500	2,610	3,500	890	134%	100%
<b><i>Total Expense</i></b>	<b>33,550</b>	<b>25,150</b>	<b>18,308</b>	<b>(6,842)</b>	<b>73%</b>	<b>55%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(26,020)</b>	<b>(19,503)</b>	<b>(14,810)</b>	<b>4,693</b>	<b>76%</b>	<b>57%</b>

#### Variances

##### *General services - contracted*

- The pound contract was renewed at a lower cost for services. This decrease will be adjusted in the 2022 operating budget.

### Enhanced policing

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	7,800	7,800	0%	0%
<b><i>Total Revenue</i></b>	<b>-</b>	<b>-</b>	<b>7,800</b>	<b>7,800</b>	<b>0%</b>	<b>0%</b>
<i>Purchases from other governments &amp; agencies</i>	830,092	622,567	104,779	(517,788)	17%	13%
<b><i>Total Expense</i></b>	<b>830,092</b>	<b>622,567</b>	<b>104,779</b>	<b>(517,788)</b>	<b>17%</b>	<b>13%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(830,092)</b>	<b>(622,567)</b>	<b>(96,979)</b>	<b>525,588</b>	<b>16%</b>	<b>12%</b>

#### 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

### Q3 - 2021 Financial Reporting

#### Regional training

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	5,604	4,203	-	(4,203)	0%	0%
<b>Total Revenue</b>	<b>5,604</b>	<b>4,203</b>	-	<b>(4,203)</b>	<b>0%</b>	<b>0%</b>
<i>Goods, supplies &amp; materials purchased</i>	2,500	1,881	-	(1,881)	0%	0%
<b>Total Expense</b>	<b>2,500</b>	<b>1,881</b>	-	<b>(1,881)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>3,104</b>	<b>2,322</b>	-	<b>(2,322)</b>	<b>0%</b>	<b>0%</b>

#### Variances

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

#### Traffic safety

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	403,760	306,280	148,667	(157,613)	49%	37%
<b>Total Revenue</b>	<b>403,760</b>	<b>306,280</b>	<b>148,667</b>	<b>(157,613)</b>	<b>49%</b>	<b>37%</b>
<i>General services-contracted</i>	20,000	15,001	11,946	(3,055)	80%	60%
<b>Total Expense</b>	<b>20,000</b>	<b>15,001</b>	<b>11,946</b>	<b>(3,055)</b>	<b>80%</b>	<b>60%</b>
<b>Surplus/(Deficit)</b>	<b>383,760</b>	<b>291,279</b>	<b>136,721</b>	<b>(154,558)</b>	<b>47%</b>	<b>36%</b>

#### 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

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

## 3: Department Highlights

- The 2021 Road Program is completed.
- The Nisku Spine Road construction road tender was issued, awarded, and a contract was signed. Construction has started on this project.
- Utility projects are making good progress and are expected to be completed by the end of the year, however, supply of key materials for the New Sarepta lift station have already caused delays.
- Transportation Master Plan (TMP) second open houses were held.

## 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 Sept. 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"><li>• Current processes are being documented and flow-charted to determine improvements to process.</li><li>• Work has been delayed with anticipated completion in Q4.</li></ul>
	Q3 2021		Critically examine the workflows and modify as necessary to improve the customer experience.  It is anticipated to have this portion of the project completed by Q2 2022.

### Goal 2

Improve Leduc County's transportation networks.

#### Strategy 2.1

Develop and implement a transportation master plan.

Actions	Target dates	Status at Sept. 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"><li>• The open house materials were presented to Council on August 24.</li><li>• Second phase of public consultation occurred in September 2021 and was well attended.</li><li>• Administration will provide a presentation on the draft TMP in Q4 2021 and proposed adoption by Council in Q1 2022.</li></ul>

**Strategy 2.2**

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

Actions	Target dates	Status at Sept. 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"><li>A survey of the centerline of the roadway has been completed and a report was presented at the August PWC meeting.</li></ul>
	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"><li>A report was presented at the August PWC meeting.</li></ul>
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"><li>A report was presented at the August PWC meeting.</li></ul>
	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"><li>A report was presented at the August PWC meeting.</li></ul>
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"><li>A report was presented at the September PWC meeting.</li></ul>
In conjunction with Road Operations and using data from the transportation master plan, and the rural roads ratings, develop a rural roads multi-year capital plan.	Q4 2021		Multi-year plan created and presented to PWC. <ul style="list-style-type: none"><li>The development of the rural roads multi-year capital plan will be delayed to Q1 2022 due to the delay in the TMP approval.</li></ul>



### Strategy 2.3

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

Actions	Target dates	Status at Sept. 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"><li>Plan accepted by the PWC at the August meeting.</li><li>Has been sent for 2022 budgetary consideration.</li></ul>

### 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 Sept. 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"><li>Access to the speed data provided to Enforcement Services to allow them to target their patrols (time and locations).</li><li>Report was presented to the September PWC meeting.</li></ul>

### 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 Sept. 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"><li>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</li></ul>

			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 Sept. 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"> <li>The Director, Engineering &amp; Utilities has been representing Leduc County on the IRTMP working group. Long term traffic modelling has been completed and the unprioritized project list developed.</li> <li>The IRTMP has been adopted by the Edmonton Metropolitan Region Board (EMRB).</li> <li>Project prioritization and project list have been adopted by EMRB.</li> </ul>
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"> <li>The Director, Engineering &amp; Utilities has been representing Leduc County on the Solid Waste Collaborative. Currently the group is in the data collection/analysis phase of their work.</li> <li>An initial project that is being explored for this collaborative is for agricultural plastics.</li> </ul>

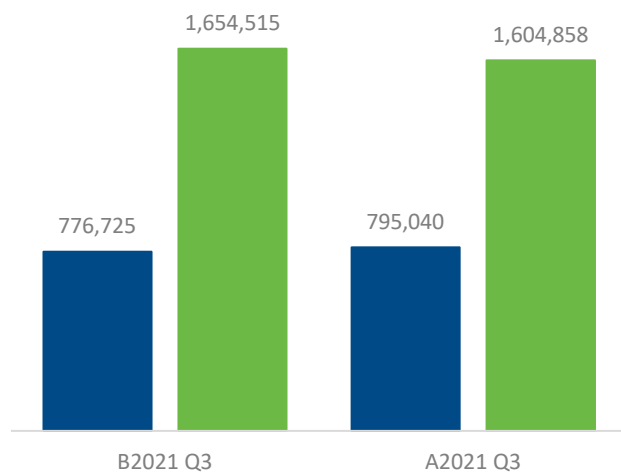
# Engineering

## Q3 - 2021 Financial Reporting

Department Head - Des Mryglod

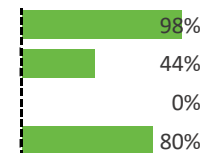
■ REVENUE  
■ EXPENSE

% of Q3 Budget

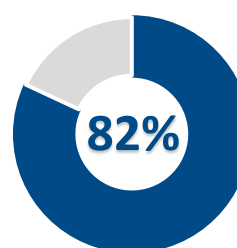


Variance YTD  
(\$67,972)

Leadership & administration  
Bridge program  
Road data collection  
Surfacing program



% of Annual Budget



### Leadership & administration

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	12,000	9,000	12,900	3,900	143%	108%
<i>Other revenue from own sources</i>	52,300	39,800	2,491	(37,309)	6%	5%
<i>Other transactions</i>	1,455,850	727,925	727,925	-	100%	50%
<b>Total Revenue</b>	<b>1,520,150</b>	<b>776,725</b>	<b>743,316</b>	<b>(33,409)</b>	<b>96%</b>	<b>49%</b>
<i>Earnings &amp; benefits</i>	835,180	656,242	700,113	43,871	107%	84%
<i>General services-contracted</i>	183,975	137,582	98,684	(38,898)	72%	54%
<i>Goods, supplies &amp; materials purchased</i>	3,020	2,265	5,108	2,843	226%	169%
<i>Reserves, transfers &amp; grants</i>	50,000	37,500	-	(37,500)	0%	0%
<i>Financial service charges</i>	1,455,851	727,926	705,430	(22,496)	97%	48%
<b>Total Expense</b>	<b>2,528,026</b>	<b>1,561,515</b>	<b>1,509,336</b>	<b>(52,179)</b>	<b>97%</b>	<b>60%</b>
<b>Surplus/(Deficit)</b>	<b>(1,007,876)</b>	<b>(784,790)</b>	<b>(766,020)</b>	<b>18,770</b>	<b>98%</b>	<b>76%</b>

### Variances

#### *Other revenue from own sources*

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

#### *Earnings & benefits*

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

#### *General services-contracted*

- Less adhoc engineering and consulting completed than anticipated.

#### *Reserves, transfers & grants*

- Community aggregate levy reserve transfers were posted to Road Operations.

# Engineering

## Q3 - 2021 Financial Reporting

### Bridge program

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	51,724	51,724	0%	0%
<b>Total Revenue</b>	-	-	<b>51,724</b>	<b>51,724</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	60,000	45,000	71,612	26,612	159%	119%
<b>Total Expense</b>	<b>60,000</b>	<b>45,000</b>	<b>71,612</b>	<b>26,612</b>	<b>159%</b>	<b>119%</b>
<b>Surplus/(Deficit)</b>	<b>(60,000)</b>	<b>(45,000)</b>	<b>(19,888)</b>	<b>25,113</b>	<b>44%</b>	<b>33%</b>

#### Variances

##### *Other revenue from own sources*

- Unbudgeted insurance proceeds from damage to a bridge.

##### *General services-contracted*

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

### Road data collection

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	15,000	12,500	-	(12,500)	0%	0%
<i>Goods, supplies &amp; materials purchased</i>	5,500	5,500	-	(5,500)	0%	0%
<b>Total Expense</b>	<b>20,500</b>	<b>18,000</b>	-	<b>(18,000)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(20,500)</b>	<b>(18,000)</b>	-	<b>18,000</b>	<b>0%</b>	<b>0%</b>

#### Variances

##### *General services-contracted*

- No intersection counts requiring post processing were completed to date.
- Digital sign invoice not received at time of report.

##### *Goods, supplies & materials purchased*

- Traffic counter will be purchased by the end of the year.

### Surfacing program

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	75,000	30,000	23,910	(6,090)	80%	32%
<b>Total Expense</b>	<b>75,000</b>	<b>30,000</b>	<b>23,910</b>	<b>(6,090)</b>	<b>80%</b>	<b>32%</b>
<b>Surplus/(Deficit)</b>	<b>(75,000)</b>	<b>(30,000)</b>	<b>(23,910)</b>	<b>6,090</b>	<b>80%</b>	<b>32%</b>

#### Variances

##### *General services-contracted*

- Engineering work required to support the surfacing program had not been completed at the time of this report. The work will be completed in Q4.

## **1: Department Services**

### **1.1: Our mission**

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

### **1.2: Service areas**

#### **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

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

## 3: Department Highlights

- Family Resource Support Specialists facilitated 59 in person summer programs, with a total of 604 parents and children in attendance.
- Eight online parent education sessions facilitated with 71 participants attending.
- Attended community awareness sessions in Calmar, New Sarepta, Devon and Beaumont sharing program information and awareness, with over 300 participants receiving information.
- Hosted a New Sarepta Community Awareness event in partnership with the farmers market. Ten organizations participated and 43 community resource bags were handed out.
- Drop-in Family Resource Network (FRN) hours started in September and have been announced through a media release in local papers, social media, community connections and website. In the month of September, we have had 29 family members drop in and receive support.
- Bridges supported 32 adults either diagnosed or suspected of Fetal Alcohol Spectrum Disorder (FASD), with 241 one-on-one visits and meetings. FASD Support Specialists have provided support for over 100 referrals this quarter, with the highest needs being food, legal support, housing and finances.
- Facilitated three FASD awareness sessions with 32 attendees. Attended community awareness events in three county locations, sharing messages to prevent FASD to over 200 participants.
- Fourteen virtual FCSS programs were offered with 130 participants. Programs included Living Libraries, Funeral Planning and Understanding Housing Options as You Age.

## 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2021</b>	<b>Identified deliverables with status update</b>
	Q2 2021		Five information presentations will be hosted with community educators, businesses and not for profits to increase

Improve community awareness of the programs and services offered by the Family Resource network.			community understanding of Family Resource Network services. <ul style="list-style-type: none"> <li>Family Resource Network information has been shared with ten community associations, collaboratives and agencies.</li> <li>Indigenous smudging and land acknowledgement ceremonies were held in Devon and Thorsby, and included local municipal, business and partner representatives.</li> </ul>
	Q4 2021		Quarterly newsletter will be sent to all agencies, partners and interested residents. <ul style="list-style-type: none"> <li>Spring and summer newsletters were developed and distributed through social media, emailed to community contacts and through schools in each community.</li> </ul>

## Goal 2

Increased capacity building through partnerships and volunteerism.

### Strategy 2.1

Fostering regional collaboration among stakeholders and partners.

Actions	Target dates	Status at Sept. 30 2021	Identified deliverables with status update
Regional relationship building among stakeholders and partners.	Q4 2021		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. <ul style="list-style-type: none"> <li>This event is being planned for Q1 2022. This will allow for in person attendance and information sharing.</li> </ul>

### 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 Sept. 30 2021	Identified deliverables with status update
Increase resident participation in online programs.	Q4 2021		<p>Promote and offer seven online programs including home alone, group counselling and early childhood development programming.</p> <ul style="list-style-type: none"><li>• Held 108 online programs with 1058 participants.</li></ul>

### 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 Sept. 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"><li>• Held 10 online sessions in Q1 and Q2. The virtual Seniors' Week event included 105 participants.</li><li>• The New Sarepta Seniors' Week drive-thru hosted 83 participants who received dessert and information resources.</li></ul>



## 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 Sept. 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"><li>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.</li></ul>

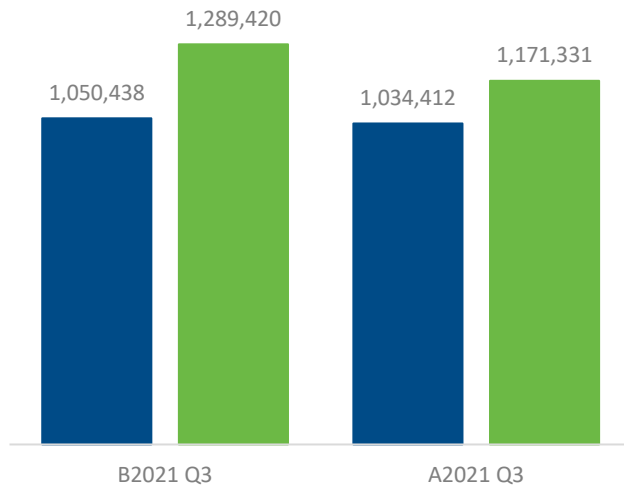
# Family and Community Support Services

## Q3 - 2021 Financial Reporting

Department Head - Dean Ohnysty

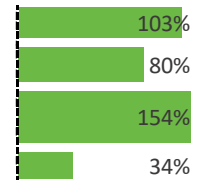
■ REVENUE  
■ EXPENSE

% of Q3 Budget

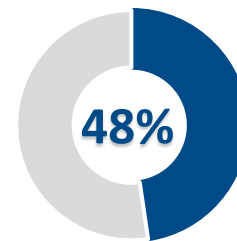


Variance YTD  
(\$102,063)

Leadership & administration  
Annual family and community support  
Bridges FASD (Fetal alcohol spectrum disorder)  
Family resource network



% of Annual Budget



### Leadership & administration

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	-	-	1,848	1,848	0%	0%
<i>Conditional grants from other governments</i>	474,774	356,082	356,082	-	100%	75%
<b>Total Revenue</b>	<b>474,774</b>	<b>356,082</b>	<b>357,930</b>	<b>1,848</b>	<b>101%</b>	<b>75%</b>
<i>Earnings &amp; benefits</i>	139,662	108,616	104,717	(3,899)	96%	75%
<i>General services-contracted</i>	5,100	4,117	375	(3,742)	9%	7%
<i>Goods, supplies &amp; materials purchased</i>	2,750	2,058	3,699	1,641	180%	135%
<b>Total Expense</b>	<b>147,512</b>	<b>114,791</b>	<b>108,791</b>	<b>(6,000)</b>	<b>95%</b>	<b>74%</b>
<b>Surplus/(Deficit)</b>	<b>327,262</b>	<b>241,291</b>	<b>249,139</b>	<b>7,848</b>	<b>103%</b>	<b>76%</b>

### Variances

No significant variances.

