



Quarterly report

2022 Q2 Report

June 30, 2022

Table of contents

County Highlights

Corporate Plan

Departmental quarterly reports

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

Major and Capital Project Plans

Operating Reserve Schedule

Capital Reserve Schedule

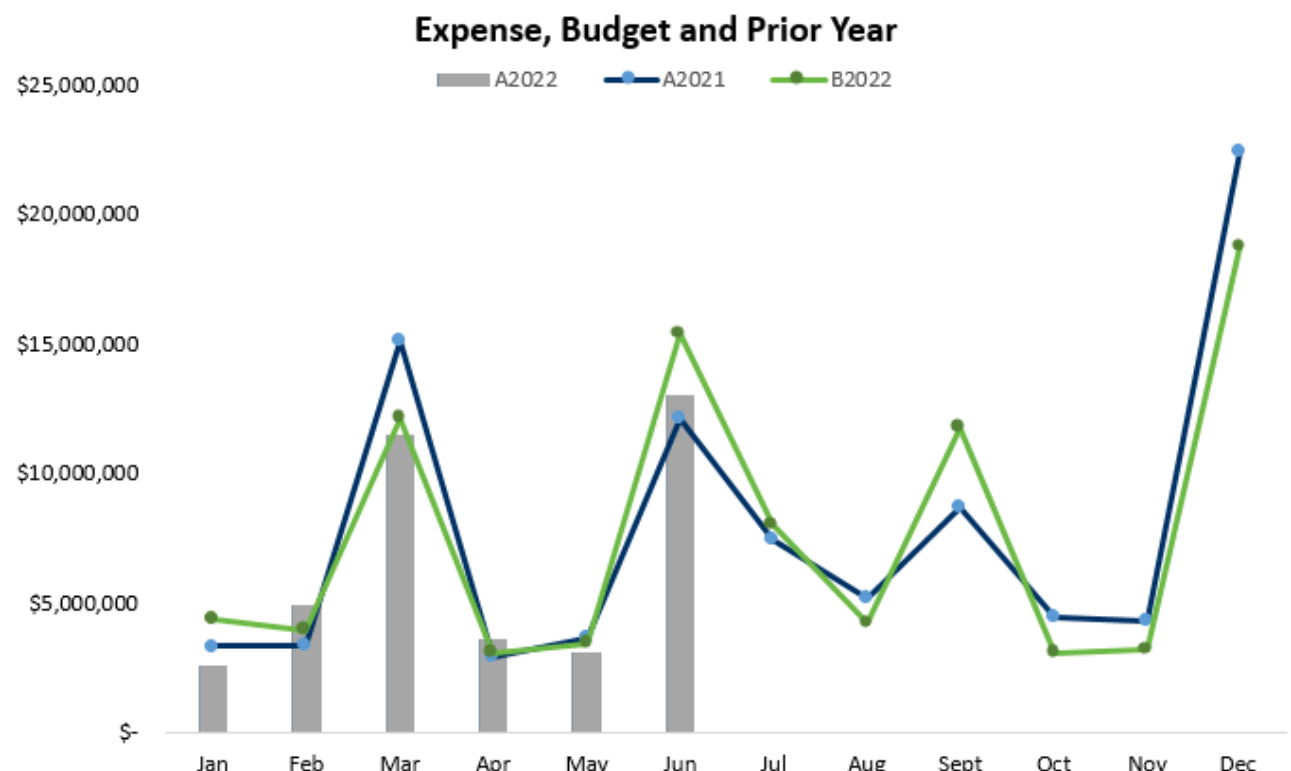
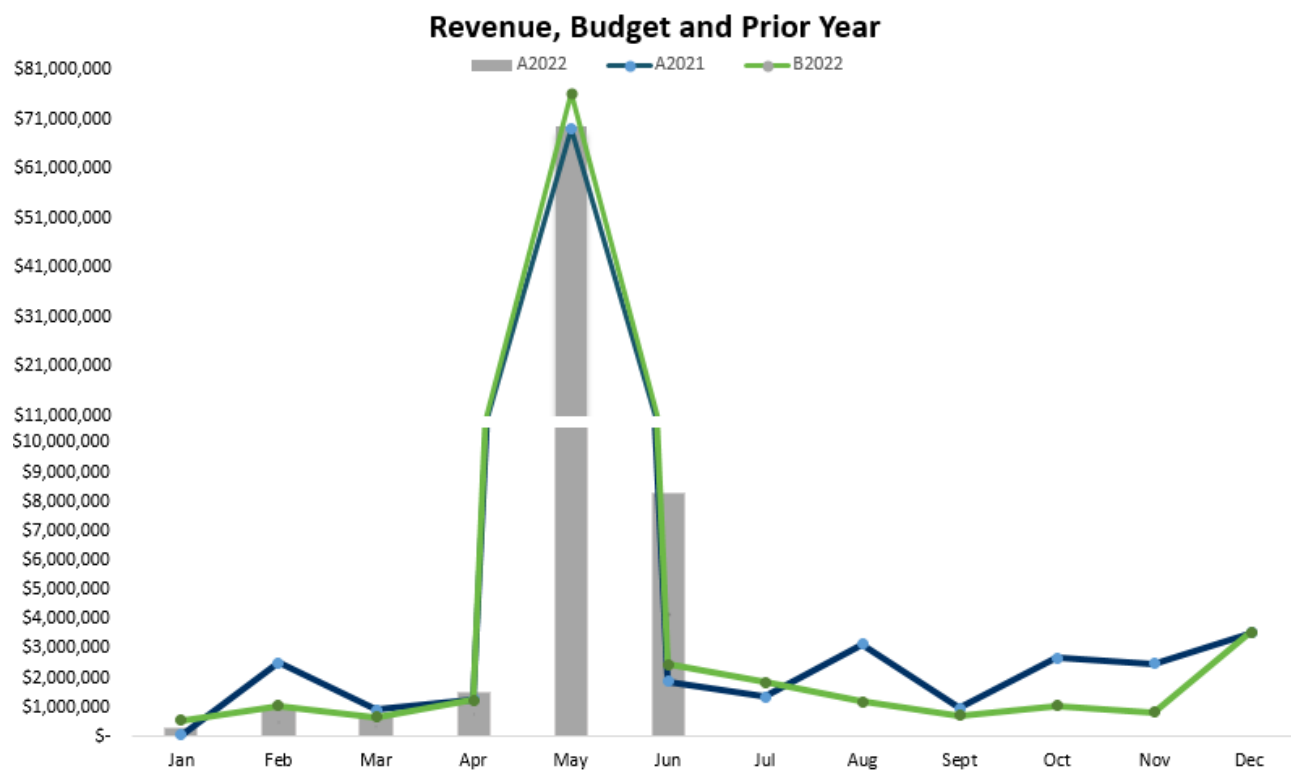
Strategic Plan and Operational Plan Indicators

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

Q2 Highlights

- Council approved the 2022 Audited Financial Statements on April 12.
- Council approved the 2022 Final Budget on April 26.
- Council approved Leduc County's 2022 – 2025 Strategic Plan on June 14.
- Council approved the 2023 budget guidelines on June 14.
- Prepared and mailed 11,261 Property Assessment and Tax Notices.
- Collected \$56,672,306 (75%) of tax revenue at the front counter as of June 30. An additional \$12,881,564 (17%) is anticipated through the Tax Installment Payment Plan by December.
- A new burning bylaw 13-22 approved by Council on May 10.
- Work on the next phase of the Nisku Spine Road from township road 510 south to Airport Road is progressing with grading work and cement stabilization of the road grade being completed.
- New Sarepta Seniors Week and Volunteer Appreciation events hosted 75 residents who enjoyed entertainment and food activities.
- The Rural Mental Health Program hosted two events this spring. The first included a comedy night with eight local residents preparing stand-up routines to present to the public. The second event included an art exhibit featuring 36 local artists displaying their mental health related artwork. Over 200 people have viewed the exhibit.
- Jubilee Park campground opened on May 20 and achieved an 84% weekend occupancy for May and June.
- For the months of May and June, Sunnybrook Group Campground was reserved 5 weekends and Genesee Group Campground was reserved for 4 weekends.
- The Indigenous Day celebration at Rundles Mission was live streamed for all County residents. Forty students from Thorsby elementary school and 80 participants attended the event in-person.
- Three public hearings were held:
 - Land Use Bylaw amendment LA21-005 (April 12)
 - Land Use Bylaw amendment TA22-01 (April 26)
 - Repeal North Major ASP and amend East Vistas LASP (May 10)
- Year to date, received 183 development permit applications and 745 safety codes permits for a total estimated construction value of \$71.2 million for the first half of 2022.
- The 2022 Leduc County Economic Development Summit was successfully hosted in May.
- Council adopted a new Land Use Bylaw Enforcement Policy.
- Three investment readiness policies adopted by Council in Q2.
- Planning for a Business Retention and Expansion (BRE) Program has commenced, consulting resources have been hired and activated as per the project work plan.
- Renovations to the Nisku Recreation Centre to repurpose for business development activities has commenced.

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	1	Medium Size Parcel	35-40	\$7,950	6	Small Parcel Residential	\$631,750
2	8	Residential parcel	2-20	\$72,790	6	Rural Residential / Multi-lot	\$798,980
	1	Farmland	160	\$6,560	2	Large rural parcel	\$799,950
3*	1	Residential lot	Lot	\$299,000	6	Rural Residential / Multi-lot	\$565,250
	1	Small Parcel	2.5	\$81,300	3	Royal Oakes	\$900,000
	1	Development Land	79	\$105,000		Nisku Hamlet	\$260,000
	3	Farmland	35-80	\$4,750		3	Large rural parcel
4	2	Farmland	80	\$5,250	2	Large rural parcel	\$622,050
5	1	Rural Residential	6	\$22.890	1	Large rural parcel	\$1,275000
	3	Farmland	30-70	\$6,8,15			
6	1	Rural Residential	3	\$19,420	2	Rural Residential	\$335,000
	3	Farmland	145-155	\$2,890	1	Back Lake lot	\$305,000
7	1	Rural Residential	7	\$19,460	1	Large rural parcel	\$725,000
	11	Farmland	35-160	\$2,845			
Nisku	1	Non-residential lot	2	\$760.600	1	4 acre parcel with buildings	\$5,600,000
Total sales	39				37		

* Division 3 does not include Nisku Business Park

2021 Q2 Vacant Sales 48

2021 Q2 Improved Sales 56

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 complete.
Circle K Store and Gas Bar	Foundation is complete.
Teck Alberta 14 Bay office/warehouse	Foundation is nearly complete.
Adcock Lift Systems	Interior work started on main floor, second floor to remain undeveloped.
RMA addition (offices and meeting spaces)	Groundwork started – some delay due to changing the location of the addition.
A6 Holdings storage building	Further plans reviewed for structure to start.
Storage Vault Canada	Permit issued for interior and exterior renovations to create drive thru.
Modu Badminton Club	Permit issued for interior alterations.
Can Industrial	Permit issued to construct warehouse/sales floor.
Caza Financial	Permit issued to construct interior alterations in former cannabis facility.
Rocor Holdings	Permit issued to construct multi-bay building E.
Monarch/York Realty	Permit issued to construct interior alterations for Little Potato Company.
Leduc Co-op	Permit issued to construct card lock facility.
Liquids Transloading	Permit issued to construct shop and office.

Permits

Development permits	2021 Q2 Totals	2022 Q2 Totals	2022 YTD
Received	118	117	177
Issued	86	92	136
Refused	1	6	6
Closed/withdrawn	1	2	9

Building permits	2021 Q2 Totals	2022 Q2 Totals	2022 YTD
Issued	61	96	141
Est. Construction value	\$8,909,903	\$63,109,192	\$71,161,673
Fees	\$58,040	\$399,981	\$457,031

Safety codes permits	2021 Q2 issued	2022 Q2 issued	2022 YTD issued	2021 Q2 Fees	2022 Q2 Fees	2022 YTD Fees
Electrical	147	169	251	\$31,864	\$37,668	\$55,283
Gas	64	90	166	\$9,034	\$12,054	\$20,643
Plumbing	52	93	155	\$9,234	\$11,026	\$16,861
Private sewage	22	20	32	\$3,275	\$3,137	\$5,392
Total	285	372	604	\$53,407	\$63,885	\$98,179

Health and Safety

- Seasonal staff on-boarded and oriented.
- Joint Health and Safety Committee terms of reference revised and elections held.
- Safety warden/building marshal training completed.

	Q2 Total	YTD
Number of incidents	20	37
Number of near misses	6	8
Number of safety meetings conducted	19	28
Number of lost time days	0	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

	Q2 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

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

3: Department Highlights

- Council approved the 2022 Audited Financial Statements on April 12.
- Supported Council through the development of a 2022 – 2025 Strategic Plan that was approved by Council on June 14.
- Presented 2023 budget guidelines to Council in June. The approved guidelines will inform the budget process for the remainder of the year.
- Continued work to complete the actions identified on the employee satisfaction survey action plan.

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 Jun. 30 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">Council workshop held on March 24 to review preliminary signage design concepts.Design concepts were finalized and will be presented to Council on July 5.
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">Community profile and food processing key sector videos were finalized and presented at the summit on May 16.
	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 Jun. 30 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">Held meetings with all departments to create the list of e-services for implementation.Work plan was finalized in Q2.
	Q4 2022		<p>Create internal processes required to complete the 2022 priorities.</p> <ul style="list-style-type: none">Project team is working on implementing 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 Jun. 30 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. <ul style="list-style-type: none">First workshop was held with Council on May 24 and a second workshop on June 23.

Strategy 2.2

Work with regional partners on regional initiatives.

Actions	Target dates	Status at Jun. 30 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">Two meetings were held in Q1. One on February 8 and the other on March 21.Both municipalities' legal counsel are reviewing the draft agreement.
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 Jun. 30 2022	Identified deliverables with status update
Develop a procedure for using representative participation techniques, such as focus groups, when suitable.	Q2 2022	blue	Develop administrative procedure for establishing groups of citizens for representative participation techniques.

			<ul style="list-style-type: none"> A draft appendix to Leduc County's Public Participation Guide has been created and is being finalized.
	Q3 2022		Develop criteria for representative participation techniques.
Evaluate effectiveness of live-streaming Council and governance and priorities meetings.	Q4 2022		<p>Prepare a post one-year report for Council on the financial/operational impact and public participation for live-streamed meetings.</p> <ul style="list-style-type: none"> Ongoing information is being gathered to inform the report.

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 Jun. 30 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"> Established a working group to complete the actions identified in the strategy. Working group developed a terms of reference, created the 2022 work plan and completed a review of a related administrative directive in Q1. Working group completing year-one priorities.
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"> Information being categorized and prioritized by the Senior Management Team.

Strategy 4.2

Ongoing evaluation of fiscal management practices.

Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
Review tax revenue sharing agreement with the City of Leduc.	Q3 2022		Revised agreement approved by both Councils. <ul style="list-style-type: none">Administrative meetings are scheduled for Q3 to discuss amendments to the agreement.
Advance asset management (AM) practices of the organization.	Q4 2022		Complete a corporate level of service document for the organization. <ul style="list-style-type: none">Work has commenced on the development of this document.
	Q4 2022		Complete a state of infrastructure report for the organization. <ul style="list-style-type: none">Work has commenced on the development of this document.

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 Jun. 30 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">Action plan was created and shared with staff.
	Q4 2022		2022 actions completed. <ul style="list-style-type: none">External consultant was engaged to complete a compensation market review.To increase information sharing, a management meeting was held in June and an administrative assistant meeting held in May.In-person staff events being planned in 2022 such as staff appreciation and Christmas party.

Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Jun. 30 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">A member of the Executive Leadership Team attends the monthly Health and Safety committee meeting.

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 Jun. 30 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. <ul style="list-style-type: none">Audit was completed in Q2.
	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 Jun. 30 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">Two-day planning workshop held with Council in January.
	Q2 2022		Compile and design the strategic plan.

			<ul style="list-style-type: none"> Council approved the plan on June 14.
	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 Jun. 30 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"> Received grant approval from the Government of Canada's Rural Transit Solution fund in April. Work is ongoing on the transition.
	Q3 2022		Develop an implementation plan.
	Q4 2022		Implement new transit model for 2023.

