



# Quarterly report

## 2022 Q1 Report

March 31, 2022

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#### Major and Capital Project Plans

#### Operating Reserve Schedule

#### Capital Reserve Schedule

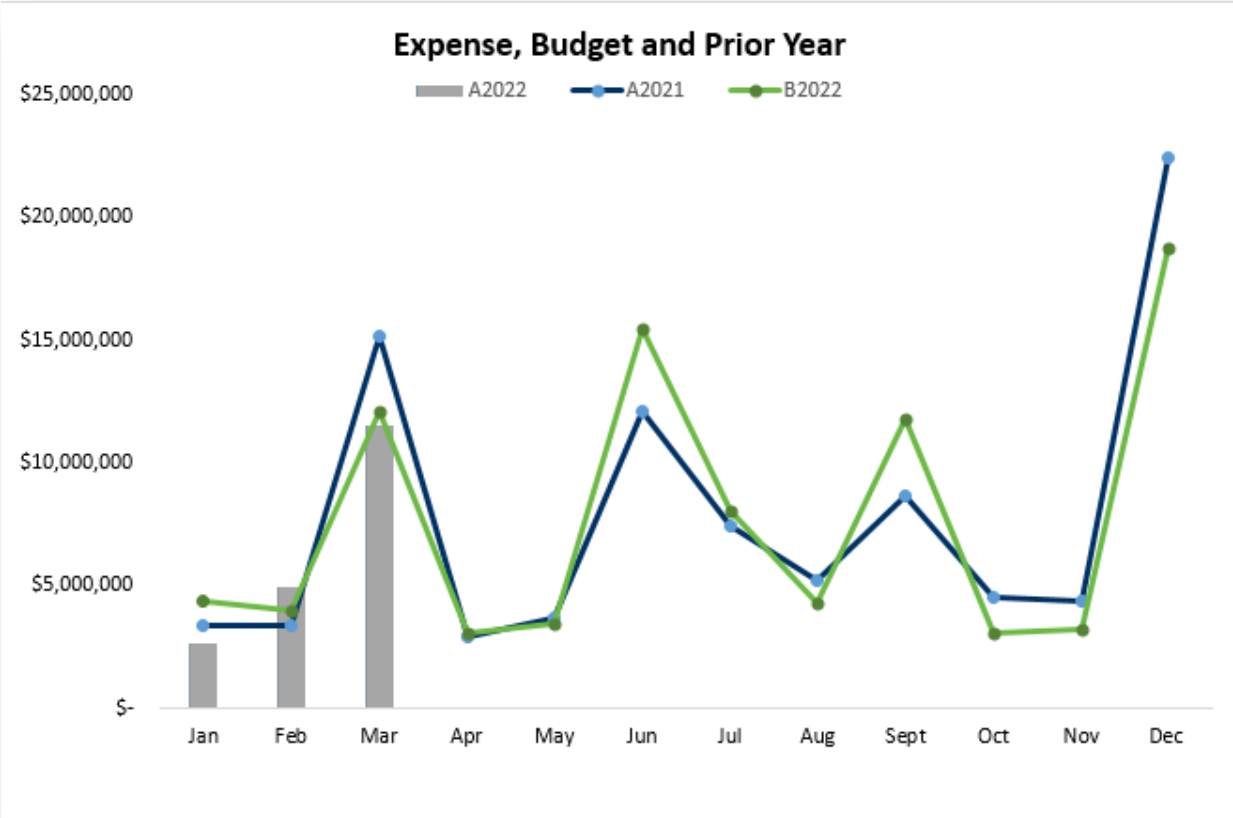
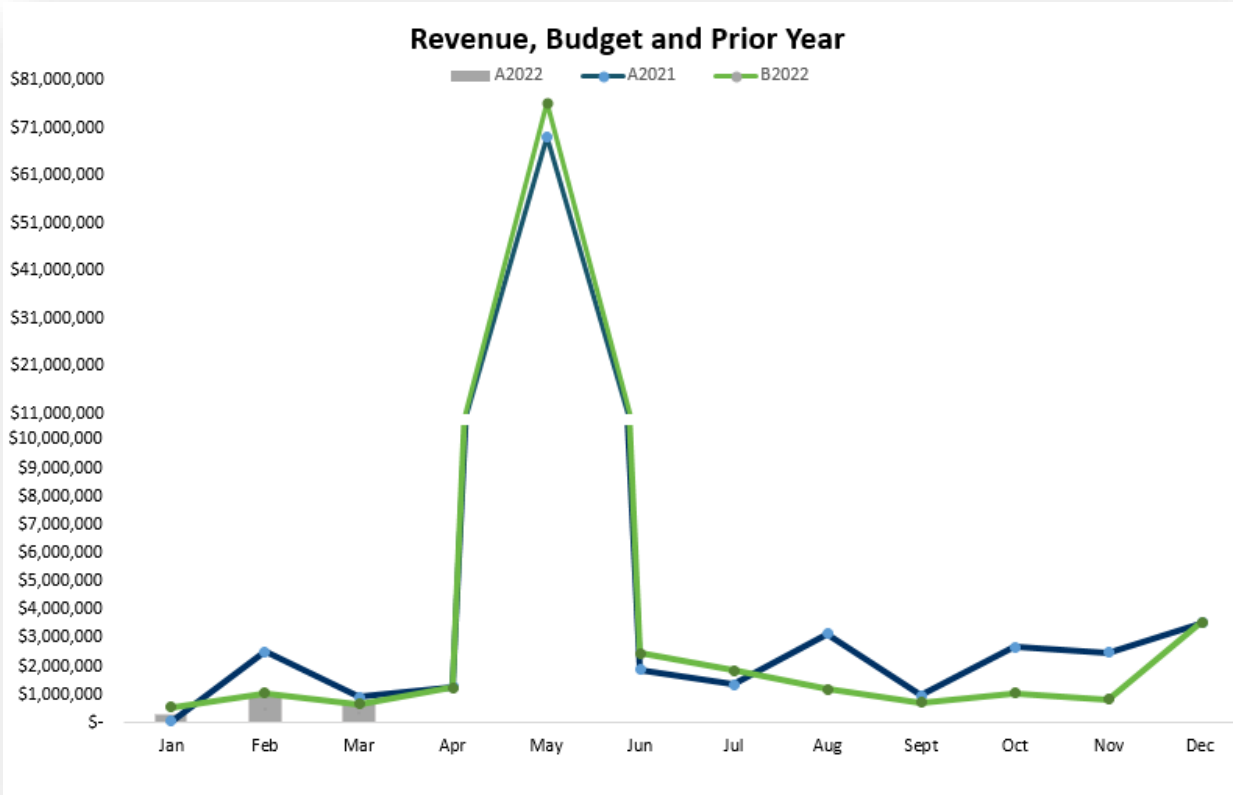
#### Strategic Plan and Operational Plan Indicators

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

## **Q1 Highlights**

- New Nisku full-time, daytime fire service commenced in January.
- Initiated a strategic planning process with Council, with a two-day workshop held in January.
- Council approved the Strategic Waste Management Plan.
- Declared the 2021 assessment roll to Municipal Affairs.
- Planning for a Business Retention and Expansion (BRE) Program and the repurposing of the Nisku Recreation Centre for business development purposes has commenced.
- Held an in-depth full day workshop with Council to discuss goals and objectives for economic development and to discuss an initial review of a new Investment Strategy for Leduc County.
- Continued the winter gravelling program, which commenced in December, with a total of 105,300 tonnes of gravel being hauled and placed on Leduc County's gravel road network.
- Road and bridge programs tendered and awarded.
- One hundred forty tax returns have been filed resulting in over \$600,000 in government pensions, benefits and refunds to residents.
- A total of 310 residents have participated in 24 programs offered by the Family and Community Support Services department.
- Family Resource Specialists provided 178 visits for 52 families to enhance caregiver capacity and child development.
- A total of 409 campground pre-season bookings were processed in a four-day window. This year included an online submission process to improve customer service due to high demand of calls.
- Five public hearings were held on the following matters:
  - Amend QE2 Business Park Local Area Structure Plan
  - Alternate Advertising Bylaw
  - Close and sell undeveloped road allowances (two hearings)
  - Land Use Bylaw amendment LA21-004

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	1 – 3	\$70,490	7	Small Parcel Residential	\$620,000
	4	Medium Size Parcel	9-40	\$22,090	1	New Sarepta	\$416,000
	1	Farmland	145	\$3,640	3	Large rural parcel	\$737,000
2	6	Residential parcel	2 – 4	\$91,730	12	Rural Residential / Multi-lot	\$645,750
	1	Farmland	80	\$16,250	3	Subdivisions	\$721,000
3*	4	Residential lot	Lot	\$287,000	9	Rural Residential / Multi-lot	\$615,000
	1	Farmland	120	\$3,380	3	Subdivision	\$715,000
4	1	Residential parcel	5	\$77,000	3	Rural Residential	\$425,000
	3	Farmland	150-160	\$6,250	2	Large rural parcel	\$1,092,500
5	1	Rural Residential	4	\$32,495	3	Rural Residential	\$447,750
	3	Farmland	20-80	\$6,355			
6	1	Farmland	75	\$2,785	7	Rural Residential	\$365,000
					2	Large rural parcel	\$905,500
					5	Lake lot	\$595,000
7	3	Farmland	80-161	\$2,090	4	Large rural parcel	\$412,500
					1	Rural Residential	\$615,000
Nisku	0				5	1 – 10 acre parcel with buildings	\$2,350,000
Total sales	32				70		

\* Division 3 does not include Nisku Business Park

2021 Q1 Vacant Sales 41

2021 Q1 Improved Sales 48

### Nisku lease rates

Rental rates are ranging from \$9 to \$15 per square foot depending on property type and size of the building. The Nisku market is starting to see more supply pressure and rental rates are starting to increase.

## Development highlights

Project	Update
Capital Power	Construction is progressing on many of the buildings, with some smaller buildings completed.
Sunnybrook Welding	Building is nearing completion.
Circle K Store and Gas Bar	Foundation is complete.
Teck Alberta 14 Bay office/warehouse	Foundation is nearly complete.
Adcock Lift Systems	Foundation is complete, steel structure started.
RMA addition (offices and meeting spaces)	Groundwork started – some delay due to changing the location of the addition.
A6 Holdings storage building	Foundation is complete.

## Permits

Development permits	2021 Q1 Totals	2022 Q1 Totals	2022 YTD
Received	91	60	60
Issued	50	49	49
Refused	2	5	5
Processing	36	2	2
Closed/withdrawn	2	4	4

Building permits	2021 Q1 Totals	2022 Q1 Totals	2022 YTD
Issued	65	45	45
Est. Construction value	\$37,104,037	\$8,052,481	\$8,052,481
Fees	\$230,168	\$57,049	\$57,049

Safety code permits	2021 Q1 issued	2022 Q1 issued	2022 YTD issued	2021 Q1 Fees	2022 Q1 Fees	2022 YTD Fees
Electrical	107	82	82	\$21,565	\$17,615	\$17,615
Gas	91	76	76	\$9,629	\$8,589	\$8,589
Plumbing	43	62	62	\$5,296	\$5,835	\$5,835
Private sewage	9	12	12	\$1,110	\$2,255	\$2,255
<b>Total</b>	<b>250</b>	<b>232</b>	<b>232</b>	<b>\$37,600</b>	<b>\$34,294</b>	<b>\$34,294</b>

## Health and Safety

- Updated the health and safety onboarding and orientation program.
- Developed an action plan based on the results from the 2021 health, safety and wellness internal audit.

	Q1 Total	YTD
Number of incidents	17	17
Number of near misses	2	2
Number of safety meetings conducted	9	9
Number of lost time days	6	6

## 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 misses* - an unplanned event that did not result in injury, illness or damage, but had the potential to do so.
- *Lost time days* - total number of working days that are lost due to a work-related injury or illness.

## Whistleblower complaints

	Q1 Total	YTD
Number of complaints received	0	0

## Debt Services limit



## **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.
- Provides legislative oversight to the organization.
  - Ensures compliance with legislative requirements.
  - Maintains the County's bylaws, meeting minutes and policies.
  - Provides advice to staff, committee members and Council, including explanation and interpretation of bylaws, meeting protocols, procedures, rules of order and legislative requirements.
- Responds to residents and businesses.
  - Responds to citizen concerns in a timely manner.
  - Encourages the community to participate in the civic process.
  - Oversees the asset management program for the organization.

#### **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.

## 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 federal, provincial, municipal and regional 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 communication practices to support the organization's strategic and operational goals.
<b>Goal 7</b>	<b>Corporate priority</b> Support Council's strategic planning process.
<b>Goal 8</b>	<b>Corporate priority</b> Redefine a transit strategy.

## 3: Department Highlights

- Initiated a strategic planning process with Council, with a two-day workshop held in January.
- Asset Management Committee established 2022 priorities and work plan.
- Continued work on Leduc County's brand strategy deliverables with the development of signage design concepts.
- Conducted the annual employee satisfaction survey and communicated the results to staff.
- Completed a review of organizational structure given the retirement of the Deputy County Manager.
- Developed a comprehensive crisis communications plan.
- Established a working group to deliver the actions identified in the Fleet Management Strategy.
- A public hearing for the Alternate Advertising Bylaw 22-21 was held on March 8 and the bylaw was given second and third readings.



## 4: Action Plan

### Goal 1

Promote the County's enriched quality of life and business opportunities.

#### Strategy 1.1

Deliver on our brand strategy to enhance, promote and market the County's philosophy, corporate culture and brand.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Leduc County signage renewal plan.	Q2 2022		<p>Present an implementation plan to Council, based on design standards established in 2021.</p> <ul style="list-style-type: none"><li>Council workshop held on March 24 to review preliminary signage design concepts.</li></ul>
In collaboration with the economic development work group, create videos to promote Leduc County.	Q1 2022		<p>Complete a community profile and key sector promotional videos for presentation at the Leduc County Economic Development Summit.</p> <ul style="list-style-type: none"><li>Community profile and food processing key sector videos were finalized.</li></ul>
	Q4 2022		Complete key sector promotional videos.

#### Strategy 1.2

Increase access to Leduc County's services to residents and businesses.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Continued implementation of website e-services.	Q1 2022		<p>Create a list of prioritized e-services for implementation in 2022.</p> <ul style="list-style-type: none"><li>Held meetings with all departments to create the list of e-services for implementation. Work plan will be finalized in Q2.</li></ul>
	Q4 2022		Create internal processes required to complete the 2022 priorities.

## Goal 2

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

### Strategy 2.1

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

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Advocacy plan established with Council.	Q2 2022		Create a list of projects and key issues for discussion with other levels of governments and agencies.

### Strategy 2.2

Work with regional partners on regional initiatives.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Negotiate with the Village of Warburg in relation to the provision of fire services in the Warburg Fire District.	Q2 2022		Provide administrative support to the inter-municipal negotiation. <ul style="list-style-type: none"><li>Two meetings were held in Q1. One on February 8 and the other on March 21.</li></ul>
Continued support to the Edmonton International Airport (EIA) through the Air Services Opportunity fund.	Q4 2022		Report to Council on advancements made to secure direct flights from EIA through the Air Services Opportunity fund multi-year initiative.

## Goal 3

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

### Strategy 3.1

Encourage public participation in local government.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Develop a procedure for using representative participation techniques, such as focus groups, when suitable.	Q2 2022		Develop administrative procedure for establishing groups of citizens for representative participation techniques.
	Q3 2022		Develop criteria for representative participation techniques.
Evaluate effectiveness of live-streaming Council and governance and priorities meetings.	Q4 2022		Prepare a post one-year report for Council on the financial/operational impact and

			<p>public participation for live-streamed meetings.</p> <ul style="list-style-type: none"> <li>• Ongoing information is being gathered to inform the report.</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 Mar. 31 2022	Identified deliverables with status update
Review of organizational structure effectiveness.	2022		<p>Implement actions items identified in the Fleet Management Strategy.</p> <ul style="list-style-type: none"> <li>• Established a working group to complete the actions identified in the strategy.</li> <li>• Working group developed a terms of reference, created the 2022 work plan and completed a review of a related administrative directive in Q1.</li> </ul>
Implement processes that will be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	2022		<p>Implement year one actions identified in the 2021 red tape reduction initiative.</p> <ul style="list-style-type: none"> <li>• Information being categorized and prioritized by the Senior Management Team.</li> </ul>

##### Strategy 4.2

Ongoing evaluation of fiscal management practices.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Review tax revenue sharing agreement with the City of Leduc.	Q3 2022		<p>Revised agreement approved by both Councils.</p> <ul style="list-style-type: none"> <li>• Leduc County's legal counsel has reached out to the City of Leduc to establish a meeting to select an arbitrator to support this work.</li> </ul>
Advance asset management (AM) practices of the organization.	Q4 2022		<p>Complete a corporate level of service document for the organization.</p> <ul style="list-style-type: none"> <li>• Asset Management Committee initiated the development of a detailed scope of work for this initiative.</li> </ul>

	Q4 2022		Complete a state of infrastructure report for the organization. <ul style="list-style-type: none"> <li>Asset Management Committee initiated the development of a detailed scope of work for this initiative.</li> </ul>
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## Goal 5

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

### Strategy 5.1

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

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Create action plan based on staff satisfaction survey completed in Q1 2022.	Q2 2022		Action plan created. <ul style="list-style-type: none"> <li>Draft action plan has been created.</li> </ul>
	Q4 2022		2022 actions completed.

### Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Mar. 31 2022	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 2022		10 activities attended per year. <ul style="list-style-type: none"> <li>A member of the Executive Leadership Team attends the monthly Health and Safety committee meeting.</li> <li>Review of the Terms of Reference for the committee was initiated in Q1.</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 Mar. 31 2022	Identified deliverables with status update
Evaluate current practices and opportunities for new newsletter creation.	Q3 2022		Conduct research on current practices and opportunities.
	Q4 2022		Complete the newsletter strategy.

Create a social media strategy.	Q2 2022		Conduct a social media audit.
	Q3 2022		Complete the social media strategy.
	Q4 2022		Implement strategy actions.

## Goal 7

Support Council's strategic planning process.

### Strategy 7.1

Support the development of a strategic plan to define the significant things Leduc County will focus on to achieve desired results.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Support the completion of Council's 2022 – 2025 strategic plan.	Q1 2022		Coordinate logistics for strategic planning session. <ul style="list-style-type: none"> <li>Two-day planning workshop held with Council in January.</li> </ul>
	Q2 2022		Compile and design the strategic plan.
	Q3 2022		Roll-out the strategic plan to citizens, businesses, and stakeholders.

## Goal 8

Redefine a transit strategy.

### Strategy 8.1

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

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Provide oversight to the transition of transit services from Leduc Transit to a new service delivery model.	Q2 2022		Complete the transit needs/feasibility study, in collaboration with the Engineering department. <ul style="list-style-type: none"> <li>Awaiting response on grant submission to support this work.</li> <li>Initiated a needs assessment with internal resources.</li> </ul>
	Q3 2022		Develop an implementation plan.
	Q4 2022		Implement new transit model for 2023.

# County Manager's Office

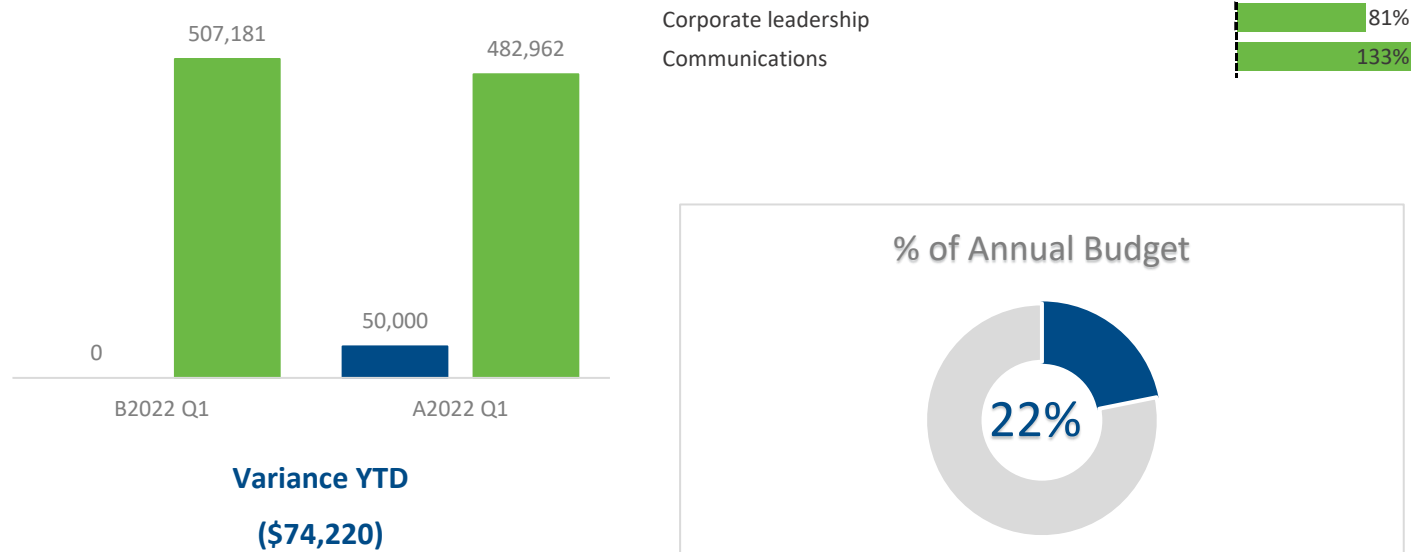
## Q1 - 2022 Financial Reporting

Department Head - Duane Coleman

■ REVENUE

■ EXPENSE

% of Q1 Budget



### Corporate leadership

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Conditional grants from other government	-	-	50,000	50,000	0%	0%
<b>Total Revenue</b>	-	-	<b>50,000</b>	<b>50,000</b>	<b>0%</b>	<b>0%</b>
Earnings & benefits	1,473,994	381,987	377,407	(4,580)	99%	26%
General services-contracted	319,738	81,555	45,546	(36,009)	56%	14%
Goods, supplies & materials purchased	700	150	2,019	1,869	1346%	288%
<b>Total Expense</b>	<b>1,794,432</b>	<b>463,692</b>	<b>424,973</b>	<b>(38,719)</b>	<b>92%</b>	<b>24%</b>
<b>Surplus/(Deficit)</b>	<b>(1,794,432)</b>	<b>(463,692)</b>	<b>(374,973)</b>	<b>88,719</b>	<b>81%</b>	<b>21%</b>

### Variance

#### Conditional grants from other government

- The County received a Federation of Canadian Municipalities grant for asset management which was unbudgeted.

#### General services - contracted

- Professional services were not utilized in Q1.
- Legal services have been less than anticipated.

# County Manager's Office

## Q1 - 2022 Financial Reporting

### Communications

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	176,533	42,689	52,994	10,305	124%	30%
<i>Goods, supplies &amp; materials purchased</i>	10,800	800	4,994	4,194	624%	46%
<b>Total Expense</b>	<b>187,333</b>	<b>43,489</b>	<b>57,989</b>	<b>14,500</b>	<b>133%</b>	<b>31%</b>
<b>Surplus/(Deficit)</b>	<b>(187,333)</b>	<b>(43,489)</b>	<b>(57,989)</b>	<b>(14,500)</b>	<b>133%</b>	<b>31%</b>

#### Variance

No significant variances.

## 1: Department Services

### 1.1: Our mission

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

### 1.2: Service areas

#### Assessment

- Ensures the Assessment department successfully produces and defends the assessment roll for Leduc County and submits the roll to Municipal Affairs for the purpose of audit and equalized assessment.
- Responsible for maintaining the ownership and sales records of all properties within Leduc County.
- Provides customers, property owners, real estate and valuation professional's information and support to understand the assessment process and outcomes.
- Engages with all customers in order to have a full understanding of the market and economic conditions present within the Leduc County region.
- Supports the taxation function as it relates to assessment to ensure a 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 assessments 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. Support and learn from assessment colleagues in order to maintain consistency, fairness and equity.

## 3: Department Goals

<b>Goal 4</b>	Complete a County owned property inventory and develop a land management strategy.
<b>Goal 5</b>	Enhanced customer experience with efficient department operational processes.



## 4: Department Highlights

- Declared 2021 assessment roll to Municipal Affairs.
- Received and reviewed the Designated Industrial Properties (DIP) assessment from the Provincial Assessor.
- Held pre-roll discussions with rate payers and tax agents.