# Family and Community Support Services

## Q3 - 2021 Financial Reporting

### Annual family and community support

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	1,350	1,350	415	(935)	31%	31%
<b>Total Revenue</b>	<b>1,350</b>	<b>1,350</b>	<b>415</b>	<b>(935)</b>	<b>31%</b>	<b>31%</b>
<i>Earnings &amp; benefits</i>	397,330	296,679	274,111	(22,568)	92%	69%
<i>General services-contracted</i>	76,098	59,163	45,932	(13,231)	78%	60%
<i>Goods, supplies &amp; materials purchased</i>	8,838	6,636	1,350	(5,286)	20%	15%
<i>Reserves, transfers &amp; grants</i>	72,877	72,877	25,141	(47,736)	34%	34%
<b>Total Expense</b>	<b>555,143</b>	<b>435,355</b>	<b>346,533</b>	<b>(88,822)</b>	<b>80%</b>	<b>62%</b>
<b>Surplus/(Deficit)</b>	<b>(553,793)</b>	<b>(434,005)</b>	<b>(346,118)</b>	<b>87,887</b>	<b>80%</b>	<b>62%</b>

#### Variances

##### *Earnings & benefits*

- Less hours worked than budgeted.

##### *Reserves, transfers & grants*

- Annual disbursements to the Town of Thorsby and Calmar have not been sent as final budgets have not been submitted from the Towns.

### Bridges FASD (Fetal alcohol spectrum disorder)

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	234,000	175,500	158,419	(17,081)	90%	68%
<b>Total Revenue</b>	<b>234,000</b>	<b>175,500</b>	<b>158,419</b>	<b>(17,081)</b>	<b>90%</b>	<b>68%</b>
<i>Earnings &amp; benefits</i>	241,969	184,141	183,246	(895)	100%	76%
<i>General services-contracted</i>	12,220	9,670	4,752	(4,918)	49%	39%
<i>Goods, supplies &amp; materials purchased</i>	2,400	1,800	1,361	(439)	76%	57%
<b>Total Expense</b>	<b>256,589</b>	<b>195,611</b>	<b>189,359</b>	<b>(6,252)</b>	<b>97%</b>	<b>74%</b>
<b>Surplus/(Deficit)</b>	<b>(22,589)</b>	<b>(20,111)</b>	<b>(30,940)</b>	<b>(10,829)</b>	<b>154%</b>	<b>137%</b>

#### Variances

##### *Conditional grants from other governments*

- September grant payment had not been received at the time of this report.

# Family and Community Support Services

## Q3 - 2021 Financial Reporting

### Family resource network

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	690,006	517,506	517,648	142	100%	75%
<b>Total Revenue</b>	<b>690,006</b>	<b>517,506</b>	<b>517,648</b>	<b>142</b>	<b>100%</b>	<b>75%</b>
<i>Earnings &amp; benefits</i>	675,151	506,362	507,587	1,225	100%	75%
<i>General services-contracted</i>	44,890	31,373	12,787	(18,586)	41%	28%
<i>Goods, supplies &amp; materials purchased</i>	8,000	5,928	6,274	346	106%	78%
<b>Total Expense</b>	<b>728,041</b>	<b>543,663</b>	<b>526,648</b>	<b>(17,015)</b>	<b>97%</b>	<b>72%</b>
<b>Surplus/(Deficit)</b>	<b>(38,035)</b>	<b>(26,157)</b>	<b>(9,000)</b>	<b>17,157</b>	<b>34%</b>	<b>24%</b>

### Variances

#### *General services - contracted*

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

## **1: Department Services**

### **1.1: Our mission**

*To provide safe, effective quality services; including emergency response, emergency preparedness, fire prevention and disaster recovery; to the citizens of Leduc County.*

### **1.2: Service areas**

#### **Leadership and administration**

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

#### **Emergency management**

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

#### **Fleet and facilities**

- Maintains a fleet of 65 front line apparatus, support units, and other small equipment by providing scheduled and non-scheduled urgent maintenance when required, through a fleet coordinator and a fire equipment technician.
- Manages and maintains five county-owned fire stations, one regional fire training facility and two remote radio tower sites.
- Manages personal protective equipment required for use by firefighters.

## Operations

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

## Public safety/education/safety codes

- Interprets and enforces the Alberta Fire Code and Alberta Safety Codes, and conduct fire prevention inspections, fire investigations, pre-fire planning and tank inspections.
- Educates the public about fire prevention through hosting fire prevention activities and conducting public safety education programs and initiatives.
- Provides engagement between Fire Services and the general public at applicable community events
- Reviews development permit applications to ensure compliance with the Alberta Fire Code and related regulations.

## Training

- Provides 1001 certified, and Medical First Responder certified; recruit training to potential Leduc County Paid on Call Firefighters who must graduate from recruit training prior to being offered employment.
- Provides ongoing skill maintenance and updated firefighter training to Leduc County Fire Services' paid on-call firefighters to meet national firefighting standards.
- Hosts external training at the regional fire training facility at the Nisku Fire District Station.
- Long-standing member and leader with the South Capital Regional Firefighter Training Association, which provides grant-funded training to regional departments.

## 2: Strategic Priorities

<b>Goal 1</b>	<b>Strategic Priority</b> - Enhance regional borderless fire services delivery model.
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## 3: Department Goals

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

## 4: Department Highlights

- New Sarepta District Fire Station opened and in service.
- Planning for set up of a temporary Nisku District South Fire Station including developing process for hiring full time firefighters, as per the recommendation of the 2020 Standard of Cover and Station Study.
- Data collection shows the number of incident responses returning to pre COVID-19 level.
- In person training resumed at all stations, adapted to meet COVID-19 protocols.

## 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 Sept. 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"><li>• Agreement in principle reached at the April 22 meeting.</li><li>• Village of Warburg conducting a legal review of the agreement.</li><li>• Project on hold due to details requiring re-negotiation.</li><li>• Discussion suspended until after the municipal election.</li><li>• Will not be completed in 2021.</li></ul>
	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 Sept. 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. <ul style="list-style-type: none"><li>• Data collected and being analyzed for preparation of report.</li><li>• Report to be presented at Protective Services Committee on November 17, 2021.</li></ul>

### 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 Sept. 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"><li>Reviewed content and developed training plan for training in 2021.</li><li>Online training delivered to specific officers in Q1.</li></ul>
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 Sept. 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. <ul style="list-style-type: none"><li>Strategy is complete and informs a future multi-year implementation plan.</li></ul>



## Goal 5

Updated reporting for Fire Services.

### Strategy 5.1

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

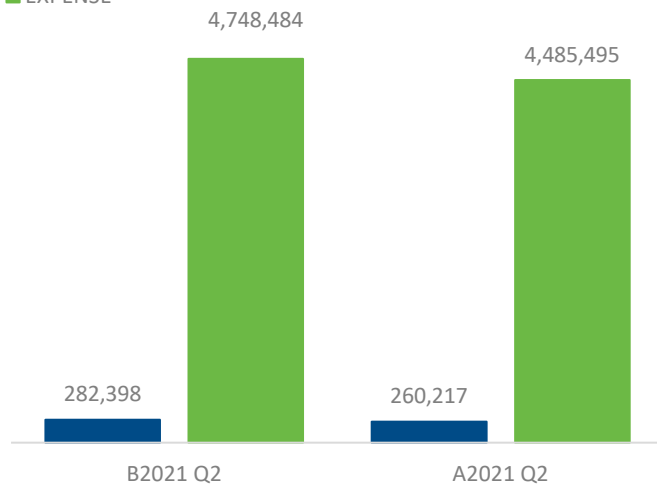
Actions	Target dates	Status at Sept. 30 2021	Identified deliverables with status update
Determine data requirements for reporting appropriate performance metrics.	Q2 2021		<p>A reporting framework with processes in place to gather the required data to complete the reporting.</p> <ul style="list-style-type: none"><li>• Station data being gathered and initial analysis underway.</li><li>• Gathered six months of data to inform trend analysis and decision-making.</li><li>• Process for collecting data and framework for reporting were developed and are in place.</li></ul>
Review outcomes of the 2020 Standard of cover document and data outcomes of that project.	Q2 2021		<p>Complete a review of the data outcomes.</p> <ul style="list-style-type: none"><li>• Analysis of external report is complete and will inform future projects.</li></ul>

# Fire Services

## Q3 - 2021 Financial Reporting

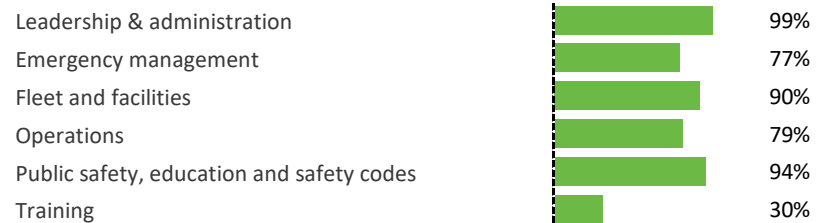
Department Head - Keven Lefebvre

■ REVENUE  
■ EXPENSE

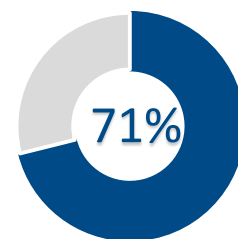


**Variance YTD**  
**(\$240,809)**

### % of Q3 Budget



### % of Annual Budget



## Leadership & administration

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	159,950	75,525	58,707	(16,818)	78%	37%
<i>Sales of goods &amp; services to individuals</i>	1,600	1,197	1,600	403	134%	100%
<i>Other revenue from own sources</i>	4,000	3,006	1,200	(1,806)	40%	30%
<b>Total Revenue</b>	<b>165,550</b>	<b>79,728</b>	<b>61,507</b>	<b>(18,221)</b>	<b>77%</b>	<b>37%</b>
<i>Earnings &amp; benefits</i>	1,219,734	906,504	929,512	23,008	103%	76%
<i>General services-contracted</i>	101,759	77,936	49,610	(28,326)	64%	49%
<i>Purchases from other governments &amp; agencies</i>	94,100	20,896	32,008	11,112	153%	34%
<i>Goods, supplies &amp; materials purchased</i>	19,750	15,115	7,656	(7,460)	51%	39%
<i>Reserves, transfers &amp; grants</i>	2,890,020	2,169,015	2,169,016	-	100%	75%
<i>Financial service charges</i>	341,842	222,117	157,532	(64,585)	71%	46%
<b>Total Expense</b>	<b>4,667,205</b>	<b>3,411,583</b>	<b>3,345,334</b>	<b>(66,250)</b>	<b>98%</b>	<b>72%</b>
<b>Surplus/(Deficit)</b>	<b>(4,501,655)</b>	<b>(3,331,855)</b>	<b>(3,283,827)</b>	<b>48,029</b>	<b>99%</b>	<b>73%</b>

### Variances

#### Financial service charges

- One debenture payment had not been posted at the time of this report.

## Fire Services

### Q3 - 2021 Financial Reporting

#### Emergency management

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	20,000	10,000	10,300	300	103%	52%
<i>Other revenue from own sources</i>	17,457	13,091	4,649	(8,442)	36%	27%
<b>Total Revenue</b>	<b>37,457</b>	<b>23,091</b>	<b>14,949</b>	<b>(8,142)</b>	<b>65%</b>	<b>40%</b>
<i>General services-contracted</i>	89,953	69,553	48,332	(21,221)	69%	54%
<i>Goods, supplies &amp; materials purchased</i>	23,500	17,614	16,267	(1,347)	92%	69%
<b>Total Expense</b>	<b>113,453</b>	<b>87,167</b>	<b>64,599</b>	<b>(22,568)</b>	<b>74%</b>	<b>57%</b>
<b>Surplus/(Deficit)</b>	<b>(75,996)</b>	<b>(64,076)</b>	<b>(49,650)</b>	<b>14,426</b>	<b>77%</b>	<b>65%</b>

#### Variances

##### *Other revenue from own sources*

- A portion of building rental revenue that was budgeted in Q3 was not received until Q4.

##### *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 Q4.

#### Fleet and facilities

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	52,700	39,524	43,261	3,737	109%	82%
<b>Total Revenue</b>	<b>52,700</b>	<b>39,524</b>	<b>43,261</b>	<b>3,737</b>	<b>109%</b>	<b>82%</b>
<i>General services-contracted</i>	285,373	214,258	198,542	(15,716)	93%	70%
<i>Goods, supplies &amp; materials purchased</i>	494,955	371,020	338,286	(32,735)	91%	68%
<b>Total Expense</b>	<b>780,328</b>	<b>585,278</b>	<b>536,828</b>	<b>(48,450)</b>	<b>92%</b>	<b>69%</b>
<b>Surplus/(Deficit)</b>	<b>(727,628)</b>	<b>(545,754)</b>	<b>(493,567)</b>	<b>52,187</b>	<b>90%</b>	<b>68%</b>

#### Variances

##### *General services - contracted*

- Less maintenance has been required for vehicles than anticipated.
- Insurance premiums have been less than anticipated.