County Manager's Office

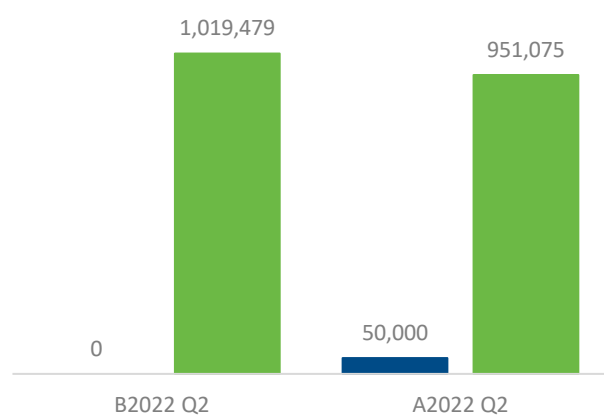
Q2 - 2022 Financial Reporting

Department Head - Duane Coleman

■ REVENUE

■ EXPENSE

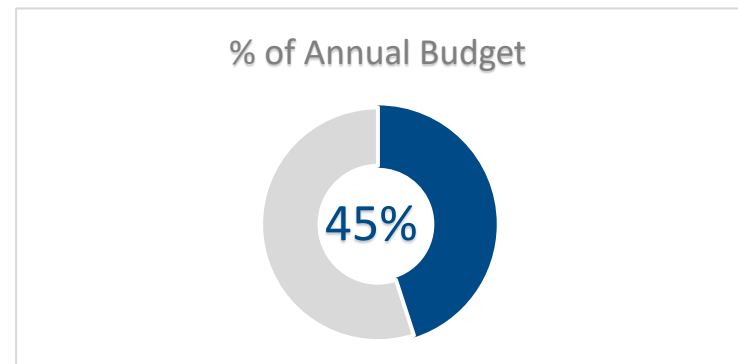
% of Q2 Budget



Corporate leadership
Communications



Variance YTD
(\$104,405)



Corporate leadership

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Conditional grants from other government	-	-	50,000	50,000	0%	0%
Total Revenue	-	-	50,000	50,000	0%	0%
Earnings & benefits	1,473,994	752,752	701,562	(51,190)	93%	48%
General services-contracted	339,738	170,188	155,712	(14,476)	91%	46%
Goods, supplies & materials purchased	700	400	2,945	2,545	736%	421%
Total Expense	1,814,432	923,340	860,220	(63,120)	93%	47%
Surplus/(Deficit)	(1,814,432)	(923,340)	(810,220)	113,120	88%	45%

Variance

Conditional grants from other government

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

Earnings & benefits

- One vacant position in Q2.

General services - contracted

- Professional services were less than anticipated.

County Manager's Office

Q2 - 2022 Financial Reporting

Communications

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	176,533	90,339	95,482	5,143	106%	54%
<i>Goods, supplies & materials purchased</i>	10,800	5,800	9,373	3,573	162%	87%
Total Expense	187,333	96,139	104,856	8,717	109%	56%
Surplus/(Deficit)	(187,333)	(96,139)	(104,856)	(8,717)	109%	56%

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

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

3: Department Goals

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

4: Department Highlights

- Assessment/Tax notices mailed on May 12, 2022.
- Five year re-inspection cycle is progressing with an annual goal of 20% of the inventory being re-inspected.

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 Jun. 30 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 Jun. 30 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"> • Entered into pre-roll discussions with ratepayers and tax agents to explain changes in market values for the 2021 assessment.
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 Jun. 30 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">• Manager of Assessment Services elected as President-Elect.• Assessor is a member of an internal AAA Committee.

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 Jun. 30 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. <ul style="list-style-type: none">• County owned land inventory is complete. Council will be updated on September 27.
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 Jun. 30 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. <ul style="list-style-type: none">The automated residential RFI process is in development stage and will be operational in Q3.

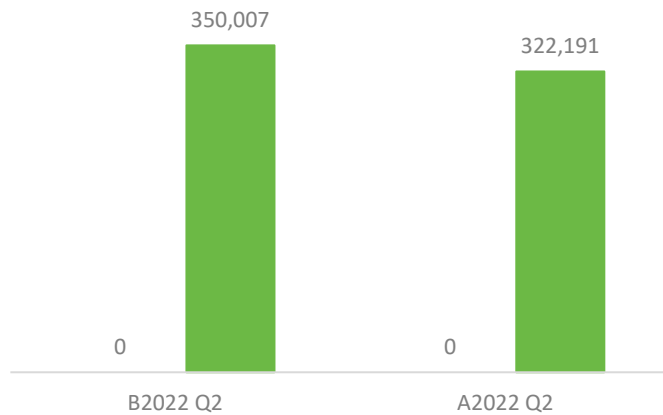
Assessment Services

Q2 - 2022 Financial Reporting

Department Head - Karen Burnand

■ REVENUE
■ EXPENSE

% of Q2 Budget

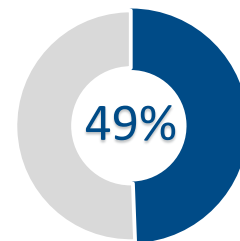


Assessment

92%

Variance YTD
(\$27,816)

% of Annual Budget



Assessment

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	650	-	-	-	0%	0%
Total Revenue	650	-	-	-	0%	0%
<i>Earnings & benefits</i>	591,440	302,502	290,588	(11,914)	96%	49%
<i>General services-contracted</i>	55,597	45,142	31,025	(14,117)	69%	56%
<i>Goods, supplies & materials purchased</i>	5,750	2,363	577	(1,786)	24%	10%
Total Expense	652,787	350,007	322,191	(27,816)	92%	49%
Surplus/(Deficit)	(652,137)	(350,007)	(322,191)	27,816	92%	49%

Variance

General services - contracted

- Software expenses were less than anticipated.
- Convention registration fees were less than anticipated.
- Consulting fees were less than anticipated.

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

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

3: Department Highlights

- Completed terms of reference and elections for Joint Health and Safety Committee.
- Continued to enhance recruitment processes and orientation for new hires.
- Supported Economic Development with the Nisku Recreation Centre project.
- Completed security enhancements at Thorsby District Fire Station.
- Completed the automatic vehicle location (AVL) systems gap analysis.
- Completed 2022 compensation market review.
- Completed Corporate Challenge staff participation events.
- Completed the geographic information system (GIS) current state review and gap analysis.

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.

Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
Identify gaps and requirements in our current leadership training.	Q1 2022		Gap analysis is completed. <ul style="list-style-type: none">• Gap analysis has been completed.
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">• Research on leadership development has been completed.
Complete strategy and recommendations for leadership development and training	Q3 2022		Strategy is completed and recommendations are approved by administration. <ul style="list-style-type: none">• Strategy and recommendations have begun with completion in Q3.

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 Jun. 30 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">• Building review analysis has been completed.
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">• Long-range life cycling of facilities is completed.
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. <ul style="list-style-type: none">• Budgeting has begun with completion in Q3.

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 Jun. 30 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">• Current state review and gap analysis are completed.
	Q3 2022		GIS Strategy is completed. <ul style="list-style-type: none">• Strategy development has begun.

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"> Current state review completed.
	Q2 2022		Gap analysis is completed. <ul style="list-style-type: none"> Gap analysis is completed.
	Q3 2022		Review and recommendations for AVL system completed and approved by administration. <ul style="list-style-type: none"> Review and recommendations have begun with completion in Q3.
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 Jun. 30 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"> Pilot department planned to be completed by the end of Q4 2022.
	Q4 2022		All departments' onboarding and migration of data is completed. <ul style="list-style-type: none"> Onboarding and migration of data will be completed in Q1 through Q3 of 2023.
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"> Requirements gathering for permitting system has begun with completion in Q4 2022.
	Q4 2022		Implementation of new permitting system completed. <ul style="list-style-type: none"> Permitting system acquisition to be completed at the end of Q4 with implementation planned in Q2 through Q3 of 2023.

	Q4 2022		<p>Implementation of new complaint management system.</p> <ul style="list-style-type: none"> • Complaint management system to be implemented by Q4 2023.
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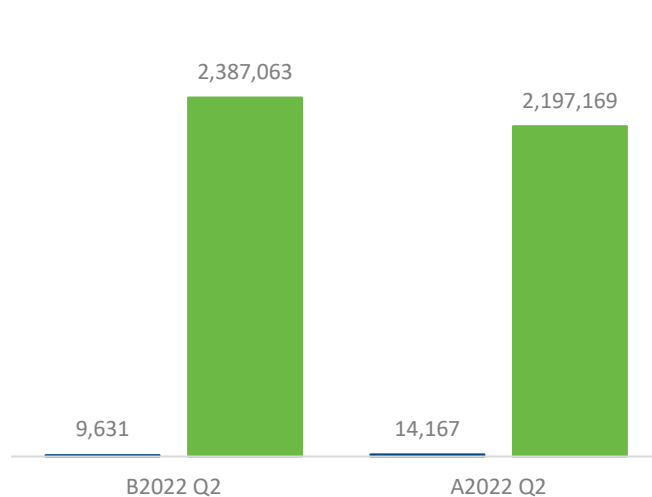
Corporate Services

Q2 - 2022 Financial Reporting

Department Head - Kent Pudlowski

■ REVENUE
■ EXPENSE

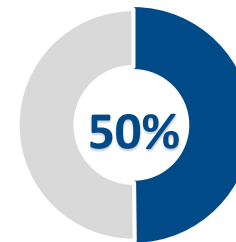
% of Q2 Budget



Variance YTD
(\$208,429)

Leadership & administration	100%
Facilities and fleet	88%
Geographic information system (GIS)	10%
Health, safety, and wellness	88%
Human resources	112%
Information technology	73%
Records management	70%

% of Annual Budget



Leadership & administration

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,400	1,800	378	(1,422)	21%	11%
<i>Other revenue from own sources</i>	1,000	400	1,117	717	279%	112%
Total Revenue	4,400	2,200	1,495	(705)	68%	34%
<i>Earnings & benefits</i>	2,423,891	1,270,021	1,263,708	(6,313)	100%	52%
<i>General services-contracted</i>	317,720	157,178	160,590	3,412	102%	51%
<i>Goods, supplies & materials purchased</i>	5,840	2,990	913	(2,077)	31%	16%
Total Expense	2,747,451	1,430,189	1,425,211	(4,978)	100%	52%
Surplus/(Deficit)	(2,743,051)	(1,427,989)	(1,423,716)	4,273	100%	52%

Variances

No significant variances.

Corporate Services

Q2 - 2022 Financial Reporting

Facilities and fleet

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	450	225	600	375	267%	133%
<i>Other revenue from own sources</i>	14,412	7,206	12,071	4,865	168%	84%
<i>Other transactions</i>	7,500	-	-	-	0%	0%
Total Revenue	22,362	7,431	12,671	5,240	171%	57%
<i>General services-contracted</i>	243,750	128,350	72,760	(55,590)	57%	30%
<i>Goods, supplies & materials purchased</i>	221,668	95,239	114,149	18,910	120%	51%
<i>Reserves, transfers & grants</i>	72,900	-	-	-	0%	0%
<i>Financial service charges</i>	333,691	166,845	161,496	(5,349)	97%	48%
Total Expense	872,009	390,434	348,405	(42,029)	89%	40%
Surplus/(Deficit)	(849,647)	(383,003)	(335,734)	47,269	88%	40%

Variances

General services-contracted

- Maintenance to buildings and grounds will be invoiced in Q3.
- Some invoicing for Q2 had not been received at the time of this report.

Goods, supplies & materials purchased

- Some purchases budgeted in Q3 were made in Q2.

Geographic information system (GIS)

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	52,600	48,085	2,200	(45,885)	5%	4%
<i>Purchases from other governments & agencies</i>	7,000	3,504	3,089	(415)	88%	44%
Total Expense	59,600	51,589	5,289	(46,300)	10%	9%
Surplus/(Deficit)	(59,600)	(51,589)	(5,289)	46,300	10%	9%

Variances

General services-contracted

- Aerial photography and other professional services budgeted in Q2 will be paid in Q3.

Health, safety, and wellness

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	75,225	42,265	40,686	(1,579)	96%	54%
<i>Goods, supplies & materials purchased</i>	9,836	6,408	1,991	(4,417)	31%	20%
Total Expense	85,061	48,673	42,677	(5,996)	88%	50%
Surplus/(Deficit)	(85,061)	(48,673)	(42,677)	5,996	88%	50%

Variances

No significant variances.

Corporate Services

Q2 - 2022 Financial Reporting

Human resources

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other transactions</i>	11,985	-	-	-	0%	0%
Total Revenue	11,985	-	-	-	0%	0%
<i>General services-contracted</i>	74,823	48,273	49,604	1,331	103%	66%
<i>Goods, supplies & materials purchased</i>	26,325	10,050	15,626	5,576	155%	59%
Total Expense	101,148	58,323	65,230	6,907	112%	64%
Surplus/(Deficit)	(89,163)	(58,323)	(65,230)	(6,907)	112%	73%

Variances

No significant variances.

Information technology

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	358,663	228,853	225,924	(2,929)	99%	63%
<i>Goods, supplies & materials purchased</i>	181,100	170,700	64,580	(106,120)	38%	36%
Total Expense	539,763	399,553	290,504	(109,049)	73%	54%
Surplus/(Deficit)	(539,763)	(399,553)	(290,504)	109,049	73%	54%

Variances

Goods, supplies & materials purchased

- Desktop and laptop renewals scheduled for Q2 will be completed in Q3 and Q4.
- Some software licensing renewals scheduled for Q2 will be moved to Q4.

Records management

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	11,197	6,302	2,056	(4,246)	33%	18%
<i>Goods, supplies & materials purchased</i>	4,000	2,000	3,796	1,796	190%	95%
Total Expense	15,197	8,302	5,853	(2,449)	70%	39%
Surplus/(Deficit)	(15,197)	(8,302)	(5,853)	2,449	70%	39%

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

4: Department Highlights

- Completed the 2021 financial statements and facilitated the external audit of the statements.
- Completed the March 31, 2022 financial reports for Family Community Support Services programs and facilitated the external auditor review of the reports.
- 2022 final budget was approved.
- Prepared and mailed 11,261 Property Assessment and Tax Notices.
- Collected \$56,672,306 (75%) of tax revenue at the front counter as of June 30. An additional \$12,881,564 (17%) is anticipated through the Tax Installment Payment Plan by December.
- Prepared and processed 791 (2021: 531) tax certificates.
- Assisted 1,823 walk in customers at the front counter.

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.

Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
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"> • Initial conversations and planning of the review has commenced.
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.

Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
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 Jun. 30 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">Internal workflows with Parks and Road Operations established.

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 Jun. 30 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">Credit cards accepted for select transactions.
Implementation of processes that enhance customer service.	Q3 2022		Research automatic payment options within the utility function. <ul style="list-style-type: none">Initial investigation of options has been initiated.

Strategy 3.2

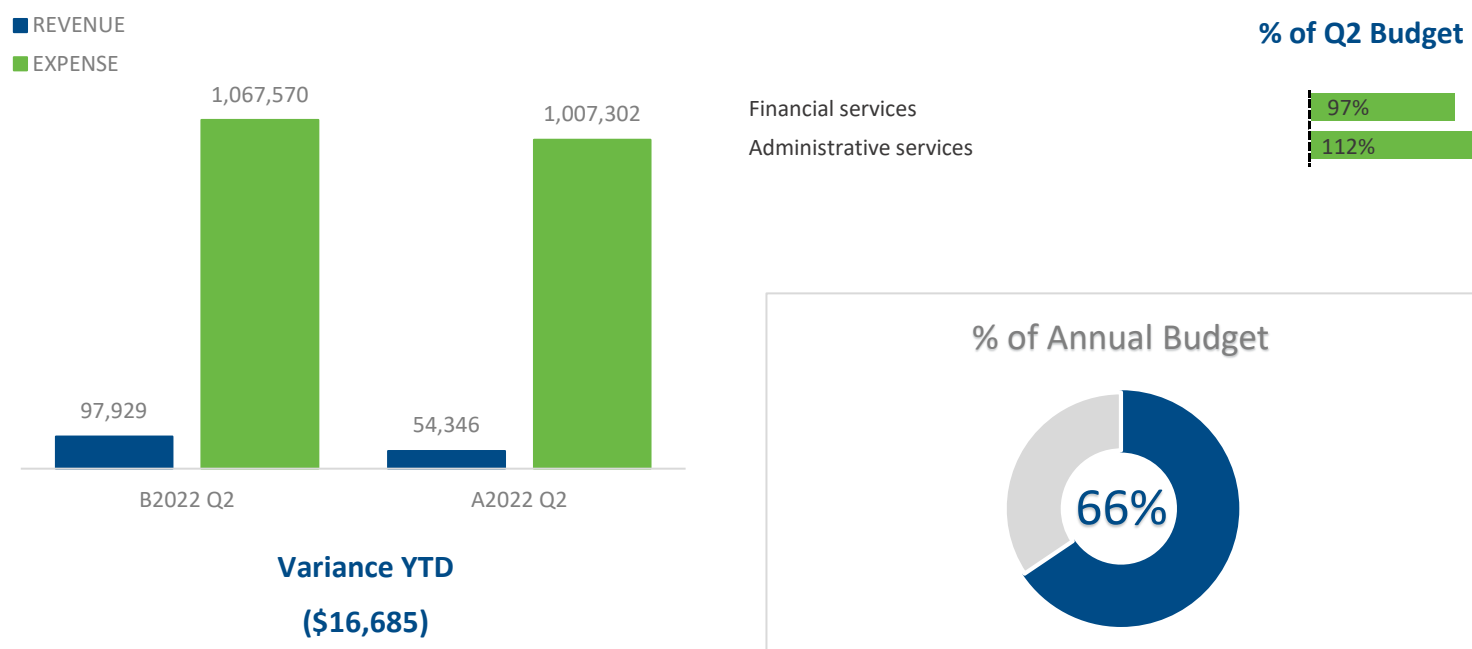
Enhance customer service by implementing additional email options.