## 5: Action Plan

### Goal 1

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

#### Strategy 1.1

Examine adopting a split assessment/tax notice.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Consider implementing a split assessment/tax notice.	Q3 2022		Present a report outlining the benefits, challenges, and detriments of a split assessment/tax notice and draft an implementation plan, if appropriate.

### Goal 2

Provide consistent and stable assessments 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 local industries and businesses.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Engage with non-residential ratepayers through property visits, discussions and requests for information (RFIs) to gain details of industry specific economic impacts.	Q2 2022		Determine non-residential assessment values that reflect economic trends. <ul style="list-style-type: none"><li>• Entered into pre-roll discussions with ratepayers and tax agents to explain changes in market values for the 2021 assessment.</li></ul>
Evaluate sample map and mapping data and continue to partner with Economic Development and other stakeholders to develop and modify an interactive business map for the Nisku Business Park.	Q4 2022		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.

### Goal 3

Collaborate with other assessment jurisdictions within and outside of our region. Support and learn from assessment colleagues in order to maintain consistency, fairness and equity.

#### Strategy 3.1

Members of the Assessment department will continue to be involved with our professional association and where appropriate, provide leadership and support to our industry and colleagues.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
The assessors will be active members of Alberta Assessors Association (AAA).	2022		Participate in AAA committees and working groups and/or act as a facilitator and trainer at various AAA educational events. <ul style="list-style-type: none"><li>• Manager of Assessment Services elected as President-Elect.</li><li>• Assessor is a member of an internal AAA Committee.</li></ul>

### Goal 4

Complete a County owned property inventory and develop a land management strategy.

#### Strategy 4.1

A complete inventory of County owned land and a land management strategy will facilitate optimal awareness and responsible stewardship of these properties.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Use a multi-department collaborative approach to complete a County owned land inventory that includes historical background, current condition and other pertinent details.	Q3 2022		A comprehensive County owned land inventory document accessible to all County departments.
Utilize the County owned land inventory document to inform and assist in the development of a land management strategy.	Q4 2022		A land management strategy that demonstrates effective stewardship of County owned property.

## Goal 5

Enhanced customer experience with efficient department operational processes.

### Strategy 5.1

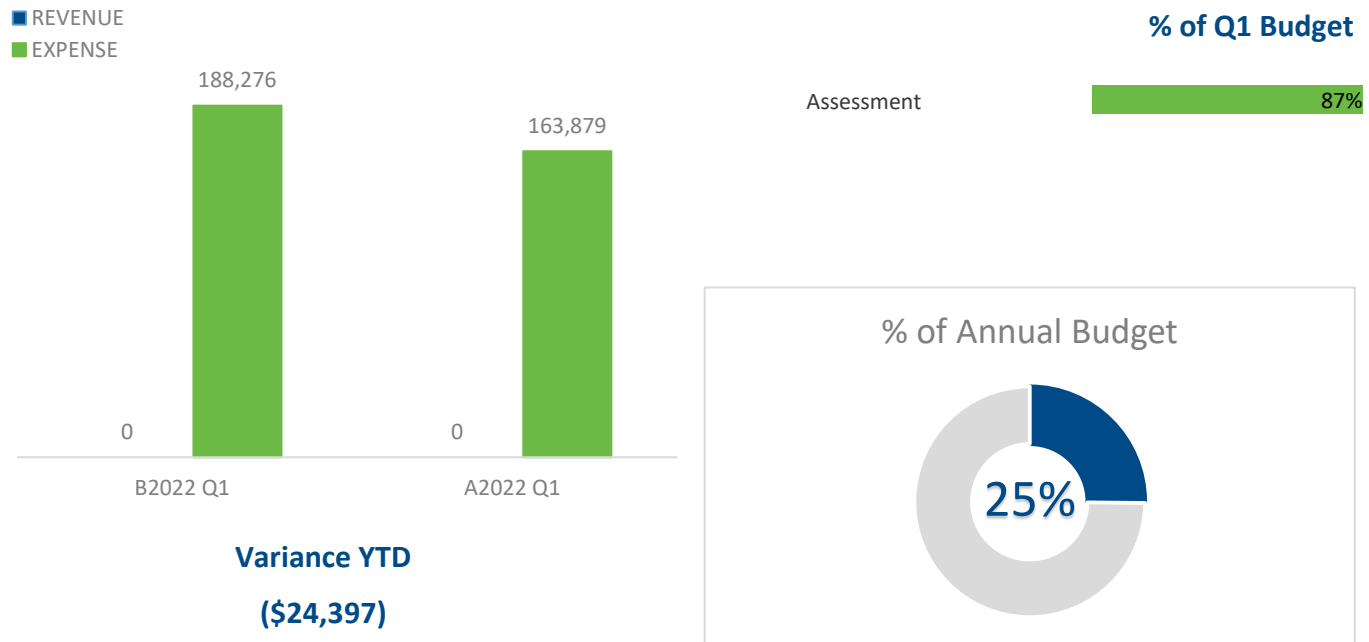
Departmental procedure and process review will focus on increasing efficiencies, improving the customer experience and reducing unnecessary red tape.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Implement an automated request for information (RFI) process that allows ratepayers to use an online process to respond to department requests.	Q2 2022		Implement the CAMA lot RFI module.

# Assessment Services

## Q1 - 2022 Financial Reporting

Department Head - Karen Burnand



### Assessment

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	650	-	-	-	0%	0%
<b>Total Revenue</b>	<b>650</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	591,440	151,554	141,506	(10,048)	93%	24%
<i>General services-contracted</i>	55,597	35,797	22,307	(13,490)	62%	40%
<i>Goods, supplies &amp; materials purchased</i>	4,750	925	65	(860)	7%	1%
<b>Total Expense</b>	<b>651,787</b>	<b>188,276</b>	<b>163,879</b>	<b>(24,397)</b>	<b>87%</b>	<b>25%</b>
<b>Surplus/(Deficit)</b>	<b>(651,137)</b>	<b>(188,276)</b>	<b>(163,879)</b>	<b>24,397</b>	<b>87%</b>	<b>25%</b>

### Variance

#### General services - contracted

- Software expenses were less than anticipated.
- Consulting fees were not utilized in Q1.

## **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**

- Leads and supports the Corporate Services team's successful delivery of 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.
- Promotes the delivery of a consistent, customer service that is valued 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.
- Supports 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**

- Supports the organization by providing 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.
- Leads 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.
- Supports the organization in attracting and retaining 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 promotes 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.
- Verifies records are scanned and filed as per the approved file structure.
- Guides the *Freedom of Information and Protection of Privacy Act (FOIP)* and information request process on behalf of the organization, ensuring legislative compliance and timely delivery of informat.

## 2: Department Goals

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

## 3: Department Highlights

- Completed first phase of DISC training for all departments.
- Completed paid on call fire fighter compensation review.
- Completed recruitment for seasonal positions.
- Completed financial system version upgrade.
- Automated GIS request tracking through new ticket system.
- Launched cybersecurity training for staff and Council.
- Completed the automatic vehicle location (AVL) systems current state review.
- Finalized licensing agreement and infrastructure build of new enterprise content management (ECM) system.
- Completed audio/visual upgrade of the Utilities boardroom.
- Navigated return to work for all staff after provincial restrictions lifted.
- Completed sealant project for Nisku public works shop and Nisku fire hall.

## 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

Develop a corporate leadership development and training strategy that promotes the growth and development of our managers and supervisors and incorporates best practices in leadership.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Mar. 31 2022</b>	<b>Identified deliverables with status update</b>
Identify gaps and requirements in our current leadership training.	Q1 2022		Gap analysis is completed. <ul style="list-style-type: none"><li>• Gap analysis has been completed.</li></ul>
Research existing leadership development programs and opportunities that could meet the County's requirements.	Q2 2022		Program research is completed. <ul style="list-style-type: none"><li>• Research on leadership development has begun with sessions for Managers already started in Q2.</li></ul>
Complete strategy and recommendations for leadership development and training	Q3 2022		Strategy is completed and recommendations are approved by administration.

### Strategy 1.2

Develop a 10-year plan for centralized life cycle maintenance of major building components at Leduc County facilities.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Conduct an analysis of the building reviews completed on our major facilities.	Q1 2022		Analysis of building reviews for all major facilities is completed. <ul style="list-style-type: none"><li>Building review analysis has been completed.</li></ul>
Complete a 10-year projection of all lifecycle components for replacement and repair.	Q2 2022		Replacement and repair 10-year projections are completed. <ul style="list-style-type: none"><li>Long-range life cycling of facilities is ongoing with major buildings complete. Small to medium size facility assessments has begun with completion in Q2.</li></ul>
Life cycle projections are used to inform the facility budget request.	Q3 2022		Budget requests for major facility life cycle components are completed based on the 10-year projection.

### Goal 2

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

### Strategy 2.1

Implement the year 3 recommendations from the Information Technology (IT) Strategic Plan.

Actions	Target dates	Status at Mar. 31 2022	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.	Q4 2022		Office programs are updated to 2019 version or newer for all County users.
Complete a Geographic Information System (GIS) Strategy.	Q2 2022		Current state review of GIS and GIS enabled systems and a gap analysis are completed. <ul style="list-style-type: none"><li>Current state review completed with gap analysis in progress for completion in Q2.</li></ul>
	Q3 2022		GIS Strategy is completed.
Complete a review of Leduc County's Automatic Vehicle Location (AVL) systems.	Q1 2022		Current state review and needs assessment is completed. <ul style="list-style-type: none"><li>Current state review completed.</li></ul>



	Q2 2022		Gap analysis is completed. <ul style="list-style-type: none"> <li>Gap analysis has begun with completion in Q2.</li> </ul>
	Q3 2022		Review and recommendations for AVL system completed and approved by administration.
Research and recommend an agenda management system for Council and Committee meetings.	Q3 2022		Recommendation for an agenda management system is completed.

## Strategy 2.2

Implement the year 2 recommendations from the records and digital information plan.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Enterprise content management (ECM) onboarding and data migration.	Q2 2022		Pilot department onboarding and migration of data is completed. <ul style="list-style-type: none"> <li>ECM licensing and infrastructure build complete. Pilot project has begun with completion in Q2.</li> </ul>
	Q4 2022		All departments' onboarding and migration of data is completed.
Complete replacement of permitting application and customer service database.	Q2 2022		Requirements gathering completed for permitting system and complaint management system. <ul style="list-style-type: none"> <li>Requirements gathering has begun with completion in Q2.</li> </ul>
	Q4 2022		Implementation of new permitting system completed.
	Q4 2022		Implementation of new complaint management system.

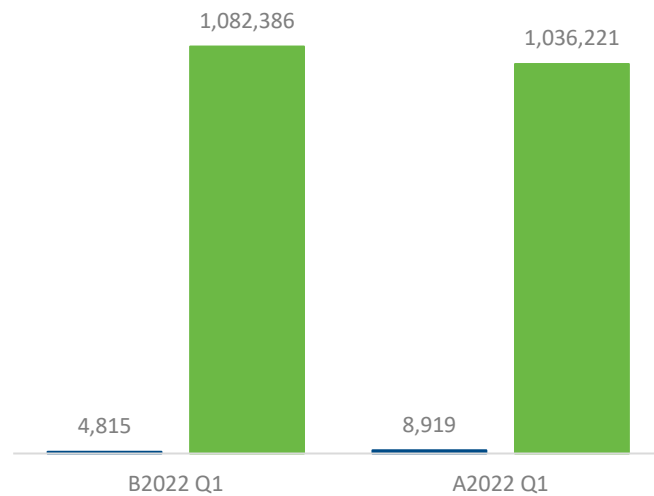
# Corporate Services

## Q1 - 2022 Financial Reporting

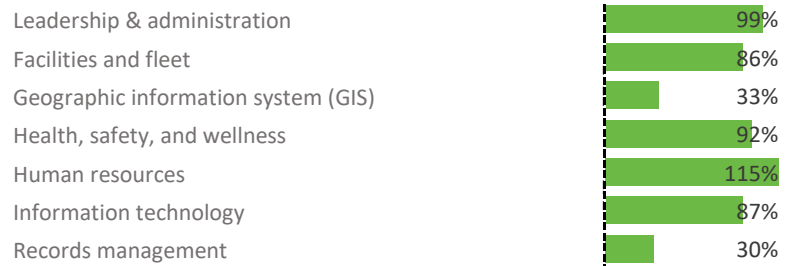
Department Head - Kent Pudlowski

■ REVENUE  
■ EXPENSE

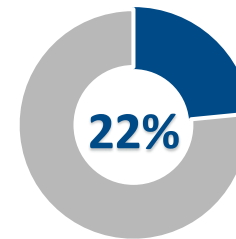
% of Q1 Budget



**Variance YTD**  
**(\$50,268)**



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	3,400	900	243	(657)	27%	7%
<i>Other revenue from own sources</i>	1,000	200	1,218	1,018	609%	122%
<b>Total Revenue</b>	<b>4,400</b>	<b>1,100</b>	<b>1,461</b>	<b>361</b>	<b>133%</b>	<b>33%</b>
<i>Earnings &amp; benefits</i>	2,423,891	652,847	632,992	(19,855)	97%	26%
<i>General services-contracted</i>	317,720	78,698	94,288	15,590	120%	30%
<i>Goods, supplies &amp; materials purchased</i>	5,840	1,565	60	(1,505)	4%	1%
<b>Total Expense</b>	<b>2,747,451</b>	<b>733,110</b>	<b>727,340</b>	<b>(5,770)</b>	<b>99%</b>	<b>26%</b>
<b>Surplus/(Deficit)</b>	<b>(2,743,051)</b>	<b>(732,010)</b>	<b>(725,879)</b>	<b>6,131</b>	<b>99%</b>	<b>26%</b>

### Variances

#### Earnings & benefits

- 1 vacant position.

## Corporate Services

### Q1 - 2022 Financial Reporting

#### Facilities and fleet

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	450	112	600	488	536%	133%
<i>Other revenue from own sources</i>	14,412	3,603	6,857	3,254	190%	48%
<b>Total Revenue</b>	<b>14,862</b>	<b>3,715</b>	<b>7,457</b>	<b>3,742</b>	<b>201%</b>	<b>50%</b>
<i>General services-contracted</i>	243,750	45,078	37,594	(7,484)	83%	15%
<i>Goods, supplies &amp; materials purchased</i>	214,168	35,462	41,640	6,178	117%	19%
<i>Reserves, transfers &amp; grants</i>	72,900	-	-	-	0%	0%
<i>Financial service charges</i>	333,691	-	(5,349)	(5,349)	0%	-2%
<b>Total Expense</b>	<b>864,509</b>	<b>80,540</b>	<b>73,884</b>	<b>(6,656)</b>	<b>92%</b>	<b>9%</b>
<b>Surplus/(Deficit)</b>	<b>(849,647)</b>	<b>(76,825)</b>	<b>(66,427)</b>	<b>10,398</b>	<b>86%</b>	<b>8%</b>

#### Variances

No significant variances.

#### Geographic information system (GIS)

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	52,600	6,010	1,000	(5,010)	17%	2%
<i>Purchases from other governments &amp; agencies</i>	7,000	1,752	1,591	(161)	91%	23%
<b>Total Expense</b>	<b>59,600</b>	<b>7,762</b>	<b>2,591</b>	<b>(5,171)</b>	<b>33%</b>	<b>4%</b>
<b>Surplus/(Deficit)</b>	<b>(59,600)</b>	<b>(7,762)</b>	<b>(2,591)</b>	<b>5,171</b>	<b>33%</b>	<b>4%</b>

#### Variances

No significant variances.

## Corporate Services

### Q1 - 2022 Financial Reporting

#### Health, safety, and wellness

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	75,225	18,151	18,460	310	102%	25%
<i>Goods, supplies &amp; materials purchased</i>	9,836	2,380	414	(1,966)	17%	4%
<b>Total Expense</b>	<b>85,061</b>	<b>20,531</b>	<b>18,874</b>	<b>(1,657)</b>	<b>92%</b>	<b>22%</b>
<b>Surplus/(Deficit)</b>	<b>(85,061)</b>	<b>(20,531)</b>	<b>(18,874)</b>	<b>1,657</b>	<b>92%</b>	<b>22%</b>

#### Variances

No significant variances.

#### Human resources

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other transactions</i>	-	-	-	-	0%	0%
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	62,838	21,970	25,137	3,167	114%	40%
<i>Goods, supplies &amp; materials purchased</i>	26,325	4,875	5,847	972	120%	22%
<b>Total Expense</b>	<b>89,163</b>	<b>26,845</b>	<b>30,983</b>	<b>4,138</b>	<b>115%</b>	<b>35%</b>
<b>Surplus/(Deficit)</b>	<b>(89,163)</b>	<b>(26,845)</b>	<b>(30,983)</b>	<b>(4,138)</b>	<b>115%</b>	<b>35%</b>

#### Variances

No significant variances.

## Corporate Services

### Q1 - 2022 Financial Reporting

#### Information technology

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	358,663	144,888	136,601	(8,287)	94%	38%
<i>Goods, supplies &amp; materials purchased</i>	181,100	64,050	44,534	(19,516)	70%	25%
<b>Total Expense</b>	<b>539,763</b>	<b>208,938</b>	<b>181,136</b>	<b>(27,802)</b>	<b>87%</b>	<b>34%</b>
<b>Surplus/(Deficit)</b>	<b>(539,763)</b>	<b>(208,938)</b>	<b>(181,136)</b>	<b>27,802</b>	<b>87%</b>	<b>34%</b>

#### Variances

*Goods, supplies & materials purchased*

- Some invoices for items purchased in Q1 had not been received at the time of this report.

#### Records management

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	11,197	3,660	1,079	(2,581)	29%	10%
<i>Goods, supplies &amp; materials purchased</i>	4,000	1,000	334	(666)	33%	8%
<b>Total Expense</b>	<b>15,197</b>	<b>4,660</b>	<b>1,413</b>	<b>(3,247)</b>	<b>30%</b>	<b>9%</b>
<b>Surplus/(Deficit)</b>	<b>(15,197)</b>	<b>(4,660)</b>	<b>(1,413)</b>	<b>3,247</b>	<b>30%</b>	<b>9%</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

#### Goal 1

Enhance long-term financial and organizational sustainability.



<b>Goal 2</b>	Support the business needs of the organization through risk mitigation and advancing innovative solutions.
<b>Goal 3</b>	Increase service levels by expanding services offered to customers.

## 4: Department Highlights

- Numerous 2021 year-end reports presented to Council.
- The external auditor completed all on-site work.
- Completed 2021 year-end remuneration reconciliations and 441 T4s.
- Supported departments through the creation of processes and procedures relating to online registrations and payments.

## 5: Action Plan

### Goal 1

Enhance long-term financial and organizational sustainability.

#### Strategy 1.1

Continue to enhance long-range financial planning models and review policies as required.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Mar. 31 2022</b>	<b>Identified deliverables with status update</b>
Continue to enhance the long-range capital plan by incorporating asset management principles.	Q4 2022		Integration of asset management principles into planning models.
Collaborate with the Utilities department on the utility rate review.	Q3 2022		Utility rate structure approved by Council. <ul style="list-style-type: none"> <li>• Initial conversations and planning of the review has commenced.</li> </ul>
Review the Corporate Credit Card (FS-04) policy.	Q4 2022		Policy approved by Council.

### Goal 2

Support the business needs of the organization through risk mitigation and advancing innovative solutions.

#### Strategy 2.1

Reducing risk to the organization through supporting appropriate risk mitigation tools.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Mar. 31 2022</b>	<b>Identified deliverables with status update</b>
Collaborate with Corporate Services to complete a request for proposal for insurance services.	Q3 2022		Awarding of insurance contract.

### Strategy 2.2

Enhance customer service by supporting departments through the improvement of current e-commerce options.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Work with departments to establish internal workflows in order to facilitate online payments.	Q4 2022		Internal workflows established for each online payment initiative. <ul style="list-style-type: none"><li>Internal workflows with Parks department established.</li></ul>

### Goal 3

Increase service levels by expanding services offered to customers.

#### Strategy 3.1

Enhance customer service by expanding payment options.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Implement acceptance of credit cards for eligible revenues.	Q1 2022		Expanded options to pay by credit card. <ul style="list-style-type: none"><li>Credit cards accepted for select transactions.</li></ul>
Implementation of processes that enhance customer service.	Q3 2022		Research automatic payment options within the utility function.

#### Strategy 3.2

Enhance customer service by implementing additional email options.

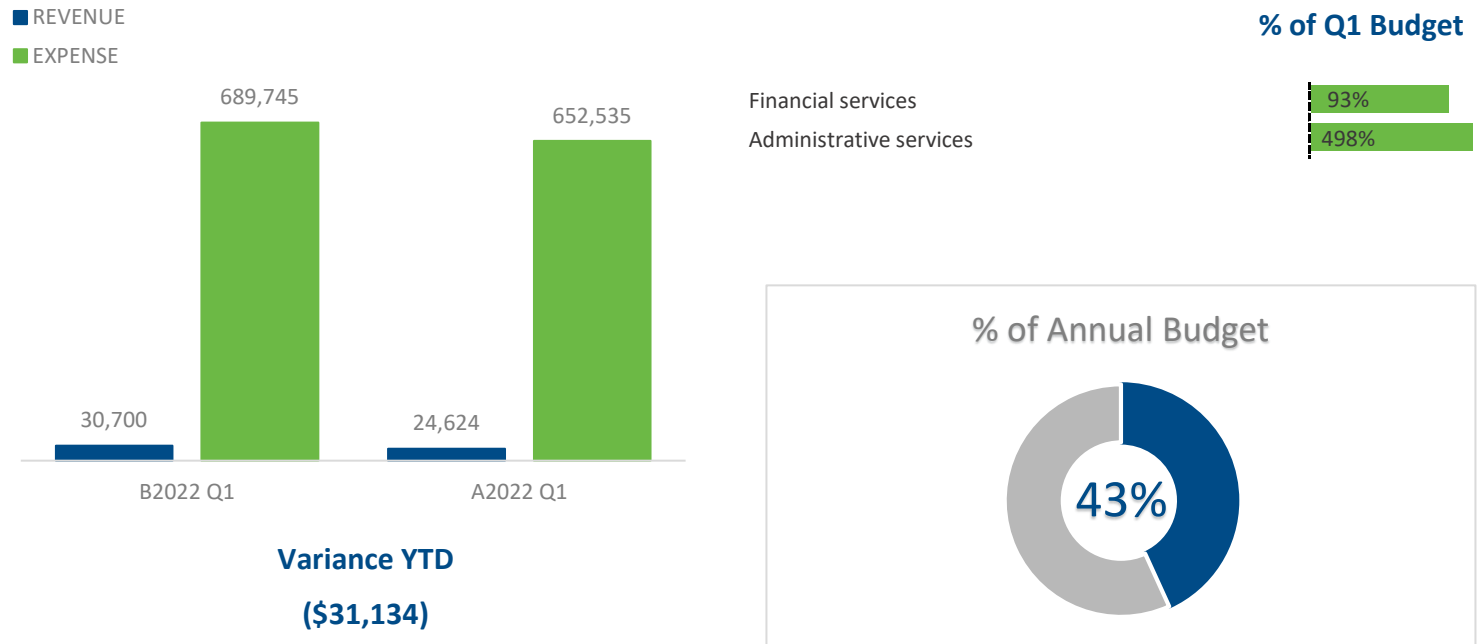
Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Investigate ability to email tax and assessment notices as a supplement to current mailing practices.	Q4 2022		Research and develop an implementation plan, if warranted.