##### *Goods, supplies & materials purchased*

- Invoices for uniforms had not been paid at the time of this report.
- Water and natural gas expenses have been less than anticipated.
- Tire expenses have been deferred to Q4.

## Fire Services

### Q3 - 2021 Financial Reporting

#### Operations

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	46,300	-	-	-	0%	0%
<i>Sales of goods &amp; services to individuals</i>	156,500	117,368	125,709	8,341	107%	80%
<b>Total Revenue</b>	<b>202,800</b>	<b>117,368</b>	<b>125,709</b>	<b>8,341</b>	<b>107%</b>	<b>62%</b>
<i>Earnings &amp; benefits</i>	700,470	540,190	444,025	(96,165)	82%	63%
<i>General services-contracted</i>	1,000	751	917	166	122%	92%
<i>Purchases from other governments &amp; agencies</i>	65,000	48,749	58,754	10,005	121%	90%
<i>Goods, supplies &amp; materials purchased</i>	12,250	9,181	4,570	(4,611)	50%	37%
<b>Total Expense</b>	<b>778,720</b>	<b>598,871</b>	<b>508,264</b>	<b>(90,607)</b>	<b>85%</b>	<b>65%</b>
<b>Surplus/(Deficit)</b>	<b>(575,920)</b>	<b>(481,503)</b>	<b>(382,556)</b>	<b>98,947</b>	<b>79%</b>	<b>66%</b>

#### Variances

##### *Earnings & benefits*

- Less training was held due to restrictions on gathering.
- At the time of this report one payroll for September had not been posted which accounts for \$57,000 of the variance.

#### Public safety, education and safety codes

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	1,500	1,122	-	(1,122)	0%	0%
<i>Goods, supplies &amp; materials purchased</i>	4,250	3,378	4,237	859	125%	100%
<b>Total Expense</b>	<b>5,750</b>	<b>4,500</b>	<b>4,237</b>	<b>(263)</b>	<b>94%</b>	<b>74%</b>
<b>Surplus/(Deficit)</b>	<b>(5,750)</b>	<b>(4,500)</b>	<b>(4,237)</b>	<b>263</b>	<b>94%</b>	<b>74%</b>

#### Variances

*No significant variances.*

## Fire Services

### Q3 - 2021 Financial Reporting

#### Training

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	30,000	22,500	14,792	(7,708)	66%	49%
<i>Sales of goods &amp; services to individuals</i>	250	187	-	(187)	0%	0%
<b>Total Revenue</b>	<b>30,250</b>	<b>22,687</b>	<b>14,792</b>	<b>(7,895)</b>	<b>65%</b>	<b>49%</b>
<i>General services-contracted</i>	47,100	32,831	14,523	(18,308)	44%	31%
<i>Goods, supplies &amp; materials purchased</i>	37,671	28,248	11,709	(16,539)	41%	31%
<b>Total Expense</b>	<b>84,771</b>	<b>61,079</b>	<b>26,232</b>	<b>(34,847)</b>	<b>43%</b>	<b>31%</b>
<b>Surplus/(Deficit)</b>	<b>(54,521)</b>	<b>(38,392)</b>	<b>(11,440)</b>	<b>26,952</b>	<b>30%</b>	<b>21%</b>

#### Variances

A lower number of site rentals resulted in lower than anticipated expenses.

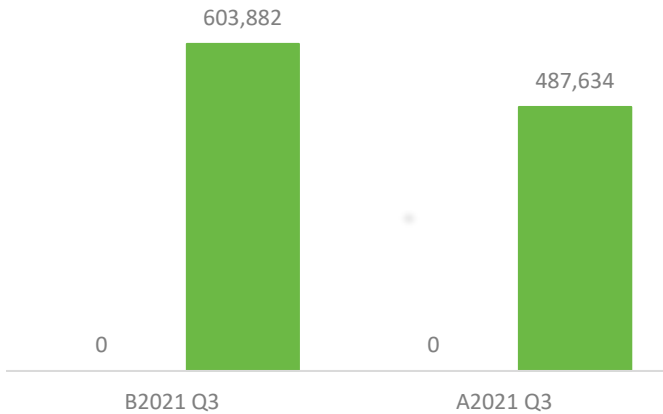
# Legislative

## Q3 - 2021 Financial Reporting

Department Head - Natasha Wice

■ REVENUE  
■ EXPENSE

% of Q3 Budget

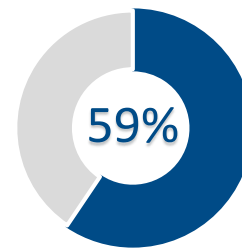


Legislative

81%

**Variance YTD**  
**(\$116,248)**

% of Annual Budget



### Legislative

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
Earnings & benefits	700,090	517,723	457,055	(60,668)	88%	65%
General services-contracted	103,630	80,339	29,216	(51,123)	36%	28%
Goods, supplies & materials purchased	16,660	5,820	1,363	(4,457)	23%	8%
<b>Total Expense</b>	<b>820,380</b>	<b>603,882</b>	<b>487,634</b>	<b>(116,248)</b>	<b>81%</b>	<b>59%</b>
<b>Surplus/(Deficit)</b>	<b>(820,380)</b>	<b>(603,882)</b>	<b>(487,634)</b>	<b>116,248</b>	<b>81%</b>	<b>59%</b>

### Variances

#### Earnings & benefits

- September payroll had not been posted at the time of this report.

#### 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

<b>Goal 1</b>	Strategic priority – Enriched Quality of Life Parks and Recreation will create a new, shared vision for parks and recreation in Leduc County.
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<b>Goal 2</b>	Strategic priority – Enriched Quality of Life Supportive not for profit service delivery of recreation and cultural activities and facilities.
<b>Goal 3</b>	Strategic priority – Enriched Quality of Life Developing strong volunteer sport programs in all communities.

### 3: Department Goal

<b>Goal 4</b>	Serve residents and visitors with continual improvement of department operational efficiency.
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### 4: Department Highlights

- Supported the New Sarepta Agricultural society with pandemic relief funding.
- Assisted several community associations understand changing rules and regulations involving pandemic restrictions.
- In 2021, 104 acres of parks space were maintained at 14 sites. Tasks included, mowing, garbage collection, tree maintenance, planting beds, beach maintenance, ball diamond maintenance, weed control, lake buoy placement and removal and playground maintenance.
- A total of 7,506 nights were booked at Jubilee campground and 4,036 nights at Centennial Park. Comfort cabins were booked for a total of 93 nights.
- A total of 11 weekends were booked at Sunnybrook group campground and eight weekends were booked at Genesee group campground.
- A total of 254 children registered in 18 summer camps which included art, cooking and Lego camps.
- There were 36 summer drop in programs held with an estimated total of 200 participants.
- National Indigenous People's Day at Rundles Mission had 30 participants and 160 live views.
- A total of 237 participants attended 13 drive in events.

### 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 Sept. 30 2021	Identified deliverables with status update
Develop a multi-year community vision for recreation and parks services in Warburg and Thorsby.	Q1 2021		<p>Leduc County, Warburg and Thorsby will apply to the Province to secure funding through the Alberta Collaboration Grant.</p> <ul style="list-style-type: none"> <li>• An application to Alberta Community Partnership was submitted but denied for funding. This project will not proceed in 2021.</li> </ul>



	Q4 2021		Once grant funding is secured, a community recreation visioning document will be completed for Warburg, Thorsby and surrounding service areas.
Develop a multi-year community vision for recreation and parks in Leduc County.	Q4 2021		A recreation and parks vision document will be developed that guides the future direction of recreation, parks and community development services.

## Goal 2

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

### Strategy 2.1

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

Actions	Target dates	Status at Sept. 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"> <li>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.</li> </ul>

## 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 Sept. 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"> <li>A New Sarepta social media poll was held in February to understand community interest in community sport activities.</li> <li>An online meeting was held in March with interested volunteers.</li> </ul>

	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"> <li>• We will continue to work with interested volunteers in developing sport options for 2022.</li> </ul>
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#### 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 Sept. 30 2021	Identified deliverables with status update
Improve current processes that support enhanced customer service for campground and program operations.	Q1 2021		<p>A review of the current recreation program and campgrounds refund processes will be done in partnership with the Finance department.</p> <ul style="list-style-type: none"> <li>• A procedure has been prepared for implementation of refunds for both campgrounds and recreation programs.</li> </ul>
	Q2 2021		<p>Eligible customers will be able to receive program or campground refunds in a timely manner.</p> <ul style="list-style-type: none"> <li>• Refunds are being processed in a timely manner in consultation with the Finance department.</li> </ul>

# Parks and Recreation

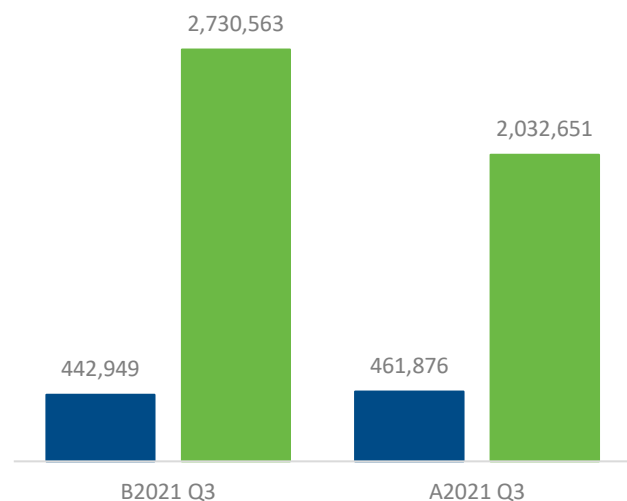
## Q3 - 2021 Financial Reporting

Department Head - Dean Ohnysty

■ REVENUE

■ EXPENSE

% of Q3 Budget



**Variance YTD**  
**(\$716,839)**

Leadership & administration

Campground

Day use

Cost shares

Community development

Community facilities

Library support

98%

443%

80%

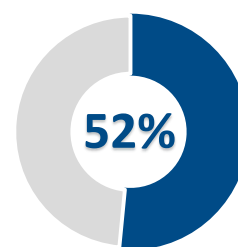
59%

68%

68%

101%

% of Annual Budget



### Leadership & administration

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; svs to individuals</i>	-	-	118	118	0%	0%
<i>Other revenue from own sources</i>	14,200	14,200	16,195	1,995	114%	114%
<i>Conditional grants from other government</i>	20,000	12,500	-	(12,500)	0%	0%
<b>Total Revenue</b>	<b>34,200</b>	<b>26,700</b>	<b>16,313</b>	<b>(10,387)</b>	<b>61%</b>	<b>48%</b>
<i>Earnings &amp; benefits</i>	477,409	364,383	363,753	(630)	100%	76%
<i>General services-contracted</i>	55,990	42,341	23,012	(19,329)	54%	41%
<i>Goods, supplies &amp; materials purchased</i>	5,350	4,037	8,932	4,895	221%	167%
<i>Reserves, transfers &amp; grants</i>	14,000	-	-	-	0%	0%
<i>Financial service charges</i>	419,660	210,441	201,255	(9,186)	96%	48%
<b>Total Expense</b>	<b>972,409</b>	<b>621,202</b>	<b>596,952</b>	<b>(24,250)</b>	<b>96%</b>	<b>61%</b>
<b>Surplus/(Deficit)</b>	<b>(938,209)</b>	<b>(594,502)</b>	<b>(580,639)</b>	<b>13,863</b>	<b>98%</b>	<b>62%</b>

### Variances

#### Conditional grants from other government

- The Healthy Community Program funds have been received and will be used towards New Sarepta improvements. Alberta Health has approved a program extension into 2022 due to the pandemic.

#### General services - contracted

- Mileage and training expenses were less than anticipated.

## Parks and Recreation

### Q3 - 2021 Financial Reporting

#### Campground

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	367,502	363,116	400,705	37,589	110%	109%
<i>Other revenue from own sources</i>	1,701	1,647	2,695	1,048	164%	158%
<b>Total Revenue</b>	<b>369,203</b>	<b>364,763</b>	<b>403,400</b>	<b>38,637</b>	<b>111%</b>	<b>109%</b>
<i>Earnings &amp; benefits</i>	164,939	162,498	147,782	(14,716)	91%	90%
<i>General services-contracted</i>	108,104	102,177	98,598	(3,579)	96%	91%
<i>Goods, supplies &amp; materials purchased</i>	73,451	70,766	49,657	(21,109)	70%	68%
<i>Financial service charges</i>	7,000	6,640	6,932	292	104%	99%
<b>Total Expense</b>	<b>353,494</b>	<b>342,081</b>	<b>302,968</b>	<b>(39,113)</b>	<b>89%</b>	<b>86%</b>
<b>Surplus/(Deficit)</b>	<b>15,709</b>	<b>22,682</b>	<b>100,432</b>	<b>77,750</b>	<b>443%</b>	<b>639%</b>

#### Variances

##### *Sales of goods & services to individuals*

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

##### *Goods, supplies & materials purchased*

- September electricity bill had not been posted at the time of this report.
- Due to increased bookings during the camping season, and therefore increased demand on staff, a portion of building and ground maintenance was deferred to Q4.

#### Day use

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	3,400	3,400	7,086	3,686	208%	208%
<i>Other revenue from own sources</i>	5,000	5,000	6,000	1,000	120%	120%
<i>Other transactions</i>	22,086	22,086	22,086	-	100%	100%
<b>Total Revenue</b>	<b>30,486</b>	<b>30,486</b>	<b>35,171</b>	<b>4,685</b>	<b>115%</b>	<b>115%</b>
<i>Earnings &amp; benefits</i>	62,497	57,595	55,398	(2,197)	96%	89%
<i>General services-contracted</i>	65,089	63,340	50,923	(12,417)	80%	78%
<i>Goods, supplies &amp; materials purchased</i>	26,100	18,799	16,417	(2,382)	87%	63%
<b>Total Expense</b>	<b>153,686</b>	<b>139,734</b>	<b>122,738</b>	<b>(16,996)</b>	<b>88%</b>	<b>80%</b>
<b>Surplus/(Deficit)</b>	<b>(123,200)</b>	<b>(109,248)</b>	<b>(87,566)</b>	<b>21,682</b>	<b>80%</b>	<b>71%</b>

#### Variances

##### *General services - contracted*

- The September vehicle rental invoice had not been posted at the time of this report.
- A portion of repairs and maintenance to grounds was deferred to Q4.
- Repairs to vehicles and equipment were less than anticipated.

# Parks and Recreation

## Q3 - 2021 Financial Reporting

### Cost shares

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Reserves, transfers &amp; grants</i>	1,723,450	1,362,575	802,511	(560,064)	59%	47%
<b>Total Expense</b>	<b>1,723,450</b>	<b>1,362,575</b>	<b>802,511</b>	<b>(560,064)</b>	<b>59%</b>	<b>47%</b>
<b>Surplus/(Deficit)</b>	<b>(1,723,450)</b>	<b>(1,362,575)</b>	<b>(802,511)</b>	<b>560,064</b>	<b>59%</b>	<b>47%</b>

### Variances

#### *Reserves, transfers & grants*

- Recreation cost share payments to the Town of Thorsby, City of Leduc and City of Beaumont were not paid at the time of this report.