Actions	Target dates	Status at Jun. 30 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

Q2 - 2022 Financial Reporting

Department Head - Natasha Wice



Financial services

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	21,070	1,500	1,500	-	100%	7%
<i>Sales of goods & services to individuals</i>	36,650	17,923	25,272	7,349	141%	69%
<i>Other revenue from own sources</i>	50,012	27,506	26,310	(1,196)	96%	53%
<i>Other transactions</i>	59,342	50,000	-	(50,000)	0%	0%
Total Revenue	167,074	96,929	53,082	(43,847)	55%	32%
<i>Earnings & benefits</i>	1,045,980	589,827	556,368	(33,459)	94%	53%
<i>General services-contracted</i>	140,525	131,610	125,673	(5,937)	95%	89%
<i>Goods, supplies & materials purchased</i>	1,650	1,250	199	(1,051)	16%	12%
<i>Reserves, transfers & grants</i>	267,500	267,500	238,000	(29,500)	89%	89%
Total Expense	1,455,655	990,187	920,240	(69,947)	93%	63%
Surplus/(Deficit)	(1,288,581)	(893,258)	(867,158)	26,100	97%	67%

Variances

Other transactions

- Budgeted draw from reserves was not completed at the time of this report.

Earnings & benefits

- One vacant position.

Reserves, transfers & grants

- Less than anticipated grants to individuals and organizations paid in Q2.

Finance

Q2 - 2022 Financial Reporting

Administrative services

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	2,000	1,000	1,264	264	126%	63%
<i>Total Revenue</i>	2,000	1,000	1,264	264	126%	63%
<i>General services-contracted</i>	105,658	46,633	47,316	683	101%	45%
<i>Goods, supplies & materials purchased</i>	50,400	25,200	30,913	5,713	123%	61%
<i>Financial service charges</i>	11,055	5,550	8,832	3,282	159%	80%
<i>Total Expense</i>	167,113	77,383	87,062	9,679	113%	52%
<i>Surplus/(Deficit)</i>	(165,113)	(76,383)	(85,798)	(9,415)	112%	52%

Variances

No significant variances.



1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

- Provides programs to our residents to support agricultural production within Leduc County, with positive effect to the environment.
- Recognizes and champions the importance of agriculture for its economic, environmental and community contributions and commit to its long-term viability in the County, region and province.
- Promotes agricultural production while abiding by provincial acts regarding weeds, pests, soil conservation, livestock disease, water and the environment.
- Manages agricultural drainage to support the flow of water through Leduc County's licensed waterways.

Agricultural drainage

- Inspects and maintains existing licensed Leduc County agricultural drainage ditches and assists Leduc County agricultural producers with water-management issues utilizing the Small Drainage Grant Program Policy.

Crop pest control

- Conducts inspections for agronomic pests to mitigate the effects of provincially-declared pests, such as clubroot of canola and blackleg of canola.
- Educates growers on Leduc County's pest control policy requirements and, when necessary, enforces compliance under the provincial *Agricultural Pests Act*.

Equipment maintenance and fabrication

- Ensures that Agricultural Services equipment and facilities are maintained or replaced and in working order to effectively run programs.
- Builds and repairs office furniture, small facilities, County signs, and other fabrication projects throughout the County.

Local food and horticulture

- Supports Leduc County residents by being a resource to develop and strengthen their capacities as local food producers.
- Connects with food consumers to develop more self-reliant and resilient food networks in the region.
- Hosts and supports local initiatives that increase grower and consumer awareness of local food.
- Supports social licensing initiatives to build public trust for the second largest industry in Alberta – agriculture.
- Is a conduit for information relating to horticultural pests and disease issues affecting trees and garden vegetables.

- Advocate and supports agricultural educational opportunities for residents.

Roadside vegetation management

- Manages roadside vegetation using chemical and mechanical control techniques that target undesired vegetation.
- Ensures the safety and quality of road right-of-ways by providing clear sightlines, controlling invasive plant species, improving drainage and reducing the potential for snow traps in the winter.

Sustainable agriculture program

- Supports the adoption of beneficial management practices by agricultural producers through education and awareness.
- Supports individual producers with the Alberta Environmental Farm Plan process and when applying for Canadian Agricultural Partnership or other grants.
- Coordinates the Alternative Land Use Services Program (ALUS).

Weed control

- Achieves weed control on County-owned lands and road allowances through an integrated vegetation management program.
- Educates property owners on weed control requirements and, when necessary, enforce compliance under the provincial *Weed Control Act*.

Wild animal pest control

- Supports livestock producers by managing predatory coyotes and providing beaver control work to mitigate effects on Leduc County's infrastructure and productive agricultural lands.
- Manages the program for control of Richardson's ground squirrels on agricultural land and the northern pocket gopher.

2: Strategic Priorities

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

3: Department Goals

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

- Seasonal programs (roadside mowing, spraying, and weed inspection) underway. Staff provided support to Road Operations spraying and mowing of unwanted vegetation along road right-of-ways to support road maintenance projects such as the Rural Road Initiative program.
- Non-potable water point fully functional and being utilized by approximately 60 area users.

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.

Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
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"> Hosted virtual workshop Preparing for CanadaGAP (six week series). Getting into Horticulture: Choosing Land workshop postponed until Q4.
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"> Dates set for two tours: July 17 and August 20. Preparation has begun for both.

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 Jun. 30 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. <ul style="list-style-type: none">150 km of gravel roads were sprayed at the request of grader operators.

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 Jun. 30 2022	Identified deliverables with status update
Continue to provide technical expertise to the Regional Agricultural Master Plan (RAMP) task force.	Q3 2022		RAMP task force supported by Leduc County to help the Edmonton Metropolitan Region Growth Plan (EMRGP) develop the RAMP Monitoring and Reporting Framework. <ul style="list-style-type: none">Participated in three Monitoring and Reporting Framework meetings (April 13, May 11, and June 29).

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 Jun. 30 2022	Identified deliverables with status update
Develop training regimen for seasonal staff development and competency.	Q1 2022		<p>Refine and document training protocols for seasonal staff orientation and equipment training.</p> <ul style="list-style-type: none">• Working with Health and Safety, developed Tractor Competency and Sprayer Competency forms to document training for seasonal staff.• Utilized Tractor and Sprayer Competency documents for seasonal staff training.

Agricultural Services

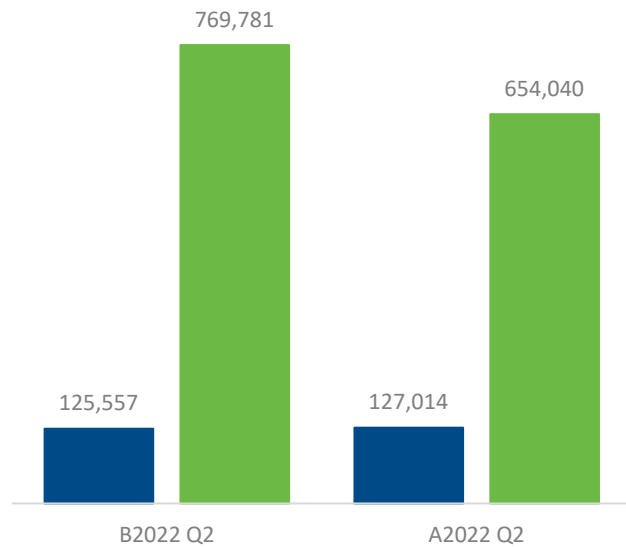
Q2 - 2022 Financial Reporting

Department Head - Garrett Broadbent

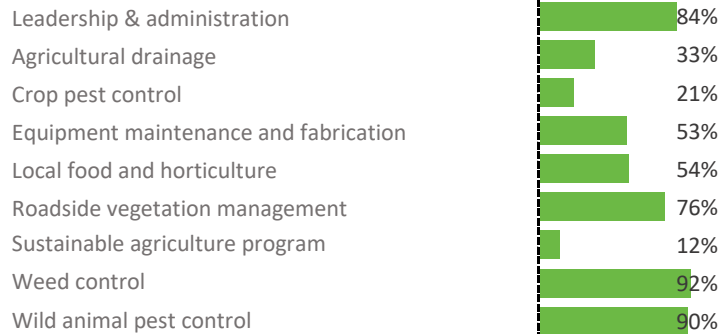
■ REVENUE

■ EXPENSE

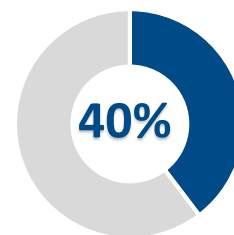
% of Q2 Budget



Variance YTD
(\$117,197)



% of Annual Budget



Leadership & administration

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	700	400	-	(400)	0%	0%
Total Revenue	700	400	-	(400)	0%	0%
<i>Earnings & benefits</i>	546,796	275,548	244,688	(30,860)	89%	45%
<i>General services-contracted</i>	11,320	5,390	4,993	(397)	93%	44%
<i>Goods, supplies & materials purchased</i>	1,600	200	223	23	111%	14%
<i>Reserves, transfers & grants</i>	22,500	17,500	-	(17,500)	0%	0%
Total Expense	582,216	298,638	249,903	(48,735)	84%	43%
Surplus/(Deficit)	(581,516)	(298,238)	(249,903)	48,335	84%	43%

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 virtually.
- Payments to grant recipients were not done in Q2.

Agricultural Services

Q2 - 2022 Financial Reporting

Agricultural drainage

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other transactions</i>	1,500	-	-	-	0%	0%
Total Revenue	1,500	-	-	-	0%	0%
<i>General services-contracted</i>	8,762	4,506	1,507	(2,999)	33%	17%
Total Expense	8,762	4,506	1,507	(2,999)	33%	17%
Surplus/(Deficit)	(7,262)	(4,506)	(1,507)	2,999	33%	21%

Variances

No significant variances.

Crop pest control

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	20,930	6,605	146	(6,459)	2%	1%
<i>Goods, supplies & materials purchased</i>	6,228	2,551	1,740	(811)	68%	28%
Total Expense	27,158	9,156	1,886	(7,270)	21%	7%
Surplus/(Deficit)	(27,158)	(9,156)	(1,886)	7,270	21%	7%

Variances

General services

- Leased vehicle was returned due to mechanical issues and not replaced.
- Lab testing was budgeted in Q2 but will be completed in Q3.

Agricultural Services

Q2 - 2022 Financial Reporting

Equipment maintenance and fabrication

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,000	-	-	-	0%	0%
<i>Conditional grants from other governments</i>	123,907	123,907	123,907	-	100%	100%
Total Revenue	126,907	123,907	123,907	-	100%	98%
<i>Earnings & benefits</i>	110,925	56,996	56,205	(791)	99%	51%
<i>General services-contracted</i>	27,506	16,278	18,303	2,025	112%	67%
<i>Goods, supplies & materials purchased</i>	72,274	34,558	40,891	6,333	118%	57%
Total Expense	210,705	107,832	115,398	7,566	107%	55%
Surplus/(Deficit)	(83,798)	16,075	8,509	(7,566)	53%	-10%

Variances

No significant variances.

Local food and horticulture

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Conditional grants from other governments</i>	2,500	-	2,400	2,400	0%	96%
Total Revenue	2,500	-	2,400	2,400	0%	96%
<i>General services-contracted</i>	11,195	5,733	4,585	(1,148)	80%	41%
<i>Goods, supplies & materials purchased</i>	4,550	2,225	2,146	(79)	96%	47%
Total Expense	15,745	7,958	6,731	(1,227)	85%	43%
Surplus/(Deficit)	(13,245)	(7,958)	(4,331)	3,627	54%	33%

Variances

No significant variances.

Agricultural Services

Q2 - 2022 Financial Reporting

Roadside vegetation management

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	183,919	84,840	56,953	(27,887)	67%	31%
<i>General services-contracted</i>	16,910	10,850	5,213	(5,637)	48%	31%
<i>Goods, supplies & materials purchased</i>	167,318	107,226	93,058	(14,168)	87%	56%
Total Expense	368,147	202,916	155,223	(47,693)	76%	42%
Surplus/(Deficit)	(368,147)	(202,916)	(155,223)	47,693	76%	42%

Variances

Earnings & benefits

- Seasonal staff started later than anticipated.

Sustainable agriculture program

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	600	-	225	225	0%	38%
<i>Other transactions</i>	8,104	-	-	-	0%	0%
Total Revenue	8,704	-	225	225	0%	3%
<i>General services-contracted</i>	7,700	2,860	600	(2,260)	21%	8%
<i>Goods, supplies & materials purchased</i>	1,600	950	85	(865)	9%	5%
Total Expense	9,300	3,810	685	(3,125)	18%	7%
Surplus/(Deficit)	(596)	(3,810)	(460)	3,350	12%	77%

Variances

No significant variances.

Agricultural Services

Q2 - 2022 Financial Reporting

Weed control

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,000	-	-	-	0%	0%
Total Revenue	3,000	-	-	-	0%	0%
<i>Earnings & benefits</i>	77,212	36,029	29,536	(6,493)	82%	38%
<i>General services-contracted</i>	34,844	25,242	28,488	3,246	113%	82%
<i>Goods, supplies & materials purchased</i>	9,075	4,547	2,788	(1,759)	61%	31%
Total Expense	121,131	65,818	60,812	(5,006)	92%	50%
Surplus/(Deficit)	(118,131)	(65,818)	(60,812)	5,006	92%	51%

Variances

No significant variances.

Wild animal pest control

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	900	750	190	(560)	25%	21%
<i>Other revenue from own sources</i>	2,000	500	291	- 209	58%	15%
Total Revenue	2,900	1,250	481	(769)	39%	17%
<i>Earnings & benefits</i>	109,408	55,824	56,564	740	101%	52%
<i>General services-contracted</i>	12,945	6,889	3,498	(3,391)	51%	27%
<i>Goods, supplies & materials purchased</i>	12,719	6,432	1,833	(4,600)	28%	14%
Total Expense	135,072	69,145	61,894	(7,251)	90%	46%
Surplus/(Deficit)	(132,172)	(67,895)	(61,413)	6,483	90%	46%

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 visitors 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 operators during proactive patrols on lakeshores and by boat on local bodies of water.

2: Strategic Priorities

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

3: Department Highlights

- Collaborated with Fire Services on the development of a new Burning Bylaw.
- Hosted and facilitated the newly revised weights and dimension's course in April.
- Instructed joint Radar/Lidar course with Strathcona County in May and another course with the City of Edmonton.
- Assisted with traffic control at the City of Leduc's Black Gold Rodeo parade.
- Revised the Urban Standards Bylaw and presented it to Council workshop.
- Assisted with traffic control with Emily's Memorial Motorcycle Ride – For Mental Health Awareness and Motorcycle Ride for Dad in June.
- Collaborated with Traffic Advisory Committee to develop parking restriction materials for residential subdivisions.
- Participated in a Joint Forces Operation with Devon in June.

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 Jun. 30 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">Averaged 61 traffic operations per month in Q2.
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">Averaged 144 patrols per month in Q2.
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">Averaged 11 cargo securement operations per month in Q2.

Strategy 1.2

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

Actions	Target dates	Status at Jun. 30 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">Averaged 564 proactive patrols per month in Q2.

Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at Jun. 30 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,	Q3 2022		Participate in special events throughout the year.

Calmar Fair Days Parade and Santa Claus Parade in the City of Leduc.			<ul style="list-style-type: none"> Assisted with traffic control at the City of Leduc's Black Gold Rodeo parade and the New Sarepta parade.
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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 Jun. 30 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"> Assisted with an average of seven emergency services events per month in Q2.
Assist police/fire/EMS and emergency management response to incidents, as requested.	Q4 2022		<ul style="list-style-type: none"> Information presented to Protective Services Committee in June.

Strategy 2.2

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

Actions	Target dates	Status at Jun. 30 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"> Curriculum has been revised. Course was delivered in April.
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"> Instructed joint Radar/Lidar course with Strathcona County in May.
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"> Coordinated costs for the school resource officer funding in the first half of the school year.