# Finance

## Q1 - 2022 Financial Reporting

Department Head - Natasha Wice



### Financial services

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	21,070	750	750	-	100%	4%
<i>Sales of goods &amp; services to individuals</i>	36,650	8,947	9,555	608	107%	26%
<i>Other revenue from own sources</i>	50,012	20,503	13,689	(6,814)	67%	27%
<i>Other transactions</i>	59,342	-	-	-	0%	0%
<b>Total Revenue</b>	<b>167,074</b>	<b>30,200</b>	<b>23,994</b>	<b>(6,206)</b>	<b>79%</b>	<b>14%</b>
<i>Earnings &amp; benefits</i>	1,045,980	295,287	289,360	(5,927)	98%	28%
<i>General services-contracted</i>	140,525	121,940	120,461	(1,479)	99%	86%
<i>Goods, supplies &amp; materials purchased</i>	1,650	1,100	70	(1,030)	6%	4%
<i>Reserves, transfers &amp; grants</i>	267,500	267,500	225,000	(42,500)	84%	84%
<b>Total Expense</b>	<b>1,455,655</b>	<b>685,827</b>	<b>634,892</b>	<b>(50,935)</b>	<b>93%</b>	<b>44%</b>
<b>Surplus/(Deficit)</b>	<b>(1,288,581)</b>	<b>(655,627)</b>	<b>(610,898)</b>	<b>44,729</b>	<b>93%</b>	<b>47%</b>

#### Variances

##### Reserves, transfers & grants

- Less than anticipated grants to individuals and organizations paid in Q1.

## Finance

### Q1 - 2022 Financial Reporting

#### Administrative services

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	2,000	500	630	130	126%	32%
<b><i>Total Revenue</i></b>	<b>2,000</b>	<b>500</b>	<b>630</b>	<b>130</b>	<b>126%</b>	<b>32%</b>
<i>General services-contracted</i>	105,658	(11,412)	(4,606)	6,806	40%	-4%
<i>Goods, supplies &amp; materials purchased</i>	50,400	12,600	18,981	6,381	151%	38%
<i>Financial service charges</i>	11,055	2,730	3,269	539	120%	30%
<b><i>Total Expense</i></b>	<b>167,113</b>	<b>3,918</b>	<b>17,644</b>	<b>13,726</b>	<b>450%</b>	<b>11%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(165,113)</b>	<b>(3,418)</b>	<b>(17,014)</b>	<b>(13,596)</b>	<b>498%</b>	<b>10%</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 Goals

<b>Goal 4</b>	<b>Department Goal – Improved training</b> Refine Agricultural Services seasonal staff training to ensure competency and confidence while performing operational tasks.
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## 4: Department Highlights

- Worked with Health and Safety to improve and refine seasonal staff training documentation and processes.
- Preparation began for Know Your Farmer, Know Your Food: Ag Tour with dates set and tour sites planned.

## 5: 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Mar. 31 2022</b>	<b>Identified deliverables with status update</b>
Coordinate five local food workshops within Leduc County to provide educational opportunities to residents.	Q1 and Q4 2022		Five workshops held. <ul style="list-style-type: none"> <li>• Hosted virtual workshop Preparing for CanadaGAP (six week series).</li> <li>• Getting into Horticulture: Choosing Land workshop postponed until Q4.</li> </ul>
Create networking opportunities for producers to improve awareness of local food resources within the region.	Q3 2022		Working with Parks & Recreation, prepare and host the Know Your Farmer, Know Your Food: Ag Tour. <ul style="list-style-type: none"> <li>• Dates set for two tours: July 17 and Aug 20, 2022. Preparation has begun for both.</li> </ul>

## 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 Mar. 31 2022	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 2022		Spray brush in intersections and road right-of-way identified and brushed.
Support the grading and shoulder pull program by controlling unwanted vegetation through the application of non-selective herbicides along roadsides.	Q2 2022		200 km to be completed.

## 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 Mar. 31 2022	Identified deliverables with status update
Continue to provide technical expertise to the Regional Agricultural Master Plan (RAMP) task force.	Q3 2022		<p>RAMP task force supported by Leduc County to help the Edmonton Metropolitan Region Growth Plan (EMRGP) develop the RAMP Monitoring and Reporting Framework.</p> <ul style="list-style-type: none"><li>Participated in one Monitoring and Reporting Framework meeting (March 23, 2022).</li></ul>

#### Goal 4

Refine Agricultural Services seasonal staff training to ensure competency while performing operational tasks.

##### Strategy 4.1

Develop a training plan for seasonal staff that improves competency and cross-functionality.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Develop training regimen for seasonal staff development and competency.	Q1 2022		Refine and document training protocols for seasonal staff orientation and equipment training. <ul style="list-style-type: none"><li>• Working with Health and Safety, developed Tractor Competency and Sprayer Competency forms to document training for seasonal staff.</li></ul>

# Agricultural Services

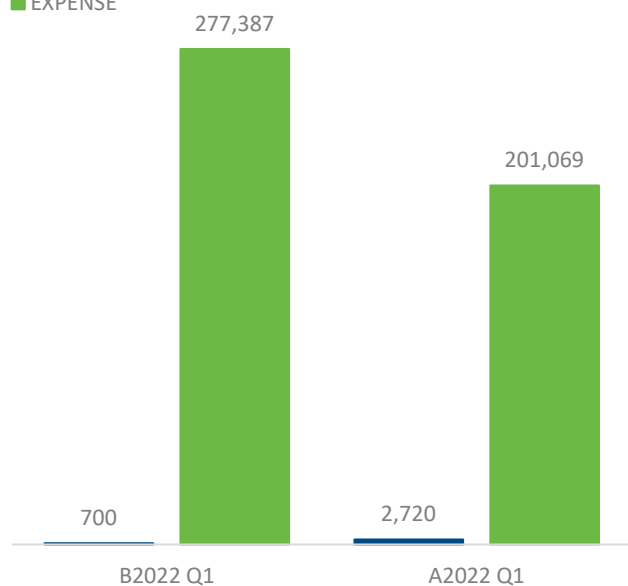
## Q1 - 2022 Financial Reporting

Department Head - Garrett Broadbent

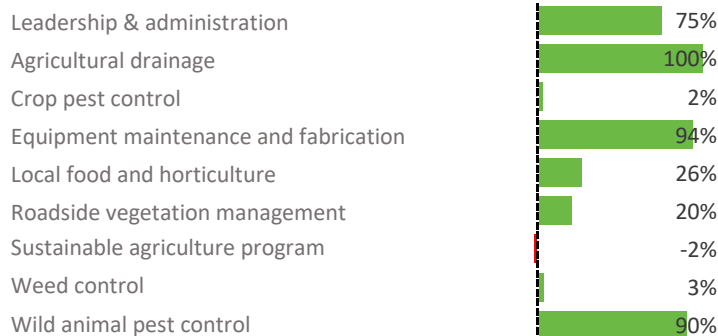
■ REVENUE

■ EXPENSE

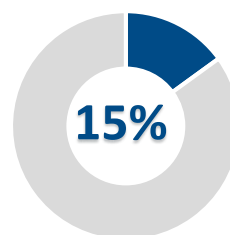
% of Q1 Budget



**Variance YTD**  
**(\$78,338)**



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 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>	546,796	126,442	106,747	(19,695)	84%	20%
<i>General services-contracted</i>	11,320	3,780	4,078	298	108%	36%
<i>Goods, supplies &amp; materials purchased</i>	1,600	-	200	200	0%	13%
<i>Reserves, transfers &amp; grants</i>	22,500	17,500	-	(17,500)	0%	0%
<b>Total Expense</b>	<b>582,216</b>	<b>147,722</b>	<b>111,025</b>	<b>(36,697)</b>	<b>75%</b>	<b>19%</b>
<b>Surplus/(Deficit)</b>	<b>(581,516)</b>	<b>(147,322)</b>	<b>(111,025)</b>	<b>36,297</b>	<b>75%</b>	<b>19%</b>

### Variances

#### Earnings & benefits

- One vacant position.

#### Reserves, transfers, & grants

- Sponsorship funds were not committed for the Alberta Farm Fresh Producers Farm to Market to Table Conference because it was hosted outside of Nisku.
- Payments to grant recipients were not done in Q1.



# Agricultural Services

## Q1 - 2022 Financial Reporting

### Agricultural drainage

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other transactions</i>	1,500	-	-	-	0%	0%
<b><i>Total Revenue</i></b>	<b>1,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	8,762	1,503	1,503	-	100%	17%
<b><i>Total Expense</i></b>	<b>8,762</b>	<b>1,503</b>	<b>1,503</b>	<b>-</b>	<b>100%</b>	<b>17%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(7,262)</b>	<b>(1,503)</b>	<b>(1,503)</b>	<b>-</b>	<b>100%</b>	<b>21%</b>

#### Variances

No significant variances.

### Crop pest control

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 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>	20,930	3,000	66	(2,934)	2%	0%
<i>Goods, supplies &amp; materials purchased</i>	5,950	150	-	(150)	0%	0%
<b><i>Total Expense</i></b>	<b>26,880</b>	<b>3,150</b>	<b>66</b>	<b>(3,084)</b>	<b>2%</b>	<b>0%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(26,880)</b>	<b>(3,150)</b>	<b>(66)</b>	<b>3,084</b>	<b>2%</b>	<b>0%</b>

#### Variances

No significant variances.

# Agricultural Services

## Q1 - 2022 Financial Reporting

### Equipment maintenance and fabrication

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 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	-	-	-	0%	0%
<b>Total Revenue</b>	<b>126,907</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	110,925	28,908	28,313	(595)	98%	26%
<i>General services-contracted</i>	27,506	11,788	6,045	(5,743)	51%	22%
<i>Goods, supplies &amp; materials purchased</i>	66,985	14,645	17,548	2,903	120%	26%
<b>Total Expense</b>	<b>205,416</b>	<b>55,341</b>	<b>51,907</b>	<b>(3,434)</b>	<b>94%</b>	<b>25%</b>
<b>Surplus/(Deficit)</b>	<b>(78,509)</b>	<b>(55,341)</b>	<b>(51,907)</b>	<b>3,434</b>	<b>94%</b>	<b>66%</b>

#### Variances

No significant variances.

### Local food and horticulture

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Conditional grants from other governments</i>	2,500	-	2,400	2,400	0%	96%
<b>Total Revenue</b>	<b>2,500</b>	<b>-</b>	<b>2,400</b>	<b>2,400</b>	<b>0%</b>	<b>96%</b>
<i>General services-contracted</i>	11,195	4,813	4,042	(771)	84%	36%
<i>Goods, supplies &amp; materials purchased</i>	4,550	1,500	-	(1,500)	0%	0%
<b>Total Expense</b>	<b>15,745</b>	<b>6,313</b>	<b>4,042</b>	<b>(2,271)</b>	<b>64%</b>	<b>26%</b>
<b>Surplus/(Deficit)</b>	<b>(13,245)</b>	<b>(6,313)</b>	<b>(1,642)</b>	<b>4,671</b>	<b>26%</b>	<b>12%</b>

#### Variances

No significant variances.

# Agricultural Services

## Q1 - 2022 Financial Reporting

### Roadside vegetation management

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Earnings &amp; benefits</i>	183,919	-	-	-	0%	0%
<i>General services-contracted</i>	16,910	3,707	1,629	(2,078)	44%	10%
<i>Goods, supplies &amp; materials purchased</i>	163,829	7,350	579	(6,771)	8%	0%
<b>Total Expense</b>	<b>364,658</b>	<b>11,057</b>	<b>2,208</b>	<b>(8,849)</b>	<b>20%</b>	<b>1%</b>
<b>Surplus/(Deficit)</b>	<b>(364,658)</b>	<b>(11,057)</b>	<b>(2,208)</b>	<b>8,849</b>	<b>20%</b>	<b>1%</b>

#### Variances

No significant variances.

### Sustainable agriculture program

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	600	-	225	225	0%	38%
<i>Other transactions</i>	8,104	-	-	-	0%	0%
<b>Total Revenue</b>	<b>8,704</b>	<b>-</b>	<b>225</b>	<b>225</b>	<b>0%</b>	<b>3%</b>
<i>General services-contracted</i>	7,700	2,085	173	(1,912)	8%	2%
<i>Goods, supplies &amp; materials purchased</i>	1,600	950	-	(950)	0%	0%
<b>Total Expense</b>	<b>9,300</b>	<b>3,035</b>	<b>173</b>	<b>(2,862)</b>	<b>6%</b>	<b>2%</b>
<b>Surplus/(Deficit)</b>	<b>(596)</b>	<b>(3,035)</b>	<b>52</b>	<b>3,087</b>	<b>-2%</b>	<b>-9%</b>

#### Variances

No significant variances.

# Agricultural Services

## Q1 - 2022 Financial Reporting

### Weed control

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	3,000	-	-	-	0%	0%
<b>Total Revenue</b>	<b>3,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	77,212	-	-	-	0%	0%
<i>General services-contracted</i>	34,844	16,186	442	(15,744)	3%	1%
<i>Goods, supplies &amp; materials purchased</i>	8,200	-	-	-	0%	0%
<b>Total Expense</b>	<b>120,256</b>	<b>16,186</b>	<b>442</b>	<b>(15,744)</b>	<b>3%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(117,256)</b>	<b>(16,186)</b>	<b>(442)</b>	<b>15,744</b>	<b>3%</b>	<b>0%</b>

### Variances

*General services - contracted*

- Weed inspection software purchase delayed until Q2.

### Wild animal pest control

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	900	300	95	(205)	32%	11%
<i>Other revenue from own sources</i>	2,000	-	-	-	0%	0%
<b>Total Revenue</b>	<b>2,900</b>	<b>300</b>	<b>95</b>	<b>(205)</b>	<b>32%</b>	<b>3%</b>
<i>Earnings &amp; benefits</i>	109,408	27,912	27,961	49	100%	26%
<i>General services-contracted</i>	12,945	3,567	1,386	(2,181)	39%	11%
<i>Goods, supplies &amp; materials purchased</i>	12,650	1,600	357	(1,243)	22%	3%
<b>Total Expense</b>	<b>135,003</b>	<b>33,079</b>	<b>29,704</b>	<b>(3,375)</b>	<b>90%</b>	<b>22%</b>
<b>Surplus/(Deficit)</b>	<b>(132,103)</b>	<b>(32,779)</b>	<b>(29,609)</b>	<b>3,170</b>	<b>90%</b>	<b>22%</b>

### Variances

No significant variances.

## **1: Department Services**

### **1.1: Our mission**

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

### **1.2: Service areas**

#### **Leadership and administration**

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

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

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

#### **Enhanced policing**

- Funds RCMP enhanced policing positions that benefit our residents, and ratepayers as follows:
  - General enhanced police officer with Leduc RCMP, who works primarily in the Leduc County area; 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 instruments course.

### Traffic safety

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

- Collaborated with Fire Services on the development of a new Burning Bylaw.
- Facilitated Incident Command System 300 (ICS300) for City of Leduc and Leduc County staff.
- Facilitated and completed all requirements for the re-certification of the Control Tactics and Survival Skills (CTSS) training.
- Facilitated and completed all requirements for the Sabre OC Aerosol Projector re-certification course.
- Revised the Urban Standards Bylaw.

## 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 Mar. 31 2022	Identified deliverables with status update
Educate road users through traffic enforcement and interactions, and conduct high-visibility traffic operations in key areas.	Q4 2022		Conduct a minimum of 700 dedicated traffic operations per year. <ul style="list-style-type: none"><li>Averaged 54 traffic operations per month.</li></ul>
Assist departments in protecting the County's road infrastructure through the enforcement of road bans.	Q3 2022		Conduct a minimum of 1,200 patrols per year on banned roads during road ban season. <ul style="list-style-type: none"><li>Averaged 84 patrols per month in Q1.</li><li>Officers emphasized traffic safety education and compliance during the ongoing pandemic.</li></ul>
Support initiatives that focus on commercial vehicle safety and cargo securement.	Q4 2022		Conduct a minimum of 100 traffic stops for commercial cargo securement each year, in conjunction with the annual cargo securement awareness campaign. <ul style="list-style-type: none"><li>Averaged seven cargo securement operations per month in Q1.</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 Mar. 31 2022	Identified deliverables with status update
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	Q4 2022		Conduct 2,000 patrols in hot spots (including subdivisions) per year. <ul style="list-style-type: none"><li>Averaged 633 proactive patrols per month in Q1.</li></ul>

### Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
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 2022		Participate in special events throughout the year. <ul style="list-style-type: none"><li>• Attended a Blackgold Rodeo parade meeting in March.</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 Mar. 31 2022	Identified deliverables with status update
Assist with traffic control and scene safety at collisions, as requested.	Q4 2022		Statistics and ongoing updates provided to Protective Services Committee. <ul style="list-style-type: none"><li>• Assisted with an average of six emergency services events per month in Q1.</li></ul>
Assist police/fire/EMS and emergency management response to incidents, as requested.	Q4 2022		

### 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 Mar. 31 2022	Identified deliverables with status update
Host and instruct commercial vehicle dimension and weights enforcement course.	Q2 2022		Provide at least one commercial vehicle dimension and weights instruction course per year. <ul style="list-style-type: none"><li>• Curriculum is revised and branded for class forecasted for delivery in Q2.</li></ul>
Host and instruct traffic speed enforcement course.	Q3 2022		Provide one traffic speed enforcement (RADAR) course for the region per year. <ul style="list-style-type: none"><li>• The next course is scheduled for April 2022.</li></ul>
Assess enhanced policing service levels and agreements.	Q3 2022		Assess enhanced policing service levels and agreements during annual budget preparation.



			<ul style="list-style-type: none"> <li>Processed invoices for the School Resource Officer funding in the first half of the school year.</li> </ul>
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### Goal 3

Build and strengthen community relationships and support meaningful community engagement.

#### Strategy 3.1

Develop and maintain public relationships through awareness programs.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Participate in and support community special events, open houses, school presentations, and other community engagement opportunities in collaboration with other departments and agencies.	Q4 2022		Summary of activities provided to Protective Services Committee. <ul style="list-style-type: none"> <li>Monitored traffic during the Freedom Convoy in February.</li> <li>Revised the CPOPP plan to include updated KPIs, new strategies, and percentages of resources allocated for each strategic priority.</li> </ul>
Evaluate the Community Peace Officer Performance Plan (CPOPP), making amendments based on latest results and the next-year's projections.	Q2 2022		

### 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 Mar. 31 2022	Identified deliverables with status update
Promote boat safety through education, compliance and enforcement.	Q3 2022		Conduct a minimum three safe boating awareness operations, boat patrols and/or shoreline operations during the summer season.
Promote off-highway safety through education, compliance and enforcement.	Q4 2022		Conduct a minimum of three off-highway vehicle patrols during the summer season.

## Goal 5

Respond to property concerns and promote compliance.

### Strategy 5.1

Address nuisance and unsightly premises.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2022		Respond to property complaints within three business days. <ul style="list-style-type: none"><li>• A total of five property complaints were carried over from 2021 Q4.</li><li>• Three complaints were investigated and files remained open in Q1.</li></ul>
Partner with Planning and Development to address growing concerns about vacant and occupied lands in country residential subdivisions.	Q2 2022		Review the current Urban Standards Bylaw and present recommendations for amendment to Council. <ul style="list-style-type: none"><li>• Drafted a new Urban Standards Bylaw scheduled for Council workshop in Q2.</li></ul>
Partner with Planning & Development to address growing concerns about unauthorized dog kennels in the County, and/or stray cats in hamlets and subdivisions.	Q2 2022		Review the current Animal Control Bylaw and present recommendations for amendment to Council. <ul style="list-style-type: none"><li>• Met with legal counsel to draft new bylaw. Scheduled for Council workshop in Q2.</li></ul>

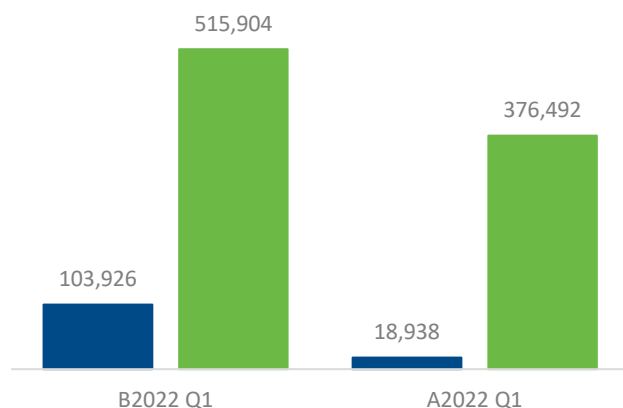
# Enforcement Services

## Q1 - 2022 Financial Reporting

Department Head - Clarence Nelson

■ REVENUE  
■ EXPENSE

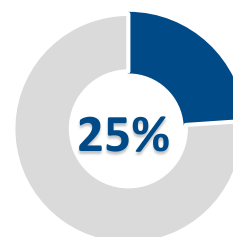
% of Q1 Budget



**Variance YTD**  
**(\$54,425)**

Leadership & administration	94%
Bylaw and animal control	126%
Enhanced policing	55%
Regional training	452%
Traffic safety	11%

% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other transactions</i>	118,742	-	-	-	0%	0%
<b>Total Revenue</b>	<b>118,742</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	777,604	198,525	192,785	(5,740)	97%	25%
<i>General services-contracted</i>	39,345	11,077	13,038	1,961	118%	33%
<i>Goods, supplies &amp; materials purchased</i>	67,648	20,943	10,637	(10,306)	51%	16%
<b>Total Expense</b>	<b>884,597</b>	<b>230,545</b>	<b>216,461</b>	<b>(14,084)</b>	<b>94%</b>	<b>24%</b>
<b>Surplus/(Deficit)</b>	<b>(765,855)</b>	<b>(230,545)</b>	<b>(216,461)</b>	<b>14,084</b>	<b>94%</b>	<b>28%</b>

### Variances

*Goods, supplies & materials purchased*

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

# Enforcement Services

## Q1 - 2022 Financial Reporting

### Bylaw and animal control

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	6,530	1,587	143	(1,444)	9%	2%
<b><i>Total Revenue</i></b>	<b>6,530</b>	<b>1,587</b>	<b>143</b>	<b>(1,444)</b>	<b>9%</b>	<b>2%</b>
<i>General services-contracted</i>	23,680	5,919	5,670	(249)	96%	24%
<i>Goods, supplies &amp; materials purchased</i>	240	60	-	(60)	0%	0%
<i>Reserves, transfers &amp; grants</i>	3,500	-	-	-	0%	0%
<b><i>Total Expense</i></b>	<b>27,420</b>	<b>5,979</b>	<b>5,670</b>	<b>(309)</b>	<b>95%</b>	<b>21%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(20,890)</b>	<b>(4,392)</b>	<b>(5,527)</b>	<b>(1,135)</b>	<b>126%</b>	<b>26%</b>

#### Variances

No significant variances.

### Enhanced policing

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to other government</i>	60,000	-	-	-	0%	0%
<b><i>Total Revenue</i></b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>Purchases from other governments &amp; agencies</i>	1,155,022	273,754	150,077	(123,677)	55%	13%
<b><i>Total Expense</i></b>	<b>1,155,022</b>	<b>273,754</b>	<b>150,077</b>	<b>(123,677)</b>	<b>55%</b>	<b>13%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(1,095,022)</b>	<b>(273,754)</b>	<b>(150,077)</b>	<b>123,677</b>	<b>55%</b>	<b>14%</b>

#### Variances

*Purchases from other governments*

- Invoices for RCMP enhanced policing contracts not yet received.

## Enforcement Services

### Q1 - 2022 Financial Reporting

#### Regional training

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	5,604	1,401	3,500	2,099	250%	62%
<b>Total Revenue</b>	<b>5,604</b>	<b>1,401</b>	<b>3,500</b>	<b>2,099</b>	<b>250%</b>	<b>62%</b>
<i>Goods, supplies &amp; materials purchased</i>	2,500	627	-	(627)	0%	0%
<b>Total Expense</b>	<b>2,500</b>	<b>627</b>	<b>-</b>	<b>(627)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>3,104</b>	<b>774</b>	<b>3,500</b>	<b>2,726</b>	<b>452%</b>	<b>113%</b>

#### Variances

No significant variances.

#### Traffic safety

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	403,760	100,938	15,295	(85,643)	15%	4%
<b>Total Revenue</b>	<b>403,760</b>	<b>100,938</b>	<b>15,295</b>	<b>(85,643)</b>	<b>15%</b>	<b>4%</b>
<i>General services-contracted</i>	20,000	4,999	4,284	(716)	86%	21%
<b>Total Expense</b>	<b>20,000</b>	<b>4,999</b>	<b>4,284</b>	<b>(716)</b>	<b>86%</b>	<b>21%</b>
<b>Surplus/(Deficit)</b>	<b>383,760</b>	<b>95,939</b>	<b>11,012</b>	<b>(84,928)</b>	<b>11%</b>	<b>3%</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.
- March traffic fine revenue had not been received at the time of this report.