### Community development

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	21,000	21,000	6,992	(14,008)	33%	33%
<b>Total Revenue</b>	<b>21,000</b>	<b>21,000</b>	<b>6,992</b>	<b>(14,008)</b>	<b>33%</b>	<b>33%</b>
<i>Earnings &amp; benefits</i>	75,194	62,829	48,927	(13,902)	78%	65%
<i>General services-contracted</i>	52,500	45,677	17,275	(28,402)	38%	33%
<i>Goods, supplies &amp; materials purchased</i>	19,002	13,788	9,322	(4,466)	68%	49%
<b>Total Expense</b>	<b>146,696</b>	<b>122,294</b>	<b>75,525</b>	<b>(46,769)</b>	<b>62%</b>	<b>51%</b>
<b>Surplus/(Deficit)</b>	<b>(125,696)</b>	<b>(101,294)</b>	<b>(68,533)</b>	<b>32,761</b>	<b>68%</b>	<b>55%</b>

### Variances

#### *Sales of goods & services to individuals*

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

#### *Earnings and benefits*

- Less hours worked than budgeted.

#### *General services - contracted*

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

## Parks and Recreation

### Q3 - 2021 Financial Reporting

#### Community facilities

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	19,494	14,504	11,402	(3,102)	79%	58%
<i>Goods, supplies &amp; materials purchased</i>	26,750	21,193	12,816	(8,377)	60%	48%
<b>Total Expense</b>	<b>46,244</b>	<b>35,697</b>	<b>24,218</b>	<b>(11,479)</b>	<b>68%</b>	<b>52%</b>
<b>Surplus/(Deficit)</b>	<b>(46,244)</b>	<b>(35,697)</b>	<b>(24,218)</b>	<b>11,479</b>	<b>68%</b>	<b>52%</b>

#### Variances

No significant variances.

#### Library support

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	60,500	60,500	61,459	959	102%	102%
<i>Goods, supplies &amp; materials purchased</i>	200	200	-	(200)	0%	0%
<i>Reserves, transfers &amp; grants</i>	46,280	46,280	46,280	-	100%	100%
<b>Total Expense</b>	<b>106,980</b>	<b>106,980</b>	<b>107,739</b>	<b>759</b>	<b>101%</b>	<b>101%</b>
<b>Surplus/(Deficit)</b>	<b>(106,980)</b>	<b>(106,980)</b>	<b>(107,739)</b>	<b>(759)</b>	<b>101%</b>	<b>101%</b>

#### 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

<b>Goal 1</b>	<b>Strategic priority – Regional leadership</b> Planning and Development will continue to lead the county's efforts in regional collaboration and intermunicipal partnerships.
<b>Goal 2</b>	<b>Strategic priority – Economic development</b> Planning and Development will lead economic development activities for the county to foster employment growth and increased economic productivity.
<b>Goal 3</b>	<b>Strategic priority – Agricultural innovation and support for local food</b> 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

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

## 4: Department Highlights

- Year to date, 299 development permits and 1,308 safety codes permits received, for a total construction value of \$103.1 million.
- In Q3, 568 safety codes permits issued for a total construction value of \$38,762,509.
- Received 91 development permit applications in Q3.
- Advancement of the business registry project in partnership with the Leduc, Nisku & Wetaskiwin Chamber of Commerce, including direct contact to businesses and working directly with Edmonton International Airport to collect additional business information.
- Significant work completed on regional leadership through Edmonton Metropolitan Region Board (EMRB) boards and committees.
- The Nisku Major Employment Area Structure Plan received approval from the EMRB on September 7, and was given third reading by Council on September 28, 2021.
- Work continued on the Central Nisku Local Area Redevelopment Plan.
- Workshop held with Council in August 2021 to discuss Council priorities with regard to servicing options for future country residential developments. Work on the Southern Country Residential Area Structure Plan is on hold pending further discussions with Council in the new term.
- Regional Agricultural Master Plan (RAMP) approved by the EMRB in August 2021.
- Administration is assessing opportunities to implement outcomes from the Rural West Economic Diversification Plan, which was completed and presented to Council in Q2 2021.



- Council has deferred consideration of the Broadband Strategy report to a later date; administration is gathering supporting information from other jurisdictions and assessing another option related to implementation that has been presented to the County.
- Findings from initial round of Land Use Bylaw review have been 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"> <li>• 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.</li> </ul>
Explore opportunities for shared service delivery partnerships with other municipalities in the Leduc Region related to planning and safety codes services	Q4 2021		Opportunities explored; decision points reached with willing partners on the scope of services to be shared. <ul style="list-style-type: none"> <li>• Initial discussions undertaken with one municipal partner regarding development approval services.</li> </ul>

#### 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"> <li>• Supported Council at seven board, committee and task force meetings.</li> </ul>

## 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 delivering a BR&E program in Leduc County.	Q3 2021		Full funding received from Western Economic Diversification (WeD) to complete the study. <ul style="list-style-type: none"><li>Study was completed and accepted for information by Council in Q1.</li></ul>

### 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		Community profile approved by Council and deployed by administration as a key tool to market Leduc County's development assets; community profile provided to Edmonton Global for integration into regional investment attraction efforts. <ul style="list-style-type: none"><li>Final copy is complete and is being reviewed and finalized by administration before presentation to Council.</li></ul>
Continued execution of coal phase out strategy; pursue available grant opportunities from senior levels of government to fund critical major infrastructure components (i.e. Nisku Spine Road).	Q4 2021		Grant money awarded in 2021 for capital investment. <ul style="list-style-type: none"><li>\$17.7 million in funding obtained for the construction of the Nisku Spine Road in Q2.</li></ul>
Complete Investment Readiness and Implementation Strategy.	Q3 2021		Full study complete and accepted by Council. <ul style="list-style-type: none"><li>Presented to and accepted by Council in Q2.</li></ul>
Incorporate LEAN principles into development approval processes to ensure maximum process efficiency.	Q3 2021		Process improvements implemented. <ul style="list-style-type: none"><li>This work has not yet started due to continued emerging priorities.</li></ul>

### 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"><li>RAMP Project adopted by EMRB in August 2021. Currently awaiting Ministerial approval.</li></ul>

#### 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"><li>ASP approved by EMRB and given third reading by Council in Q3</li></ul>
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"><li>LARP on track to be completed as per the project charter schedule (Q1 2022).</li></ul>

			<ul style="list-style-type: none"> <li>Development scenarios to be presented to Council for discussion in Q4.</li> <li>Please note the target date shown in this quarterly reporting document is incorrect, project will be completed in 2022.</li> </ul>
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"> <li>ASP adoption delayed to further investigate potential servicing options.</li> <li>Council workshop held in Q3 2021. Decisions on moving forward delayed for consideration by Council in the new term (Q4).</li> </ul>

#### Strategy 4.2

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

Actions	Target dates	Status at 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"> <li>Work is in progress with Council workshop to discuss draft discussion paper anticipated for Q1 2022.</li> </ul>
	Q2 2021		<p>Commence detailed phased review and rewrite of specific categories.</p> <ul style="list-style-type: none"> <li>In progress to align districts with MDP and ensure LUB process follows <i>Municipal Government Act</i> requirements.</li> </ul>
	Q2 2021		<p>Commence stakeholder consultation.</p> <ul style="list-style-type: none"> <li>Initial consultation completed in April 2021.</li> </ul>

## 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		Contribution and access to a stronger SCO network. <ul style="list-style-type: none"><li>• Report to Plumbing Sub Council regarding water and sewer connection awaiting response.</li><li>• SCO nominated for seat on the new Electrical Utility Sub-Council.</li><li>• SCO nominated for a seat on the new Private Sewage Sub-Council.</li></ul>

# Planning and Development

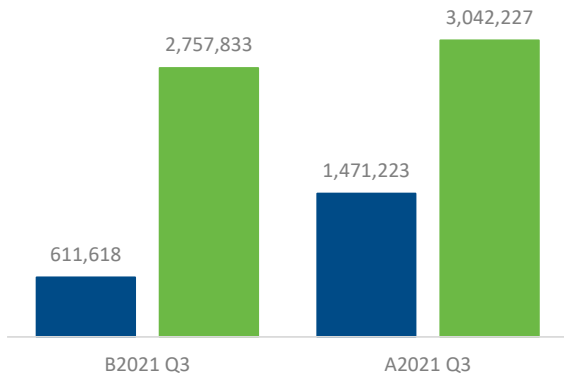
## Q3 - 2021 Financial Reporting

Department Head - Grant Bain

■ REVENUE

■ EXPENSE

% of Q3 Budget



**Variance YTD**  
**(\$575,211)**

Leadership & administration

Development services

Economic development

Regional and long range planning

Safety codes

72%

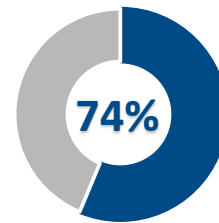
90%

90%

101%

19%

% of Annual Budget



### Leadership & administration

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; svs to individuals</i>	-	-	4,286	-		
<b>Total Revenue</b>	-	-	<b>4,286</b>	<b>4,286</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	512,044	384,541	279,056	(105,485)	73%	54%
<i>General services-contracted</i>	7,050	5,748	4,066	(1,682)	71%	58%
<i>Goods, supplies &amp; materials purchased</i>	1,450	1,087	327	(760)	30%	23%
<i>Financial service charges</i>	15,000	12,461	13,186	725	106%	88%
<b>Total Expense</b>	<b>535,544</b>	<b>403,837</b>	<b>296,635</b>	<b>(107,202)</b>	<b>73%</b>	<b>55%</b>
<b>Surplus/(Deficit)</b>	<b>(535,544)</b>	<b>(403,837)</b>	<b>(292,349)</b>	<b>111,488</b>	<b>72%</b>	<b>55%</b>

### Variances

*Earnings & benefits*

- Vacancies within the department from Q1 to Q3.

# Planning and Development

## Q3 - 2021 Financial Reporting

### Development services

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	107,000	80,426	68,860	(11,566)	86%	64%
<i>Other revenue from own sources</i>	60,000	49,000	67,317	18,317	137%	112%
<b>Total Revenue</b>	<b>167,000</b>	<b>129,426</b>	<b>136,177</b>	<b>6,751</b>	<b>105%</b>	<b>82%</b>
<i>Earnings &amp; benefits</i>	872,830	672,931	630,720	(42,211)	94%	72%
<i>General services-contracted</i>	25,540	19,657	10,487	(9,170)	53%	41%
<i>Goods, supplies &amp; materials purchased</i>	900	750	635	(115)	85%	71%
<b>Total Expense</b>	<b>899,270</b>	<b>693,338</b>	<b>641,841</b>	<b>(51,497)</b>	<b>93%</b>	<b>71%</b>
<b>Surplus/(Deficit)</b>	<b>(732,270)</b>	<b>(563,912)</b>	<b>(505,664)</b>	<b>58,248</b>	<b>90%</b>	<b>69%</b>

#### Variances

##### *Earnings & benefits*

- One vacant position from Q1 to Q3.

### Economic development

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other transactions</i>			500,000	500,000	0%	0%
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>500,000</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	19,475	12,417	1,586	(10,831)	13%	8%
<i>Purchases from other government &amp; agencies</i>	78,233	78,233	79,982	1,749	102%	102%
<i>Goods, supplies &amp; materials purchased</i>	500	374	-	(374)	0%	0%
<i>Reserves, transfers &amp; grants</i>	-	-	500,000	500,000	0%	0%
<b>Total Expense</b>	<b>98,208</b>	<b>91,024</b>	<b>581,568</b>	<b>490,544</b>	<b>639%</b>	<b>592%</b>
<b>Surplus/(Deficit)</b>	<b>(98,208)</b>	<b>(91,024)</b>	<b>(81,568)</b>	<b>9,456</b>	<b>90%</b>	<b>83%</b>

#### Variances

##### *Other transactions and reserves, transfers & grants*

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

# Planning and Development

## Q3 - 2021 Financial Reporting

### Regional and long range planning

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Earnings & benefits	707,876	532,108	547,912	15,804	103%	77%
General services-contracted	16,350	13,791	3,368	(10,423)	24%	21%
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%
<b>Total Expense</b>	<b>774,508</b>	<b>596,181</b>	<b>600,138</b>	<b>3,958</b>	<b>101%</b>	<b>77%</b>
<b>Surplus/(Deficit)</b>	<b>(774,508)</b>	<b>(596,181)</b>	<b>(600,138)</b>	<b>(3,958)</b>	<b>101%</b>	<b>77%</b>

#### Variances

No significant variances.