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 Jun. 30 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">Assisted with traffic control with Emily's Memorial Motorcycle Ride – For Mental Health Awareness and Motorcycle Ride for Dad in June.Participated in a Joint Forces Operation with Devon in June.Revised the CPOPP plan to include updated KPIs, new strategies, and percentages of resources allocated for each strategic priority.
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 Jun. 30 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. <ul style="list-style-type: none">Boat patrol and assist Parks with placement of buoys on Pigeon Lake.
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 Jun. 30 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">• There were eight complaints investigated in Q2 and four files remained open.
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">• Presented a draft Urban Standards Bylaw to Council workshop in Q2.
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">• Presented a draft Animal Control Bylaw to Council workshop in Q2.• Met with legal counsel regarding recommended revisions to draft Animal Control Bylaw.

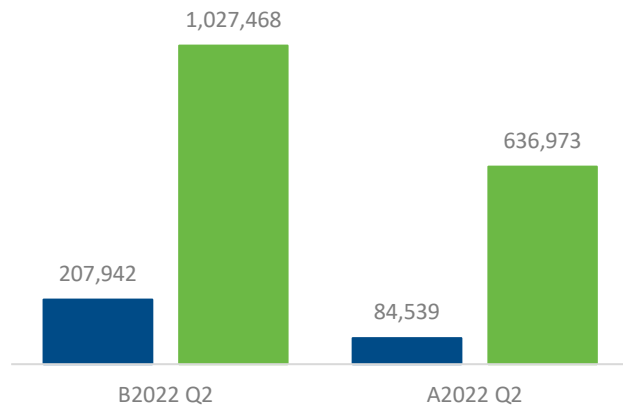
Enforcement Services

Q2 - 2022 Financial Reporting

Department Head - Clarence Nelson

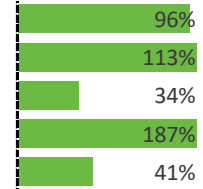
■ REVENUE
■ EXPENSE

% of Q2 Budget

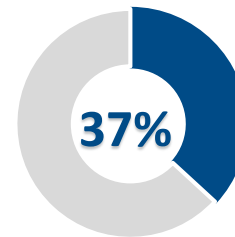


Variance YTD
(\$267,093)

Leadership & administration
Bylaw and animal control
Enhanced policing
Regional training
Traffic safety



% of Annual Budget



Leadership & administration

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Other transactions	118,742	-	-	-	0%	0%
Total Revenue	118,742	-	-	-	0%	0%
Earnings & benefits	777,604	396,444	391,045	(5,399)	99%	50%
General services-contracted	39,345	20,458	24,378	3,920	119%	62%
Goods, supplies & materials purchased	72,648	36,345	20,012	(16,333)	55%	28%
Total Expense	889,597	453,247	435,436	(17,811)	96%	49%
Surplus/(Deficit)	(770,855)	(453,247)	(435,436)	17,811	96%	56%

Variances

Goods, supplies & materials purchased

- Equipment and machine parts for vehicles and equipment has been less than anticipated.

Enforcement Services

Q2 - 2022 Financial Reporting

Bylaw and animal control

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	6,530	3,264	2,090	(1,174)	64%	32%
<i>Total Revenue</i>	6,530	3,264	2,090	(1,174)	64%	32%
<i>General services-contracted</i>	23,680	11,838	12,408	570	105%	52%
<i>Goods, supplies & materials purchased</i>	240	120	-	(120)	0%	0%
<i>Reserves, transfers & grants</i>	3,500	3,500	3,500	-	100%	100%
<i>Total Expense</i>	27,420	15,458	15,908	450	103%	58%
<i>Surplus/(Deficit)</i>	(20,890)	(12,194)	(13,818)	(1,624)	113%	66%

Variances

No significant variances.

Enhanced policing

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other government</i>	60,000	-	(958)	(958)	0%	-2%
<i>Other revenue from own sources</i>	-	-	(9,200)	(9,200)	0%	0%
<i>Total Revenue</i>	60,000	-	(10,158)	(10,158)	0%	-17%
<i>Purchases from other governments & agencies</i>	1,155,022	547,509	175,077	(372,432)	32%	15%
<i>Total Expense</i>	1,155,022	547,509	175,077	(372,432)	32%	15%
<i>Surplus/(Deficit)</i>	(1,095,022)	(547,509)	(185,235)	362,274	34%	17%

Variances

Purchases from other governments

- A portion of the Q1 and Q2 invoices for RCMP enhanced policing contracts had not been received at the time of this report.

Enforcement Services

Q2 - 2022 Financial Reporting

Regional training

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	5,604	2,802	3,500	698	125%	62%
Total Revenue	5,604	2,802	3,500	698	125%	62%
<i>Goods, supplies & materials purchased</i>	2,500	1,254	600	(654)	48%	24%
Total Expense	2,500	1,254	600	(654)	48%	24%
Surplus/(Deficit)	3,104	1,548	2,900	1,352	187%	93%

Variances

No significant variances.

Traffic safety

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	403,760	201,876	89,107	(112,769)	44%	22%
Total Revenue	403,760	201,876	89,107	(112,769)	44%	22%
<i>General services-contracted</i>	20,000	10,000	9,953	(48)	100%	50%
Total Expense	20,000	10,000	9,953	(48)	100%	50%
Surplus/(Deficit)	383,760	191,876	79,154	(112,722)	41%	21%

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.
- June 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

Goal 1	Strategic Priority – Economic Development Evaluate and improve the department's operational efficiency and effectiveness.
Goal 2	Strategic Priority – Economic Development Implement the 2018-2021 Economic Development and Growth Management Study
Goal 3	Strategic Priority – Enhanced Transportation Systems Improve transportation networks.
Goal 4	Strategic Priority – Enhanced Transportation Systems Investigate public transportation opportunities within the County and across the region.
Goal 5	Strategic Priority – Enhanced Transportation Systems Make continuous infrastructure investments to support the safety of those travelling in the through the County.
Goal 6	Strategic Priority – Regional Leadership Relationships with other municipalities are maintained and strengthened.

3: Department Highlights

- Road program is underway.
- Bridge program is scheduled to start in July.
- Township Road 510 design alignment is being optimized to minimize cost and maximize constructability. The tender is also being prepared for this project.
- Nisku Spine Road
 - The grading work has been completed except for drainage.
 - The cement stabilization of the road grade has been completed.

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 Jun. 30 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">• Workflows have been documented• Prioritization is not completed.
	Q2 2022		Examine workflow and modify as necessary to improve the customer experience. <ul style="list-style-type: none">• Prioritized list needs to be created in order to complete this task.

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 Jun. 30 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">• Contact has been made with third party utilities to introduce them to this project.

			<ul style="list-style-type: none"> Report is currently scheduled for Q3.
Update the municipal access agreement to enable telecommunications providers to easily install services in Nisku.	Q2 2022		<p>Updated municipal access agreement with telecommunications providers and have available for new providers.</p> <ul style="list-style-type: none"> Revised municipal access agreement has been approved by Council.

Goal 3

Improve Leduc County's transportation networks.

Strategy 3.1

Complete construction of the Nisku Spine Road.

Actions	Target dates	Status at Jun. 30 2022	Deliverables and/or key performance indicators
Complete construction of the Nisku Spine Road.	Q1 2022		<p>Utility relocations completed.</p> <ul style="list-style-type: none"> All utility relocations are complete except for a small section of Fortis's project.
	Q1 2022		<p>Completion of in water component of the Blackmud Creek bridge.</p> <ul style="list-style-type: none"> Substructure is complete and the girders have been placed.
	Q2 2022		<p>Completion of traffic signals installation.</p> <ul style="list-style-type: none"> Traffic signals due to be completed by Q3, delayed by project sequencing.
	Q3 2022		<p>Completion of the Nisku Spine Road roadworks and Blackmud Creek bridge.</p> <ul style="list-style-type: none"> Project currently scheduled to be complete early Q4 due to weather delays.

Strategy 3.2

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

Actions	Target dates	Status at Jun. 30 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).

			<ul style="list-style-type: none"> Rural road inspections underway.
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		<p>Multi-year plan created and presented to Public Works Committee.</p> <ul style="list-style-type: none"> Data collection is complete and a series of administrative meetings are being held to develop the program. This is delayed due to draft transportation master plan rework.

Strategy 3.3

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

Actions	Target dates	Status at Jun. 30 2022	Deliverables and/or key performance indicators
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		<p>Multi-year plan created and presented to Public Works Committee.</p> <ul style="list-style-type: none"> Draft transportation master plan was presented to the Public Works Committee during the February meeting. <ul style="list-style-type: none"> The draft transportation master plan is being reworked. Administration to develop a draft multi-year plan by the end of Q2. <ul style="list-style-type: none"> A draft five-year road plan was presented to the Public Works Committee during the July meeting.
Monitor and report on the pavement network condition rating.	Q3 2022		<p>Year over year improvement on the pavement network rating. Report provided to Public Works Committee.</p> <ul style="list-style-type: none"> Road inspections are complete, report scheduled for the September Public Works Committee meeting.
Implement and update the five-year pavement preservation plan.	Q4 2022		<p>Improved paved road network ratings and plan presented to Public Works Committee.</p> <ul style="list-style-type: none"> Draft five-year plan presented to the Public Works Committee at the July meeting.
Evaluate reclamite as a surfacing rehabilitation alternative.	Q3 2022		<p>Initial evaluation of reclamite after one year.</p>

			<ul style="list-style-type: none"> • Inspection was carried out in June • The road surfacing treatment is performing well, however, it will require a sealant product such as chip-seal to preserve the surface to maximize longevity.
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Strategy 3.4

Develop and implement a transportation master plan.

Actions	Target dates	Status at Jun. 30 2022	Deliverables and/or key performance indicators
Complete transportation master plan.	Q1 2022		<p>Transportation master plan approved by Council.</p> <ul style="list-style-type: none"> • Administration is reworking the transportation master plan and a revised draft master plan will be prepared for Council's review.

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 Jun. 30 2022	Deliverables and/or key performance indicators
Determining transit needs for Leduc County.	Q2 2022		<p>Complete the transit needs/feasibility study for Leduc County.</p> <ul style="list-style-type: none"> • 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. • The needs and feasibility communication plan has been rolled into one project. • Request for proposal for needs/feasibility communication plan has been developed.
Secure transit services for Leduc County based on the findings from the study.	Q3 2022		Develop a request for proposal and an implementation plan.

			<ul style="list-style-type: none"> Request for proposal (RFP) for needs/feasibility communication plan has been developed.
	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 Jun. 30 2022	Deliverables and/or key performance indicators
Advocate to improve safety at County and provincial highway intersections, identified as high incident locations.	Q3 2022		<p>Acknowledgment by Alberta Transportation of identified issues and an action plan to address.</p> <ul style="list-style-type: none"> 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. No further communication from Alberta Transportation administration regarding this initiative.
Investigate County intersections to determine safety improvements.	Q3 2022		<p>Develop an action plan/capital plan to address.</p> <ul style="list-style-type: none"> No additional intersections have been identified for 2022; primary concerns are the Highway 2A and Glen Park Road and the intersection of Highway 795 and Glen Park Road intersections.

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 Jun. 30 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">• Developed a Solid Waste Data Strategy Request for Proposal was approved; will be issued shortly.• Developed a Regional Industrial, Commercial & Institutional (ICI) Waste Characterization Analysis project charter.
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">• Stormwater Collaborative Framework being developed.• Alberta Environment and Parks has a voluntary survey for EMRB municipalities to provide stormwater characteristics data. We selected not to submit a response.

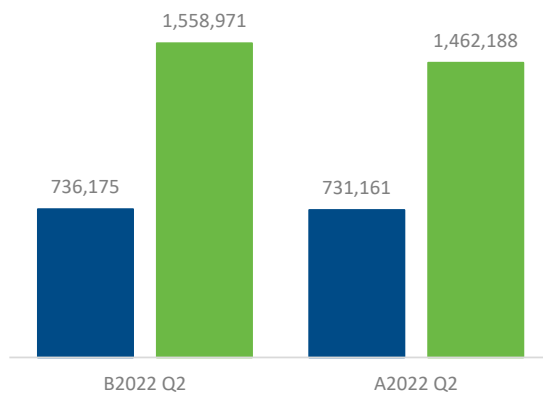
Engineering

Q2 - 2022 Financial Reporting

Department Head - Des Mryglod

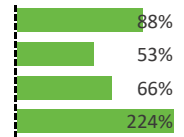
■ REVENUE
■ EXPENSE

% of Q2 Budget

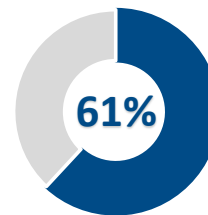


Variance YTD
(\$91,769)

Leadership & administration
Bridge program
Road data collection
Surfacing program



% of Annual Budget



Leadership & administration

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	12,000	6,000	9,600	3,600	160%	80%
<i>Other revenue from own sources</i>	2,250	2,250	545	(1,705)	24%	24%
<i>Other transactions</i>	1,455,850	727,925	729,221	1,296	100%	50%
Total Revenue	1,470,100	736,175	739,366	3,191	100%	50%
<i>Earnings & benefits</i>	911,538	467,312	431,555	(35,757)	92%	47%
<i>General services-contracted</i>	157,016	76,894	50,457	(26,437)	66%	32%
<i>Goods, supplies & materials purchased</i>	443,727	227,839	223,570	(4,269)	98%	50%
<i>Financial service charges</i>	1,455,851	727,926	706,566	(21,360)	97%	49%
Total Expense	2,968,132	1,499,971	1,412,148	(87,823)	94%	48%
Surplus/(Deficit)	(1,498,032)	(763,796)	(672,782)	91,014	88%	45%

Variances

Earnings & benefits

- One vacant position.

General services - contracted

- Ad hoc consulting and engineering has been less than anticipated and this surplus will be used to cover an overexpenditure in bridges - emergency maintenance.

Engineering

Q2 - 2022 Financial Reporting

Bridge program

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	(8,205)	(8,205)	0%	0%
Total Revenue	-	-	(8,205)	(8,205)	0%	0%
<i>General services-contracted</i>	60,000	35,000	10,500	(24,500)	30%	18%
Total Expense	60,000	35,000	10,500	(24,500)	30%	18%
Surplus/(Deficit)	(60,000)	(35,000)	(18,705)	16,295	53%	31%

Variances

General services - contracted

- Work was budgeted in Q2 but will be completed in Q3 and Q4.

Road data collection

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	13,000	9,000	5,400	(3,600)	60%	42%
<i>Goods, supplies & materials purchased</i>	-	-	569	569	0%	0%
Total Expense	13,000	9,000	5,969	(3,031)	66%	46%
Surplus/(Deficit)	(13,000)	(9,000)	(5,969)	3,031	66%	46%

Variances

No significant variances.

Surfacing program

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	60,000	15,000	33,571	18,571	224%	56%
Total Expense	60,000	15,000	33,571	18,571	224%	56%
Surplus/(Deficit)	(60,000)	(15,000)	(33,571)	(18,571)	224%	56%

Variances

General services - contracted

- Work was budgeted for Q3 was completed in Q2.



1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Annual Family and Community Support Services (FCSS) Program

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

Bridges FASD (Fetal Alcohol Spectrum Disorder)

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

Family Resource Network

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



2: Department Goals

Goal 1	Minimize barriers to accessing social programs and services in the region.
Goal 2	Increased capacity building through partnerships and volunteerism.
Goal 3	Promote safe and inclusive communities for all residents.
Goal 4	Support opportunities for youth to be engaged in their communities.
Goal 5	Evaluate and enhance citizen satisfaction with services.

3: Department Highlights

- Fifty-nine attendees participated in the Gathering Our Medicine Conference.
- New Sarepta Seniors Week and volunteer appreciation events hosted 75 residents who enjoyed entertainment and food activities.
- The Rural Mental Health Program hosted two events this spring. The first included a comedy night with eight local residents preparing stand up routines to present to the public. The second event included an art exhibit featuring 36 local artists displaying their mental health related art work. Over 200 people have viewed the exhibit.
- Family Resource Network received 39 referrals this quarter for in-home support. Referrals were received from Children's Services, RCMP, FCSS, Alberta Health Services and Black Gold Regional Schools.
- The Bridges FASD program initiated a community garden program to support Leduc clients. Six program participants have attended regularly to learn and experience how to grow a garden.

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.

Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
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"> • A community survey is currently being promoted for resident feedback. • Stakeholder information gathering and conversations are being held.
	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 Jun. 30 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">A social awareness luncheon is scheduled for September 16 in partnership with the Leduc, Nisku and Wetaskiwin Regional Chamber of Commerce.

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 Jun. 30 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 Jun. 30 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 Jun. 30 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">Participant feedback is collected at all programs and through direct client services.