## 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.
- Leads the project management of the Utilities' department 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.
- Administers the County's road use agreements.
- 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 – Economic Development</b> Implement the 2018-2021 Economic Development and Growth Management Study
<b>Goal 3</b>	<b>Strategic Priority – Enhanced Transportation Systems</b> Improve transportation networks.
<b>Goal 4</b>	<b>Strategic Priority – Enhanced Transportation Systems</b> Investigate public transportation opportunities within the County and across the region.
<b>Goal 5</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 6</b>	<b>Strategic Priority – Regional Leadership</b> Relationships with other municipalities are maintained and strengthened.

### 3: Department Highlights

- Road program tendered and awarded; this program is currently within budget.
- Bridge program tendered and awarded; this program is currently within budget.
- Township Road 510 four lane design is complete and the two lane design is underway.
- Nisku Spine Road bridge work has been closed out and will restart in May. Traffic signal construction has started at the intersection of Highway 625 and 9 Street.

### 4: Action Plan

#### Goal 1

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

##### Strategy 1.1

Review internal and external processes.

Actions	Target dates	Status at Mar. 31 2022	Deliverables and/or key performance indicators
Examine current processes that could be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	Q2 2022		Document current workflow of engineering processes and develop a prioritized list of areas for improvement. <ul style="list-style-type: none"><li>• Workflows have been documented and but prioritization has not been completed.</li></ul>
	Q2 2022		Examine workflow and modify as necessary to improve the customer experience.

#### Goal 2

Implement the 2018-2021 Economic Development and Growth Management Study.

##### Strategy 2.1

In conjunction with Utilities, ensure Nisku is "business ready" for any potential new industries.

Actions	Target dates	Status at Mar. 31 2022	Deliverables and/or key performance indicators
Work with third party utility (natural gas, electricity) companies to determine available capacities for servicing industry.	Q2 2022		Report on the inventory, status and limitations in regards to third party utilities. <ul style="list-style-type: none"><li>• Contact has been made with third party utilities to introduce them to this project.</li></ul>
Update the municipal access agreement to enable telecommunications providers to easily install services in Nisku.	Q2 2022		Updated municipal access agreement with telecommunications providers and have available for new providers.

			<ul style="list-style-type: none"> <li>Revised municipal access agreement is being presented to Council in early Q2.</li> </ul>
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### Goal 3

Improve Leduc County's transportation networks.

#### Strategy 3.1

Complete construction of the Nisku Spine Road.

Actions	Target dates	Status at Mar. 31 2022	Deliverables and/or key performance indicators
Complete construction of the Nisku Spine Road.	Q1 2022		Utility relocations completed. <ul style="list-style-type: none"> <li>Utility relocations in progress.</li> </ul>
	Q1 2022		Completion of in water component of the Blackmud Creek bridge. <ul style="list-style-type: none"> <li>Substructure is complete and the girders have been placed.</li> </ul>
	Q2 2022		Completion of traffic signals installation.
	Q3 2022		Completion of the Nisku Spine Road roadworks and Blackmud Creek bridge.

#### Strategy 3.2

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

Actions	Target dates	Status at Mar. 31 2022	Deliverables and/or key performance indicators
Monitor and report on the rural road network condition rating.	Q4 2022		Year over year improvement on the rural road network rating. Report provided to Public Works Committee (PWC).
In conjunction with Road Operations and using data from the transportation master plan, and the rural roads ratings, develop a rural roads multi-year capital plan.	Q2 2022		Multi-year plan created and presented to Public Works Committee. <ul style="list-style-type: none"> <li>Data collection is complete and a series of administrative meetings are being held to develop the program.</li> </ul>



### Strategy 3.3

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

<b>Actions</b>	<b>Target dates</b>	<b>Status at Mar. 31 2022</b>	<b>Deliverables and/or key performance indicators</b>
In conjunction with Road Operations and using data from the transportation master plan, and the rural roads ratings, develop a multi-year capital plan.	Q1 2021		Multi-year plan created and presented to Public Works Committee. <ul style="list-style-type: none"><li>• Draft transportation master plan was presented to the Public Works Committee during the February meeting.</li><li>• Administration to develop a draft multi-year plan by the end of Q2.</li></ul>
Monitor and report on the pavement network condition rating.	Q3 2022		Year over year improvement on the pavement network rating. Report provided to Public Works Committee. <ul style="list-style-type: none"><li>• Road inspections are scheduled for May.</li></ul>
Implement and update the five-year pavement preservation plan.	Q4 2022		Improved paved road network ratings and plan presented to Public Works Committee.
Evaluate reclamite as a surfacing rehabilitation alternative.	Q3 2022		Initial evaluation of reclamite after one year. <ul style="list-style-type: none"><li>• Inspections are scheduled for May.</li></ul>

### Strategy 3.4

Develop and implement a transportation master plan.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Mar. 31 2022</b>	<b>Deliverables and/or key performance indicators</b>
Complete transportation master plan.	Q1 2022		Transportation master plan approved by Council. <ul style="list-style-type: none"><li>• Administration is reviewing the draft document, amendments will be made as required, and a revised draft transportation master plan will be prepared for Council's review.</li></ul>

## Goal 4

Investigate public transportation opportunities within the County and across the region.

### Strategy 4.1

Establish a new transit service given the anticipated termination of Leduc Transit, the existing transit collaboration between the County and the City of Leduc, in late 2022.

Actions	Target dates	Status at Mar. 31 2022	Deliverables and/or key performance indicators
Determining transit needs for Leduc County.	Q2 2022		Complete the transit needs/feasibility study for Leduc County. <ul style="list-style-type: none"><li>Developing a needs survey and public consultation. The County's submission to the Government of Canada's Rural Transit Solution Fund grant received approval on April 14, 2022.</li></ul>
Secure transit services for Leduc County based on the findings from the study.	Q3 2022		Develop a request for proposal and an implementation plan.
	Q4 2022		Implement new transit model for 2023.

## Goal 5

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

### Strategy 5.1

Address high incident locations throughout the County.

Actions	Target dates	Status at Mar. 31 2022	Deliverables and/or key performance indicators
Advocate to improve safety at County and provincial highway intersections, identified as high incident locations.	Q3 2022		Acknowledgment by Alberta Transportation of identified issues and an action plan to address. <ul style="list-style-type: none"><li>A letter was received from the Minister of Transportation approving the requested safety assessments at the intersection of Highway 2A and Glen Park Road, as well as, the intersection of Highway 795 and Glen Park Road.</li></ul>
Investigate County intersections to determine safety improvements.	Q3 2022		Develop an action plan/capital plan to address.

## Goal 6

Relationships with other municipalities are maintained and strengthened.

### Strategy 6.1

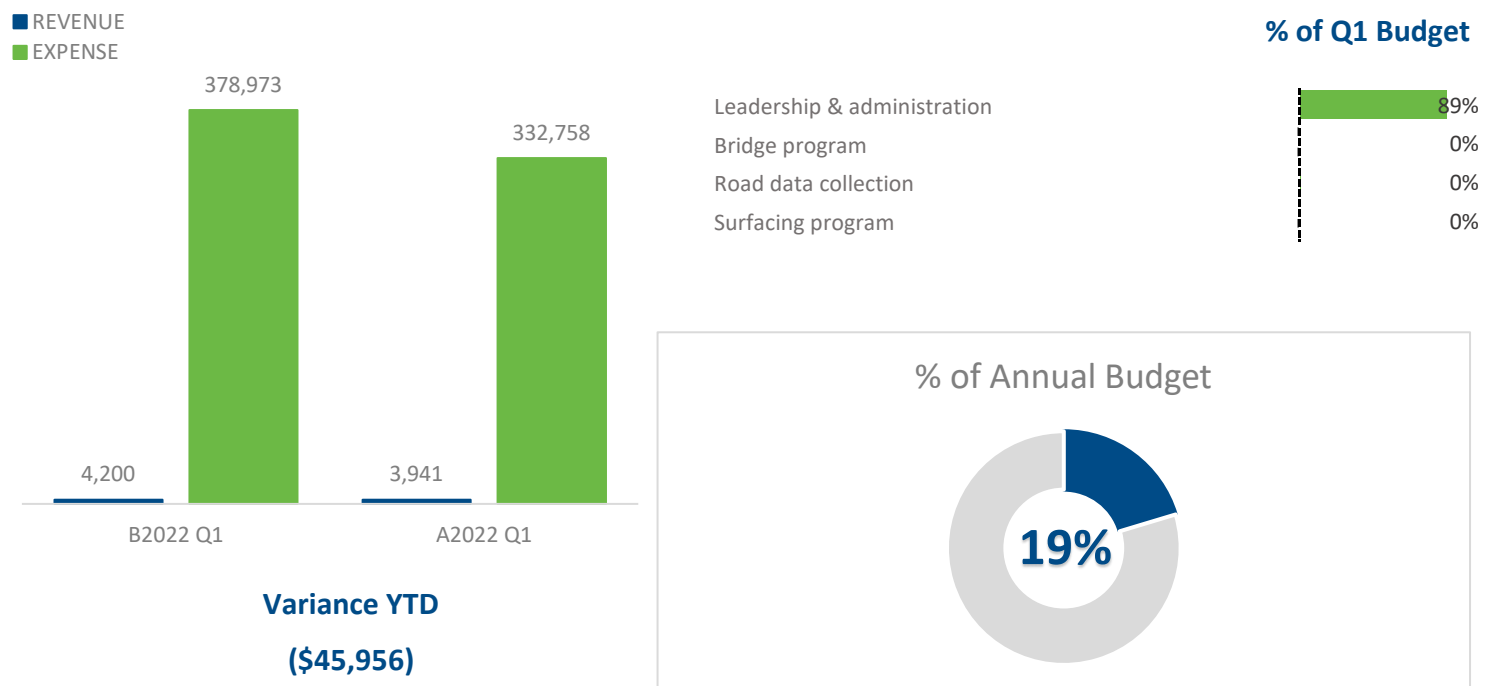
Continue participation in Edmonton Metropolitan Region Board working groups and collaboratives.

Actions	Target dates	Status at Mar. 31 2022	Deliverables and/or key performance indicators
Participate in the Edmonton Metropolitan Region Board's Solid Waste Collaborative.	Q4 2022		Determine potential for regional collaboration in regards to solid waste and recycling management. <ul style="list-style-type: none"><li>• Developing a Solid Waste Data Strategy and a Regional Industrial, Commercial &amp; Institutional (ICI) Waste Characterization Analysis project charter.</li></ul>
Participate in the Edmonton Metropolitan Region Board's Stormwater Collaborative.	Q4 2022		Determine potential for regional collaboration in regards to stormwater management. <ul style="list-style-type: none"><li>• Data provided on revised intensity/duration/frequency curves (developed by EPCOR) used for storm water management design.</li></ul>

# Engineering

## Q1 - 2022 Financial Reporting

Department Head - Des Mryglod



### Leadership & administration

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	12,000	3,000	2,100	(900)	70%	18%
<i>Other revenue from own sources</i>	2,250	1,200	545	(655)	45%	24%
<i>Other transactions</i>	1,455,850	-	1,296	-	0%	0%
<b>Total Revenue</b>	<b>1,470,100</b>	<b>4,200</b>	<b>3,941</b>	<b>(259)</b>	<b>94%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	911,538	234,510	213,357	(21,153)	91%	23%
<i>General services-contracted</i>	157,016	21,379	6,293	(15,086)	29%	4%
<i>Goods, supplies &amp; materials purchased</i>	443,727	113,084	110,573	(2,511)	98%	25%
<i>Financial service charges</i>	1,455,851	-	-	-	0%	0%
<b>Total Expense</b>	<b>2,968,132</b>	<b>368,973</b>	<b>330,222</b>	<b>(38,751)</b>	<b>89%</b>	<b>11%</b>
<b>Surplus/(Deficit)</b>	<b>(1,498,032)</b>	<b>(364,773)</b>	<b>(326,281)</b>	<b>38,492</b>	<b>89%</b>	<b>22%</b>

### Variances

#### Earnings & benefits

- One vacant position.

# Engineering

## Q1 - 2022 Financial Reporting

### Bridge program

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	-	-	0%	0%
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	60,000	5,000	-	(5,000)	0%	0%
<b>Total Expense</b>	<b>60,000</b>	<b>5,000</b>	-	<b>(5,000)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(60,000)</b>	<b>(5,000)</b>	-	<b>5,000</b>	<b>0%</b>	<b>0%</b>

#### Variances

No significant variances.

### Road data collection

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	13,000	5,000	-	(5,000)	0%	0%
<i>Goods, supplies &amp; materials purchased</i>	-	-	23	23	0%	0%
<b>Total Expense</b>	<b>13,000</b>	<b>5,000</b>	<b>23</b>	<b>(4,977)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(13,000)</b>	<b>(5,000)</b>	<b>(23)</b>	<b>4,977</b>	<b>0%</b>	<b>0%</b>

#### Variances

No significant variances.

### Surfacing program

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	60,000	-	2,513	2,513	0%	4%
<b>Total Expense</b>	<b>60,000</b>	-	<b>2,513</b>	<b>2,513</b>	<b>0%</b>	<b>4%</b>
<b>Surplus/(Deficit)</b>	<b>(60,000)</b>	-	<b>(2,513)</b>	<b>(2,513)</b>	<b>0%</b>	<b>4%</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**

- 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>	Minimize barriers to accessing social programs and services in the region.
<b>Goal 2</b>	Increased capacity building through partnerships and volunteerism.
<b>Goal 3</b>	Promote safe and inclusive communities for all residents.
<b>Goal 4</b>	Support opportunities for youth to be engaged in their communities.
<b>Goal 5</b>	Evaluate and enhance citizen satisfaction with services.

## 3: Department Highlights

- Housekeeping subsidy has supported 40 households to date.
- Thirty-five intakes have been completed for counselling subsidy.
- One hundred forty tax returns have been filed resulting in over \$600,000 in government pensions, benefits and refunds to residents.
- One hundred eighty FCSS resource packages were distributed to New Sarepta families with elementary school-aged children.
- A total of 310 residents have participated in 24 programs.
- The Bridges FASD program supported 32 adults attending 228 in home visits.
- Family Resource Specialists provided 178 visits for 52 families to enhance caregiver capacity and child development.
- Eighteen new referrals were received for in-home support.

## 4: Action Plan

### Goal 1

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

#### Strategy 1.1

Provide opportunities for residents to access supports and services through affordable transportation.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Mar. 31 2022</b>	<b>Identified deliverables with status update</b>
Improve resident access to services and supports.	Q3 2022		Engagement sessions will be held with residents and stakeholders to identify transportation barriers. <ul style="list-style-type: none"> <li>• A community survey is currently being promoted for resident feedback.</li> <li>• Stakeholder information gathering and conversations are being planned.</li> </ul>
	Q4 2022		A plan of action will be presented to Council for future year implementation.

## Goal 2

Increased capacity building through partnerships and volunteerism.

### Strategy 2.1

Fostering regional collaboration among stakeholders and partners.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Building a regional relationship among stakeholders and partners.	Q2 2022		<p>A regional awareness event will be hosted with government, businesses and not for profit service providers to improve community awareness of social supports and needs in the region.</p> <ul style="list-style-type: none"><li>A social awareness luncheon is scheduled for September 16, in partnership with the Leduc, Nisku and Wetaskiwin Regional Chamber of Commerce.</li></ul>

## Goal 3

Promote safe and inclusive communities for all residents.

### Strategy 3.1

Improved community awareness and response to community crisis.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Promote crisis prevention and outline community response in times of crisis.	Q4 2022		A plan will be developed and approved by Council for community implementation in the following year.

## Goal 4

Support opportunities for youth to be engaged in their communities.

### Strategy 4.1

Increase youth involvement and volunteerism in communities.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Promote engagement and volunteerism in the community.	Q3 2022		A youth committee pilot program will be implemented.



## Goal 5

Evaluate and enhance citizen satisfaction with services.

### Strategy 5.1

Examine current services to identify opportunities to improve customer satisfaction in meeting their support needs.

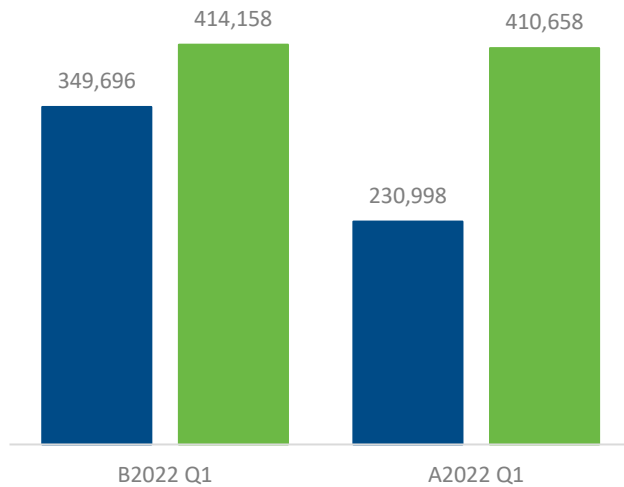
Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Identify participant satisfaction with current services offered through FCSS services, Family Resource Network and the Bridges program.	Q4 2022		<p>FCSS will conduct satisfaction surveys with all program participants that engage in programming or direct client services. A report of findings will be presented to Council.</p> <ul style="list-style-type: none"><li>Participant feedback is collected at all programs and through direct client services.</li></ul>

# Family and Community Support Services

## Q1 - 2022 Financial Reporting

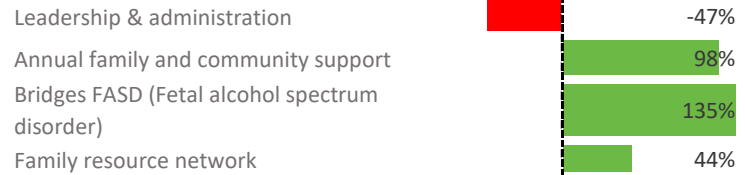
Department Head - Dean Ohnysty

■ REVENUE  
■ EXPENSE

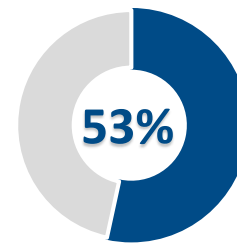


**Variance YTD**  
**\$115,198**

% of Q1 Budget



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Conditional grants from other governments	474,774	118,698	-	(118,698)	0%	0%
<b>Total Revenue</b>	<b>474,774</b>	<b>118,698</b>	<b>-</b>	<b>(118,698)</b>	<b>0%</b>	<b>0%</b>
Earnings & benefits	141,276	36,324	36,548	224	101%	26%
General services-contracted	5,600	1,521	643	(878)	42%	11%
Goods, supplies & materials purchased	2,750	674	374	(300)	55%	14%
<b>Total Expense</b>	<b>149,626</b>	<b>38,519</b>	<b>37,564</b>	<b>(955)</b>	<b>98%</b>	<b>25%</b>
<b>Surplus/(Deficit)</b>	<b>325,148</b>	<b>80,179</b>	<b>(37,564)</b>	<b>(117,743)</b>	<b>-47%</b>	<b>-12%</b>

### Variances

Conditional grants from other government

- The grant payment was budgeted in Q1 but received in Q2.

# Family and Community Support Services

## Q1 - 2022 Financial Reporting

### Annual family and community support

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	1,100	-	-	-	0%	0%
<b>Total Revenue</b>	<b>1,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	408,349	103,884	106,184	2,300	102%	26%
<i>General services-contracted</i>	79,961	20,600	18,656	(1,944)	91%	23%
<i>Goods, supplies &amp; materials purchased</i>	9,996	2,517	238	(2,279)	9%	2%
<i>Reserves, transfers &amp; grants</i>	72,877	-	-	-	0%	0%
<b>Total Expense</b>	<b>571,183</b>	<b>127,001</b>	<b>125,079</b>	<b>(1,922)</b>	<b>98%</b>	<b>22%</b>
<b>Surplus/(Deficit)</b>	<b>(570,083)</b>	<b>(127,001)</b>	<b>(125,079)</b>	<b>1,922</b>	<b>98%</b>	<b>22%</b>

#### Variances

No significant variances.

### Bridges FASD (Fetal alcohol spectrum disorder)

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Conditional grants from other governments</i>	234,000	58,500	58,500	-	100%	25%
<b>Total Revenue</b>	<b>234,000</b>	<b>58,500</b>	<b>58,500</b>	<b>-</b>	<b>100%</b>	<b>25%</b>
<i>Earnings &amp; benefits</i>	254,019	64,566	69,642	5,076	108%	27%
<i>General services-contracted</i>	12,220	3,599	1,921	(1,678)	53%	16%
<i>Goods, supplies &amp; materials purchased</i>	2,400	599	743	144	124%	31%
<b>Total Expense</b>	<b>268,639</b>	<b>68,764</b>	<b>72,307</b>	<b>3,543</b>	<b>105%</b>	<b>27%</b>
<b>Surplus/(Deficit)</b>	<b>(34,639)</b>	<b>(10,264)</b>	<b>(13,807)</b>	<b>(3,543)</b>	<b>135%</b>	<b>40%</b>

#### Variances

No significant variances.

### Family resource network

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Conditional grants from other governments</i>	689,992	172,498	172,498	-	100%	25%
<b>Total Revenue</b>	<b>689,992</b>	<b>172,498</b>	<b>172,498</b>	<b>-</b>	<b>100%</b>	<b>25%</b>
<i>Earnings &amp; benefits</i>	693,944	176,115	167,959	(8,156)	95%	24%
<i>General services-contracted</i>	44,890	1,860	6,472	4,612	348%	14%
<i>Goods, supplies &amp; materials purchased</i>	8,000	1,899	1,277	(622)	67%	16%
<b>Total Expense</b>	<b>746,834</b>	<b>179,874</b>	<b>175,708</b>	<b>(4,166)</b>	<b>98%</b>	<b>24%</b>
<b>Surplus/(Deficit)</b>	<b>(56,842)</b>	<b>(7,376)</b>	<b>(3,210)</b>	<b>4,166</b>	<b>44%</b>	<b>6%</b>

#### Variances

No significant variances.

## **1: Department**

### **1.1: Our mission**

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

### **1.2: Service areas**

#### **Leadership and administration**

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

#### **Emergency management**

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

#### **Fleet and facilities**

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

## Operations

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

## Public safety/education/safety codes

- Interprets and enforces the National Fire Code – 2019 Alberta Edition and Alberta Safety Codes, and conducts 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 National Fire Code – 2019 Alberta Edition and related regulations.

## Training

- Provides 1001 certified, and First Medical Responder certified; recruit firefighter 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 – Regional leadership</b> Formalize the new Regional Emergency Management Agency and Committee in support of Leduc County and our smaller municipalities (Warburg, Thorsby, Calmar) in compliance with the Local Authority Emergency Management Regulation (LAEMR).
<b>Goal 2</b>	<b>Strategic Priority – Regional leadership</b> Enhance regional borderless fire services delivery model.

## 3: Department Goals

<b>Goal 3</b>	Revise the Fire Services Bylaw 12-12.
<b>Goal 4</b>	Implement recommendations from the 2020 Standard of Cover and Station Location Study.
<b>Goal 5</b>	Provide firefighter training at pre-pandemic levels.
<b>Goal 6</b>	Provide team-building opportunities for our firefighters.
<b>Goal 7</b>	Increase public education through the fire safety education program.

## 4: Department Highlights

- Met with Warburg, Thorsby and Calmar to further the establishment of a sub-regional agreement for a Regional Emergency Management Agency and committee.
- Met with Warburg to resume negotiations for a new fire services agreement.
- Presented Fire Services Bylaw 12-12 and a draft Burning Bylaw at Council Workshop for initial review.
- Resumed in-person training at all stations.

## 5: Action plan

### Goal 1

Formalize the new Regional Emergency Management Agency and Committee in support of Leduc County and our smaller municipalities (Warburg, Thorsby, Calmar) in compliance with the Local Authority Emergency Management Regulation (LAEMR).

#### Strategy 1.1

Meet with all participating partners and obtain ministerial approval for a Regionalized Emergency Management Agency and Committee.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Amend the Leduc County sub-regional Emergency Management Agency agreement.	Q2 2022		An updated agreement approved by all participating municipalities. <ul style="list-style-type: none"><li>• Meetings held with municipalities to prepare for sub-regional group meetings.</li></ul>
Complete an implementation plan with regional partners.	Q3 2022		Emergency Management Plan implemented by regional partners.

### Goal 2

Enhance regional borderless fire services delivery model.