### Safety codes

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Sales of goods & services to other government	4,500	3,000	7,090	4,090	236%	158%
Sales of goods & services to individuals	1,800	1,350	3,170	1,820	235%	176%
Other revenue from own sources	635,099	477,842	820,500	342,658	172%	129%
<b>Total Revenue</b>	<b>641,399</b>	<b>482,192</b>	<b>830,761</b>	<b>348,569</b>	<b>172%</b>	<b>130%</b>
Earnings & benefits	1,182,630	893,793	881,864	(11,929)	99%	75%
General services-contracted	108,350	79,310	39,669	(39,641)	50%	37%
Goods, supplies & materials purchased	450	350	512	162	146%	114%
<b>Total Expense</b>	<b>1,291,430</b>	<b>973,453</b>	<b>922,045</b>	<b>(51,408)</b>	<b>95%</b>	<b>71%</b>
<b>Surplus/(Deficit)</b>	<b>(650,031)</b>	<b>(491,261)</b>	<b>(91,284)</b>	<b>399,977</b>	<b>19%</b>	<b>14%</b>

#### 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.

##### General services-contracted

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



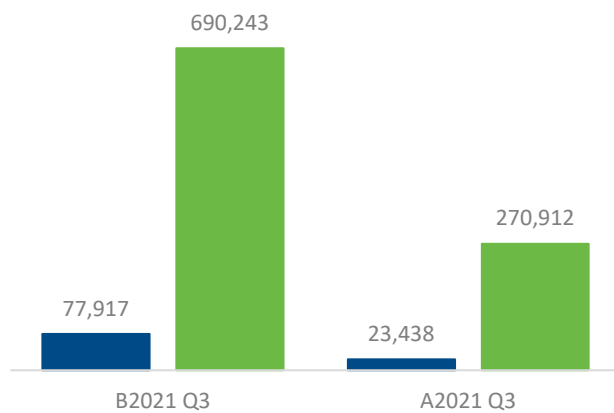
# Public transit

## Q3 - 2021 Financial Reporting

Department Head - Rick Thomas

■ REVENUE  
■ EXPENSE

% of Q3 Budget

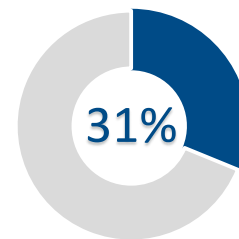


Enhanced transit  
Leduc transit



Variance YTD  
(\$364,853)

% of Annual Budget



### Enhanced transit

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	108,150	81,113	-	(81,113)	0%	0%
Purchases from other governments & agencies	108,150	81,113	-	(81,113)	0%	0%
<b>Total Expense</b>	<b>216,300</b>	<b>162,226</b>	-	<b>(162,226)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(216,300)</b>	<b>(162,226)</b>	-	<b>162,226</b>	<b>0%</b>	<b>0%</b>

#### Variances

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

# Public transit

## Q3 - 2021 Financial Reporting

### Leduc transit

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	117,803	71,610	23,137	(48,473)	32%	20%
<i>Sales of goods &amp; services to individuals</i>	10,000	6,307	7,729	1,422	123%	77%
<i>Conditional grants from other governments</i>	-	-	(7,428)	(7,428)	0%	0%
<b>Total Revenue</b>	<b>127,803</b>	<b>77,917</b>	<b>23,438</b>	<b>(54,479)</b>	<b>30%</b>	<b>18%</b>
<i>General services-contracted</i>	26	20	17	(3)	85%	65%
<i>Purchases from other governments &amp; agencies</i>	704,160	527,172	270,859	(256,313)	51%	38%
<i>Goods, supplies &amp; materials purchased</i>	1,000	750	-	(750)	0%	0%
<i>Financial service charges</i>	100	75	35	(40)	47%	35%
<b>Total Expense</b>	<b>705,286</b>	<b>528,017</b>	<b>270,912</b>	<b>(257,105)</b>	<b>51%</b>	<b>38%</b>
<b>Surplus/(Deficit)</b>	<b>(577,483)</b>	<b>(450,100)</b>	<b>(247,473)</b>	<b>202,627</b>	<b>55%</b>	<b>43%</b>

### 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 Q3 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

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

- Equipment preparation for winter operations completed.
- Completed the following summer programs:
  - Dust control
  - Cracksealing
  - Rural Road Initiative (RRI) shoulder pulls, spot repairs and drainage projects

## 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2021</b>	<b>Identified deliverables with status update</b>
Implement the third year of the Rural Roads Initiative Program (RRI).	Q4 2021		Improve network rating by completing 23.1 km of shoulder pulls, 35 miscellaneous area repairs and 12 roadside ditch improvements. <ul style="list-style-type: none"><li>• Shoulder pull program completed with 23 km.</li><li>• Spot repairs completed in 30 locations.</li><li>• Ditch improvements completed in 25 locations.</li></ul>
Consistency in road grading across our gravel road network.	Q3 2021		In 2021, five operators will be going through the grader operator training, which will complete the program for all grader operators. <ul style="list-style-type: none"><li>• The five operators completed their training.</li><li>• Training program for all current staff members is complete.</li></ul> Achieve a 4 per cent crown standard on gravel roads. <ul style="list-style-type: none"><li>• Gravel roads will be maintained to this standard.</li></ul>

Continue the annual vegetation management programs that support road grading and sightline improvements for the travelling public.	Q3 2021		<p>Complete 300 lineal km of road spraying, 20 hand brushing projects, three intersection quadrants and guard rail spraying.</p> <ul style="list-style-type: none"> <li>Completed 270 km of roadside spraying to support grading operations.</li> <li>Sprayed 12 km of brush regrowth.</li> <li>Sprayed three intersections for brush regrowth.</li> </ul>
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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 Sept. 30 2021	Identified deliverables with status update
Major asphalt and cold mix repair program.	Q4 2021		<p>Complete repairs on asphalt failures on main roads and 1-2 subdivision rejuvenations.</p> <ul style="list-style-type: none"> <li>Subdivisions completed.</li> <li>Major asphalt repairs commencing in Q4.</li> </ul>
Summer asphalt and cold mix maintenance program.	Q3 2021		<p>Complete street sweeping, line painting and crack sealing programs.</p> <ul style="list-style-type: none"> <li>Street sweeping program completed June 4.</li> <li>Cracksealing program completed September 18.</li> <li>Line painting program will be completed in Q4.</li> </ul>

**Strategy 1.3**

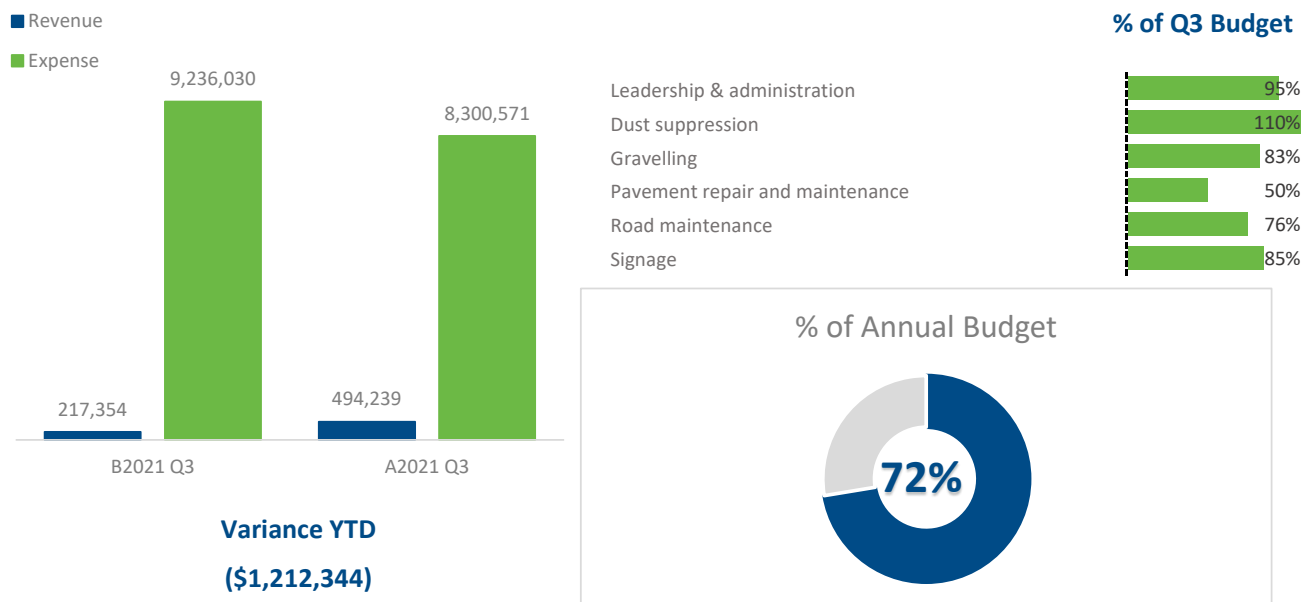
Develop and implement a quality assurance program for road maintenance with a review of current processes to gain efficiencies.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2021</b>	<b>Identified deliverables with status update</b>
Update the road maintenance standards manual as a guiding documents for road maintenance.	Q2 2021		<p>Complete review of grading and winter maintenance standards.</p> <ul style="list-style-type: none"><li>• 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.</li></ul>
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"><li>• Reviewed the process for work orders and determined that it is currently functioning well.</li><li>• Initial conversations have been had with Finance to discuss existing financial system capabilities relating to gravel slip processing. Anticipated completion date is Q4 2021.</li></ul>

# Road Operations

## Q3 - 2021 Financial Reporting

Department Head - Garrett Broadbent



### Leadership & administration

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	33,909	-	-	-	0%	0%
<i>Sales of goods &amp; services to individuals</i>	17,500	13,750	12,457	(1,293)	91%	71%
<i>Other revenue from own sources</i>	-	-	120,619	120,619	0%	0%
<i>Other transactions</i>	32,000	25,002	19,650	(5,352)	79%	61%
<b>Total Revenue</b>	<b>83,409</b>	<b>38,752</b>	<b>152,726</b>	<b>113,974</b>	<b>394%</b>	<b>183%</b>
<i>Earnings &amp; benefits</i>	3,896,743	2,945,064	2,641,156	(303,908)	90%	68%
<i>General services-contracted</i>	483,846	370,618	471,104	100,486	127%	97%
<i>Goods, supplies &amp; materials purchased</i>	1,443,606	1,021,265	1,023,078	1,813	100%	71%
<i>Reserves, transfers &amp; grants</i>	-	-	118,383	118,383	0%	0%
<b>Total Expense</b>	<b>5,824,195</b>	<b>4,336,946</b>	<b>4,253,720</b>	<b>(83,226)</b>	<b>98%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(5,740,786)</b>	<b>(4,298,194)</b>	<b>(4,100,995)</b>	<b>197,200</b>	<b>95%</b>	<b>71%</b>

#### Variances

##### Other revenue from own sources

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

##### Earnings & benefits

- Staff vacancies during the reporting period. Recruitment is ongoing.
- Less overtime to date.

# Road Operations

## Q3 - 2021 Financial Reporting

- At the time of this report one payroll for September had not been posted which accounts for \$129,000 of the variance.

### General services - contracted

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

### Reserves, transfers & grants

- Aggregate levy transfer to reserves have been higher than anticipated. They were budgeted under Engineering but actuals are in Road Operations.

## Dust suppression

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	177,100	177,100	313,288	136,188	177%	177%
<b>Total Revenue</b>	<b>177,100</b>	<b>177,100</b>	<b>313,288</b>	<b>136,188</b>	<b>177%</b>	<b>177%</b>
<i>General services-contracted</i>	30,000	30,000	33,559	3,559	112%	112%
<i>Goods, supplies &amp; materials purchased</i>	415,000	415,000	575,224	160,224	139%	139%
<b>Total Expense</b>	<b>445,000</b>	<b>445,000</b>	<b>608,783</b>	<b>163,783</b>	<b>137%</b>	<b>137%</b>
<b>Surplus/(Deficit)</b>	<b>(267,900)</b>	<b>(267,900)</b>	<b>(295,495)</b>	<b>(27,595)</b>	<b>110%</b>	<b>110%</b>

### Variance

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

## Gravelling

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	497,174	-	-	-	0%	0%
<b>Total Revenue</b>	<b>497,174</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	1,784,306	1,505,253	1,055,629	(449,624)	70%	59%
<i>Goods, supplies &amp; materials purchased</i>	1,774,836	1,497,705	1,450,061	(47,644)	97%	82%
<b>Total Expense</b>	<b>3,559,142</b>	<b>3,002,958</b>	<b>2,505,690</b>	<b>(497,268)</b>	<b>83%</b>	<b>70%</b>
<b>Surplus/(Deficit)</b>	<b>(3,061,968)</b>	<b>(3,002,958)</b>	<b>(2,505,690)</b>	<b>497,268</b>	<b>83%</b>	<b>82%</b>

### Variance

#### General Services-contracted

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



# Road Operations

## Q3 - 2021 Financial Reporting

### Pavement repair and maintenance

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	25,000	25,000	0%	0%
<b><i>Total Revenue</i></b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	719,225	719,225	404,627	(314,598)	56%	56%
<i>Goods, supplies &amp; materials purchased</i>	50,500	43,833	1,993	(41,841)	5%	4%
<b><i>Total Expense</i></b>	<b>769,725</b>	<b>763,058</b>	<b>406,620</b>	<b>(356,438)</b>	<b>53%</b>	<b>53%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(769,725)</b>	<b>(763,058)</b>	<b>(381,620)</b>	<b>381,438</b>	<b>50%</b>	<b>50%</b>

#### Variance

Other revenue from own sources

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

General Services-contracted

- Major asphalt repairs and line painting program were budgeted in Q3 but will be completed in Q4.
- Crack sealing has now been completed.

### Road maintenance

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b><i>Total Revenue</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	344,200	271,901	231,011	(40,890)	85%	67%
<i>Goods, supplies &amp; materials purchased</i>	556,500	378,916	260,976	(117,940)	69%	47%
<b><i>Total Expense</i></b>	<b>900,700</b>	<b>650,817</b>	<b>491,987</b>	<b>(158,830)</b>	<b>76%</b>	<b>55%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(900,700)</b>	<b>(650,817)</b>	<b>(491,987)</b>	<b>158,830</b>	<b>76%</b>	<b>55%</b>

#### Variance

Goods, Supplies & material purchased

- Invoices for sand and salt had not been received at the time of this report.
- Grader blade expenses have been less than anticipated.
- Culvert purchases to date have been less than expected.

# Road Operations

## Q3 - 2021 Financial Reporting

### Signage

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	2,000	1,502	3,226	1,724	215%	161%
<b><i>Total Revenue</i></b>	<b>2,000</b>	<b>1,502</b>	<b>3,226</b>	<b>1,724</b>	<b>215%</b>	<b>161%</b>
<i>Goods, supplies &amp; materials purchased</i>	43,200	37,250	33,771	(3,479)	91%	78%
<b><i>Total Expense</i></b>	<b>43,200</b>	<b>37,250</b>	<b>33,771</b>	<b>(3,479)</b>	<b>91%</b>	<b>78%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(41,200)</b>	<b>(35,748)</b>	<b>(30,545)</b>	<b>5,203</b>	<b>85%</b>	<b>74%</b>

### Variance

No significant variances.

## 1: Department Services

### 1.1: Our mission

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

### 1.2: Service areas

#### Water

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

#### Wastewater

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

#### Solid Waste & Recycling

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

#### Stormwater Management

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

## 2: Strategic Priorities

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

### 3: Department Goals

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

### 4: Department Highlights

- Substantial progress has been made on the Nisku wastewater transfer station and the New Sarepta lift station replacement projects.
- Edmonton International Airport (EIA) contract is progressing well.
- Completed the Strategic Waste Management Plan review workshops with Council.

### 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2021</b>	<b>Identified deliverables with status update</b>
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"><li>• A petition for a local improvement has been received by Leduc County. Administration is completing a design for the wastewater treatment and internal roadway complete with costing. This will be used to develop a local improvement plan.</li><li>• Administration is supporting the consulting team in regards to meeting regulatory requirements.</li><li>• Administration has been in contact with Alberta Environment and Parks (AEP) administration and other members of the provincial government regarding the processing of Vantage Point's waste water treatment application to try to move the project forward.</li></ul>

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"> <li>• Outlined servicing requirements with developer.</li> <li>• Developed terms of reference and a report is to go to Council in late August regarding this matter.</li> <li>• Council has decided to focus on the growth hamlets of Rolly View, Kavanagh and New Sarepta. Administration is determining servicing capacity for these locations as part of next year's work plan.</li> </ul>
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## Goal 2

Investigate alternative strategies to maintain affordable Leduc County utility rates.