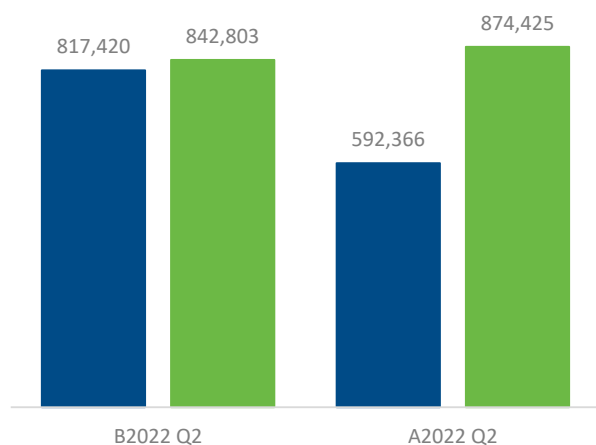
Family and Community Support Services

Q2 - 2022 Financial Reporting

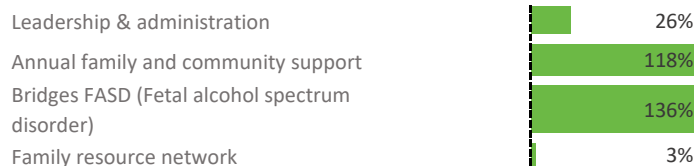
Department Head - Dean Ohnysty

■ REVENUE
■ EXPENSE

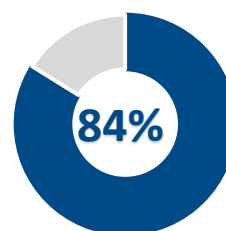
% of Q2 Budget



Variance YTD
\$256,676



% of Annual Budget



Leadership & administration

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Conditional grants from other governments	474,774	237,390	118,693	(118,697)	50%	25%
Total Revenue	474,774	237,390	118,693	(118,697)	50%	25%
Earnings & benefits	141,276	71,902	72,690	788	101%	51%
General services-contracted	5,600	2,234	3,033	799	136%	54%
Goods, supplies & materials purchased	2,750	1,366	374	(992)	27%	14%
Total Expense	149,626	75,502	76,098	596	101%	51%
Surplus/(Deficit)	325,148	161,888	42,595	(119,293)	26%	13%

Variances

Conditional grants from other governments

- The Government of Alberta has changed their processes from monthly to quarterly contributions. The Q2 contribution was paid in July.

Family and Community Support Services

Q2 - 2022 Financial Reporting

Annual family and community support

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	1,100	972	-	(972)	0%	0%
<i>Conditional grants from other governments</i>	-	-	12,596	12,596	0%	0%
<i>Other transactions</i>	23,739	-	-	-	0%	0%
Total Revenue	24,839	972	12,596	11,624	1296%	51%
<i>Earnings & benefits</i>	408,349	207,768	212,554	4,786	102%	52%
<i>General services-contracted</i>	79,961	43,689	48,856	5,167	112%	61%
<i>Goods, supplies & materials purchased</i>	9,996	5,010	2,803	(2,207)	56%	28%
<i>Reserves, transfers & grants</i>	96,616	-	48,880	48,880	0%	51%
Total Expense	594,922	256,467	313,094	56,627	122%	53%
Surplus/(Deficit)	(570,083)	(255,495)	(300,498)	(45,003)	118%	53%

Variances

Conditional grants from other governments

- The County received an unbudgeted mental health grant.

Reserves, transfers & grants

- A portion of grants to support the Villages of Warburg and Thorsby through the multi municipal agreement were paid in Q2 but budgeted in Q3.

Bridges FASD (Fetal alcohol spectrum disorder)

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Conditional grants from other governments</i>	234,000	117,000	117,000	-	100%	50%
Total Revenue	234,000	117,000	117,000	-	100%	50%
<i>Earnings & benefits</i>	254,019	129,132	139,309	10,177	108%	55%
<i>General services-contracted</i>	12,220	6,472	3,496	(2,976)	54%	29%
<i>Goods, supplies & materials purchased</i>	2,400	1,200	1,048	(152)	87%	44%
Total Expense	268,639	136,804	143,853	7,049	105%	54%
Surplus/(Deficit)	(34,639)	(19,804)	(26,853)	(7,049)	136%	78%

Variances

No significant variances.

Family and Community Support Services

Q2 - 2022 Financial Reporting

Family resource network

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Conditional grants from other governments</i>	689,992	462,058	344,077	(117,981)	74%	50%
Total Revenue	689,992	462,058	344,077	(117,981)	74%	50%
<i>Earnings & benefits</i>	693,944	352,230	317,718	(34,512)	90%	46%
<i>General services-contracted</i>	44,890	17,870	21,547	3,677	121%	48%
<i>Goods, supplies & materials purchased</i>	8,000	3,930	2,115	(1,815)	54%	26%
Total Expense	746,834	374,030	341,380	(32,650)	91%	46%
Surplus/(Deficit)	(56,842)	88,028	2,697	(85,331)	3%	-5%

Variances

Conditional grants from other governments

- The Province of Alberta has changed their processes from monthly to quarterly contributions. The Q2 contribution was paid in July.

Earnings & benefits

- One temporary position ended.
- The pay grid for two positions was less than anticipated.

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:

Goal 1	Strategic Priority – Regional leadership 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).
Goal 2	Strategic Priority – Regional leadership Enhance regional borderless fire services delivery model.

3: Department Goals

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

4: Department Highlights

- Held first meeting of sub-regional emergency management group to review potential bylaw and agreement.
- Council passed Burning Bylaw 13-22 on May 10.
- Fire safety public education presentations have resumed with an increased number of engagements being planned for the remainder of the year.

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 and 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 Jun. 30 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">• Meetings held with municipalities to prepare for sub-regional group meetings.• First meetings as sub-regional group held to review potential bylaw.
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 Jun. 30 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">• Met with newly elected Council and Warburg administration to resume negotiations.• Legal review underway of requested changes to agreement.

Goal 3

Revise the Fire Services Bylaw 12-12.

Strategy 3.1

Revise the Fire Services Bylaw 12-12.

Actions	Target dates	Status at Jun. 30 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">• Fire Services Bylaw 12-12 presented in Council workshop for initial review on March 22.• Draft Burning Bylaw presented in Council workshop on March 22.• Burning Bylaw 13-22 passed on May 10.
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 Jun. 30 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 Jun. 30 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">• In-person training resumed at all stations.• 2022 recruit class graduated.
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">• ICS 300 completed by two officers.• Training program has been finalized and is being delivered on an ongoing basis.

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 Jun. 30 2022	Identified deliverables with status update
Hold staff appreciation events for all district fire stations.	Q3 2022		Events held. <ul style="list-style-type: none">• Barbecues held at all district fire stations.
Host team-building events.	Q2 2022		Team building events held. <ul style="list-style-type: none">• Supported Volunteer Fire Fighter Associations with annual events.• Firefighters' family barbecue events planned for Q4.

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.

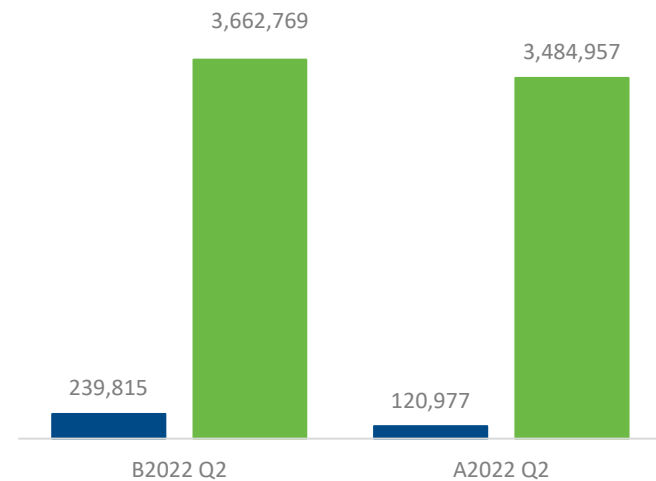
Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
Update fire safety materials for distribution to the public.	Q3 2022		Materials available for distribution.
Conduct fire safety presentations.	Q3 2022		<p>Presentations held.</p> <ul style="list-style-type: none">• Fire safety presented to school groups.• Hosted PARTY program at New Sarepta.• Hosted Emergency Preparedness Week barbecues at Thorsby and New Sarepta Fire Stations.

Fire Services

Q2 - 2022 Financial Reporting

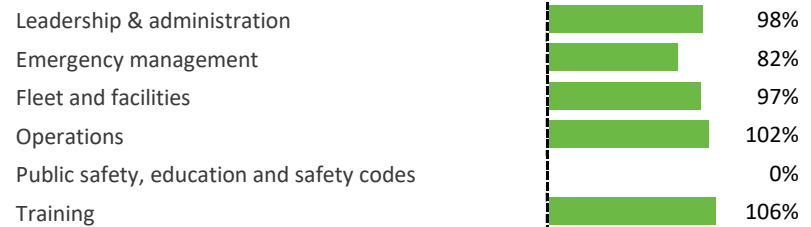
Department Head - Keven Lefebvre

■ REVENUE
■ EXPENSE

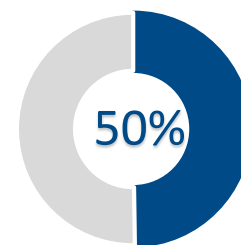


Variance YTD
(\$58,974)

% of Q2 Budget



% of Annual Budget



Leadership & administration

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other government</i>	163,450	75,525	1,950	(73,575)	3%	1%
<i>Sales of goods & services to individuals</i>	2,000	996	2,978	1,982	299%	149%
<i>Other revenue from own sources</i>	4,000	2,004	960	(1,044)	48%	24%
Total Revenue	169,450	78,525	5,888	(72,638)	7%	3%
<i>Earnings & benefits</i>	1,141,107	584,179	535,472	(48,707)	92%	47%
<i>General services-contracted</i>	102,162	54,212	40,236	(13,976)	74%	39%
<i>Purchases from other governments & agencies</i>	98,600	15,994	10,976	(5,018)	69%	11%
<i>Goods, supplies & materials purchased</i>	23,152	11,556	8,209	(3,347)	71%	35%
<i>Reserves, transfers & grants</i>	3,021,264	1,513,632	1,480,456	33,176	98%	49%
<i>Financial service charges</i>	341,842	170,921	158,054	(12,867)	92%	46%
Total Expense	4,728,128	2,350,495	2,233,403	(117,091)	95%	47%
Surplus/(Deficit)	(4,558,678)	(2,271,970)	(2,227,516)	44,454	98%	49%

Variances

Sale of goods & services to other governments

- Town of Calmar had not been invoiced for services to June 30 at the time of this report.

Earnings and benefits

- One vacant position.

Reserves, transfers & grants

- Contracted firefighting services have been less than anticipated.

Fire Services

Q2 - 2022 Financial Reporting

Emergency management

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other government</i>	20,000	-	2,191	2,191	0%	11%
<i>Other revenue from own sources</i>	17,457	8,726	3,501	(5,225)	40%	20%
Total Revenue	37,457	8,726	5,693	(3,033)	65%	15%
<i>General services-contracted</i>	95,850	53,901	33,155	(20,746)	62%	35%
<i>Goods, supplies & materials purchased</i>	9,500	4,742	13,658	8,916	288%	144%
Total Expense	105,350	58,643	46,813	(11,830)	80%	44%
Surplus/(Deficit)	(67,893)	(49,917)	(41,120)	8,797	82%	61%

Variances

General services - contracted

- The invoice for Q2 dispatch services had not been received at the time of this report.
- Full scale scenario training had not been held at the time of this report.

Fleet and facilities

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	57,100	28,548	29,428	880	103%	52%
Total Revenue	57,100	28,548	29,428	880	103%	52%
<i>General services-contracted</i>	324,948	168,635	158,973	(9,662)	94%	49%
<i>Goods, supplies & materials purchased</i>	596,181	321,150	315,869	(5,281)	98%	53%
Total Expense	921,129	489,785	474,842	(14,943)	97%	52%
Surplus/(Deficit)	(864,029)	(461,237)	(445,413)	15,824	97%	52%

Variances

No significant variances.

Fire Services

Q2 - 2022 Financial Reporting

Operations

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other government</i>	46,300	23,148	-	(23,148)	0%	0%
<i>Sales of goods & services to individuals</i>	176,500	88,246	69,549	(18,697)	79%	39%
Total Revenue	222,800	111,394	69,549	(41,845)	62%	31%
<i>Earnings & benefits</i>	1,349,206	679,470	635,052	(44,418)	93%	47%
<i>General services-contracted</i>	1,000	498	948	450	190%	95%
<i>Purchases from other governments & agencies</i>	65,000	32,500	46,536	14,036	143%	72%
<i>Goods, supplies & materials purchased</i>	9,250	4,622	5,005	383	108%	54%
Total Expense	1,424,456	717,090	687,540	(29,550)	96%	48%
Surplus/(Deficit)	(1,201,656)	(605,696)	(617,991)	(12,295)	102%	51%

Variances

Sales of goods & services to other governments

- Town of Thorsby had not been invoiced for services to June 30 at the time of this report.

Sales of goods & services to individuals

- Motor vehicle collision incidents were not invoiced at the time of this report.

Earnings and benefits

- One vacant position.
- Less hours in Q1 than anticipated.

Public safety, education and safety codes

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	2,000	1,108	-	(1,108)	0%	0%
<i>Goods, supplies & materials purchased</i>	5,500	3,000	-	(3,000)	0%	0%
Total Expense	7,500	4,108	-	(4,108)	0%	0%
Surplus/(Deficit)	(7,500)	(4,108)	-	4,108	0%	0%

Variances

No significant variances.

Fire Services

Q2 - 2022 Financial Reporting

Training

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other government</i>	25,000	12,500	10,420	(2,080)	83%	42%
<i>Sales of goods & services to individuals</i>	250	124	-	(124)	0%	0%
<i>Total Revenue</i>	25,250	12,624	10,420	(2,204)	83%	41%
<i>General services-contracted</i>	47,000	23,794	25,178	1,384	106%	54%
<i>Goods, supplies & materials purchased</i>	37,744	18,854	17,182	(1,673)	91%	46%
<i>Total Expense</i>	84,744	42,648	42,359	(289)	99%	50%
<i>Surplus/(Deficit)</i>	(59,494)	(30,024)	(31,940)	(1,915)	106%	54%

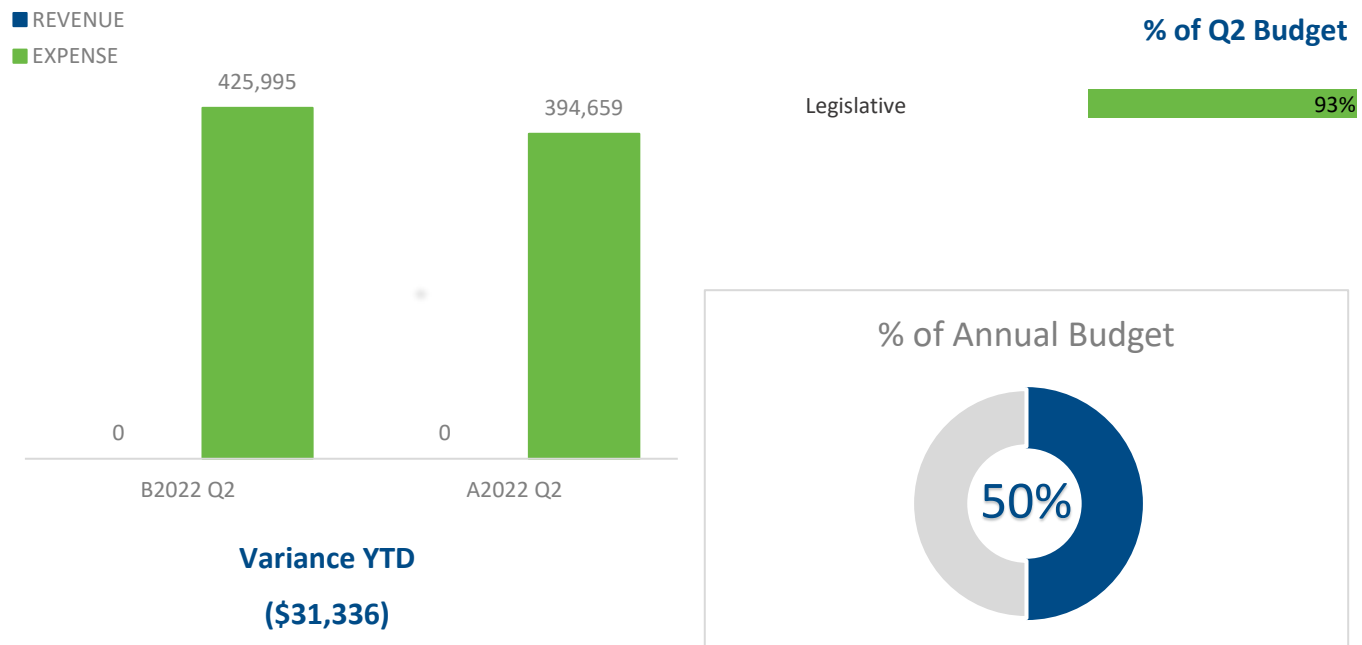
Variances

No significant variances.