#### Strategy 2.1

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

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Create a new fire services agreement.	Q4 2022		A new agreement approved by both Councils. <ul style="list-style-type: none"><li>• Met with newly elected Council and Warburg administration to resume negotiations.</li><li>• Legal review underway of requested changes to agreement.</li></ul>

### Goal 3

Revise the Fire Services Bylaw 12-12.

#### Strategy 3.1

Revise the Fire Services Bylaw 12-12.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Revise the current Fire Services Bylaw 12-12.	Q2 2022		New bylaw approved by Council. <ul style="list-style-type: none"><li>Fire Services Bylaw 12-12 presented in Council workshop for initial review on March 22.</li><li>Draft Burning Bylaw presented in Council workshop on March 22.</li></ul>
Review of administrative directives and procedures to align with current operational practices and new bylaw.	Q4 2022		Amended documents created, as needed.

### Goal 4

Implement recommendations from the 2020 Standard of Cover and Station Location Study.

#### Strategy 4.1

Develop an action plan to implement recommendations from the study.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Develop an action plan that addresses short and long-term recommendations.	Q4 2022		Action plan developed.
Identify key drivers (i.e. risk, population, development growth, urban level expectations, etc.) that will trigger actions required to maintain/establish service levels.	Q4 2022		Strategic plan developed, which includes technical data and associated timelines to mitigate risk.

### Goal 5

Provide firefighter training at pre-pandemic levels.

#### Strategy 5.1

Revise and implement training program for 2022.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Resume pre-pandemic training program as per International Fire Service Training Association's (IFSTA) training manual.	Q2 2022		Training program objectives completed. <ul style="list-style-type: none"><li>In-person training resumed at all stations.</li></ul>

			<ul style="list-style-type: none"> <li>2022 recruit class training began.</li> </ul>
Continue Officer development programming in the winter months to provide consistent leadership to support firefighters.	Q2 2022		Officer training program completed. <ul style="list-style-type: none"> <li>Officer program developed, courses under review.</li> <li>ICS 300 completed by two officers.</li> </ul>

## Goal 6

Provide team-building opportunities for our firefighters.

### Strategy 6.1

Provide opportunities to enhance the organizational culture for firefighters through team-building initiatives.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Hold staff appreciation events for all district fire stations.	Q3 2022		Events held.
Host team-building events.	Q2 2022		Team building events held.

## Goal 7

Increase public education through the fire safety education program.

### Strategy 7.1

Develop presentations for fire safety education for schools, other groups and the public to support building community relationships.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Update fire safety materials for distribution to the public.	Q3 2022		Materials available for distribution.
Conduct fire safety presentations.	Q3 2022		Presentations held.

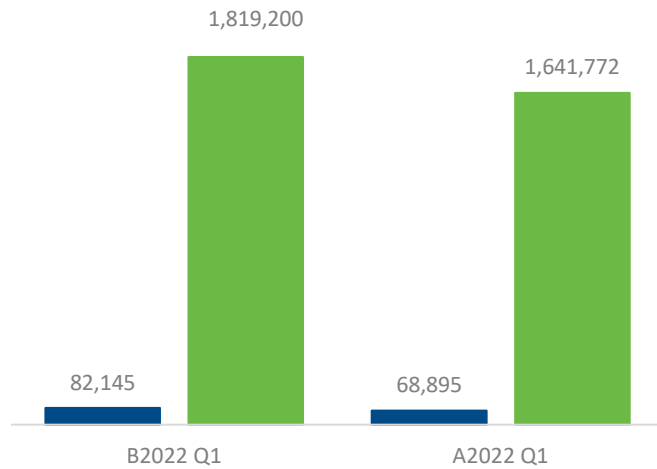


# Fire Services

## Q1 - 2022 Financial Reporting

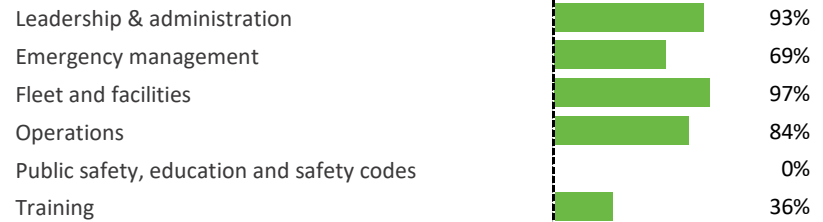
Department Head - Keven Lefebvre

■ REVENUE  
■ EXPENSE

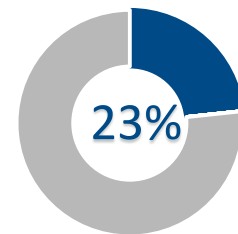


**Variance YTD**  
**(\$164,178)**

### % of Q1 Budget



### % of Annual Budget



## Leadership & administration

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	163,450	-	-	-	0%	0%
<i>Sales of goods &amp; services to individuals</i>	2,000	498	935	437	188%	47%
<i>Other revenue from own sources</i>	4,000	1,002	160	(842)	16%	4%
<b>Total Revenue</b>	<b>169,450</b>	<b>1,500</b>	<b>1,095</b>	<b>(405)</b>	<b>73%</b>	<b>1%</b>
<i>Earnings &amp; benefits</i>	1,141,107	292,728	256,381	(36,347)	88%	22%
<i>General services-contracted</i>	102,162	30,165	22,039	(8,127)	73%	22%
<i>Purchases from other governments &amp; agencies</i>	98,600	8,119	1,750	(6,369)	22%	2%
<i>Goods, supplies &amp; materials purchased</i>	23,152	6,084	1,292	(4,792)	21%	6%
<i>Reserves, transfers &amp; grants</i>	3,021,264	759,816	743,228	16,588	98%	25%
<i>Financial service charges</i>	341,842	51,196	38,329	(12,867)	75%	11%
<b>Total Expense</b>	<b>4,728,128</b>	<b>1,148,108</b>	<b>1,063,018</b>	<b>(85,090)</b>	<b>93%</b>	<b>22%</b>
<b>Surplus/(Deficit)</b>	<b>(4,558,678)</b>	<b>(1,146,608)</b>	<b>(1,061,923)</b>	<b>84,685</b>	<b>93%</b>	<b>23%</b>

### Variances

#### Earnings & benefits

- One vacant position.

# Fire Services

## Q1 - 2022 Financial Reporting

### Emergency management

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	20,000	-	2,191	2,191	0%	11%
<i>Other revenue from own sources</i>	17,457	4,362	1,751	(2,611)	40%	10%
<b>Total Revenue</b>	<b>37,457</b>	<b>4,362</b>	<b>3,942</b>	<b>(420)</b>	<b>90%</b>	<b>11%</b>
<i>General services-contracted</i>	95,850	31,891	15,299	(16,593)	48%	16%
<i>Goods, supplies &amp; materials purchased</i>	9,500	2,368	9,382	7,014	396%	99%
<b>Total Expense</b>	<b>105,350</b>	<b>34,259</b>	<b>24,680</b>	<b>(9,579)</b>	<b>72%</b>	<b>23%</b>
<b>Surplus/(Deficit)</b>	<b>(67,893)</b>	<b>(29,897)</b>	<b>(20,738)</b>	<b>9,159</b>	<b>69%</b>	<b>31%</b>

#### Variances

##### *General services - contracted*

- The invoice for dispatch services had not been received at the time of this report.
- The full scale scenario training was budgeted monthly but is usually an annual training event.

### Fleet and facilities

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	57,100	14,275	15,095	820	106%	26%
<b>Total Revenue</b>	<b>57,100</b>	<b>14,275</b>	<b>15,095</b>	<b>820</b>	<b>106%</b>	<b>26%</b>
<i>General services-contracted</i>	324,948	78,085	73,268	(4,817)	94%	23%
<i>Goods, supplies &amp; materials purchased</i>	585,725	175,569	173,432	(2,137)	99%	30%
<b>Total Expense</b>	<b>910,673</b>	<b>253,654</b>	<b>246,700</b>	<b>(6,954)</b>	<b>97%</b>	<b>27%</b>
<b>Surplus/(Deficit)</b>	<b>(853,573)</b>	<b>(239,379)</b>	<b>(231,605)</b>	<b>7,774</b>	<b>97%</b>	<b>27%</b>

#### Variances

No significant variances.

## Fire Services

### Q1 - 2022 Financial Reporting

#### Operations

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	46,300	11,574	-	(11,574)	0%	0%
<i>Sales of goods &amp; services to individuals</i>	176,500	44,123	41,339	(2,784)	94%	23%
<b>Total Revenue</b>	<b>222,800</b>	<b>55,697</b>	<b>41,339</b>	<b>(14,358)</b>	<b>74%</b>	<b>19%</b>
<i>Earnings &amp; benefits</i>	1,349,206	339,735	272,682	(67,053)	80%	20%
<i>General services-contracted</i>	1,000	249	948	699	381%	95%
<i>Purchases from other governments &amp; agencies</i>	65,000	16,250	19,512	3,262	120%	30%
<i>Goods, supplies &amp; materials purchased</i>	9,250	2,312	1,379	(933)	60%	15%
<b>Total Expense</b>	<b>1,424,456</b>	<b>358,546</b>	<b>294,521</b>	<b>(64,025)</b>	<b>82%</b>	<b>21%</b>
<b>Surplus/(Deficit)</b>	<b>(1,201,656)</b>	<b>(302,849)</b>	<b>(253,183)</b>	<b>49,666</b>	<b>84%</b>	<b>21%</b>

#### Variances

##### *Earnings & benefits*

- One vacant position.
- Less hours worked than anticipated.

#### Public safety, education and safety codes

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	2,000	552	-	(552)	0%	0%
<i>Goods, supplies &amp; materials purchased</i>	5,500	2,750	-	(2,750)	0%	0%
<b>Total Expense</b>	<b>7,500</b>	<b>3,302</b>	-	<b>(3,302)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(7,500)</b>	<b>(3,302)</b>	-	<b>3,302</b>	<b>0%</b>	<b>0%</b>

#### Variances

No significant variances.

## Fire Services

### Q1 - 2022 Financial Reporting

#### Training

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	25,000	6,250	7,424	1,174	119%	30%
<i>Sales of goods &amp; services to individuals</i>	250	61	-	(61)	0%	0%
<b>Total Revenue</b>	<b>25,250</b>	<b>6,311</b>	<b>7,424</b>	<b>1,113</b>	<b>118%</b>	<b>29%</b>
<i>General services-contracted</i>	47,000	12,295	3,442	(8,853)	28%	7%
<i>Goods, supplies &amp; materials purchased</i>	36,200	9,036	9,410	374	104%	26%
<b>Total Expense</b>	<b>83,201</b>	<b>21,331</b>	<b>12,852</b>	<b>(8,479)</b>	<b>60%</b>	<b>15%</b>
<b>Surplus/(Deficit)</b>	<b>(57,951)</b>	<b>(15,020)</b>	<b>(5,428)</b>	<b>9,592</b>	<b>36%</b>	<b>9%</b>

#### Variances

No significant variances.

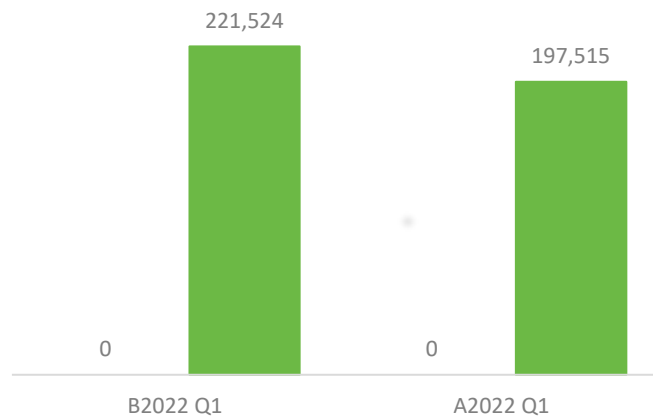
# Legislative

## Q1 - 2022 Financial Reporting

Department Head - Natasha Wice

■ REVENUE  
■ EXPENSE

% of Q1 Budget

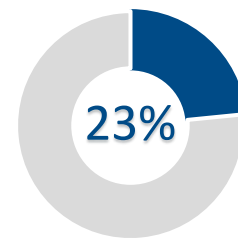


Legislative

89%

**Variance YTD**  
**(\$24,009)**

% of Annual Budget



## Legislative

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Earnings & benefits	718,492	177,516	175,237	(2,279)	99%	24%
General services-contracted	113,055	42,068	22,206	(19,862)	53%	20%
Goods, supplies & materials purchased	11,760	1,940	73	(1,867)	4%	1%
<b>Total Expense</b>	<b>843,307</b>	<b>221,524</b>	<b>197,515</b>	<b>(24,009)</b>	<b>89%</b>	<b>23%</b>
<b>Surplus/(Deficit)</b>	<b>(843,307)</b>	<b>(221,524)</b>	<b>(197,515)</b>	<b>24,009</b>	<b>89%</b>	<b>23%</b>

### Variances

#### General services - contracted

- Conference expenses were less than anticipated.
- Mileage expenses were less than expected.

## **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>	<b>Strategic priority – Enriched quality of life</b> Parks and Recreation will create a new, shared vision for parks and recreation in Leduc County.
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## 3: Department Goals

<b>Goal 2</b>	Protect and preserve Leduc County lakeshores.
<b>Goal 3</b>	Improved municipal reserve and parks planning in the Vista communities.
<b>Goal 4</b>	Serve residents and visitors with continual improvement of department services.

## 4: Department Highlights

- A total of 409 pre-season bookings were processed in a four-day window. This year included an online submission process to improve customer service due to high demand of calls.
- A total of 25 seasonal reservations have been confirmed for Jubilee park campground. This process includes a submission application and lottery draw due to demand.
- A total of 19 weekends have been confirmed for Genesee and Sunnybrook group campgrounds.
- A marketing for not for profits workshop was held in February. The workshop introduced associations to marketing tips and resources.
- Eight community associations were supported with resources and assistance including grant writing and project planning.

## 5: Action Plan

### Goal 1

Parks and Recreation will create a new, shared vision for parks and recreation in Leduc County.

#### Strategy 1.1

Adopt a strategic approach to community building that identifies community needs, access to services and financial sustainability.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Develop a multi-year community vision for recreation and parks services in Warburg and Thorsby.	Q1 2022		Leduc County, Warburg and Thorsby will apply to the Province to secure funding through the Alberta Collaboration Grant. <ul style="list-style-type: none"> <li>• Funding for this project was declined. We continue to identify opportunities to support Warburg and Thorsby with recreation needs identification.</li> </ul>
	Q4 2022		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 2022		A recreation and parks master plan that guides the future direction of recreation,

			<p>parks and community development services.</p> <ul style="list-style-type: none"> <li>• A request for proposals was advertised in April, a firm was selected and the project will commence in May.</li> <li>• A Council update on the project is being planned for June.</li> </ul>
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## Goal 2

Protect and preserve Leduc County lakeshores in cooperation with resident communities.

### Strategy 2.1

Work with lakeshore community residents to improve community use of lakeshore municipal reserve lands.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Develop a plan to improve lakeshore use and communication.	Q2 2022		<p>A revised lakeshore reserve management policy approved by Council.</p> <ul style="list-style-type: none"> <li>• A draft policy is finalized and will be reviewed with the Municipal Policy Review committee.</li> </ul>
	Q3 2022		<p>A process for dock and boatlift authorization will be established and communicated to County residents that reside in lake communities.</p> <ul style="list-style-type: none"> <li>• A mission beach community meeting is planned for June 18.</li> </ul>

## Goal 3

Improved municipal reserve and parks planning in the Vista communities.

### Strategy 3.1

Engage residents to develop a community parks plan that balances community need with County resources.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Identify community need and interests in residential trail and park use in the Vista communities.	Q2 2022		<p>Resident engagement sessions held to identify community needs for residential trail and park development in the Linda, Kayda and Brenda Vista communities.</p> <ul style="list-style-type: none"> <li>• A community survey was sent to all residents with 29 respondents.</li> <li>• A community meeting was held on May 7. Fifteen residents attended to provide additional feedback to administration.</li> </ul>



Q4 2022

A community plan presented to Council.

**Goal 4**

Serve residents and visitors with continual improvement of department services.

**Strategy 4.1**

Examine current services to identify opportunities to improve customer satisfaction.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Mar. 31 2022</b>	<b>Identified deliverables with status update</b>
Identify program and facility participant satisfaction with recreation and campground services.	Q3 2022		Participant surveys will be available for all program, event and campground visitors. <ul style="list-style-type: none"> <li>• Campground survey will be open throughout the operating season.</li> <li>• All recreation programs will include surveys and creative ways of gathering resident feedback.</li> </ul>
	Q4 2022		A summary of finding and conclusions presented to the Parks and Recreation advisory committee.

# Parks and Recreation

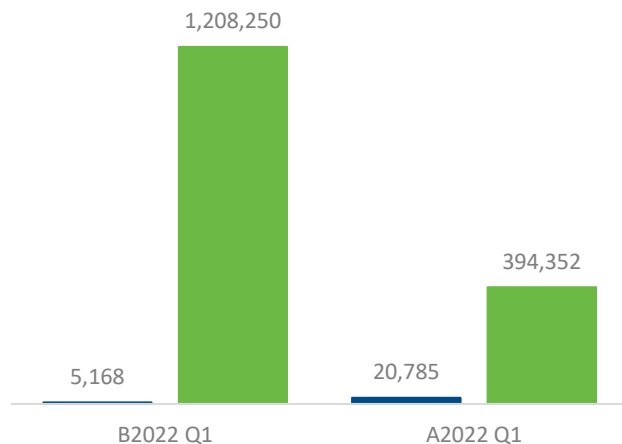
## Q1 - 2022 Financial Reporting

Department Head - Dean Ohnysty

■ REVENUE

■ EXPENSE

% of Q1 Budget



**Variance YTD**  
**(\$829,515)**

Leadership & administration

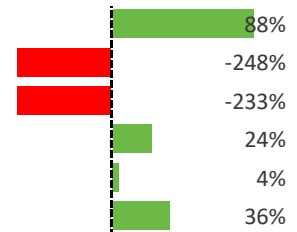
Campground

Day use

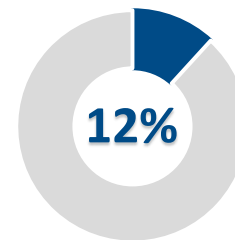
Cost shares

Community development

Library support



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Other revenue from own sources	14,340	-	300	300	0%	2%
<b>Total Revenue</b>	<b>14,340</b>	<b>-</b>	<b>300</b>	<b>300</b>	<b>0%</b>	<b>2%</b>
Earnings & benefits	555,857	142,330	135,452	(6,878)	95%	24%
General services-contracted	42,517	3,871	2,785	(1,086)	72%	7%
Goods, supplies & materials purchased	5,550	1,227	388	(839)	32%	7%
Reserves, transfers & grants	9,950	-	-	-	0%	0%
Financial service charges	419,660	-	(7,993)	(7,993)	0%	-2%
<b>Total Expense</b>	<b>1,033,534</b>	<b>147,428</b>	<b>130,632</b>	<b>(16,796)</b>	<b>89%</b>	<b>13%</b>
<b>Surplus/(Deficit)</b>	<b>(1,019,194)</b>	<b>(147,428)</b>	<b>(130,332)</b>	<b>17,096</b>	<b>88%</b>	<b>13%</b>

### Variances

No significant variances.

# Parks and Recreation

## Q1 - 2022 Financial Reporting

### Campground

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	378,500	3,975	12,919	8,944	325%	3%
<i>Other revenue from own sources</i>	1,700	245	-	(245)	0%	0%
<b>Total Revenue</b>	<b>380,200</b>	<b>4,220</b>	<b>12,919</b>	<b>8,699</b>	<b>306%</b>	<b>3%</b>
<i>Earnings &amp; benefits</i>	162,812	-	-	-	0%	0%
<i>General services-contracted</i>	109,323	5,237	1,214	(4,023)	23%	1%
<i>Goods, supplies &amp; materials purchased</i>	79,100	1,485	3,949	2,464	266%	5%
<i>Financial service charges</i>	7,000	609	40	(569)	7%	1%
<b>Total Expense</b>	<b>358,235</b>	<b>7,331</b>	<b>5,202</b>	<b>(2,128)</b>	<b>71%</b>	<b>1%</b>
<b>Surplus/(Deficit)</b>	<b>21,965</b>	<b>(3,111)</b>	<b>7,717</b>	<b>10,827</b>	<b>-248%</b>	<b>35%</b>

#### Variances

No significant variances.

### Day use

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	6,400	-	2,286	2,286	0%	36%
<i>Other revenue from own sources</i>	5,000	-	5,000	5,000	0%	100%
<i>Other transactions</i>	(22,086)	-	-	-	0%	0%
<b>Total Revenue</b>	<b>(10,686)</b>	<b>-</b>	<b>7,286</b>	<b>7,286</b>	<b>0%</b>	<b>-68%</b>
<i>Earnings &amp; benefits</i>	92,373	-	-	-	0%	0%
<i>General services-contracted</i>	72,322	2,590	899	(1,691)	35%	1%
<i>Goods, supplies &amp; materials purchased</i>	33,850	45	257	212	570%	1%
<b>Total Expense</b>	<b>198,545</b>	<b>2,635</b>	<b>1,155</b>	<b>(1,479)</b>	<b>44%</b>	<b>1%</b>
<b>Surplus/(Deficit)</b>	<b>(209,231)</b>	<b>(2,635)</b>	<b>6,130</b>	<b>8,765</b>	<b>-233%</b>	<b>-3%</b>

#### Variances

No significant variances.

# Parks and Recreation

## Q1 - 2022 Financial Reporting

### Cost shares

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Reserves, transfers &amp; grants</i>	1,720,450	941,450	227,950	(713,500)	24%	13%
<b>Total Expense</b>	<b>1,720,450</b>	<b>941,450</b>	<b>227,950</b>	<b>(713,500)</b>	<b>24%</b>	<b>13%</b>
<b>Surplus/(Deficit)</b>	<b>(1,720,450)</b>	<b>(941,450)</b>	<b>(227,950)</b>	<b>713,500</b>	<b>24%</b>	<b>13%</b>

### Variances

#### *Reserves, transfers & grants*

- Annual cost share payment to the Cities of Leduc and Beaumont were not paid at the time of this report. Payments are pending updated cost share agreements and Council resolution, which is planned for June.

### Community development

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	21,000	948	280	(668)	30%	1%
<b>Total Revenue</b>	<b>21,000</b>	<b>948</b>	<b>280</b>	<b>(668)</b>	<b>30%</b>	<b>1%</b>
<i>Earnings &amp; benefits</i>	126,974	19,125	-	(19,125)	0%	0%
<i>General services-contracted</i>	61,698	10,734	992	(9,742)	9%	2%
<i>Goods, supplies &amp; materials purchased</i>	21,502	1,048	445	(603)	42%	2%
<b>Total Expense</b>	<b>210,174</b>	<b>30,907</b>	<b>1,437</b>	<b>(29,470)</b>	<b>5%</b>	<b>1%</b>
<b>Surplus/(Deficit)</b>	<b>(189,174)</b>	<b>(29,959)</b>	<b>(1,157)</b>	<b>28,802</b>	<b>4%</b>	<b>1%</b>

### Variances

#### *Earnings & benefits*

- One vacant position.

## Parks and Recreation

### Q1 - 2022 Financial Reporting

#### Library support

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other transactions</i>	29,017	-	-	-	0%	0%
<b>Total Revenue</b>	<b>29,017</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	61,500	31,000	27,975	(3,025)	90%	45%
<i>Goods, supplies &amp; materials purchased</i>	200	-	-	-	0%	0%
<i>Reserves, transfers &amp; grants</i>	47,500	47,500	-	(47,500)	0%	0%
<b>Total Expense</b>	<b>109,200</b>	<b>78,500</b>	<b>27,975</b>	<b>(50,525)</b>	<b>36%</b>	<b>26%</b>
<b>Surplus/(Deficit)</b>	<b>(80,183)</b>	<b>(78,500)</b>	<b>(27,975)</b>	<b>50,525</b>	<b>36%</b>	<b>35%</b>

#### Variances

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

- The Leduc County Library Board payment had not been paid at the time of this report. It will be paid in Q2.

## **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 leadership 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 Strategy.

#### **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, gas, and private sewage.

## 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 continue to lead economic development activities for the County by marketing the County's economic development assets and fostering employment growth.
<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 high value agriculture and for the development of industry that supports agricultural related activities.