### Strategy 2.1

Optimize utility operations.

Actions	Target dates	Status at Sept. 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"> <li>• The work plan for infrastructure verification is complete.</li> </ul>

### Strategy 2.2

Investigate implementing a storm water utility.

Actions	Target dates	Status at Sept. 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"> <li>• Work has not been initiated in Q2. Anticipate to complete this action by Q4 2021.</li> </ul>

### 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 Sept. 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"><li>Administration formalized the request for aid and process for operating the water system inter-connection.</li><li>All further initiatives related to this item have been put on hold by the City of Leduc.</li></ul>

### 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 Sept. 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"><li>Administration has reviewed and streamlined the work management processes by reducing the communications path using an electronic workflow system.</li><li>Documentation still required.</li><li>Departmental reorganization was completed in Q2 to streamline workflows and eliminate duplication of efforts.</li><li>The completion of the SCADA system will reduce the staff time required to monitor water and wastewater infrastructure.</li></ul>
	Q3 2021		Critically examine the workflows and modify as necessary to improve the customer experience.

			<ul style="list-style-type: none"> <li>It is intended that this will be completed in Q4 2021.</li> </ul>
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## 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 Sept. 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. <ul style="list-style-type: none"> <li>A comparison between the collected data from stormwater sampling in Nisku and Alberta Environment and Parks guidelines for storm water is being completed.</li> </ul>

## 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 Sept. 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. <ul style="list-style-type: none"> <li>Action plan will be delivered along with a final version of the Strategic Waste Management Plan for Council adoption in Q4 2021.</li> </ul>

# Utilities - Water distribution

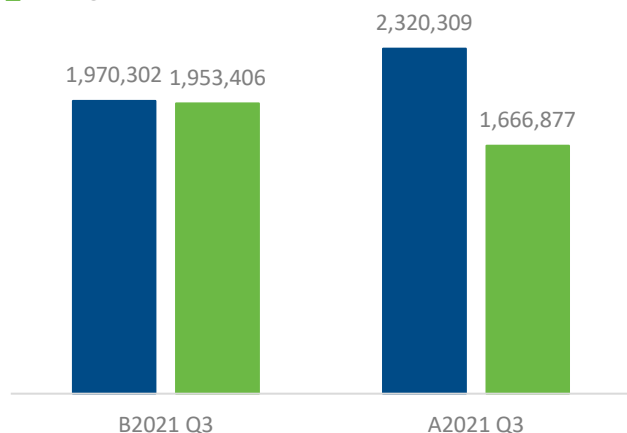
## Q3 - 2021 Financial Reporting

Department Head - Des Mryglod

■ REVENUE

■ EXPENSE

% of Q3 Budget

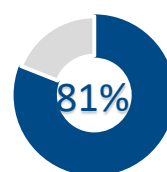


**Variance YTD**  
**(\$636,536)**

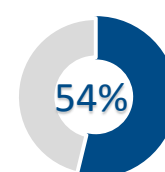
Water distribution

3867%

% of Annual Budget -  
Revenue



% of Annual Budget -  
Expense



## Water distribution

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	2,678,229	1,871,630	2,135,543	263,913	114%	80%
<i>Other revenue from own sources</i>	36,500	23,698	109,792	86,094	463%	301%
<i>Other transactions</i>	149,949	74,974	74,974	-	100%	50%
<b>Total Revenue</b>	<b>2,864,678</b>	<b>1,970,302</b>	<b>2,320,309</b>	<b>350,007</b>	<b>118%</b>	<b>81%</b>
<i>Earnings &amp; benefits</i>	384,198	301,119	279,620	(21,499)	93%	73%
<i>General services-contracted</i>	437,647	322,878	120,121	(202,757)	37%	27%
<i>Purchases from other governments &amp; agencies</i>	1,086,570	751,774	903,376	151,602	120%	83%
<i>Goods, supplies &amp; materials purchased</i>	200,250	167,013	127,835	(39,178)	77%	64%
<i>Reserves, transfers &amp; grants</i>	495,587	191,518	21,597	(169,921)	11%	4%
<i>Financial service charges</i>	494,386	219,104	214,329	(4,775)	98%	43%
<b>Total Expense</b>	<b>3,098,638</b>	<b>1,953,406</b>	<b>1,666,877</b>	<b>(286,529)</b>	<b>85%</b>	<b>54%</b>
<b>Surplus/(Deficit)</b>	<b>(233,960)</b>	<b>16,896</b>	<b>653,432</b>	<b>636,536</b>	<b>3867%</b>	<b>-279%</b>

## Variances

### Sale of goods & services to individuals

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



# Utilities - Water distribution

## Q3 - 2021 Financial Reporting

### *Other revenue from own sources*

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

### *Earnings & benefits*

- Staff vacancies for a portion of the year.

### *General services - contracted*

- Infrastructure and equipment repairs are lower than anticipated.
- Some work completed in Q3 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.

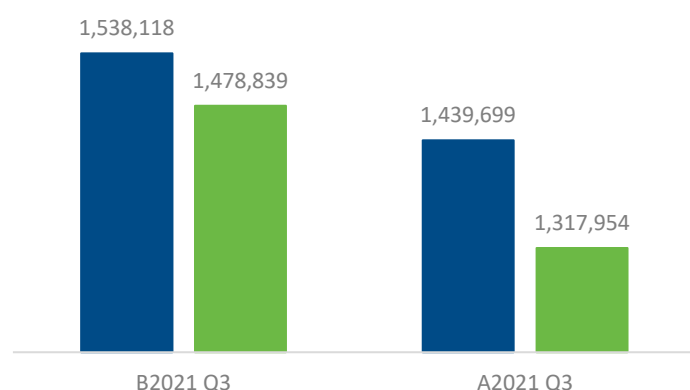
# Utilities - Wastewater collection

## Q3 - 2021 Financial Reporting

Department Head - Des Mryglod

■ REVENUE  
■ EXPENSE

% of Q3 Budget

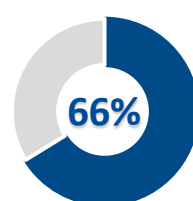


Variance YTD  
(\$62,465)

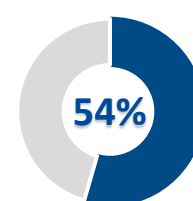
Wastewater collection

205%

% of Annual Budget -  
Revenue



% of Annual Budget -  
Expense



### Wastewater collection

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	2,090,670	1,489,402	1,357,152	(132,250)	91%	65%
<i>Other revenue from own sources</i>	52,928	48,716	82,546	33,830	169%	156%
<i>Other transactions</i>	30,110	-	-	-	0%	0%
<b>Total Revenue</b>	<b>2,173,708</b>	<b>1,538,118</b>	<b>1,439,699</b>	<b>(98,419)</b>	<b>94%</b>	<b>66%</b>
<i>Earnings &amp; benefits</i>	299,942	224,953	227,612	2,659	101%	76%
<i>General services-contracted</i>	193,987	158,483	112,920	(45,563)	71%	58%
<i>Purchases from other governments &amp; agencies</i>	1,305,596	925,803	823,577	(102,226)	89%	63%
<i>Goods, supplies &amp; materials purchased</i>	53,329	33,156	31,750	(1,406)	96%	60%
<i>Reserves, transfers &amp; grants</i>	320,854	9,180	5,957	(3,223)	65%	2%
<i>Financial service charges</i>	245,117	127,264	116,138	(11,126)	91%	47%
<b>Total Expense</b>	<b>2,418,825</b>	<b>1,478,839</b>	<b>1,317,954</b>	<b>(160,885)</b>	<b>89%</b>	<b>54%</b>
<b>Surplus/(Deficit)</b>	<b>(245,117)</b>	<b>59,279</b>	<b>121,744</b>	<b>62,465</b>	<b>205%</b>	<b>-50%</b>

### Variances

#### *Sale of goods & services to individuals*

- Commercial/industrial wastewater sales and overstrength charges have been less than anticipated.
- The September utility invoices had not been processed at the time of this report.

#### *Other revenue from own sources*

- Interest on investments and penalty on utility accounts are higher than anticipated.
- Unbudgeted revenue from the Edmonton International Airport operating and maintenance contract.

#### *General services-contracted*

- Repairs to equipment and infrastructure have been less than anticipated.

#### *Purchases from other governments & agencies*

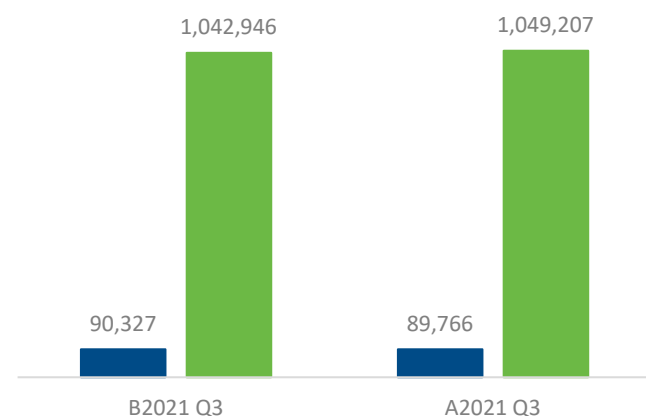
- Wastewater purchases are lower than anticipated due to commercial/industrial water consumption being lower than anticipated.
- September invoice for wastewater purchases had not been processed at the time of this report.

# Utilities - Waste management

## Q3 - 2021 Financial Reporting

Department Head - Des Mryglod

■ REVENUE  
■ EXPENSE



Variance YTD

\$6,822

Leadership & administration

% of Q3 Budget

110%

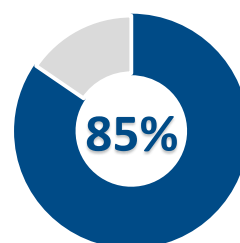
Curbside pickup

494%

Transfer stations

95%

% of Annual Budget



### Leadership & administration

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Other revenue from own sources	-	-	2,550	2,550	0%	0%
Conditional grants from other governments	242,771	-	-	-	0%	0%
<b>Total Revenue</b>	<b>242,771</b>	<b>-</b>	<b>2,550</b>	<b>2,550</b>	<b>0%</b>	<b>1%</b>
Earnings & benefits	376,908	288,241	276,004	(12,237)	96%	73%
General services-contracted	32,646	23,042	29,668	6,626	129%	91%
Purchases from other governments & agencies	434,408	243,306	307,513	64,207	126%	71%
Goods, supplies & materials purchased	2,568	1,926	2,288	362	119%	89%
<b>Total Expense</b>	<b>846,530</b>	<b>556,515</b>	<b>615,473</b>	<b>58,958</b>	<b>111%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(603,759)</b>	<b>(556,515)</b>	<b>(612,923)</b>	<b>(56,408)</b>	<b>110%</b>	<b>102%</b>

### Variances

Purchases from other governments & agencies

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

## Utilities - Waste management

### Q3 - 2021 Financial Reporting

#### Curbside pickup

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	111,302	83,987	73,857	(10,130)	88%	66%
<b>Total Revenue</b>	<b>111,302</b>	<b>83,987</b>	<b>73,857</b>	<b>(10,130)</b>	<b>88%</b>	<b>66%</b>
<i>Earnings &amp; benefits</i>	18,175	11,355	6,911	(4,444)	61%	38%
<i>General services-contracted</i>	67,878	53,700	28,093	(25,607)	52%	41%
<i>Reserves, transfers &amp; grants</i>	17,723	11,074	-	(11,074)	0%	0%
<b>Total Expense</b>	<b>103,776</b>	<b>76,129</b>	<b>35,004</b>	<b>(41,125)</b>	<b>46%</b>	<b>34%</b>
<b>Surplus/(Deficit)</b>	<b>7,526</b>	<b>7,858</b>	<b>38,852</b>	<b>30,994</b>	<b>494%</b>	<b>516%</b>

#### Variances

##### *Sales of goods & services to individuals*

- September invoicing for curbside pick up had not been completed at the time of this report.

##### *General services-contracted*

- Not all invoices for Q3 had been received at the time of this report.
- Waste transportation expenses were less than anticipated.

##### *Reserves, transfers & grants*

- Cash flow of transfers to operating reserves; reserve transfers were budgeted monthly but actual transfers will be completed at year-end.

#### Transfer stations

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	5,004	3,753	8,600	4,847	229%	172%
<i>Other revenue from own sources</i>	3,448	2,587	4,759	2,172	184%	138%
<b>Total Revenue</b>	<b>8,452</b>	<b>6,340</b>	<b>13,359</b>	<b>7,019</b>	<b>211%</b>	<b>158%</b>
<i>General services-contracted</i>	356,612	267,464	272,585	5,120	102%	76%
<i>Purchases from other governments &amp; agencies</i>	181,524	136,143	122,450	(13,693)	90%	67%
<i>Goods, supplies &amp; materials purchased</i>	8,931	6,699	3,694	(3,004)	55%	41%
<b>Total Expense</b>	<b>547,067</b>	<b>410,306</b>	<b>398,729</b>	<b>(11,576)</b>	<b>97%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(538,615)</b>	<b>(403,966)</b>	<b>(385,370)</b>	<b>18,595</b>	<b>95%</b>	<b>72%</b>

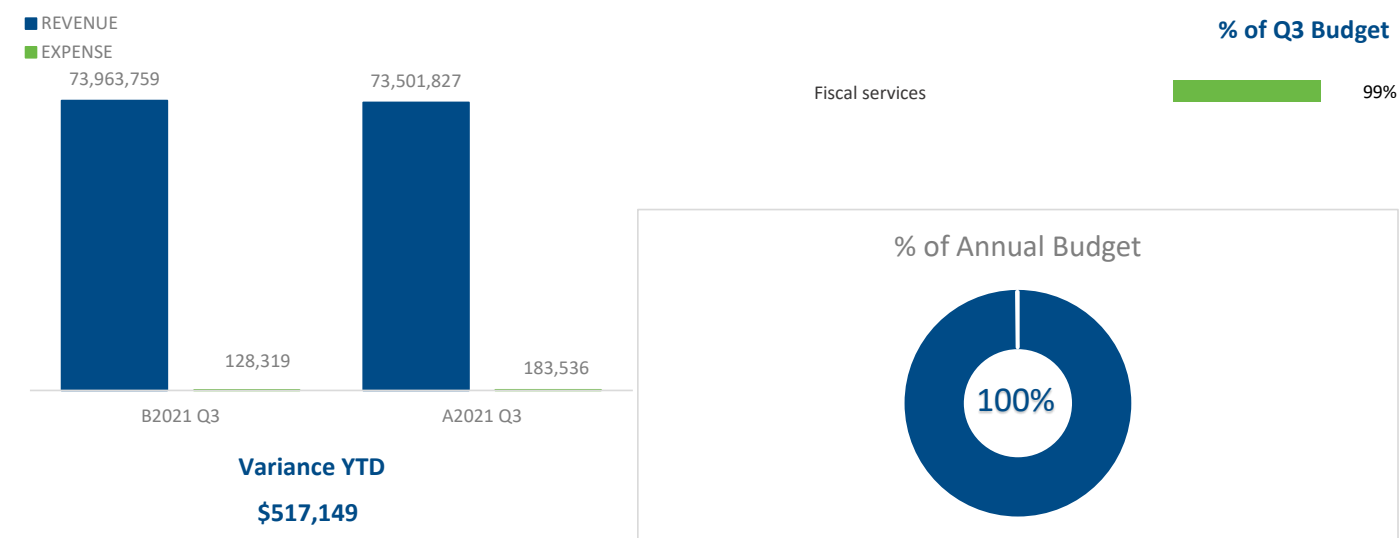
#### Variances

No significant variances.