Legislative

Q2 - 2022 Financial Reporting

Department Head - Natasha Wice



Legislative

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	718,492	355,032	355,986	954	100%	50%
General services-contracted	113,055	67,083	37,972	(29,111)	57%	34%
Goods, supplies & materials purchased	11,760	3,880	701	(3,179)	18%	6%
Total Expense	843,307	425,995	394,659	(31,336)	93%	47%
Surplus/(Deficit)	(843,307)	(425,995)	(394,659)	31,336	93%	47%

Variances

General services - contracted

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

1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Parks service areas

Campgrounds

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

Day-use

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

Recreation service areas

Cost shares

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

Community development

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

Library support

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

2: Strategic Priorities

Goal 1	Strategic priority – Enriched quality of life Parks and Recreation will create a new, shared vision for parks and recreation in Leduc County.
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3: Department Goals

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

4: Department Highlights

- Jubilee Park campground opened on May 20 and achieved an 84% weekend occupancy for May and June.
- For the months of May and June, Sunnybrook Group Campground was reserved 5 weekends and Genesee Group Campground was reserved for 4 weekends.
- For Recreation and Parks Month in June, Leduc County saw a total of 70 residents participate in a boxing and strength class, ball hockey and two yoga sessions.
- Thirteen groups attended a community association meeting in person at Rollyview Hall in June.
- Seven community associations were supported with resources and assistance including grant writing and project planning.
- One hundred and twenty five attendees at the New Sarepta Party in the Park in June.
- Three hundred and sixty attendees at the Thorsby Party in the Park in June.
- The Indigenous Day celebration at Rundles Mission was live streamed for all County residents. Forty students from Thorsby elementary school and 80 residents attended the event in person.
- The Warburg Heritage Days featured a drive-in movie and saw a total of 89 attendees.
- Local associations successfully hosted six community events with the support of Leduc County's recreation department in the form of providing staff, family activity zones, bouncy houses, inflatables, fair activities, 120 candy bags and a wood carving entertainer.

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 Jun. 30 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"> Funding for this project was declined. We continue to identify opportunities to support Warburg and Thorsby with recreation needs identification.
	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		<p>A recreation and parks master plan that guides the future direction of recreation, parks and community development services.</p> <ul style="list-style-type: none"> A request for proposals was advertised in April, a firm was selected and the project commenced in May. A Council workshop is scheduled for August 23.

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 Jun. 30 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"> A draft policy is finalized and will be reviewed with the Municipal Policy Review committee on November 24.
	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"> A draft policy will be reviewed with the Municipal Policy Review committee on November 24.

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 Jun. 30 2022	Identified deliverables with status update
Identify community need and interests in residential trail and park use in the Vista communities.	Q2 2022		Resident engagement sessions held to identify community needs for residential trail and park development in the Linda, Kayda and Brenda Vista communities. <ul style="list-style-type: none">• A community survey was sent to all residents with 29 respondents.• A community meeting was held on May 7. Fifteen residents attended to provide additional feedback to administration.
	Q4 2022		A community plan presented to Council. <ul style="list-style-type: none">• A draft community plan will be presented to Council workshop on October 25.

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.

Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
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">• All recreation programs will include surveys and creative ways of gathering resident feedback.
	Q4 2022		A summary of finding and conclusions presented to the Parks and Recreation advisory committee. <ul style="list-style-type: none">• A summary of finding is scheduled to be presented to the Parks and Recreation advisory committee on November 9.

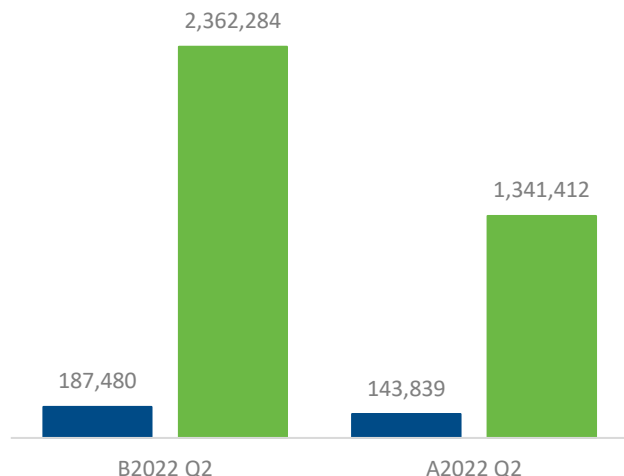
Parks and Recreation

Q2 - 2022 Financial Reporting

Department Head - Dean Ohnysty

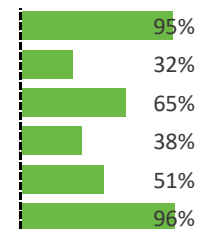
■ REVENUE
■ EXPENSE

% of Q2 Budget

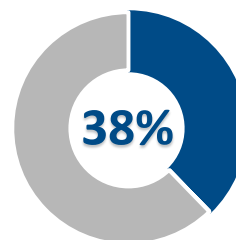


Variance YTD
(\$977,231)

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



% of Annual Budget



Leadership & administration

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Other revenue from own sources	14,340	7,260	5,160	(2,100)	71%	36%
Total Revenue	14,340	7,260	5,160	(2,100)	71%	36%
Earnings & benefits	555,857	283,915	267,032	(16,883)	94%	48%
General services-contracted	42,517	25,606	15,354	(10,252)	60%	36%
Goods, supplies & materials purchased	5,550	2,363	8,899	6,536	377%	160%
Reserves, transfers & grants	9,950	-	-	-	0%	0%
Financial service charges	419,660	209,501	201,670	(7,831)	96%	48%
Total Expense	1,033,534	521,385	492,956	(28,429)	95%	48%
Surplus/(Deficit)	(1,019,194)	(514,125)	(487,796)	26,329	95%	48%

Variances

Earnings & benefits

- One vacant position.

General services - contracted

- Mileage and registration expenses were less than anticipated.

Parks and Recreation

Q2 - 2022 Financial Reporting

Campground

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	378,500	160,057	110,041	(50,016)	69%	29%
<i>Other revenue from own sources</i>	1,700	443	14	(429)	3%	1%
Total Revenue	380,200	160,500	110,055	(50,445)	69%	29%
<i>Earnings & benefits</i>	162,812	97,686	68,661	(29,025)	70%	42%
<i>General services-contracted</i>	109,323	56,853	25,768	(31,085)	45%	24%
<i>Goods, supplies & materials purchased</i>	79,100	41,994	26,125	(15,869)	62%	33%
<i>Financial service charges</i>	7,000	3,139	1,856	(1,283)	59%	27%
Total Expense	358,235	199,672	122,410	(77,262)	61%	34%
Surplus/(Deficit)	21,965	(39,172)	(12,354)	26,818	32%	-56%

Variances

Sales of goods & services to individuals

- A new operating model and agreement is being piloted for Centennial Park on Joseph Lake. Revenues are collected and certain expenses are paid by the campground operator and a percentage of net revenues are paid to Leduc County.

Earnings & benefits

- Seasonal staff started later than anticipated.

General services - contracted and goods, supplies & materials purchased

- A new operating model and agreement is being piloted for Centennial Park on Joseph Lake. Revenues are collected and certain expenses are paid by the campground operator and a percentage of net revenues are paid to Leduc County.

Day use

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	6,400	1,800	5,486	3,686	305%	86%
<i>Other revenue from own sources</i>	5,000	-	9,440	9,440	0%	189%
Total Revenue	11,400	1,800	14,926	13,126	829%	131%
<i>Earnings & benefits</i>	92,373	55,422	34,520	(20,902)	62%	37%
<i>General services-contracted</i>	72,322	39,737	40,222	485	101%	56%
<i>Goods, supplies & materials purchased</i>	33,850	8,659	6,918	(1,741)	80%	20%
Total Expense	198,545	103,818	81,661	(22,157)	79%	41%
Surplus/(Deficit)	(187,145)	(102,018)	(66,735)	35,283	65%	36%

Variances

Earnings & benefits

- Seasonal staff started later than anticipated.

Parks and Recreation

Q2 - 2022 Financial Reporting

Cost shares

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Reserves, transfers & grants</i>	1,720,450	1,368,450	518,022	(850,428)	38%	30%
Total Expense	1,720,450	1,368,450	518,022	(850,428)	38%	30%
Surplus/(Deficit)	(1,720,450)	(1,368,450)	(518,022)	850,428	38%	30%

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 September.
- Payment to the Town of Calmar had not been made at the time of this report.

Community development

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	21,000	17,920	13,698	(4,222)	76%	65%
Total Revenue	21,000	17,920	13,698	(4,222)	76%	65%
<i>Earnings & benefits</i>	126,974	55,079	26,230	(28,849)	48%	21%
<i>General services-contracted</i>	61,698	28,271	17,595	(10,676)	62%	29%
<i>Goods, supplies & materials purchased</i>	21,502	6,909	7,063	154	102%	33%
Total Expense	210,174	90,259	50,888	(39,371)	56%	24%
Surplus/(Deficit)	(189,174)	(72,339)	(37,190)	35,149	51%	20%

Variances

Earnings & benefits

- Seasonal staff started later than anticipated.

General services - contracted

- Program and event costs were less than anticipated.

Parks and Recreation

Q2 - 2022 Financial Reporting

Library support

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other transactions</i>	29,017	-	-	-	0%	0%
<i>Total Revenue</i>	29,017	-	-	-	0%	0%
<i>General services-contracted</i>	61,500	31,000	27,975	(3,025)	90%	45%
<i>Goods, supplies & materials purchased</i>	200	200	-	(200)	0%	0%
<i>Reserves, transfers & grants</i>	47,500	47,500	47,500	-	100%	100%
<i>Total Expense</i>	109,200	78,700	75,475	(3,225)	96%	69%
<i>Surplus/(Deficit)</i>	(80,183)	(78,700)	(75,475)	3,225	96%	94%

Variances

No significant variances.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

- Provides 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

Goal 1	Strategic priority – Regional leadership Planning and Development will continue to lead the County's efforts in regional collaboration and intermunicipal partnerships.
Goal 2	Strategic priority – Economic development Planning and Development will continue to lead economic development activities for the County by marketing the County's economic development assets and fostering employment growth.
Goal 3	Strategic priority – Agricultural innovation and support for local food 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

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

4: Department Highlights

- Received 117 development permit applications and 468 safety codes permits in Q2.
- Year to date, received 183 development permit applications and 745 safety codes permits for a total estimated construction value of \$71.2 million for the first half of 2022.
- The 2022 Leduc County Economic Development Summit was successfully hosted in May; initial planning for the 2023 summit has begun.
- Council adopted a new Land Use Bylaw Enforcement Policy.
- Three investment readiness policies were adopted by Council.
- Held a joint workshop with Council and V3 Homes to discuss the future of the proposed Southern Country Residential Area Structure Plan (SCRASP).
- Held a workshop with Council to discuss Council's priorities/vision for the SCRASP.
- Completed the final edits to the community profile document.
- Planning for a Business Retention and Expansion (BRE) Program has commenced, consulting resources have been hired and activated as per the project work plan.
- Renovations to the Nisku Recreation Centre to repurpose for business development activities has commenced.
- Supported County elected officials at 11 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 Jun. 30 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">Regional issues briefing delivered monthly to the Governance and Priorities Committee in April and June.

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 Jun. 30 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">Summit successfully conducted in May in order to avoid scheduling conflicts in Q1.
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 Jun. 30 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">Renovations delayed due to supply chain challenges; will be completed in early Q3.

	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"> BRE program initiation underway.
	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 Jun. 30 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"> Draft strategy framework created and workshop held with Council in Q1. It is expected that the draft strategy will be brought to Council for consideration to adopt in Q3.
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, which 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 Jun. 30 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"> Due to fiscal constraints, project was removed from the 2022 budget and will be brought forward in the future.
	Q4 2022		Initial round of public engagement completed; initial draft development scenarios discussed at Council workshop.

			<ul style="list-style-type: none"> Due to fiscal constraints, project was removed from the 2022 budget and will be brought forward in the future.
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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 Jun. 30 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"> The project schedule has been revamped to account for delays due to staffing resource challenges and emerging priorities; revised project charter to be presented to Council in September.
	Q3 2022		Completion of the main round of stakeholder and public engagement and review of all District regulations. <ul style="list-style-type: none"> Preparations are in progress; initial public engagement completed in 2021. District regulation review in progress. The project schedule has been revamped to account for delays due to staffing resource challenges and emerging priorities; revised project charter to be presented to Council in September.
	Q4 2022		Completion of a rough first draft of a new bylaw produced for internal review. <ul style="list-style-type: none"> In progress; rough draft being compiled following each internal review and public engagement phase. The project schedule has been revamped to account for delays due to staffing resource challenges and emerging priorities; revised project charter to be presented to Council in September.

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		<p>New model process completed and adopted by Council.</p> <ul style="list-style-type: none"> The model process has been prepared in draft form and will be scheduled for consideration by Council in Q3.
Carry out an interim review of the County's Municipal Development Plan.	Q3 2022		<p>Background report presented to Council.</p> <ul style="list-style-type: none"> Background report discussed at a Council workshop in Q1; will be delivered to Council formally, along with a proposed project charter, in Q3.
	Q4 2022		<p>Draft amendments prepared.</p> <ul style="list-style-type: none"> Project charter will be presented to Council for consideration in Q3; background work underway.

Strategy 4.2

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

Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
Completion of the Nisku Local Area Redevelopment Plan (LARP).	Q2 2022		<p>New LARP completed and adopted by Council.</p> <ul style="list-style-type: none"> Project has been delayed in order to incorporate the results of infrastructure assessment projects in Nisku and the Transportation Masterplan to ensure that the ARP aligns with the most up to date servicing information.

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 Jun. 30 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"> Drafted for internal review; will be advanced to Council for consideration to adopt in Q3.
Creation of a Safety Codes Directive and Procedure Manual.	Q2 2022		<p>New manual approved and rolled out to staff.</p> <ul style="list-style-type: none"> Drafted for internal review; anticipated for completion in Q3.

Planning and Development

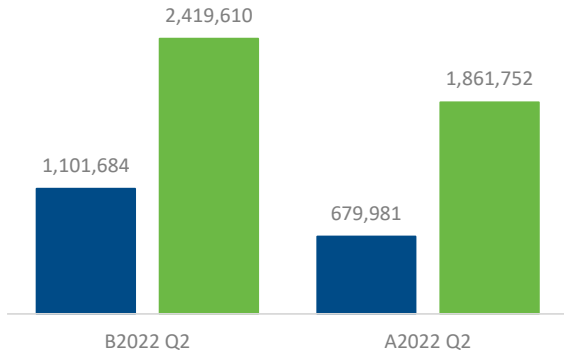
Q2 - 2022 Financial Reporting

Department Head - Grant Bain

■ REVENUE

■ EXPENSE

% of Q2 Budget



Variance YTD
(\$136,156)

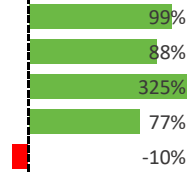
Leadership & administration

Development services

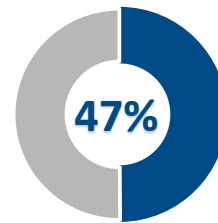
Economic development

Regional and long range planning

Safety codes



% of Annual Budget



Leadership & administration

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & svs to individuals</i>	-	-	299	299	0%	0%
Total Revenue	-	-	299	299	0%	0%
<i>Earnings & benefits</i>	458,646	235,106	232,074	(3,032)	99%	51%
<i>General services-contracted</i>	4,444	2,920	2,428	(492)	83%	55%
<i>Goods, supplies & materials purchased</i>	700	346	177	(169)	51%	25%
<i>Financial service charges</i>	15,000	8,327	10,236	1,909	123%	68%
Total Expense	478,790	246,699	244,914	(1,785)	99%	51%
Surplus/(Deficit)	(478,790)	(246,699)	(244,615)	2,084	99%	51%

Variances

No significant variances.

Planning and Development

Q2 - 2022 Financial Reporting

Development services

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	92,000	45,950	68,461	22,511	149%	74%
<i>Other revenue from own sources</i>	80,000	39,998	38,582	(1,416)	96%	48%
Total Revenue	172,000	85,948	107,043	21,095	125%	62%
<i>Earnings & benefits</i>	886,811	452,958	435,421	(17,537)	96%	49%
<i>General services-contracted</i>	22,233	10,345	4,563	(5,782)	44%	21%
<i>Goods, supplies & materials purchased</i>	900	550	6	(544)	1%	1%
Total Expense	909,944	463,853	439,991	(23,862)	95%	48%
Surplus/(Deficit)	(737,944)	(377,905)	(332,947)	44,958	88%	45%

Variances

Sales of goods & services to individuals

- The number of applications and agreements have been higher than expected.

Earnings & benefits

- Vacant positions.