## 3: Department Goals

<b>Goal 4</b>	<b>Policy and regulatory framework</b> We will maintain a policy and regulatory framework that is relevant, responsive, and reflects Council's strategic vision.
<b>Goal 5</b>	<b>Safety codes</b> We will continue to be leaders in safety codes in Alberta.

## 4: Department Highlights

- Received 60 development permit applications and 277 safety codes permits for a total construction value of \$8.05 million, year to date.
- Significant planning undertaken to prepare for hosting the 2022 Leduc County Economic Development Summit.
- Held an in-depth full day workshop with Council to discuss goals and objectives for economic development and to discuss an initial review of a new Investment Strategy for Leduc County.
- The Leduc County Regional Broadband Strategy was accepted by Council.
- The Municipal Policy Review Committee reviewed a new Land Use Bylaw Enforcement Policy.
- A joint Council meeting with the City of Leduc was held to discuss the consequences of repealing the City of Leduc/Leduc County Intermunicipal Development Plan.
- Three investment readiness policies were taken through the Municipal Policy Review Committee.
- Completed the final edits to the community profile document.
- Planning for a Business Retention and Expansion (BRE) Program and the repurposing of the Nisku Recreation Centre for business development purposes has commenced.
- Worked with Council to refine the County vision for country residential including the Southern Country Residential Area. Work progressing on schedule for other statutory planning projects.
- Supported County elected officials at 10 EMRB Board and Committee Meetings.

## 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

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

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Support mayor and councillors participating in board activities, committees and decision-making.	Ongoing		Provide regular regional issues briefings to the Governance & Priorities Committee. <ul style="list-style-type: none"><li>Regional issues briefing delivered monthly to the Governance and Priorities Committee in February and March.</li></ul>

### Goal 2

Planning and Development will continue to lead economic development activities for the County by marketing the County's economic development assets and fostering employment growth.

#### Strategy 2.1

Attract investment by promoting and marketing Leduc County's many economic development assets.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Organize and conduct the Leduc County 2022 Economic Development Summit.	Q1 2022		Economic Development Summit held. <ul style="list-style-type: none"><li>Summit date postponed to May due to conflicts; much of the event planning undertaken in Q1.</li></ul>
In collaboration with the County Manager's Office, produce two promotional videos highlighting Leduc County's priority employment sectors.	Q4 2022		Two videos produced and deployed into appropriate marketing streams.

#### Strategy 2.2

Ensure Leduc County businesses are appropriately supported in their efforts to sustain their business models and scale up their operations.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Undertake a Business Retention and Expansion (BRE) pilot project (subject to grant approval).	Q2 2022		Renovations to the Nisku Recreation Centre facility completed. <ul style="list-style-type: none"><li>Renovations on track to be completed in Q2.</li></ul>



	Q4 2022		Formal Business Retention & Expansion (BRE) program in place in accordance with the parameters of the pilot project. <ul style="list-style-type: none"> <li>BRE program initiation underway.</li> </ul>
	Q4 2022		Interim report to Council to inform on the progress and learnings to date from the operation of the pilot project.

### Strategy 2.3

Position Leduc County to continue to grow and develop a robust economic development program.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Produce an updated Economic Development Strategy to identify a vision and specific objectives for the County's economic development program.	Q3 2022		Council approval of a new Economic Development Strategy. <ul style="list-style-type: none"> <li>Draft strategy framework created and workshop held with Council in Q1.</li> </ul>
Incorporate LEAN principles into development approval processes to ensure maximum process efficiency.	Q4 2022		Process improvements implemented.

### Goal 3

Planning and Development will support the County's advocacy for high value agriculture and for the development of industry that supports agricultural related activities.

### Strategy 3.1

Develop a policy framework to support the development of agriculture related industry as identified in the Leduc County Investment Readiness and Implementation Strategy to foster investment in agriculture and food processing.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Prepare an Area Structure Plan to support the development of an agricultural hub.	Q2 2022		Council approval of a project charter. <ul style="list-style-type: none"> <li>Due to fiscal constraints, project was removed from the 2022 budget and will be brought forward in the future.</li> <li>Initial project planning will be undertaken in 2022 in anticipation of 2023 execution.</li> </ul>
	Q4 2022		Initial round of public engagement completed; initial draft development scenarios discussed at Council workshop.

			<ul style="list-style-type: none"> <li>Due to fiscal constraints, project was removed from the 2022 budget and will be brought forward in the future.</li> </ul>
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#### Goal 4

We will maintain a policy and regulatory framework for the development of land in Leduc County that is relevant, responsive, and reflects Council's strategic vision.

##### Strategy 4.1

Update the County's land use regulations and policies.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Update the County's Land Use Bylaw.	Q1 2022		Adoption of Land Use Bylaw amendments to align with recent amendments to the <i>Municipal Government Act</i> . <ul style="list-style-type: none"> <li>A draft has been created, final draft expected by early summer.</li> <li>Public hearing of Council expected in Q2.</li> </ul>
	Q3 2022		Completion of the main round of stakeholder and public engagement and review of all District regulations. <ul style="list-style-type: none"> <li>Preparations are in progress; initial public engagement completed in 2021; further engagement expected to commence in Q2.</li> <li>District regulation review in progress.</li> </ul>
	Q4 2022		Completion of a rough first draft of a new bylaw produced for internal review. <ul style="list-style-type: none"> <li>In progress; rough draft being compiled following each internal review and public engagement phase.</li> </ul>
Completion of a new Council policy to guide the County's participation in the siting of new telecommunications towers.	Q3 2022		New policy adopted by Council.
Completion of amendments to the Rural Municipalities of Alberta (RMA) Model Process for Subdivision Approval and Private Sewage to streamline the County's processing of new multi-lot subdivisions.	Q2 2022		New model process completed and adopted by Council. <ul style="list-style-type: none"> <li>The model process has been prepared in draft form and will be scheduled for consideration by Council in Q2.</li> </ul>
	Q3 2022		Background report presented to Council.

Carry out an interim review of the County's Municipal Development Plan.			<ul style="list-style-type: none"> <li>Background report presented at a Council workshop in Q1; will be delivered formally in Q3.</li> </ul>
	Q4 2022		Draft amendments prepared. <ul style="list-style-type: none"> <li>Project charter delivered and presented at a Council workshop in Q1; background work underway.</li> </ul>

#### Strategy 4.2

Update the County's land use policy framework to implement the Municipal Development Plan.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Completion of the Nisku Local Area Redevelopment Plan (LARP).	Q2 2022		New LARP completed and adopted by Council. <ul style="list-style-type: none"> <li>Significant work completed on the LARP in Q1 incorporating the results of the public engagement from Q4 2021 and testing against technical data.</li> </ul>

### Goal 5

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

#### Strategy 5.1

Update and streamline procedures and related regulations related to Safety Codes.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Update the Safety Codes Bylaw.	Q3 2022		Updated bylaw completed and adopted by Council. <ul style="list-style-type: none"> <li>Drafted for internal review.</li> </ul>
Creation of a Safety Codes Directive and Procedure Manual.	Q2 2022		New manual approved and rolled out to staff. <ul style="list-style-type: none"> <li>Drafted for internal review.</li> </ul>

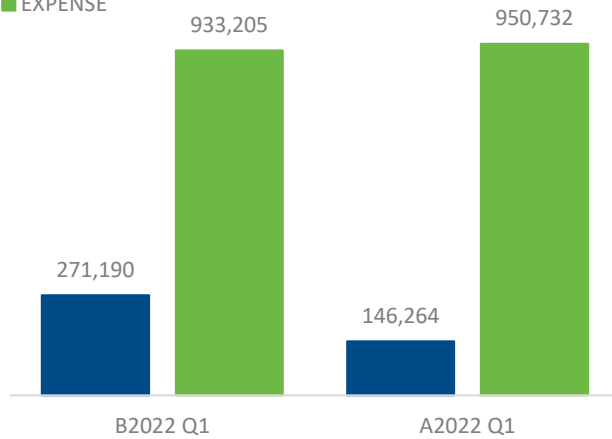
# Planning and Development

## Q1 - 2022 Financial Reporting

Department Head - Grant Bain

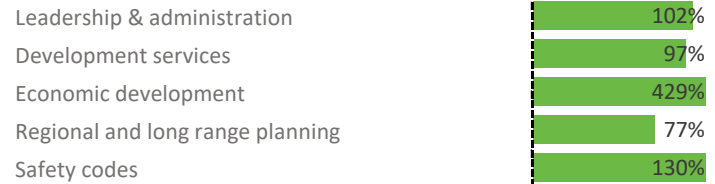
■ REVENUE

■ EXPENSE

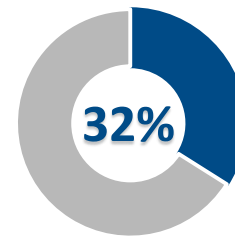


**Variance YTD**  
**\$142,452**

% of Q1 Budget



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
Earnings & benefits	458,646	118,409	120,447	2,038	102%	26%
General services-contracted	4,444	1,364	1,813	449	133%	41%
Goods, supplies & materials purchased	700	169	77	(92)	45%	11%
Financial service charges	15,000	3,862	3,347	(515)	87%	22%
<b>Total Expense</b>	<b>478,790</b>	<b>123,804</b>	<b>125,683</b>	<b>1,879</b>	<b>102%</b>	<b>26%</b>
<b>Surplus/(Deficit)</b>	<b>(478,790)</b>	<b>(123,804)</b>	<b>(125,683)</b>	<b>(1,879)</b>	<b>102%</b>	<b>26%</b>

### Variances

No significant variances.

# Planning and Development

## Q1 - 2022 Financial Reporting

### Development services

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	92,000	22,825	24,943	2,118	109%	27%
<i>Other revenue from own sources</i>	80,000	19,997	13,740	(6,257)	69%	17%
<b>Total Revenue</b>	<b>172,000</b>	<b>42,822</b>	<b>38,683</b>	<b>(4,139)</b>	<b>90%</b>	<b>22%</b>
<i>Earnings &amp; benefits</i>	886,811	226,479	219,060	(7,419)	97%	25%
<i>General services-contracted</i>	22,233	5,260	2,447	(2,813)	47%	11%
<i>Goods, supplies &amp; materials purchased</i>	900	150	6	(144)	4%	1%
<b>Total Expense</b>	<b>909,944</b>	<b>231,889</b>	<b>221,513</b>	<b>(10,376)</b>	<b>96%</b>	<b>24%</b>
<b>Surplus/(Deficit)</b>	<b>(737,944)</b>	<b>(189,067)</b>	<b>(182,829)</b>	<b>6,238</b>	<b>97%</b>	<b>25%</b>

#### Variances

No significant variances.

### Economic development

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other transactions</i>	558,274	14,568	-	(14,568)	0%	0%
<b>Total Revenue</b>	<b>558,274</b>	<b>14,568</b>	<b>-</b>	<b>(14,568)</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	12,748	6,900	14,063	7,163	204%	110%
<i>Purchases from other governments &amp; agencies</i>	110,000	55,000	57,055	2,055	104%	52%
<i>Goods, supplies &amp; materials purchased</i>	500	122	-	(122)	0%	0%
<i>Reserves, transfers &amp; grants</i>	500,000	-	132,665	132,665	0%	27%
<b>Total Expense</b>	<b>623,248</b>	<b>62,022</b>	<b>203,783</b>	<b>141,761</b>	<b>329%</b>	<b>33%</b>
<b>Surplus/(Deficit)</b>	<b>(64,974)</b>	<b>(47,454)</b>	<b>(203,783)</b>	<b>(156,329)</b>	<b>429%</b>	<b>314%</b>

#### Variances

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

- The Edmonton Global shareholder contribution had not been paid at the time of this report.

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

- A portion of the air services opportunity payment was made in Q1 but was budgeted in Q2.

# Planning and Development

## Q1 - 2022 Financial Reporting

### Regional and long range planning

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Earnings & benefits	717,506	183,771	140,212	(43,559)	76%	20%
General services-contracted	14,626	5,354	6,498	1,143	121%	44%
Purchases from other government & agencies	48,782	-	-	-	0%	0%
Goods, supplies & materials purchased	1,500	650	-	(650)	0%	0%
<b>Total Expense</b>	<b>782,414</b>	<b>189,775</b>	<b>146,710</b>	<b>(43,065)</b>	<b>77%</b>	<b>19%</b>
<b>Surplus/(Deficit)</b>	<b>(782,414)</b>	<b>(189,775)</b>	<b>(146,710)</b>	<b>43,065</b>	<b>77%</b>	<b>19%</b>

#### Variances

##### Earnings & benefits

- One vacant position.

### Safety codes

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to other government	4,500	-	-	-	0%	0%
Sales of goods & services to individuals	3,500	800	687	(113)	86%	20%
Other revenue from own sources	988,000	213,000	106,893	(106,107)	50%	11%
<b>Total Revenue</b>	<b>996,000</b>	<b>213,800</b>	<b>107,581</b>	<b>(106,219)</b>	<b>50%</b>	<b>11%</b>
Earnings & benefits	1,186,129	303,813	240,190	(63,623)	79%	20%
General services-contracted	114,429	21,702	12,807	(8,895)	59%	11%
Goods, supplies & materials purchased	600	200	47	(153)	23%	8%
<b>Total Expense</b>	<b>1,301,158</b>	<b>325,715</b>	<b>253,043</b>	<b>(72,672)</b>	<b>78%</b>	<b>19%</b>
<b>Surplus/(Deficit)</b>	<b>(305,158)</b>	<b>(111,915)</b>	<b>(145,462)</b>	<b>(33,547)</b>	<b>130%</b>	<b>48%</b>

#### Variances

##### Other revenue from own sources

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

##### Earnings & benefits

- Two vacant positions.

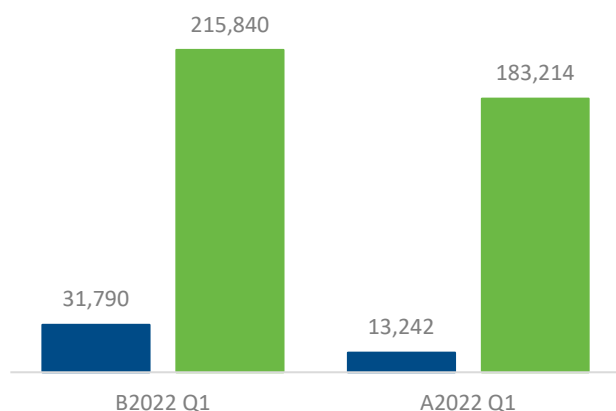
# Public transit

## Q1 - 2022 Financial Reporting

Department Head - Des Mryglod

■ Revenue  
■ Expense

% of Q1 Budget

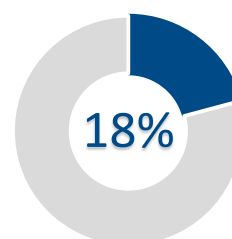


Enhanced transit  
Leduc transit



Variance YTD  
(\$14,078)

% of Annual Budget



### Enhanced transit

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	102,531	1	-	(1)	0%	0%
Purchases from other governments & agencies	102,530	25,633	-	(25,633)	0%	0%
<b>Total Expense</b>	<b>205,061</b>	<b>25,634</b>	-	<b>(25,634)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(205,061)</b>	<b>(25,634)</b>	-	<b>25,634</b>	<b>0%</b>	<b>0%</b>

#### Variances

Purchases from other governments & agencies

- Q1 invoices had not been received from external partners at the time of this report.

# Public transit

## Q1 - 2022 Financial Reporting

### Leduc transit

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	139,644	29,289	8,871	(20,418)	30%	6%
<i>Sales of goods &amp; services to individuals</i>	10,000	2,501	4,371	1,870	175%	44%
<b>Total Revenue</b>	<b>149,644</b>	<b>31,790</b>	<b>13,242</b>	<b>(18,548)</b>	<b>42%</b>	<b>9%</b>
<i>General services-contracted</i>	26	8	6	(2)	69%	21%
<i>Purchases from other governments &amp; agencies</i>	736,706	184,127	183,162	(965)	99%	25%
<i>Goods, supplies &amp; materials purchased</i>	1,000	250	-	(250)	0%	0%
<i>Financial service charges</i>	100	25	46	21	186%	46%
<b>Total Expense</b>	<b>737,832</b>	<b>184,410</b>	<b>183,214</b>	<b>(1,196)</b>	<b>99%</b>	<b>25%</b>
<b>Surplus/(Deficit)</b>	<b>(588,188)</b>	<b>(152,620)</b>	<b>(169,972)</b>	<b>(17,352)</b>	<b>111%</b>	<b>29%</b>

#### Variances

##### *Sales of goods & services to other governments*

- March transit revenue had not been received at the time of this report.
- Ridership continues to be less than anticipated.



## **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**

- 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 Goals

<b>Goal 2</b>	Create training framework for staff to complete competency training on various operating equipment.
<b>Goal 3</b>	Serve residents and visitors with continual improvement of department services.

## 4: Department Highlights

- Collaborated with Finance, Communications and Corporate Services to develop a fillable online dust control form and process.
- Worked with Finance and Corporate Services to identify ways to improve the gravel card process.
- Contributed to the Automated Vehicle Locating (AVL) project by identifying the needs for the Road Operations department.
- Continued the winter gravelling program, which commenced in December, with a total of 105,300 tonnes of gravel being hauled and placed on Leduc County's gravel road network.

## 5: Action plan

### Goal 1

Improve Leduc County's transportation networks.

#### Strategy 1.1

Use the 2020 Gravel Road Strategy and data from the 2018 Rural Roads study to guide Road Operations maintenance programs.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Mar. 31 2022</b>	<b>Identified deliverables with status update</b>
Implement the fourth year of the Rural Roads Initiative Program (RRI).	Q4 2022		Improve network rating by completing 23 km of shoulder pulls, 35 miscellaneous area repairs and 15 roadside ditch improvements.
Consistency in road grading across our gravel road network: <ul style="list-style-type: none"><li>• Four per cent crown standard during summer operations.</li></ul> Two per cent crown standard during winter operations.	Q4 2022		Report to Public Works Committee on fuel consumption, grader blade usage, and road crown.
Evaluate gravelling program to examine its effectiveness and opportunities for improvements.	Q3 2022		Report to Public Works Committee. <ul style="list-style-type: none"><li>• Meeting scheduled for Q2 with all stakeholders.</li></ul>

Continue the annual vegetation management programs that support road grading and sightline improvements for the travelling public.	Q3 2022		Complete 20 hand brushing projects, three intersection quadrants brushing projects and continue the annual mulching program.
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### Strategy 1.2

In conjunction with the Engineering department, utilize the 2021 road surface evaluation and rating and complete annual maintenance of the County's asphalt and cold mix surfaces.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Major asphalt and cold mix repair program.	Q4 2022		Complete repairs on asphalt failures on main roads, one subdivision rejuvenation and one reclamite trial.
Summer asphalt and cold mix maintenance program.	Q3 2022		Complete street sweeping, line painting and crack sealing programs.

### Strategy 1.3

Review current processes to gain efficiencies.

Actions	Target dates	Status at Mar. 31 2022	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.	Q2 2022		Complete a process review on manual entry of gravel slips in conjunction with the Finance department. <ul style="list-style-type: none"> <li>Review with Finance is underway.</li> </ul>

## Goal 2

Create training framework for staff to complete competency training on various operating equipment.

### Strategy 2.1

Develop a training framework for Road Operations staff.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Collaborate with Corporate Services to establish training framework for Road Operations staff.	Q1 2022		Complete framework. <ul style="list-style-type: none"> <li>Completed the framework.</li> </ul>
	Q2 2022		Complete training plan.

### Goal 3

Serve residents and visitors with continual improvement of department services.

#### Strategy 3.1

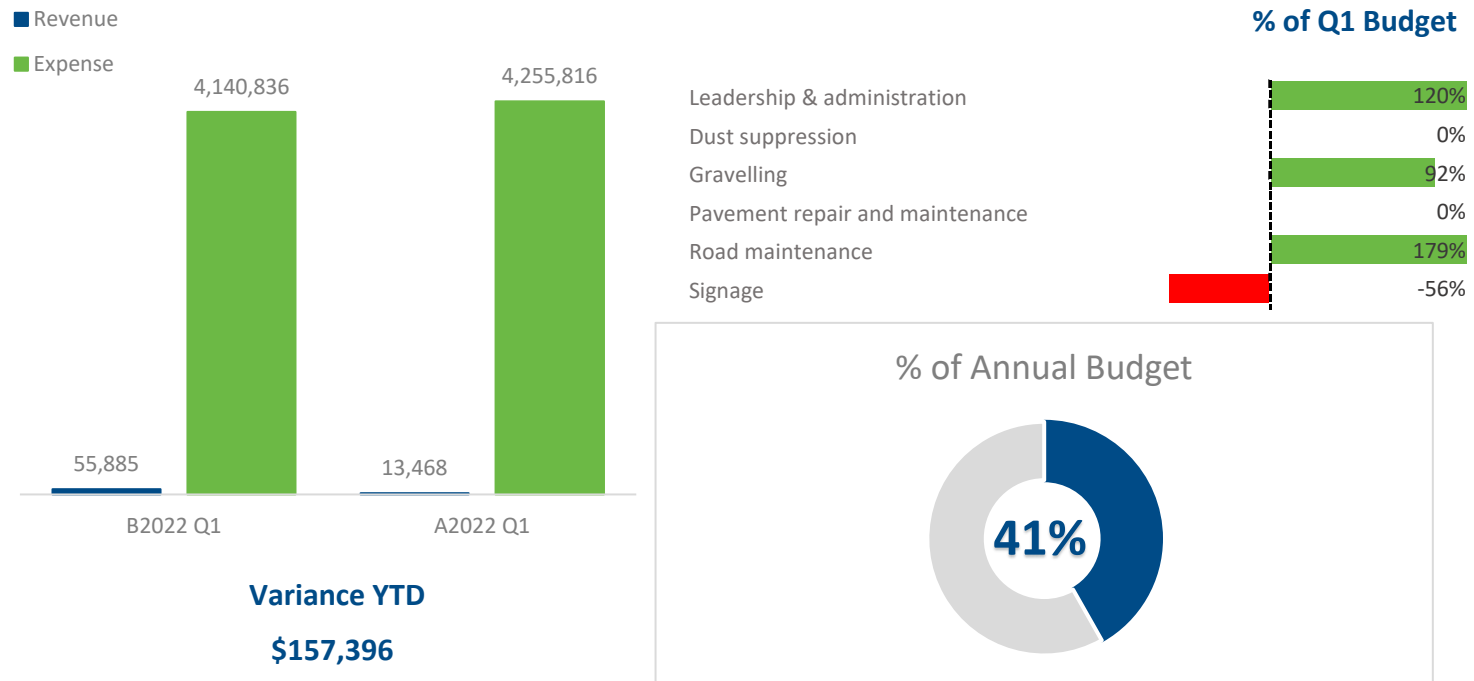
Implement e-services on Leduc County's website to enhance access to services.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Supplement the current residential dust suppression application process with an online process.	Q2 2022		Dust suppression online application process available for the 2022 program.  Online application form and process have been developed and tested, and ready to go live for April 1.

# Road Operations

## Q1 - 2022 Financial Reporting

Department Head - Garrett Broadbent



### Leadership & administration

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	31,379	31,379	-	(31,379)	0%	0%
<i>Sales of goods &amp; services to individuals</i>	16,500	5,250	8,400	3,150	160%	51%
<i>Other revenue from own sources</i>	40,000	10,000	60	(9,940)	1%	0%
<i>Other transactions</i>	32,000	9,006	4,169	(4,837)	46%	13%
<b>Total Revenue</b>	<b>119,879</b>	<b>55,635</b>	<b>12,629</b>	<b>(43,006)</b>	<b>23%</b>	<b>11%</b>
<i>Earnings &amp; benefits</i>	3,653,304	929,415	985,496	56,081	106%	27%
<i>General services-contracted</i>	756,800	155,521	174,046	18,525	112%	23%
<i>Goods, supplies &amp; materials purchased</i>	1,015,420	208,801	350,098	141,297	168%	34%
<i>Reserves, transfers &amp; grants</i>	40,000	10,000	-	(10,000)	0%	0%
<b>Total Expense</b>	<b>5,465,524</b>	<b>1,303,737</b>	<b>1,509,639</b>	<b>205,903</b>	<b>116%</b>	<b>28%</b>
<b>Surplus/(Deficit)</b>	<b>(5,345,645)</b>	<b>(1,248,102)</b>	<b>(1,497,011)</b>	<b>(248,909)</b>	<b>120%</b>	<b>28%</b>

### Variances

#### Earnings & benefits

- Overtime is budgeted throughout the year. More overtime hours were utilized in Q1 than anticipated.