# Fiscal Services

## Q3 - 2021 Financial Reporting

Department Head - Natasha Wice



### Fiscal services

Account	2021	budget	2021 Q3 budget	2021 Q3 actual	Variance	(\$)	% of Q3 budget	% of total budget
<i>Taxes</i>	72,456,955		72,896,901	72,393,812	(503,089)		99%	100%
<i>Taxes-grant in lieu</i>	118,868		118,868	119,297	429		100%	100%
<i>Other revenue from own sources</i>	735,439		722,072	757,997	35,925		105%	103%
<i>Unconditional grants from other governments</i>	93,500		93,500	64,684	(28,816)		69%	69%
<i>Other transactions</i>	264,836		132,418	166,037	33,619		125%	63%
<b>Total Revenue</b>	<b>73,669,598</b>		<b>73,963,759</b>	<b>73,501,827</b>	<b>(461,932)</b>		<b>99%</b>	<b>100%</b>
<i>Reserves, transfers &amp; grants</i>	1,193		-	37,368	37,368		0%	3132%
<i>Financial service charges</i>	264,836		132,418	128,669	(3,749)		97%	49%
<i>Other transactions-general</i>	(32,670)		(4,099)	17,500	21,599		-427%	-54%
<b>Total Expense</b>	<b>233,359</b>		<b>128,319</b>	<b>183,536</b>	<b>55,217</b>		<b>143%</b>	<b>79%</b>
<b>Surplus/(Deficit)</b>	<b>73,436,239</b>		<b>73,835,440</b>	<b>73,318,291</b>	<b>(517,149)</b>		<b>99%</b>	<b>100%</b>

### Variances

#### Taxes

- Assessment revisions completed to date.

#### 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.

#### 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.

## Investment Summary

As at September 30, 2021

Interest received	\$	531,443
Gain/(loss) on sale of investments	\$	86,052
	\$	<u>617,495</u>

CIBC Portfolio Breakdown	Purchase Price	% of portfolio
Temporary and short-term (less than 1 year)	\$ 255	0%
Medium term (between 1 - 10 years)	\$ 28,755,907	92%
Long-term (10+ years)	\$ 2,665,000	8%
	\$ <u>31,421,162</u>	

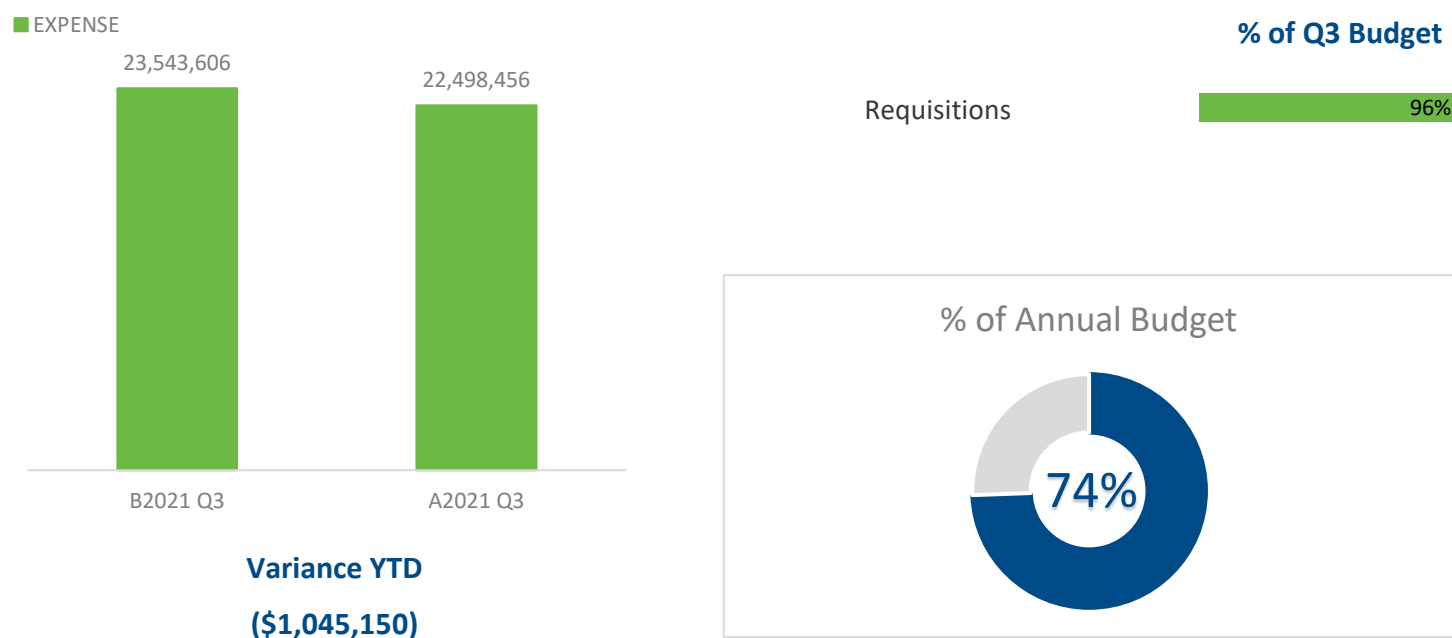
### CIBC statement

The investment portfolio remains fully compliant with the approved investment policy and Municipal Government Act. The portfolio is comprised of fully guaranteed bonds that remain well diversified by issuer and maturity. The maturity schedule is setup as a bond ladder and is distributed between 1-10 years to reduce the sensitivity to the fluctuation of interest rates. Portfolio performance remains very strong with quarterly performance of 0.50% and annualized since inception performance of 3.26%.

# Requisitions expenditures

## Q3 - 2021 Financial Reporting

Department Head - Natasha Wice



### Requisitions

Account	2021 budget	2021 Q3 budget	2021 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Reserves, transfers & grants	30,226,256	23,543,606	22,498,456	(1,045,150)	96%	74%
<b>Total Expense</b>	<b>30,226,256</b>	<b>23,543,606</b>	<b>22,498,456</b>	<b>(1,045,150)</b>	<b>96%</b>	<b>74%</b>
<b>Surplus/(Deficit)</b>	<b>(30,226,256)</b>	<b>(23,543,606)</b>	<b>(22,498,456)</b>	<b>1,045,150</b>	<b>96%</b>	<b>74%</b>

### 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 Q3 invoice was based on prior years' amounts.
- The tax share agreement with the City of Leduc has been less than anticipated due to outstanding tax accounts.



**2021 Major Project and Capital Project Plan**  
**Quarter 3 Reporting - Funding and Expenditures Summary**  
*For the period ending September 30, 2021*

Major Project and Capital Project Summary	Budget	Changes After Final Budget Approval	Actual	Variance
Total	19,559,217	23,823,927	12,430,689	30,952,455
<b>Total Expenditures</b>	<b>19,559,217</b>	<b>23,823,927</b>	<b>12,430,689</b>	<b>30,952,455</b>

Completed Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
Tax - General	1,713,750	-	1,758,010	(44,260)
<b>Other</b>				
Reserve	330,254	-	296,307	33,947
<b>Total Funding</b>	<b>2,044,004</b>	<b>-</b>	<b>2,054,318</b>	<b>(10,314)</b>

Work In Progress Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
Tax - General	3,871,965	(30,000)	1,837,212	2,004,753
<b>Grants</b>				
Alberta Municipal Water/Wastewater Partnership	37,500	-	18,070	19,430
Municipal Sustainability Initiative (MSI) Capital	6,782,683	-	5,082,835	1,699,848
Municipal Stimulus Program	1,638,016	-	501,042	1,136,974
Strategic Transportation Infrastructure Program (STIP)	281,340	30,000	247,059	64,281
Canada Community Building Fund (Formerly named Gas Tax Fund)	1,556,283	-	859,154	697,129
Western Economic Diversification Canada Grant	176,193	17,700,000	158,113	17,718,080
<b>Other</b>				
Sale/Trade-In	38,500	-	-	38,500
Sale/Trade-In Transfer to Reserve	(38,500)	-	-	(38,500)
Reserve	3,171,233	6,123,927	1,672,886	7,622,274
<b>Total Funding</b>	<b>17,515,213</b>	<b>23,823,927</b>	<b>10,376,371</b>	<b>30,962,769</b>





**2021 Major Project Plan**  
**Quarter 3 Reporting - Funding and Expenditures Summary**  
*For the period ending September 30, 2021*

Major Project Summary	Budget	Changes After Final Budget Approval	Actual	Variance
Major Projects	2,286,229	370,167	488,497	2,167,899
<b>Total Expenditures</b>	<b>2,286,229</b>	<b>370,167</b>	<b>488,497</b>	<b>2,167,899</b>

Completed Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
Tax - General	63,750	-	59,668	4,082
<b>Other</b>				
Reserve	54,000	-	-	54,000
<b>Total Funding</b>	<b>117,750</b>	<b>-</b>	<b>59,668</b>	<b>58,082</b>

Work In Progress Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
Tax - General	962,865	-	217,627	745,238
<b>Grants</b>				
Western Economic Diversification Canada Grant	176,193	-	38,343	137,850
<b>Other</b>				
Reserve	1,029,421	370,167	172,859	1,226,729
<b>Total Funding</b>	<b>2,168,479</b>	<b>370,167</b>	<b>428,829</b>	<b>2,109,817</b>



**2021 Major Project Plan**  
**Quarter 3 Reporting**  
For the period ending September 30, 2021

Project Name	2021 Final Budget	Actual Total Expense as at September 30, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
Kavanagh Landfill Reclamation	\$ 21,900	\$ 9,439	\$ 12,461		Work in progress	Project is in progress, will be completed by Q4.
Wastewater Interceptor For Nisku Public Works Shop	\$ 35,000	\$ -	\$ 35,000		Work in progress	No costs incurred. Interceptor delivered to site in October. Project will be completed in early Q4.
Jubilee Park Day-Use Renovation Design	\$ 15,000	\$ -	\$ 15,000		Work in progress	Project is in progress, 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. Unexpended funds due to staff vacancy.
Central Nisku Local Area Redevelopment Plan (CNLARP) (formally Nisku Area Redevelopment Plan) - Year 2 of 3	\$ 215,527	\$ 107,122	\$ 108,405		Work in progress	Project will be completed by Q2 2022. Carry forward request will submit.
Regional Broadband Strategy	\$ 30,000	\$ 8,887	\$ 21,113		Work in progress	Project is in progress.
Records and Digital Information Plan - Year 1 Implementation	\$ 205,000	\$ 42,091	\$ 162,909		Work in progress	Project started in Q2. Main system costs expected in Q4 after awarding the Request For Proposal.
IT Strategic Plan - Year 2 Implementation	\$ 80,000	\$ 1,802	\$ 78,198		Work in progress	Project is in progress, awaiting invoices.
2021 Grader Operator Training	\$ 36,000	\$ 30,960	\$ 5,040		Work in progress	Project complete, waiting for final invoices.
Building Lifecycle Maintenance - Services Building Exterior Sealant Replacement	\$ 63,750	\$ 59,668	\$ 4,082		Complete	Project complete.
Non-potable Water Point Pump House Development	\$ 35,000	\$ 16,808	\$ 18,192		Work in progress	Pumpshack constructed. Electrical installed and invoiced. Cistern/plumbing and monitoring sensors installed but not yet paid.
Business Registry Project (Formerly: Business Census Project)	\$ 25,000	\$ 20,652	\$ 4,348		Work in progress	Project will be completed in Q4.
Asset Management	\$ 54,626	\$ 27,984	\$ 26,642		Work in progress	Work is progressing well. External professional services were utilized to complete a condition assessment framework.
Regional Fire Services Framework (Part 1 - Standard of cover)	\$ 54,000	\$ -	\$ 54,000		Complete	Project completed in June with a presentation to Council. Funding was through a grant administered by City of Leduc. All costs covered by the grant.
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	\$ 6,325	\$ 11,675		Work in progress	
Transportation Master Plan	\$ 200,000	\$ 75,306	\$ 124,694		Work in progress	Administration is currently reviewing the draft report. It will be presented to Council at a workshop in Q4, with the intent of Council adoption in January 2022.
Nisku major employment center area structure plan (Formerly: Greater Nisku Major Area Structure Plan (GNMASP))	\$ 11,500	\$ 82	\$ 11,418		Work in progress	Project anticipated to be completed on time.
Southern Country Residential Area Structure Plan (SCRASP)	\$ 65,018	\$ 47,942	\$ 17,076		Work in progress	Project anticipated to be completed in late Q3, but delayed to work through servicing options for future country residential developments with Council. Currently anticipating adoption in Q1 2022.
<b>Total 2021 Final Budget</b>	<b>\$ 2,286,229</b>	<b>\$ 484,524</b>	<b>\$ 1,801,705</b>			

Project Name	2021 Final Budget	Actual Total Expense as at September 30, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
<b>Changes after final budget approval</b>						
Gravel Exploration Engineering Fee	\$ 28,500	\$ 3,973	\$ 24,528		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 two of the gravel exploration was completed in Q3. The findings will be presented to Council when the review is completed.
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.
Nisku District South Fire Station at Community Operations Center (COC)	\$ 285,000	\$ -	\$ 285,000		Work in progress	Request for proposal submissions reviewed. Looking at trailer relocation in lieu of COC renovation due to proposals being over budget.
<b>Total changes after final budget approval</b>	<b>\$ 370,167</b>	<b>\$ 3,973</b>	<b>\$ 366,195</b>			

**Total 2021 Major Projects**    \$      3,197,396    \$      488,497    \$    2,708,899

	<b>Project Indicator - For Work In Progress projects only</b>
	<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>
	<b>Project Indicator - For Completed projects only</b>
	<i>Project completed and under budget</i>
	<i>Project completed and over budget</i>



**2021 Capital Project Plan**  
**Quarter 3 Reporting - Funding and Expenditures Summary**  
*For the period ending September 30, 2021*