Economic development

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Conditional grants from other governments</i>	58,274	29,136	-	(29,136)	0%	0%
<i>Other transactions</i>	500,000	500,000	-	(500,000)	0%	0%
Total Revenue	558,274	529,136	-	(529,136)	0%	0%
<i>General services-contracted</i>	12,748	10,348	49,686	39,338	480%	390%
<i>Purchases from other governments & agencies</i>	110,000	110,000	114,109	4,109	104%	104%
<i>Goods, supplies & materials purchased</i>	500	248	530	282	214%	106%
<i>Reserves, transfers & grants</i>	500,000	500,000	132,665	(367,335)	27%	27%
Total Expense	623,248	620,596	296,990	(323,606)	48%	48%
Surplus/(Deficit)	(64,974)	(91,460)	(296,990)	(205,530)	325%	457%

Variances

Other transactions

- A budgeted transfer from reserves had not been completed at the time of this report.

General services - contracted

- Consulting support for economic development was higher than anticipated.

Reserves, transfers & grants

- The County had not yet been invoiced for its full contribution to the Regional Air Services Opportunity Fund at the time of this report.

Planning and Development

Q2 - 2022 Financial Reporting

Regional and long range planning

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	717,506	367,379	269,111	(98,268)	73%	38%
General services-contracted	14,626	7,267	7,748	481	107%	53%
Purchases from other government & agencies	48,782	48,782	48,782	-	100%	100%
Goods, supplies & materials purchased	1,500	1,300	-	(1,300)	0%	0%
Total Expense	782,414	424,728	325,641	(99,087)	77%	42%
Surplus/(Deficit)	(782,414)	(424,728)	(325,641)	99,087	77%	42%

Variances

Earnings and benefits

- Two vacant positions.

Safety codes

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Sales of goods & services to other government	4,500	1,500	813	(687)	54%	18%
Sales of goods & services to individuals	3,500	1,700	2,751	1,051	162%	79%
Other revenue from own sources	988,000	483,400	569,075	85,675	118%	58%
Total Revenue	996,000	486,600	572,639	86,039	118%	57%
Earnings & benefits	1,186,129	607,464	530,343	(77,121)	87%	45%
General services-contracted	114,429	56,070	23,697	(32,373)	42%	21%
Goods, supplies & materials purchased	600	200	175	(25)	88%	29%
Total Expense	1,301,158	663,734	554,216	(109,518)	83%	43%
Surplus/(Deficit)	(305,158)	(177,134)	18,423	195,557	-10%	-6%

Variances

Other revenue from own sources

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

Earnings & benefits

- Vacant positions.

General services-contracted

- Contracted services were less than anticipated.

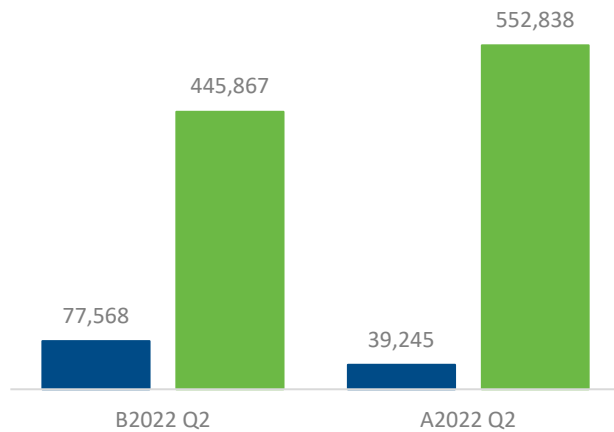
Public transit

Q2 - 2022 Financial Reporting

Department Head - Des Mryglod

■ Revenue
■ Expense

% of Q2 Budget

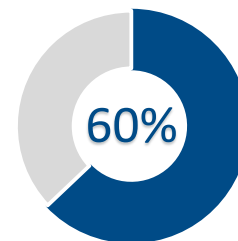


Enhanced transit
Leduc transit
Leduc County transit

0%
168%
0%

Variance YTD
\$145,294

% of Annual Budget



Enhanced transit

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	102,531	1	-	(1)	0%	0%
Purchases from other governments & agencies	102,530	51,265	-	(51,265)	0%	0%
Total Expense	205,061	51,266	-	(51,266)	0%	0%
Surplus/(Deficit)	(205,061)	(51,266)	-	51,266	0%	0%

Variances

Purchases from other governments & agencies

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

Public transit

Q2 - 2022 Financial Reporting

Leduc transit

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	139,644	58,578	30,643	(27,935)	52%	22%
<i>Sales of goods & services to individuals</i>	10,000	3,990	8,602	4,612	216%	86%
Total Revenue	149,644	62,568	39,245	(23,323)	63%	26%
<i>General services-contracted</i>	26	14	11	(3)	79%	42%
<i>Purchases from other governments & agencies</i>	736,706	367,445	552,740	185,295	150%	75%
<i>Goods, supplies & materials purchased</i>	1,000	500	-	(500)	0%	0%
<i>Financial service charges</i>	100	50	88	38	175%	88%
Total Expense	737,832	368,009	552,838	184,829	150%	75%
Surplus/(Deficit)	(588,188)	(305,441)	(513,593)	(208,152)	168%	87%

Variances

Sales of goods & services to other governments

- Ridership is less than budgeted.
- June revenue had not been recorded at the time of this report.

Purchases from other governments & agencies

- Includes the unbudgeted 2021 Q4 invoice.

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

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

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

4: Department Highlights

- Evaluation of gravel road condition is underway.
- Fleet condition assessments were completed and submitted to Corporate Services.
- The 10 year long range Road Operations capital plan was completed and submitted to Finance.
- Crushing contract completed.
- Gravel Program wrap up meeting was held May 10.
 - Administration is compiling data related to trucking rates from other Rural Municipality Association (RMA) members for comparison.
- First round of dust control experienced weather delays and was completed July 8.
- Summer programs:
 - Rural Road Initiative (RRI) shoulder pull program began May 24.
 - RRI spot repair program began June 27.
 - Crack sealing began June 24.

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.

Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
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. <ul style="list-style-type: none">• Completed 40 per cent of shoulder pulls.

<p>Consistency in road grading across our gravel road network:</p> <ul style="list-style-type: none"> • Four per cent crown standard during summer operations. <p>Two per cent crown standard during winter operations.</p>	Q4 2022		Report to Public Works Committee (PWC) on fuel consumption, grader blade usage, and road crown.
Evaluate gravelling program to examine its effectiveness and opportunities for improvements.	Q3 2022		<p>Report to Public Works Committee.</p> <ul style="list-style-type: none"> • Meeting held on May 10 with all stakeholders. • Will discuss haul rates at the September PWC meeting.
Continue the annual vegetation management programs that support road grading and sightline improvements for the travelling public.	Q3 2022		<p>Complete 20 hand brushing projects, three intersection quadrants brushing projects and continue the annual mulching program.</p> <ul style="list-style-type: none"> • Program has begun and is ongoing.

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 Jun. 30 2022	Identified deliverables with status update
Major asphalt and cold mix repair program.	Q4 2022		<p>Complete repairs on asphalt failures on main roads, one subdivision rejuvenation and one reclamite trial.</p> <ul style="list-style-type: none"> • Evaluated locations and acquired pricing. • There are no subdivision rejuvenations scheduled for 2022.
Summer asphalt and cold mix maintenance program.	Q3 2022		<p>Complete street sweeping, line painting and crack sealing programs.</p> <ul style="list-style-type: none"> • Street sweeping began May 16 and was completed June 19. • Crack sealing began June 24. <ul style="list-style-type: none"> ○ New Sarepta completed. • Line painting will begin after crack sealing program is complete.

Strategy 1.3

Review current processes to gain efficiencies.

Actions	Target dates	Status at Jun. 30 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">Review with Finance is underway.

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 Jun. 30 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">Completed the framework.
	Q2 2022		Complete training plan. <ul style="list-style-type: none">Development of training plan is ongoing.

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 Jun. 30 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. <ul style="list-style-type: none">Online application form and process was developed and ready to go live for April 1.Online application form and payment process was open from April 1 to May 15.143 applications were submitted through the online process.

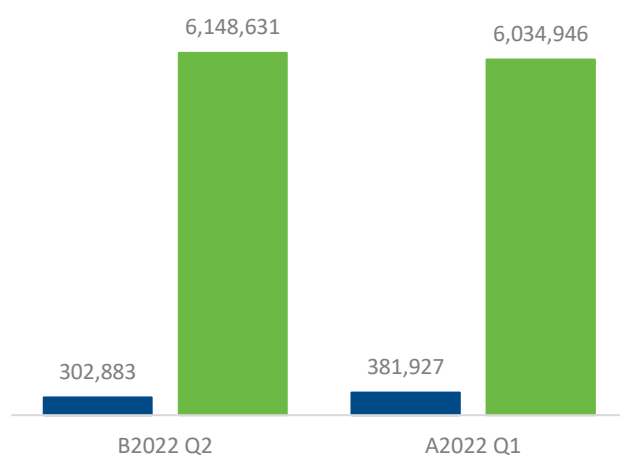
Road Operations

Q2 - 2022 Financial Reporting

Department Head - Garrett Broadbent

■ Revenue

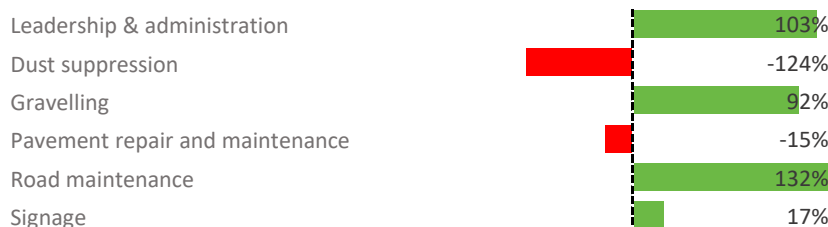
■ Expense



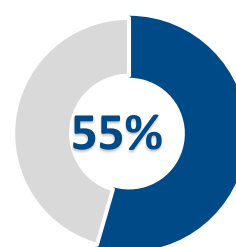
Variance YTD

(\$222,471)

% of Q2 Budget



% of Annual Budget



Leadership & administration

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	31,379	31,379	-	(31,379)	0%	0%
<i>Sales of goods & services to individuals</i>	16,500	9,000	4,800	(4,200)	53%	29%
<i>Other revenue from own sources</i>	40,000	20,000	33,337	13,337	167%	83%
<i>Other transactions</i>	32,000	17,004	19,379	2,375	114%	61%
Total Revenue	119,879	77,383	57,516	(19,867)	74%	48%
<i>Earnings & benefits</i>	3,728,304	1,871,094	1,840,972	(30,122)	98%	49%
<i>General services-contracted</i>	736,800	392,827	325,277	(67,551)	83%	44%
<i>Goods, supplies & materials purchased</i>	1,187,296	543,764	704,233	160,469	130%	59%
<i>Reserves, transfers & grants</i>	40,000	20,000	8,723	(11,277)	44%	22%
Total Expense	5,692,400	2,827,685	2,879,205	51,520	102%	51%
Surplus/(Deficit)	(5,572,521)	(2,750,302)	(2,821,689)	(71,387)	103%	51%

Variances

Sales of goods and services to other governments

- Airport road cost share agreement had not been invoiced at the time of this report.
- Snow removal contracted revenue was less than anticipated.

General services - contracted

- Change in accounting policy for crushed concrete. This product is now being tracked through inventory rather than immediately expensing crushing costs.

Road Operations

Q2 - 2022 Financial Reporting

- Survey and quality testing costs for gravel and crushed concrete have been less than anticipated.
- Repairs to equipment were over budget due to number and type of breakdowns.

Goods, supplies and material purchased

- Fuel and natural gas prices have been higher than anticipated.
- Equipment and machine parts has been higher than anticipated.

Dust suppression

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	225,000	225,000	295,905	70,905	132%	132%
Total Revenue	225,000	225,000	295,905	70,905	132%	132%
<i>General services-contracted</i>	44,950	15,000	33,084	18,084	221%	74%
<i>Goods, supplies & materials purchased</i>	641,250	260,709	199,887	(60,822)	77%	31%
Total Expense	686,200	275,709	232,971	(42,738)	84%	34%
Surplus/(Deficit)	(461,200)	(50,709)	62,934	113,643	-124%	-14%

Variance

Sales of goods & services to individuals

- Additional road use agreement holders were required to supply dust control along their haul routes than anticipated.

Goods, supplies & materials purchased

- Some dust control program invoices had not been received at the time of this report.

Gravelling

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total
<i>Conditional grants from other governments</i>	497,174	-	-	-	0%	0%
<i>Other transactions</i>	460,000	-	-	-	0%	0%
Total Revenue	957,174	-	-	-	0%	0%
<i>General services-contracted</i>	1,794,316	1,345,499	1,305,783	(39,716)	97%	73%
<i>Goods, supplies & materials purchased</i>	1,787,972	1,319,050	1,149,407	(169,643)	87%	64%
Total Expense	3,582,288	2,664,549	2,455,189	(209,360)	92%	69%
Surplus/(Deficit)	(2,625,114)	(2,664,549)	(2,455,189)	209,360	92%	94%

Variance

Goods, supplies & material purchased

- 41 miles of gravelling was not completed due to weather conditions. We still intend to complete this at the beginning of Q4.

Road Operations

Q2 - 2022 Financial Reporting

Pavement repair and maintenance

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	26,675	26,675	0%	0%
Total Revenue	-	-	26,675	26,675	0%	0%
<i>General services-contracted</i>	750,710	20,000	19,048	(952)	95%	3%
<i>Goods, supplies & materials purchased</i>	50,624	14,174	2,588	(11,586)	18%	5%
Total Expense	801,334	34,174	21,636	(12,538)	63%	3%
Surplus/(Deficit)	(801,334)	(34,174)	5,039	39,213	-15%	-1%

Variance

Other revenue from own sources

- Unbudgeted revenue from third party damage to a County road.

Road maintenance

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	327,200	155,268	192,009	36,741	124%	59%
<i>Goods, supplies & materials purchased</i>	547,500	154,246	216,312	62,066	140%	40%
Total Expense	874,700	309,514	408,321	98,807	132%	47%
Surplus/(Deficit)	(874,700)	(309,514)	(408,321)	(98,807)	132%	47%

Variance

General services - contracted

- Culvert replacements and minor drainage works were budgeted primarily in Q3 but some were completed in Q2 due to the need for emergency repairs.
- Additional contract grading was required in January and March due to weather conditions.

Goods, supplies & materials purchased

- Additional sand and salt was required in Q1 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 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	1,000	500	1,831	1,331	366%	183%
Total Revenue	1,000	500	1,831	1,331	366%	183%
<i>Goods, supplies & materials purchased</i>	43,200	37,000	7,882	(29,118)	21%	18%
Total Expense	43,200	37,000	7,882	(29,118)	21%	18%
Surplus/(Deficit)	(42,201)	(36,500)	(6,051)	30,449	17%	14%

Variance

Goods, supplies & material purchased

- Sign purchases were less than anticipated.

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

Goal 1	Strategic Priority – Economic Development Develop and implement a fiscally responsible service area expansion option for rural water and wastewater.
Goal 2	Strategic Priority – Economic Development

	Investigate alternative strategies to maintain affordable Leduc County utility rates.
Goal 3	Strategic Priority – Regional Leadership Relationships with other municipalities are maintained and strengthened.

3: Department Goals

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

4: Department Highlights

- Transfer station blue bag, bin rental, and transportation tender was awarded.
- Completed mutual aid agreement with Sturgeon County.
- Secured additional funding and awarded Kavanagh Lagoon Upgrade project.
- Completed the first utility rate review council workshop.
- Commenced analysis for Meter Upgrade and Modernization Project for Edmonton International Airport.

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.

Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
Support community initiatives for smaller scale water/wastewater treatment and servicing options for the higher density rural areas.	Q3 2022		Provide assistance to residents of Vantage Point to help them navigate the provincial process to find resolution for communal wastewater servicing approval. <ul style="list-style-type: none"> • Provided a briefing note to Minister Wilson with project scope and funding request.
			Provide assistance to residents of Wildland Meadows to implement a wastewater treatment system via a local improvement tax. <ul style="list-style-type: none"> • Approval received from Alberta Environment and Parks (AEP).

			<ul style="list-style-type: none"> Working through variance and local improvement process.
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Strategy 1.2

Identify water and wastewater system growth opportunities.

Actions	Target dates	Status at Jun. 30 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"> Project well underway with completion in Q4 2022.

Goal 2

Investigate alternative strategies to maintain affordable Leduc County utility rates.

Strategy 2.1

Optimize utility operations.

Actions	Target dates	Status at Jun. 30 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"> Some field data collection started in June, but majority of 2022 field collection will occur in Q3 and Q4.
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"> Inspection during a substantial rainfall event was completed to verify aspects of the inflow and infiltration mitigation plan.
Complete an update of the utility rates.	Q3 2022		Updated utility rates schedule for 2023 budget.