#### Goods, supplies & material purchased

- Fuel and natural gas prices have been higher than budgeted.
- The cost of safety inspections and recertification for various pieces of equipment and facilities have been higher than anticipated.

# Road Operations

## Q1 - 2022 Financial Reporting

### Dust suppression

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	225,000	-	-	-	0%	0%
<b>Total Revenue</b>	<b>225,000</b>	-	-	-	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	44,950	-	-	-	0%	0%
<i>Goods, supplies &amp; materials purchased</i>	641,250	-	-	-	0%	0%
<b>Total Expense</b>	<b>686,200</b>	-	-	-	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(461,200)</b>	-	-	-	<b>0%</b>	<b>0%</b>

#### Variance

No significant variances.

### Gravelling

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total
<i>Conditional grants from other governments</i>	497,174	-	-	-	0%	0%
<b>Total Revenue</b>	<b>497,174</b>	-	-	-	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	1,578,116	1,345,499	1,291,729	(53,770)	96%	82%
<i>Goods, supplies &amp; materials purchased</i>	1,544,172	1,319,050	1,149,062	(169,988)	87%	74%
<b>Total Expense</b>	<b>3,122,288</b>	<b>2,664,549</b>	<b>2,440,791</b>	<b>(223,758)</b>	<b>92%</b>	<b>78%</b>
<b>Surplus/(Deficit)</b>	<b>(2,625,114)</b>	<b>(2,664,549)</b>	<b>(2,440,791)</b>	<b>223,758</b>	<b>92%</b>	<b>93%</b>

#### Variance

##### *General services - contracted*

- 41 miles of gravelling was not completed due to weather conditions.

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

- 41 miles of gravelling was not completed due to weather conditions.

### Pavement repair and maintenance

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	-	-	0%	0%
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	750,710	-	-	-	0%	0%
<i>Goods, supplies &amp; materials purchased</i>	50,500	-	330	330	0%	1%
<b>Total Expense</b>	<b>801,210</b>	-	<b>330</b>	<b>330</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(801,210)</b>	-	<b>(330)</b>	<b>(330)</b>	<b>0%</b>	<b>0%</b>

#### Variance

No significant variances.

# Road Operations

## Q1 - 2022 Financial Reporting

### Road maintenance

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	327,200	66,802	124,127	57,325	186%	38%
<i>Goods, supplies &amp; materials purchased</i>	547,500	103,999	180,928	76,929	174%	33%
<b>Total Expense</b>	<b>874,700</b>	<b>170,801</b>	<b>305,055</b>	<b>134,254</b>	<b>179%</b>	<b>35%</b>
<b>Surplus/(Deficit)</b>	<b>(874,700)</b>	<b>(170,801)</b>	<b>(305,055)</b>	<b>(134,254)</b>	<b>179%</b>	<b>35%</b>

#### Variance

##### *General service - contracted*

- Additional contract grading was required in January and March due to weather conditions.

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

- Additional sand and salt was required in February and March to manage road conditions.
- Spent a greater portion of annual budget in Q1 than anticipated for grader blades due to favorable pricing and product availability.

### Signage

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	1,000	250	839	589	336%	84%
<b>Total Revenue</b>	<b>1,000</b>	<b>250</b>	<b>839</b>	<b>589</b>	<b>336%</b>	<b>84%</b>
<i>Goods, supplies &amp; materials purchased</i>	43,200	1,750	0	(1,750)	0%	0%
<b>Total Expense</b>	<b>43,200</b>	<b>1,750</b>	<b>0</b>	<b>(1,750)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(42,200)</b>	<b>(1,500)</b>	<b>839</b>	<b>2,339</b>	<b>-56%</b>	<b>-2%</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**

- Manage and maintain County-owned wastewater infrastructure and services (collection and treatment):
  - Residential, commercial and industrial wastewater collection
  - Bulk wastewater collection
  - Wastewater treatment (hamlets)
  - Customer service requests

#### **Waste Management & Recycling**

- Manage and maintain County-owned waste management facilities and services.
- Provides waste management and recycling programs for County residents.
- Manages door to door waste and recycling services.

#### **Stormwater Management**

- In conjunction with Engineering, Road Operations and Agricultural Services, manage and maintain County-owned stormwater infrastructure and services.

#### **Contracted Services**

Manage and operate the water and wastewater systems at the Edmonton International Airport.





## 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

- Completed the New Sarepta lift station replacement.
- Completed the Nisku wastewater transfer station upgrade.
- Started the utility rate review project.
- Transfer station blue bag, bin rental, and transportation tender was posted, closed, and reviewed.
- Council approved the Strategic Waste Management Plan on February 8.

## 5: Action Plan

### Goal 1

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

#### Strategy 1.1

Continue to support communal water and wastewater systems.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Mar. 31 2022</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 2022		<p>Provide assistance to residents of 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>• Advocated with the Alberta Government for funding to take their wastewater and the Highlands wastewater to the Looma lagoon.</li></ul>

			<p>Provide assistance to residents of Wildland Meadows to implement a wastewater treatment system via a local improvement tax.</p> <ul style="list-style-type: none"> <li>• Awaiting approval from the wastewater treatment system from Alberta Environment and Parks (AEP).</li> <li>• Held a meeting with the residents of Wildland Meadows about the proposed system and the next steps.</li> </ul>
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### Strategy 1.2

Identify water and wastewater system growth opportunities.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Complete a utilities assessment for growth hamlets.	Q2 2022		<p>Determine available capacities, utility servicing strategies, upgrade requirements, phasing and project costing for the hamlets of Rolly View, Kavanagh and New Sarepta.</p> <ul style="list-style-type: none"> <li>• Consultant secured for the project; start up in early Q2 2022.</li> </ul>

## Goal 2

Investigate alternative strategies to maintain affordable Leduc County utility rates.

### Strategy 2.1

Optimize utility operations.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Continue the collection of utilities infrastructure inventory and conditions assessments.	Q3 2022		<p>Continue to collect current data on our Nisku water and 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>• Data collection plan has been developed.</li> </ul>
Continue with the reduction of inflow and infiltration within the Nisku wastewater system.	Q3 2022		<p>Implement the recommendations of the inflow and infiltration mitigation plan.</p> <ul style="list-style-type: none"> <li>• 2022 work plan has been completed.</li> </ul>

Complete an update of the utility rates.	Q3 2022		Updated utility rates schedule for 2023 budget. <ul style="list-style-type: none"> <li>Developing a utilities rates presentation for Council workshop.</li> </ul>
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### Strategy 2.2

In conjunction with Engineering, ensure Nisku is “business ready” for any potential new industries.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Determine potential limitations for water and wastewater capacity within Nisku.	Q2 2022		Complete analysis on available water and wastewater capacity within Nisku. <ul style="list-style-type: none"> <li>Consultant has been secured.</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 Mar. 31 2022	Identified deliverables with status update
Develop the framework for intermunicipal collaboration and interactions, focused on mutual aid and assistance.	Q4 2022		Develop a mutual aid and assistance agreement with Sturgeon County. Information sent to Sturgeon County for review and they are in agreement. <ul style="list-style-type: none"> <li>An agreement is being drafted in consultation with Sturgeon County.</li> </ul>
	Q4 2022		Investigate partnership opportunities for shared waste management and recycling services with Calmar, Devon, Thorsby, and Warburg.

## Goal 4

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

### Strategy 4.1

Review internal and external processes.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Improve efficiencies for internal processes for the Utilities group.	Q3 2022		A prioritized list of process improvements.

			<ul style="list-style-type: none"> <li>A list of process improvements has been developed and administration is currently prioritizing.</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 stormwater management facility maintenance program.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Complete stormwater quality testing within Nisku Business Park to establish a baseline for storm water parameters.	Q3 2022		Baseline for Nisku stormwater parameters documented.

### Strategy 5.2

Investigate implementing a stormwater utility.

Actions	Target dates	Status at Mar. 31 2022	Identified deliverables with status update
Complete gap analysis on stormwater systems.	Q2 2022		<p>Analysis of any shortfall in stormwater conveyance, treatment maintenance and management responsibilities.</p> <ul style="list-style-type: none"> <li>An inventory of stormwater management facilities has been compiled.</li> <li>The list of necessary maintenance work activity has been developed.</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 Mar. 31 2022	Identified deliverables with status update
Implement the recommendations of the strategic waste management plan.	Q3 2022		<p>Implement the recommendations of the strategic waste management action plan.</p> <ul style="list-style-type: none"> <li>Implementation of a tonnage cap complete.</li> <li>Removal of commercial haulers from the County's billing has been completed.</li> </ul>

			<ul style="list-style-type: none"><li>• Research has started for a twine recycling program.</li></ul>
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# Utilities - Water distribution

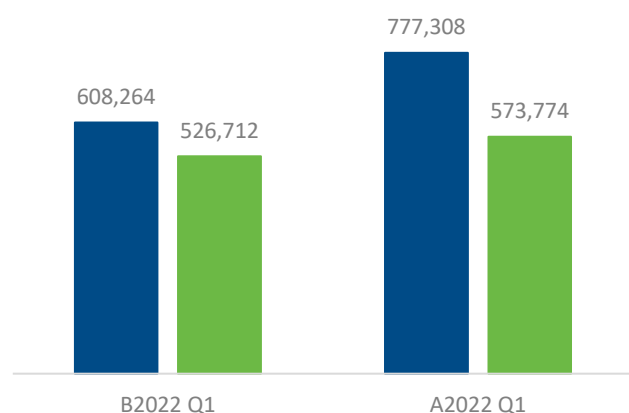
## Q1 - 2022 Financial Reporting

Department Head - Des Mryglod

■ REVENUE

■ EXPENSE

% of Q1 Budget

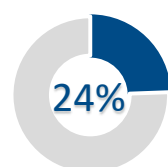


**Variance YTD**  
**(\$121,983)**

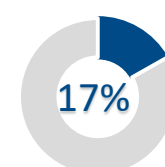
Water distribution

250%

% of Annual Budget -  
Revenue



% of Annual Budget -  
Expense



### Water distribution

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	2,762,629	542,028	670,067	128,039	124%	24%
<i>Other revenue from own sources</i>	269,608	66,236	107,241	41,005	162%	40%
<i>Other transactions</i>	149,949	-	-	-	0%	0%
<b>Total Revenue</b>	<b>3,182,186</b>	<b>608,264</b>	<b>777,308</b>	<b>169,044</b>	<b>128%</b>	<b>24%</b>
<i>Earnings &amp; benefits</i>	532,029	113,016	95,262	(17,754)	84%	18%
<i>General services-contracted</i>	500,721	140,859	55,586	(85,273)	39%	11%
<i>Purchases from other governments &amp; agencies</i>	1,124,782	185,429	361,083	175,654	195%	32%
<i>Goods, supplies &amp; materials purchased</i>	215,818	76,885	46,124	(30,761)	60%	21%
<i>Reserves, transfers &amp; grants</i>	605,077	10,325	20,010	9,685	194%	3%
<i>Financial service charges</i>	437,719	198	(4,290)	(4,488)	-2167%	-1%
<b>Total Expense</b>	<b>3,416,146</b>	<b>526,712</b>	<b>573,774</b>	<b>47,062</b>	<b>109%</b>	<b>17%</b>
<b>Surplus/(Deficit)</b>	<b>(233,960)</b>	<b>81,552</b>	<b>203,535</b>	<b>121,983</b>	<b>250%</b>	<b>-87%</b>

### Variances

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

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

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

- Purchases are greater than anticipated due to higher than budgeted sales.

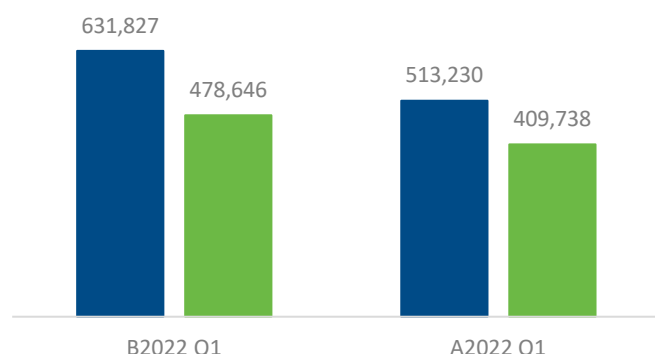
# Utilities - Wastewater collection

## Q1 - 2022 Financial Reporting

Department Head - Des Mryglod

■ REVENUE  
■ EXPENSE

% of Q1 Budget

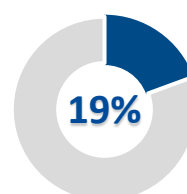


Wastewater collection

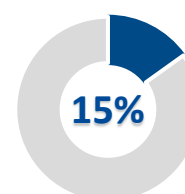


68%

% of Annual Budget -  
Revenue



% of Annual Budget -  
Expense



Variance YTD  
\$49,689

### Wastewater collection

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	2,220,211	533,041	467,896	(65,145)	88%	21%
<i>Other revenue from own sources</i>	284,780	98,786	45,334	(53,452)	46%	16%
<i>Other transactions</i>	140,378	-	-	-	0%	0%
<b>Total Revenue</b>	<b>2,645,369</b>	<b>631,827</b>	<b>513,230</b>	<b>(118,597)</b>	<b>81%</b>	<b>19%</b>
<i>Earnings &amp; benefits</i>	366,153	74,918	65,611	(9,307)	88%	18%
<i>General services-contracted</i>	205,552	40,084	37,096	(2,988)	93%	18%
<i>Purchases from other governments &amp; agencies</i>	1,352,410	352,035	290,121	(61,914)	82%	21%
<i>Goods, supplies &amp; materials purchased</i>	62,963	11,609	20,390	8,781	176%	32%
<i>Reserves, transfers &amp; grants</i>	517,913	-	6,009	6,009	0%	1%
<i>Financial service charges</i>	206,640	-	(9,489)	(9,489)	0%	-5%
<b>Total Expense</b>	<b>2,711,631</b>	<b>478,646</b>	<b>409,738</b>	<b>(68,908)</b>	<b>86%</b>	<b>15%</b>
<b>Surplus/(Deficit)</b>	<b>(66,262)</b>	<b>153,181</b>	<b>103,492</b>	<b>(49,689)</b>	<b>68%</b>	<b>-156%</b>

### Variances

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

- Less than anticipated sales in Q1.

#### *Other revenue from own sources*

- March contract revenue had not been invoiced at the time of this report.
- Land rental revenue was budgeted but not received in Q1.

#### *Purchases from other government and agencies*

- Less than anticipated purchases in Q1.

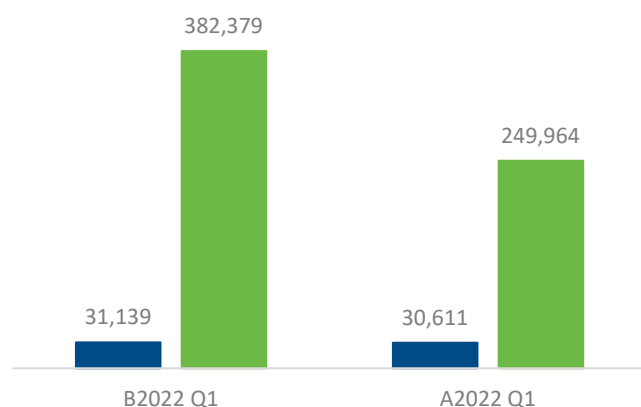
# Utilities - Waste management

## Q1 - 2022 Financial Reporting

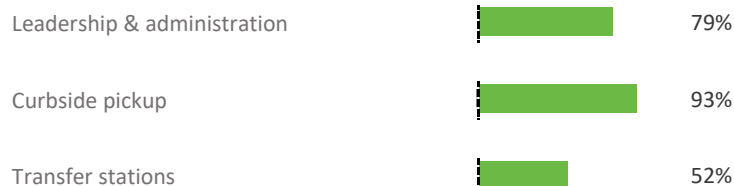
Department Head - Des Mryglod

■ REVENUE  
■ EXPENSE

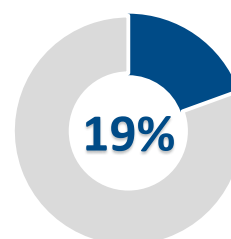
% of Q1 Budget



Variance YTD  
(\$131,886)



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Other revenue from own sources	1,400	350	2,900	2,550	828%	207%
Conditional grants from other governments	242,771	-	-	-	0%	0%
<b>Total Revenue</b>	<b>244,171</b>	<b>350</b>	<b>2,900</b>	<b>2,550</b>	<b>828%</b>	<b>1%</b>
Earnings & benefits	382,192	95,316	90,336	(4,980)	95%	24%
General services-contracted	74,341	13,118	5,050	(8,068)	38%	7%
Purchases from other governments & agencies	263,306	40,830	25,536	(15,294)	63%	10%
Goods, supplies & materials purchased	3,793	948	560	(388)	59%	15%
<b>Total Expense</b>	<b>723,632</b>	<b>150,212</b>	<b>121,481</b>	<b>(28,730)</b>	<b>81%</b>	<b>17%</b>
<b>Surplus/(Deficit)</b>	<b>(479,461)</b>	<b>(149,862)</b>	<b>(118,581)</b>	<b>31,280</b>	<b>79%</b>	<b>25%</b>

### Variances

Purchases from other governments & agencies

- Landfill charges were less than anticipated.



## Utilities - Waste management

### Q1 - 2022 Financial Reporting

#### Curbside pickup

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	113,732	28,434	23,711	(4,723)	83%	21%
<b>Total Revenue</b>	<b>113,732</b>	<b>28,434</b>	<b>23,711</b>	<b>(4,723)</b>	<b>83%</b>	<b>21%</b>
<i>Earnings &amp; benefits</i>	28,551	2,592	2,171	(421)	84%	8%
<i>General services-contracted</i>	56,747	15,048	11,487	(3,561)	76%	20%
<i>Reserves, transfers &amp; grants</i>	28,434	-	-	-	0%	0%
<b>Total Expense</b>	<b>113,732</b>	<b>17,640</b>	<b>13,658</b>	<b>(3,982)</b>	<b>77%</b>	<b>12%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>10,794</b>	<b>10,053</b>	<b>(741)</b>	<b>93%</b>	<b>0%</b>

#### Variances

No significant variances.

#### Transfer stations

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	5,004	1,251	4,000	2,749	320%	80%
<i>Other revenue from own sources</i>	4,408	1,104	-	(1,104)	0%	0%
<b>Total Revenue</b>	<b>9,412</b>	<b>2,355</b>	<b>4,000</b>	<b>1,645</b>	<b>170%</b>	<b>42%</b>
<i>General services-contracted</i>	451,725	163,330	81,918	(81,412)	50%	18%
<i>Purchases from other governments &amp; agencies</i>	195,139	48,776	31,257	(17,518)	64%	16%
<i>Goods, supplies &amp; materials purchased</i>	9,684	2,422	1,649	(773)	68%	17%
<b>Total Expense</b>	<b>656,548</b>	<b>214,527</b>	<b>114,824</b>	<b>(99,703)</b>	<b>54%</b>	<b>17%</b>
<b>Surplus/(Deficit)</b>	<b>(647,136)</b>	<b>(212,172)</b>	<b>(110,824)</b>	<b>101,348</b>	<b>52%</b>	<b>17%</b>

#### Variances

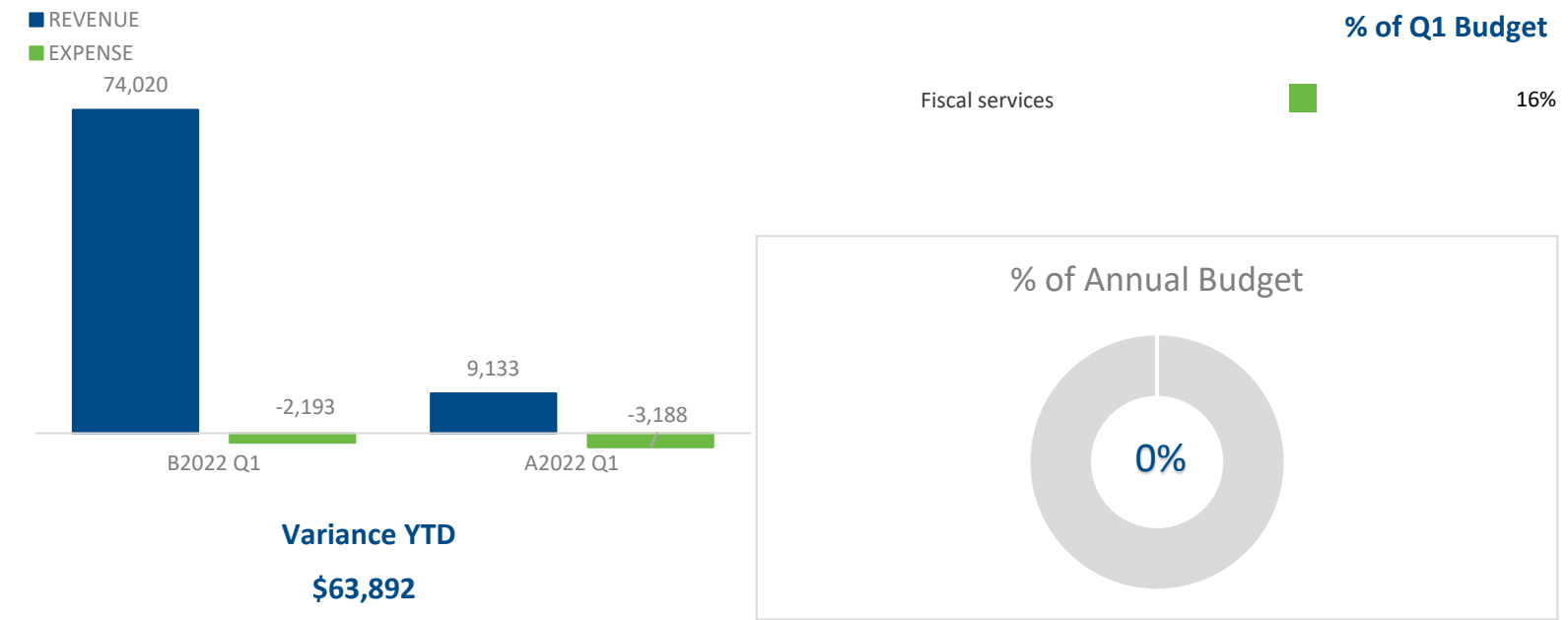
##### *General services-contracted*

- Not all invoices for Q1 have been received at the time of this report.
- Metal bin rental charges were less than anticipated.

# Fiscal Services

## Q1 - 2022 Financial Reporting

Department Head - Natasha Wice



### Fiscal services

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Taxes	73,361,119	-	-	-	0%	0%
Taxes-grant in lieu	118,868	-	-	-	0%	0%
Other revenue from own sources	574,867	74,020	12,543	(61,477)	17%	2%
Unconditional grants from other governments	86,260	-	-	-	0%	0%
Other transactions	264,836	-	(3,410)	(3,410)	0%	-1%
<b>Total Revenue</b>	<b>74,405,950</b>	<b>74,020</b>	<b>9,133</b>	<b>(64,887)</b>	<b>12%</b>	<b>0%</b>
Financial service charges	264,836	-	(3,410)	(3,410)	0%	-1%
Other transactions-general	(7,825)	(2,193)	223	2,416	-10%	-3%
<b>Total Expense</b>	<b>257,011</b>	<b>(2,193)</b>	<b>(3,188)</b>	<b>(995)</b>	<b>145%</b>	<b>-1%</b>
<b>Surplus/(Deficit)</b>	<b>74,148,939</b>	<b>76,213</b>	<b>12,321</b>	<b>(63,892)</b>	<b>16%</b>	<b>0%</b>

#### Variances

##### Other revenue from own sources

- Variance due to year-end adjustments related to interest accruals that differ from the budgeted amount.