Capital Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Other Capital Projects	4,708,464	(16,240)	2,904,788	1,787,436
	Road Program	11,533,305	23,470,000	8,643,554	26,359,751
	Bridge Program	1,031,219	-	393,850	637,369
<b>Total Expenditures</b>		<b>17,272,988</b>	<b>23,453,760</b>	<b>11,942,192</b>	<b>28,784,556</b>

Completed Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>					
	Tax - General	1,650,000	-	1,698,343	(48,343)
<b>Other</b>					
	Reserve	276,254	-	296,307	(20,053)
<b>Total Funding</b>		<b>1,926,254</b>	<b>-</b>	<b>1,994,650</b>	<b>(68,396)</b>

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>					
	Tax - General	2,909,100	(30,000)	1,619,585	1,259,515
<b>Grants</b>					
	Municipal Sustainability Initiative (MSI) Capital	6,782,683	-	5,082,835	1,699,848
	Municipal Stimulus Program	1,638,016	-	501,042	1,136,974
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,556,283	-	859,154	697,129
	Alberta Municipal Water/Wastewater Partnership	37,500	-	18,070	19,430
	Strategic Transportation Infrastructure Program (STIP)	281,340	30,000	247,059	64,281
	Western Economic Diversification Grant	-	17,700,000	119,770	17,580,230
<b>Other</b>					
	Sale/Trade-In	38,500	-	-	38,500
	Sale/Trade-In Transfer to Reserve	(38,500)	-	-	(38,500)
	Reserve	2,141,812	5,753,760	1,500,027	6,395,545
<b>Total Funding</b>		<b>15,346,734</b>	<b>23,453,760</b>	<b>9,947,542</b>	<b>28,852,952</b>



**2021 Capital Project Plan**  
**Quarter 3 Reporting**  
*For the period ending September 30, 2021*

Project Name	2021 Final Budget	Actual Total Expense as at September 30, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
Nisku Septage Receiving Station (Transfer Station) Improvement	\$ 924,590	\$ 195,276	\$ 729,314		Work in progress	Tender awarded. Construction is in progress.
Replacement of Firefighter Self Contained Breathing Apparatus (SCBA)	\$ 410,000	\$ 390,149	\$ 19,851		Work in progress	Equipment is in service at station one and two. Final fit testing is being completed.
New Sarepta Wastewater Lift Station Replacement - Construction	\$ 946,566	\$ 305,766	\$ 640,800		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 Q4.
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 due to component shortage, and is now anticipated for delivery in 2022.
Kavanagh and Sunnybrook Wastewater Lagoon Renewals - Design	\$ 50,000	\$ 24,093	\$ 25,907		Work in progress	Preliminary design completed, detailed design pending.
15 Avenue Storm Pond Outfall Replacement	\$ 20,000	\$ 18,650	\$ 1,350		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	\$ 8,493,842	\$ 3,039,463		Work in progress	See road program summary.
2021 Bridge Program	\$ 1,031,219	\$ 393,850	\$ 637,369		Work in progress	See bridge program summary.
Council Chamber Audio Video Refresh	\$ 65,000	\$ 64,298	\$ 702		Complete	Project completed.
Purchase Sand Spreader and Snow Plow	\$ 18,000	\$ 20,620	\$ (2,620)		Work in progress	Units will be available for use in Q4. The sander unit was higher than anticipated.
Leduc County Fire Services East District Fire Station	\$ 1,837,843	\$ 1,769,570	\$ 68,273		Work in progress	Final completion of deficiencies list has been provided to contractor to remedy and waiting for as-built documentation. A grand opening was held on August 28th. All outstanding items and cost will be completed by Q4.
Diamond Estates Drainage Swale Project	\$ 25,680	\$ 26,000	\$ (320)		Work in progress	Construction is completed, waiting for final invoices. Project over budget due to increase in lumber prices.
Purchase New Light Truck - Replace U1630	\$ 20,785	\$ 20,785	\$ -		Work in progress	Purchase completed, finalizing set-up. Unit will be used in Q4.
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.
<b>2021 Final Capital Projects</b>	<b>\$ 17,272,988</b>	<b>\$ 11,792,480</b>	<b>\$ 5,480,508</b>			
<b>Changes after final budget approval</b>						
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	\$ 149,712	\$ 23,320,288		Work in progress	Contract has been awarded. Work on the project has started with the intent of completing the project in Q3 2022.
Wildland Meadows local improvement plan	\$ 62,000	\$ -	\$ 62,000		Work in progress	Design work in progress.
<b>Total changes after final budget approval</b>	<b>\$ 23,453,760</b>	<b>\$ 149,712</b>	<b>\$ 23,304,048</b>			

**Total 2021 Capital Projects \$ 40,726,748 \$ 11,942,192 \$ 28,784,556**

Project Name	2021 Final Budget	Actual Total Expense as at September 30, 2021	Total Cost Variance	Project Indicator	Status	Variance Explanation
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	<b>Project Indicator - For Work In Progress projects only</b>
	<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>
	<b>Project Indicator - For Completed projects only</b>
	<i>Project completed and under budget</i>
	<i>Project completed and over budget</i>



**2021 Bridge Program**  
**Quarter 3 Reporting**  
*For the period ending September 30, 2021*

Project #	Legal Location	Existing Surface	Work Description	Length of the project	2021 Final Budget	Actual Total Expenses as at September 30, 2021	Variance	Project Indicator	Status	Notes
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**In order of priority**

BF 01266 TWP 490 BTW RR 13 & Hwy 778	2021-BF-001	NW 34-48-1-W5	3 Span Bridge	Rehabilitation	45 m	\$ 232,659	\$ 18,105	\$ 214,554		Work in progress	Project is scheduled to start in Q4 and will be completed by Q4.
BF 06644 TWP 482 BTW RR 253 & RR254	2021-BF-002	NE 9-48-25-W4	2 Bridge Culvert	Rehabilitation	12 m	\$ 33,162	\$ 3,351	\$ 29,811		Work in progress	Project is scheduled to start in Q4 and will be completed by Q4.
BF 75574 RR 251 BTW TWP 482 & TWP 484	2021-BF-003	SE 23-48-25-W4	Single Span Bridge	Rehabilitation	16 m	\$ 56,778	\$ 2,642	\$ 54,136		Work in progress	Project is scheduled to start in Q4 and will be completed by Q4.
BF 02099 TWP 492 BTW RR 13 & HWY 778	2021-BF-004	NW 10-49-1-W5	3 Span Bridge	Rehabilitation	45 m	\$ 32,759	\$ 4,833	\$ 27,926		Work in progress	Project is scheduled to start in Q4 and will be completed by Q4.
BF 08492 TWP 480 BTW RR 270 & RR 271	2021-BF-005	SE 1-48-27-W4	Single Span Bridge	Rehabilitation	16 m	\$ 44,848	\$ 5,170	\$ 39,678		Work in progress	Project is scheduled to start in Q4 and will be completed by Q4.
BF 02073 TWP 494 BTW RR 21 & 22	2021-BF-006	NE 23-49-2-W5	Bridge Culvert	Rehabilitation	12 m	\$ 51,021	\$ 4,522	\$ 46,500		Work in progress	Project is scheduled to start in Q4 and will be completed by Q4.
BF 07066 RR 281 BTW TWP 501 & 502	2021-BF-007	SE 11-50-28-W4	3 Span Bridge	Rehabilitation	55 m	\$ 54,844	\$ 3,659	\$ 51,185		Work in progress	Project is scheduled to start in Q4 and will be completed by Q4.
BF 06546 RR 265 BTW TWP 501 & 502	2021-BF-008	SW 8-50-26-W4	3 Span Bridge	Rehabilitation	53 m	\$ 23,327	\$ 4,580	\$ 18,747		Work in progress	Project is scheduled to start in Q4 and will be completed by Q4.
BF 76921 RR 255 N of Intersection with TR 482	2021-BF-009	SW 17-48-25-W4	2 Bridge Culvert	Rehabilitation	16 m	\$ 31,702	\$ 2,337	\$ 29,365		Work in progress	Project is scheduled to start in Q4 and will be completed by Q4.
BF 08883 RR 33 BTW TWP 490 & 492	2021-BF-011	NW 10-49-03-W5	3 Span Bridge	Rehabilitation	55 m	\$ 95,000	\$ 15,240	\$ 79,760		Work in progress	Construction completed, waiting for final invoices.
<b>Total =</b>						<b>\$ 656,100</b>	<b>\$ 64,438</b>	<b>\$ 591,662</b>			

**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	\$ 329,412	\$ 45,707		Work in progress	Construction completed, waiting for final invoices.
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**Total 2021 Final Budget = \$ 1,031,219 \$ 393,850 \$ 637,369**

**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 is \$30,000.
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**Total changes after final approved= \$ - \$ - \$ -**

**Subject to Grant Funding**

BF 72265 RR 264 BTW TWP 500 & 502	2021-BF-010	SW 9-50-26-W4	2 Span Bridge	Replacement	27 m	\$ 885,000				No activity	Project was denied for STIP grant.
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	<b>Project Indicator - For Work In Progress projects only</b>
	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.
	<b>Project Indicator - For Completed projects only</b>
	Project completed and under budget
	Project completed and over budget



**2021 Road Program**  
**Quarter 3 Reporting**  
*For the period ending September 30, 2021*

	Project #	From	To	Work Description	2021 Final Budget	Actual Total Expenses as at September 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	\$ 1,626,068	\$ 66,405		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	\$ 948,489	\$ 55,010		Work in progress	Construction is completed, waiting for final invoices.
Glen Park Road	2021-RD-003	RR 273	RR 275	Pavement	\$ 631,411	\$ 606,896	\$ 24,515		Work in progress	Construction is completed, waiting for final invoices.
Glen Park Road	2021-RD-015	Hwy 2A	RR 245	Pavement	\$ 650,000	\$ 609,292	\$ 40,708		Work in progress	Construction is completed, waiting for final invoices.
Glen Park Road	2021-RD-016	RR 251	700 Metres East	Pavement	\$ 200,000	\$ 148,808	\$ 51,192		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 Q4 and will be finalized in Q4.
Total Major =					\$ 4,227,383	\$ 3,939,553	\$ 287,830			
Rural Roads										
North Vista Road - RR 245	2021-RD-005	TR 510	Hwy 625	Full Rehabilitation	\$ 1,821,208	\$ 275,889	\$ 1,545,319		Work in progress	Construction is completed, waiting for final invoices.
Rural Road Initiative	2021-RD-006				\$ 1,500,000	\$ 1,667,562	\$ (167,562)		Complete	Project complete.
Design Engineering For 2022	2021-RD-007			Design	\$ 50,000	\$ -	\$ 50,000		Work in progress	Design will start in Q4 and will be finalized in Q4.
Total Rural =					\$ 3,371,208	\$ 1,943,451	\$ 1,427,757			
Subdivisions										
Caywood Including RR 230 - SE 25-50-23-W4	2021-RD-008			Full Rehabilitation	\$ 918,952	\$ 879,952	\$ 39,000		Work in progress	Construction is completed, waiting for final invoices.
Total Subdivision=					\$ 918,952	\$ 879,952	\$ 39,000			
New Sarepta										
1st Avenue South	2021-RD-009	1st Street South	2nd Street South	Reconstruction	\$ 481,916	\$ 208,749	\$ 273,167		Work in progress	Construction is completed, waiting for final invoices.
2nd Avenue South	2021-RD-010	1st Street South	2nd Street South	Reconstruction	\$ 444,668	\$ 166,497	\$ 278,171		Work in progress	Construction is completed, waiting for final invoices.
Total New Sarepta =					\$ 926,584	\$ 375,246	\$ 551,338			
Nisku										
10 Street	2021-RD-011	15 Ave	South End	Full Rehabilitation	\$ 509,034	\$ 506,732	\$ 2,302		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	\$ 149,712	\$ (114,712)		Work in progress	Project is 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	\$ 197,335	\$ 17,765		Work in progress	Land purchase is in progress.
Total Nisku =					\$ 759,134	\$ 853,779	\$ (94,645)			
Safety Improvement										
Glen Park Road	2021-RD-012	Hwy 2	RR 263	Sideslope Improvement	\$ 150,000	\$ 30,781	\$ 119,219		Complete	Project completed.
Total Safety Improvement =					\$ 150,000	\$ 30,781	\$ 119,219			
Carry Forward Projects										
Nisku Spine Rd - From Twp 510 to 25 Avenue - Design (Phase 1B(ii))	2019-RD-012				\$ 121,254	\$ 134,067	\$ (12,813)		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	\$ 133,908	\$ 200,757		Work in progress	Construction work is in progress and will be completed in Q4.
Township Road 510 Design (Nisku Spine Road to County Limit)	2020-RD-014				\$ 389,125	\$ 126,964	\$ 262,161		Work in progress	Project work in progress, will be completed by Q4.
Total Carry Forward Projects=					\$ 920,044	\$ 471,081	\$ 448,963			
Add: 2019 - 8 St. Internal Borrowing Repayment=					\$ 260,000		\$ 260,000			
Total of 2021 MP / CP Road Program=					\$ 11,533,305	\$ 8,493,842	\$ 3,039,463			





**2021 Road Program**  
**Quarter 3 Reporting**  
*For the period ending September 30, 2021*

Project #	From	To	Work Description	2021 Final Budget	Actual Total Expenses as at September 30, 2021	Variance	Project Status	Status	Notes
<div>Change after final budget approval</div> <div>Nisku Spine Road - From Township Road 510 To Airport Road</div>									
2021-RD-013	Township Road 510	Airport Road		\$ 23,470,000	\$ 149,712	\$ 23,320,288		Work in progress	Tender is awarded, construction started. Project is expected to be completed by Q3 2022.
Total changes after final budget approval =				<b>\$ 23,470,000</b>	<b>\$ 149,712</b>	<b>\$ 23,320,288</b>			

	<b>Project Indicator - For Work In Progress projects only</b>
	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.
	<b>Project Indicator - For Completed projects only</b>
	Project completed and under budget
	Project completed and over budget



## Operating Fund Reserve Schedule

Quarter 3 Reporting

For the period ended September 30, 2021

	Actual balance as at December 31, 2020	APPLIED		ADDITIONS		Actual balance as at Sep 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	4,593,833.53	6,979,581.69
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	284,987.07	1,594,893.26
	24,126,007.20	828,066.00	11,827,915.53	294,849.00	11,883,565.52	24,181,657.19



## Capital Fund Reserve Schedule

Quarter 3 Reporting

For the period ended September 30, 2021

	Actual balance as at December 31, 2020	APPLIED		ADDITIONS		Actual balance as at Sep 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	-	474,839.95	3,506,264.52
Utilities	1,051,693.87	240,530.00	174,995.71	647,298.00	191,495.00	1,068,193.16
	21,684,199.82	2,784,892.00	6,673,791.42	945,798.00	7,180,412.72	22,190,821.12