## Investment Summary

As at March 31, 2022

Interest received	\$	169,262
Gain/(loss) on sale of investments	\$	-
	\$	<u>169,262</u>

CIBC Portfolio Breakdown	Purchase Price	% of portfolio
Temporary and short-term (less than 1 year)	\$ 19,406	0%
Medium term (between 1 - 10 years)	\$ 28,756,007	91%
Long-term (10+ years)	\$ 2,665,000	8%
	\$ <u>31,440,413</u>	

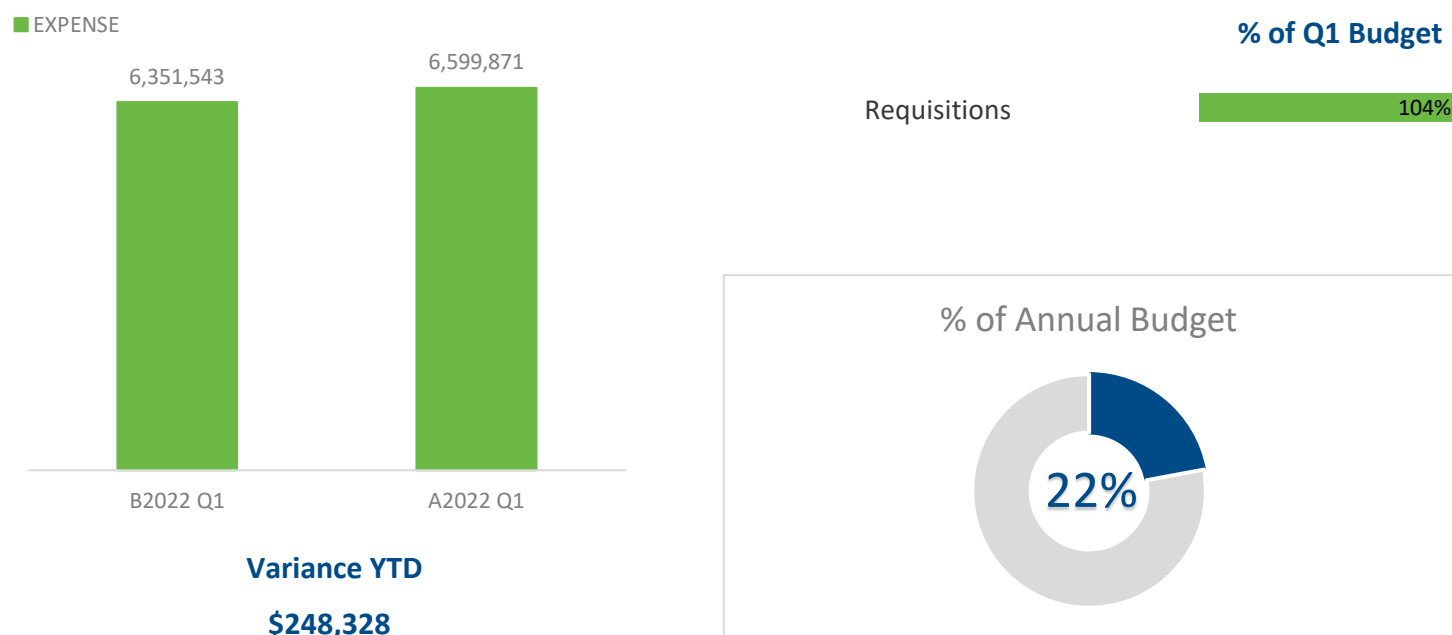
### CIBC statement

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 currently distributed between 1-13 years to reduce the sensitivity to the fluctuation of a rising interest rate environment. Portfolio yields remains very strong with locked-in rates of 1.49% to 3.75%. Given the well diversified bond ladder, the portfolio is fully positioned to take advantage of higher yields as interests rates continue to rise and maturities/cash flows are reinvested.

# Requisitions expenditures

## Q1 - 2022 Financial Reporting

Department Head - Natasha Wice



## Requisitions

Account	2022 budget	2022 Q1 budget	2022 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Reserves, transfers & grants	29,905,295	6,351,543	6,599,871	248,328	104%	22%
<b>Total Expense</b>	<b>29,905,295</b>	<b>6,351,543</b>	<b>6,599,871</b>	<b>248,328</b>	<b>104%</b>	<b>22%</b>
<b>Surplus/(Deficit)</b>	<b>(29,905,295)</b>	<b>(6,351,543)</b>	<b>(6,599,871)</b>	<b>(248,328)</b>	<b>104%</b>	<b>22%</b>

## Variances

### Reserves, transfers & grants

- Budgeted amount remains the same as 2021 for Q1. The 2022 requisition budget is updated during final budget in April and will be reflected in Q2 reporting.



**2022 Major Project and Capital Project Plan**  
**Quarter 1 Reporting - Funding and Expenditures Summary**  
*For the period ending March 31, 2022*

Major Project and Capital Project Summary	Budget	Actual	Variance
Total	29,894,955	3,780,412	26,114,543
<b>Total Expenditures</b>	<b>29,894,955</b>	<b>3,780,412</b>	<b>26,114,543</b>

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>			
Tax - General	390,000	389,341	659
<b>Total Funding</b>	<b>390,000</b>	<b>389,341</b>	<b>659</b>

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>			
Tax - General	4,992,089	50,534	4,941,555
<b>Grants</b>			
Alberta Municipal Water/Wastewater Partnership	228,093	-	228,093
Canada Community Building Fund (Formerly named Gas Tax Fund)	1,576,907	-	1,576,907
Municipal Sustainability Initiative (MSI) Capital	3,409,161	-	3,409,161
Municipal Stimulus Program	193,760	-	193,760
Rural Transit Solutions Fund	50,000	-	50,000
Western Economic Diversification Canada Grant	11,730,000	2,569,379	9,160,621
<b>Fees &amp; Rates</b>			
Utility reserves	85,000	-	85,000
<b>Other</b>			
Debenture	2,000,000	-	2,000,000
Reserves	5,139,245	771,158	4,368,087
Sale/Trade-In	239,500	-	239,500
Sale/Trade-In transfer to reserve	(239,500)	-	(239,500)
<b>Total Funding</b>	<b>29,404,255</b>	<b>3,391,071</b>	<b>26,013,184</b>

No Activity Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>			
Tax - General	70,000	-	70,000
<b>Other</b>			
Reserves	30,700	-	30,700
<b>Total Funding</b>	<b>100,700</b>	<b>-</b>	<b>100,700</b>



**2022 Major Project Plan**  
**Quarter 1 Reporting - Funding and Expenditures Summary**  
*For the period ending March 31, 2022*

Major Project Summary		Budget	Actual	Variance
	Major Projects	1,983,750	77,921	1,905,829
<b>Total Expenditures</b>		<b>1,983,750</b>	<b>77,921</b>	<b>1,905,829</b>

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
	Tax - General	542,500	12,999	529,501
<b>Grants</b>				
	Rural Transit Solutions Fund	50,000	-	50,000
<b>Other</b>				
	Reserves	1,305,550	64,922	1,240,628
<b>Total Funding</b>		<b>1,898,050</b>	<b>77,921</b>	<b>1,820,129</b>



**2022 Major Project Plan**  
**Quarter 1 Reporting**  
**For the period ending March 31, 2022**

Project Name	2022 Final Budget	Total Expenses as at March 31, 2022	Total Variance	Project Indicator	Status	Status Update
Kavanagh landfill reclamation	\$ 21,900	\$ 1,848	\$ 20,052		Work in progress	Consultants are working on the report and the field inspection will be carried out by internal engineering staff.
Update to growth projections	\$ 45,000	\$ -	\$ 45,000		Work in progress	Project work is in progress and will be completed on time.
2022 - 2026 Leduc County Strategic Plan	\$ 27,500	\$ 12,999	\$ 14,501		Work in progress	
Beaumont Sport and Recreation Centre contribution - Payment four of five	\$ 500,000	\$ -	\$ 500,000		Work in progress	
Recreation cost share capital contributions	\$ 350,000	\$ -	\$ 350,000		Work in progress	
Transit needs assessment/feasibility study	\$ 75,000	\$ -	\$ 75,000		Work in progress	Administration is preparing the needs study for this project.
Recreation and Parks master plan	\$ 100,000	\$ -	\$ 100,000		Work in progress	
Central Nisku Local Area Redevelopment Plan (CNLARP) (formerly Nisku Area Redevelopment Plan) - Year three of three	\$ 10,000	\$ -	\$ 10,000		Work in progress	Project work is in progress and will be completed on time.
Growth hamlets utilities capacity assessment	\$ 25,000	\$ -	\$ 25,000		Work in progress	
Nisku and East Vistas utilities capacity assessment	\$ 50,000	\$ -	\$ 50,000		No activity	
Building lifecycle maintenance - Nisku District North Fire Station and Nisku Public Works Shop	\$ 67,500	\$ 12,600	\$ 54,900		Work in progress	Sealant components of project completed under budget in Q1. Project will be completed on time.
Building lifecycle maintenance - Services Building and County Centre - cost share	\$ 66,950	\$ -	\$ 66,950		Work in progress	Project will be completed on time.
Facility security enhancements - Thorsby Public Works Shop and Thorsby District Fire Station	\$ 29,000	\$ -	\$ 29,000		Work in progress	Material costs have increased over the budgeted amount. Project will be completed on time.
Jubilee park day-use improvement	\$ 40,000	\$ -	\$ 40,000		Work in progress	
Agenda management system	\$ 20,000	\$ -	\$ 20,000		No activity	
Automatic Vehicle Location (AVL) system	\$ 25,000	\$ -	\$ 25,000		Work in progress	Project in gap analysis phase. No purchases planned until later in the year.
Implementation of Enterprise Content Management (ECM) solution	\$ 60,000	\$ -	\$ 60,000		Work in progress	Project will extend into 2023. Additional time is required to work with department areas on migrating content from OnBase and file shares into the new ECM system.
Leduc County branding	\$ 10,000	\$ 4,391	\$ 5,610		Work in progress	
Southern Country Residential Area Structure Plan (SCRASP)	\$ 15,700	\$ -	\$ 15,700		Work in progress	Project is currently on hold for Council to consider its preferred servicing option.
Land Use Bylaw update	\$ 10,400	\$ -	\$ 10,400		Work in progress	
Central Nisku Local Area Redevelopment Plan (CNLARP) (formerly Nisku Area Redevelopment Plan) - Year two of three	\$ 53,500	\$ 29,418	\$ 24,082		Work in progress	Project work is in progress, and will be completed on time.



**2022 Major Project Plan**  
**Quarter 1 Reporting**  
**For the period ending March 31, 2022**

Project Name	2022 Final Budget	Total Expenses as at March 31, 2022	Total Variance	Project Indicator	Status	Status Update
Records and Digital Information Plan - Year one implementation	\$ 180,000	\$ -	\$ 180,000		Work in progress	Project will extend into 2023. Additional time is required to work with department areas on migrating content from OnBase and file shares into the new ECM system.
Business Retention and Expansion Centre	\$ 174,000	\$ -	\$ 174,000		Work in progress	Project extended to Q2 2024 as per G&P Motion GP17-22 and Council Motion 61-22.
Nisku District South Fire Station at Community Operations Centre	\$ 20,000	\$ 16,665	\$ 3,335		Work in progress	Final landscaping at mobile home site scheduled for completion in Q2.
Agricultural Impact Assessment (AIA) for the Central Nisku Local Area Redevelopment Plan (CNLARP)	\$ 7,300	\$ -	\$ 7,300		Work in progress	Project work is in progress and will be completed on time.
<b>Total 2022 final budget</b>	<b>\$ 1,983,750</b>	<b>\$ 77,921</b>	<b>\$ 1,905,829</b>			

	Impact to schedule and/or budget
	Project completed and under budget
	Project completed and over budget





## 2022 Capital Project Plan

### Quarter 1 Reporting - Funding and Expenditures Summary

*For the period ending March 31, 2022*

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	5,887,840	624,383	5,263,457
	Road Program	20,535,365	3,040,573	17,494,792
	Bridge Program	1,488,000	37,535	1,450,465
<b>Total Expenditures</b>		<b>27,911,205</b>	<b>3,702,491</b>	<b>24,208,714</b>

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
	Tax - General	390,000	389,341	659
<b>Total Funding</b>		<b>390,000</b>	<b>389,341</b>	<b>659</b>

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
	Tax - General	4,449,589	37,535	4,412,054
<b>Grants</b>				
	Alberta Municipal Water/Wastewater Partnership	228,093	-	228,093
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,576,907	-	1,576,907
	Municipal Sustainability Initiative (MSI) Capital	3,409,161	-	3,409,161
	Municipal Stimulus Program	193,760	-	193,760
	Western Economic Diversification Grant	11,730,000	2,569,379	9,160,621
<b>Fees &amp; Rates</b>				
	Utility reserves	85,000	-	85,000
<b>Other</b>				
	Debenture	2,000,000	-	2,000,000
	Reserves	3,833,695	706,236	3,127,459
	Sale/Trade-In	239,500	-	239,500
	Sale/Trade-In transfer to reserve	(239,500)	-	(239,500)
<b>Total Funding</b>		<b>27,506,205</b>	<b>3,313,150</b>	<b>24,193,055</b>



## 2022 Capital Project Plan

Quarter 1 Reporting

For the period ending March 31, 2022

Project Name	2022 Final Budget	Total Expenses as at March 31, 2022	Total Cost Variance	Project Indicator	Status	Status Update
Replacement of Firefighter Self Contained Breathing Apparatus (SCBA) - Year two of four	\$ 390,000	\$ 389,341	\$ 659		Complete	
Replacement of a fire engine	\$ 412,500	\$ -	\$ 412,500		Work in progress	Request for proposal has been posted and closed on May 17th.
Gravel box for tandem truck	\$ 48,000	\$ -	\$ 48,000		Work in progress	Project work in progress, no costs incurred.
Tandem gravel/plow/sanding truck	\$ 365,000	\$ -	\$ 365,000		Work in progress	Project work in progress, no costs incurred.
Motor grader replacement	\$ 520,000	\$ -	\$ 520,000		Work in progress	Project work in progress, no costs incurred.
Motor grader replacement	\$ 520,000	\$ -	\$ 520,000		Work in progress	Project work in progress, no costs incurred.
Nisku west pump station upgrade - design	\$ 85,000	\$ -	\$ 85,000		Work in progress	Project work in progress, no costs incurred.
Kavanagh wastewater lagoon renewals - construction	\$ 675,000	\$ -	\$ 675,000		Work in progress	Project is dependent on regulatory approval for sludge application to land.
Replacement of a 15' rotary mower	\$ 38,500	\$ -	\$ 38,500		Work in progress	Unit has been ordered and will be delivered in Q2.
Mower replacement	\$ 25,000	\$ -	\$ 25,000		Work in progress	Project work in progress, no costs incurred.
2022 bridge program	\$ 1,488,000	\$ 37,535	\$ 1,450,465		Work in progress	See bridge program details.
2022 road program	\$ 20,297,000	\$ 3,022,799	\$ 17,274,201		Work in progress	See road program details.
Wildland Meadows wastewater system project	\$ 821,000	\$ -	\$ 821,000		Work in progress	Environment approval is granted, working on local improvement plan.
Wildland Meadows roadway surfacing project	\$ 1,200,000	\$ -	\$ 1,200,000		Work in progress	Environment approval is granted, working on local improvement plan.
Non-potable water point purchase	\$ 20,000	\$ -	\$ 20,000		Work in progress	
Nisku Water Facilities fence improvements	\$ 15,000	\$ -	\$ 15,000		No activity	
Replacement of a Parks utility vehicle	\$ 15,940	\$ -	\$ 15,940		Work in progress	
Nisku Septage Receiving Station (Transfer Station) Improvements	\$ 183,900	\$ 100,274	\$ 83,626		Work in progress	Construction work in progress.
New Sarepta Wastewater Lift Station Replacement - Construction	\$ 243,000	\$ 134,768	\$ 108,232		Work in progress	Construction work in progress.
Purchase new tandem gravel/plow/sanding truck	\$ 310,000	\$ -	\$ 310,000		Work in progress	Truck has been delivered.
Township Road 510 Design (Nisku Spine Road to County Limit)	\$ 220,600	\$ 17,774	\$ 202,826		Work in progress	
Nisku Spine Road - From Township Road 510 To Airport Road (Phase 1B(ii) and phase 2) - Land purchase	\$ 17,765	\$ -	\$ 17,765		Work in progress	Land expropriation is in progress.

**Total 2022 final budget \$ 27,911,205 \$ 3,702,491 \$ 24,208,714**

	Impact to schedule and/or budget
	Project completed and under budget
	Project completed and over budget



**2022 Bridge Program**  
**Quarter 1 Reporting**  
**For the period ending March 31, 2022**

Project #	Legal Location	Existing Surface	Work Description	Length of the project	2022 Final Budget	Total Expenses as at March 31, 2022	Variance	Project Indicator	Status	Status Update
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In order of priority

BF 02099 TWP 492 BTW RR 13 and HWY 778	2022-BF-001	NW 10-49-1-W5	3 span bridge	Rehabilitation	45 m	\$ 579,000	\$ 4,420	\$ 574,580		Work in progress	Contracts awarded, project will start in Q2, and be completed by Q4.
BF 09352 RR 255 BTW TR 484 and Glen Park Road (TR 490)	2022-BF-002	NE 30-48-25-W4	Bridge culvert	Maintenance	15 m	\$ 67,000	\$ 3,015	\$ 63,985		Work in progress	
BF 72209 RR 31 BTW TR 492 and TR 494	2022-BF-003	SW 13-49-3-W5	3 span bridge	Maintenance	60 m	\$ 71,000	\$ 2,785	\$ 68,215		Work in progress	
BF 00736 Airport Road, East of 9 st. (Blackmud Creek)	2022-BF-004	NE 7-50-24-W4	3 span bridge	Maintenance	40 m	\$ 144,000	\$ 2,166	\$ 141,834		Work in progress	
BF 07070 RR 271 BTW TR 500 and TR 502 (North bridge)	2022-BF-005	NW 1-50-27-W4	3 span bridge	Maintenance	45 m	\$ 154,000	\$ 2,785	\$ 151,215		Work in progress	
BF 09653 TWP 494 BTW RR 275 and RR 280	2022-BF-006	NW 19-49-27-W4	3 span bridge	Maintenance	55 m	\$ 39,000	\$ 2,170	\$ 36,830		Work in progress	
BF 81033 RR 33 BTW TR 492 and Hwy 39 (North bridge)	2022-BF-007	NW 3-49-3-W5	Single span bridge	Maintenance	22 m	\$ 59,000	\$ 3,815	\$ 55,185		Work in progress	
BF 75572 RR 271 BTW TR 494 and Hwy 39	2022-BF-008	NW 25-49-27-W4	Bridge culvert	Replacement	35 m	\$ 375,000	\$ 16,379	\$ 358,621		Work in progress	

**Total bridge program = \$ 1,488,000 \$ 37,535 \$ 1,450,465**

	Impact to schedule and/or budget
	Project completed and under budget
	Project completed and over budget



## 2022 Road Program

Quarter 1 Reporting

For the period ending March 31, 2022

	Project #	From	To	Work Description	2022 Final Budget	Total Expenses as at March 31, 2022	Variance	Project Indicator	Status	Status Update
<b>Major Roads</b>										
Design Engineering for 2023	2022-RD-001			Design	\$ 50,000	\$ -	\$ 50,000		No activity	Project will start in Q3.
	<b>Total</b>				<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>			
<b>Rural Roads</b>										
Rural Road Initiative	2022-RD-002				\$ 1,500,000	\$ -	\$ 1,500,000		Work in progress	
	<b>Total</b>				<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>			
<b>Subdivisions</b>										
Beau Hills Subdivision - NW 30-50-23-W4	2022-RD-003			Rehabilitation	\$ 819,000	\$ -	\$ 819,000		Work in progress	Contract awarded, project will start in Q2, and be completed by Q3.
Strawberry Hill Estates - NW 27-50-23-W4	2022-RD-004			Rehabilitation	\$ 615,000	\$ -	\$ 615,000		Work in progress	Contract awarded, project will start in Q2, and be completed by Q3.
Panorama Estates - NW 31-50-22-W4	2022-RD-005			Rehabilitation	\$ 639,000	\$ -	\$ 639,000		Work in progress	Contract awarded, project will start in Q2, and be completed by Q3.
	<b>Total</b>				<b>\$ 2,073,000</b>	<b>\$ -</b>	<b>\$ 2,073,000</b>			
<b>Hamlets</b>										
New Sarepta - 2nd Street South	2022-RD-006	Center St	Center Ave	Rehabilitation	\$ 843,000	\$ -	\$ 843,000		Work in progress	Contract awarded, project will start in Q2, and be completed by Q3.
Rolly View	2022-RD-007			Rehabilitation	\$ 843,000	\$ -	\$ 843,000		Work in progress	Contract awarded, project will start in Q2, and be completed by Q3.
	<b>Total</b>				<b>\$ 1,686,000</b>	<b>\$ -</b>	<b>\$ 1,686,000</b>			
<b>Nisku</b>										
30 Ave	2022-RD-008	5 street	4 street	Reconstruction	\$ 225,000	\$ -	\$ 225,000		Work in progress	Contract awarded, project will start in Q2, and be completed by Q3.
5st	2022-RD-009	25 Ave	TR 510	Rehabilitation	\$ 703,000	\$ -	\$ 703,000		Work in progress	Contract awarded, project will start in Q2, and be completed by Q3.
	<b>Total</b>				<b>\$ 928,000</b>	<b>\$ -</b>	<b>\$ 928,000</b>			
<b>Nisku Spine Road</b>										
Nisku Spine Road - TR 510 to Airport Road	2022-RD-010	TR 510	Airport road	New construction	\$ 13,800,000	\$ 3,022,799	\$ 10,777,201		Work in progress	Construction work is in progress.
	<b>Total</b>				<b>\$ 13,800,000</b>	<b>\$ 3,022,799</b>	<b>\$ 10,777,201</b>			
<b>Carry Forward Projects</b>										
Township Road 510 Design (Nisku Spine Road to County Limit)	2020-RD-014				\$ 220,600	\$ 17,774	\$ 202,826		Work in progress	Project work in progress.
Nisku Spine Road - From Township Road 510 To Airport Road (Phase 1B(ii) and phase 2) - Land Purchase	2021-RD-014				\$ 17,765	\$ -	\$ 17,765		Work in progress	Project work in progress.
	<b>Total Carry Forward Projects=</b>				<b>\$ 238,365</b>	<b>\$ 17,774</b>	<b>\$ 220,591</b>			
	<b>Add: 2019 - 8 St. internal borrowing repayment</b>				<b>\$ 260,000</b>	<b>\$ -</b>	<b>\$ 260,000</b>			
	<b>Total road program</b>				<b>\$ 20,535,365</b>	<b>\$ 3,040,573</b>	<b>\$ 17,494,792</b>			

	Impact to schedule and/or budget
	Project completed and under budget
	Project completed and over budget



## Operating Fund Reserve Schedule

Quarter 1 Reporting

For the period ended March 31, 2022

	Actual balance as at December 31, 2021	Applied		Additions		Actual balance as at March 31, 2022
		2022 budget	2022 actual	2022 budget	2022 actual	
Legacy fund	4,290,000.00	500,000.00	-	-	-	4,290,000.00
Stabilization and contingency	11,408,968.59	635,300.00	-	-	-	11,408,968.59
Special purpose	7,980,640.05	932,087.00	-	112,900.00	-	7,980,640.05
Utilities	1,841,978.04	170,488.00	-	281,392.00	11,345.68	1,853,323.72
	25,521,586.68	2,237,875.00	0.00	394,292.00	11,345.68	25,532,932.36



## Capital Fund Reserve Schedule

Quarter 1 Reporting

For the period ended March 31, 2022

	Actual balance as at Dec 31, 2021	Applied		Additions		Actual balance as at Mar 31, 2022
		2022 budget	2022 actual	2022 budget	2022 actual	
Asset lifecycle management	16,465,410.83	3,433,005.00	-	534,500.00	-	16,465,410.83
Special purpose	404,562.69	391,000.00	-	9,950.00	-	404,562.69
Statutory	3,073,795.94	622,086.00	-	-	20,096.98	3,093,892.92
Utilities	2,375,397.23	303,030.00	-	870,032.00	14,672.94	2,390,070.17
	22,319,166.69	4,749,121.00	-	1,414,482.00	34,769.92	22,353,936.61