			<ul style="list-style-type: none"> Held the first utility rate review workshop with Council in April. Developing the second workshop package.
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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 Jun. 30 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"> Consultant has been secured. Refining the scope of work to align with requirements for the Nisku Redevelopment Study.

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 Jun. 30 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. <ul style="list-style-type: none"> Agreement is being executed.
	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 Jun. 30 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"> A list of process improvements has been developed and administration is currently prioritizing.
--	--	--	---

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 Jun. 30 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. <ul style="list-style-type: none"> Storm pond water quality testing to occur Q3.

Strategy 5.2

Investigate implementing a stormwater utility.

Actions	Target dates	Status at Jun. 30 2022	Identified deliverables with status update
Complete gap analysis on stormwater systems.	Q2 2022		Analysis of any shortfall in stormwater conveyance, treatment maintenance and management responsibilities. <ul style="list-style-type: none"> Compiled the regulatory requirement. Completion delayed to Q4 2022.

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 Jun. 30 2022	Identified deliverables with status update
Implement the recommendations of the strategic waste management plan.	Q3 2022		Implement the recommendations of the strategic waste management action plan. <ul style="list-style-type: none"> Implementation of a tonnage cap complete.

			<ul style="list-style-type: none">• Removal of commercial haulers from the County's billing has been completed.• Engaged Clean Farms for Twine Recycling Program.
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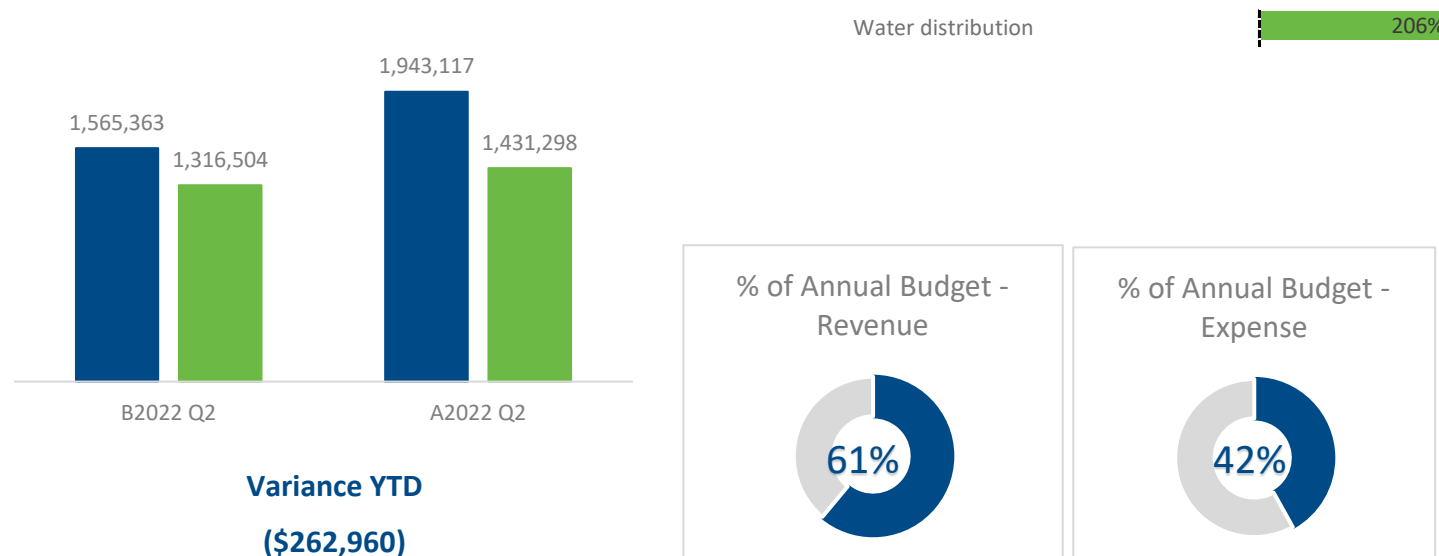
Utilities - Water distribution

Q2 - 2022 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Q2 Budget



Water distribution

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,762,629	1,360,158	1,644,785	284,627	121%	60%
<i>Other revenue from own sources</i>	269,608	130,231	223,358	93,127	172%	83%
<i>Other transactions</i>	149,949	74,974	74,974	-	100%	50%
Total Revenue	3,182,186	1,565,363	1,943,117	377,754	124%	61%
<i>Earnings & benefits</i>	532,029	244,904	211,140	(33,764)	86%	40%
<i>General services-contracted</i>	500,721	257,240	160,377	(96,863)	62%	32%
<i>Purchases from other governments & agencies</i>	1,124,782	454,192	722,210	268,018	159%	64%
<i>Goods, supplies & materials purchased</i>	215,818	120,678	82,713	(37,965)	69%	38%
<i>Reserves, transfers & grants</i>	605,077	20,650	40,367	19,717	195%	7%
<i>Financial service charges</i>	437,719	218,840	214,490	(4,350)	98%	49%
Total Expense	3,416,146	1,316,504	1,431,298	114,794	109%	42%
Surplus/(Deficit)	(233,960)	248,859	511,819	262,960	206%	-219%

Variances

Sales of goods & services to individuals

- Sales volumes are higher than anticipated for bulk water and the Nisku Business Park.

Other revenue from own source

- Penalty revenue, interest on investments, and connection fees are higher than anticipated.
- Contracted revenues are higher than anticipated due to the request for unbudgeted services.

Earnings & benefits

- Vacant positions.

Utilities - Water distribution

Q2 - 2022 Financial Reporting

General services-contracted

- Repairs to engineered structures budgeted in Q1 & Q2 will be completed in Q3.
- Fire hydrant installations were budgeted in Q1 but had not been completed at the time of this report.

Purchases from other governments & agencies

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

Goods, supplies & materials purchased

- Equipment and machinery parts are less than anticipated.

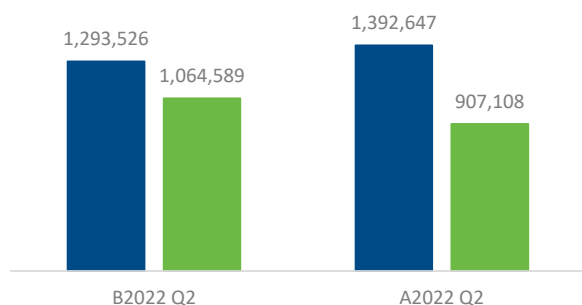
Utilities - Wastewater collection

Q2 - 2022 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Q2 Budget

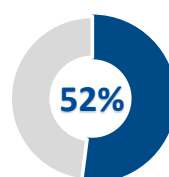


Variance YTD
(\$256,602)

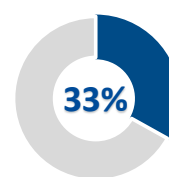
Wastewater collection



% of Annual Budget -
Revenue



% of Annual Budget -
Expense



Wastewater collection

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,220,211	1,134,979	1,242,893	107,914	110%	56%
<i>Other revenue from own sources</i>	284,780	158,547	149,754	(8,793)	94%	53%
<i>Other transactions</i>	170,488	-	-	-	0%	0%
Total Revenue	2,675,479	1,293,526	1,392,647	99,121	108%	52%
<i>Earnings & benefits</i>	366,153	161,218	142,251	(18,967)	88%	39%
<i>General services-contracted</i>	205,552	106,368	54,876	(51,492)	52%	27%
<i>Purchases from other governments & agencies</i>	1,352,410	654,221	558,086	(96,135)	85%	41%
<i>Goods, supplies & materials purchased</i>	62,963	34,548	41,027	6,479	119%	65%
<i>Reserves, transfers & grants</i>	548,023	-	12,123	12,123	0%	2%
<i>Financial service charges</i>	206,640	108,234	98,745	(9,489)	91%	48%
Total Expense	2,741,741	1,064,589	907,108	(157,481)	85%	33%
Surplus/(Deficit)	(66,262)	228,937	485,539	256,602	212%	-733%

Variances

Sales of goods & services to individuals

- Sales were higher than anticipated in Nisku Business Park.

Earnings & benefits

- Vacant positions.

General services-contracted

- Repairs are lower than anticipated as planned repairs had not been completed at the time of this report.
- Wastewater flushing had not been completed at the time of this report.

Purchases from other governments & agencies

- The May/June wastewater purchases invoice had not been processed at the time of this report.

Reserves, transfers & grants

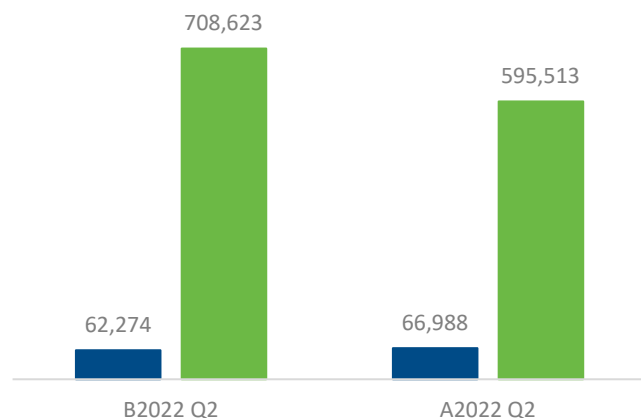
- Interest transferred to reserves was completed to June 30 but was budgeted in Q4.

Utilities - Waste management

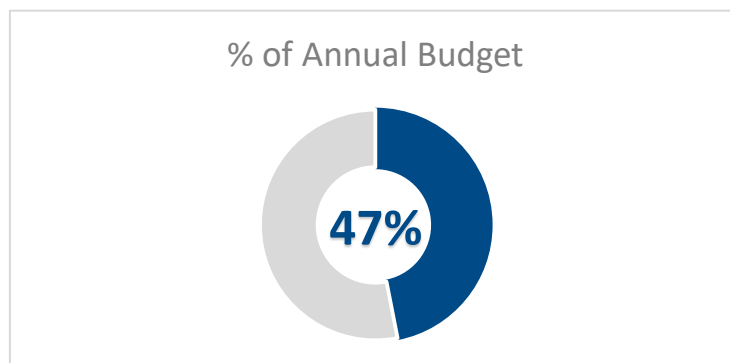
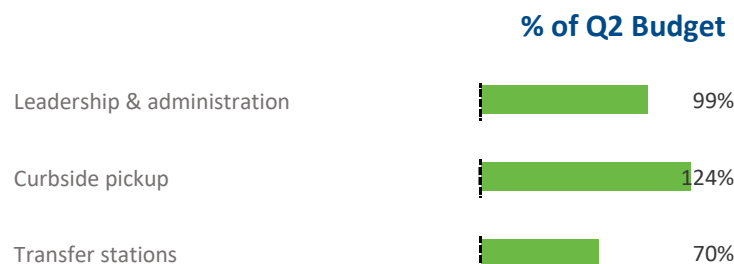
Q2 - 2022 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE



Variance YTD
(\$117,824)



Leadership & administration

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Other revenue from own sources	1,400	700	2,938	2,238	420%	210%
Conditional grants from other governments	242,771	-	-	-	0%	0%
Total Revenue	244,171	700	2,938	2,238	420%	1%
Earnings & benefits	382,192	191,751	187,972	(3,779)	98%	49%
General services-contracted	74,341	36,181	44,740	8,559	124%	60%
Purchases from other governments & agencies	263,306	81,655	75,007	(6,648)	92%	28%
Goods, supplies & materials purchased	3,793	1,896	1,689	(207)	89%	45%
Total Expense	723,632	311,483	309,409	(2,074)	99%	43%
Surplus/(Deficit)	(479,461)	(310,783)	(306,471)	4,312	99%	64%

Variances

No significant variances.

Utilities - Waste management

Q2 - 2022 Financial Reporting

Curbside pickup

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	113,732	56,867	58,000	1,133	102%	51%
Total Revenue	113,732	56,867	58,000	1,133	102%	51%
<i>Earnings & benefits</i>	28,551	6,042	4,398	(1,644)	73%	15%
<i>General services-contracted</i>	56,747	29,210	26,780	(2,430)	92%	47%
<i>Reserves, transfers & grants</i>	28,434	-	-	-	0%	0%
Total Expense	113,732	35,252	31,184	(4,068)	88%	27%
Surplus/(Deficit)	-	21,615	26,816	5,201	124%	0%

Variances

No significant variances.

Transfer stations

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	5,004	2,502	5,000	2,498	200%	100%
<i>Other revenue from own sources</i>	4,408	2,205	1,051	(1,154)	48%	24%
Total Revenue	9,412	4,707	6,051	1,344	129%	64%
<i>General services-contracted</i>	451,725	259,480	188,692	(70,788)	73%	42%
<i>Purchases from other governments & agencies</i>	195,139	97,552	62,571	(34,981)	64%	32%
<i>Goods, supplies & materials purchased</i>	9,683	4,842	3,657	(1,185)	76%	38%
Total Expense	656,547	361,874	254,920	(106,954)	70%	39%
Surplus/(Deficit)	(647,135)	(357,167)	(248,869)	108,298	70%	38%

Variances

General services-contracted

- The County expected to offer metal recycling in Q2 but it had not been implemented at the time of this report.

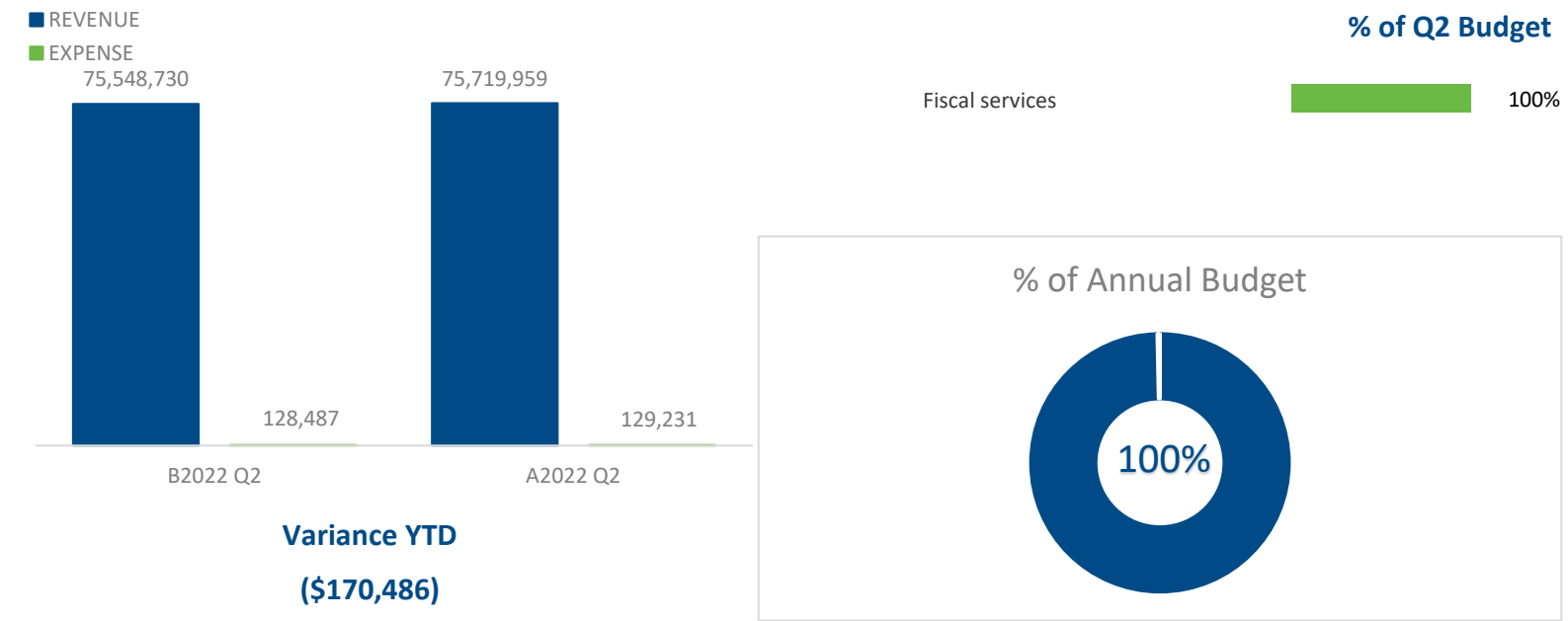
Purchases from other governments & agencies

- Some Q2 invoices had not been received at the time of this report.
- Building debris and residential waste have not been as high as anticipated.

Fiscal Services

Q2 - 2022 Financial Reporting

Department Head - Natasha Wice



Fiscal services

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Taxes	74,580,596	75,039,989	75,197,385	157,396	100%	101%
Taxes-grant in lieu	124,210	124,210	124,715	505	100%	100%
Other revenue from own sources	574,867	165,853	184,891	19,038	111%	32%
Unconditional grants from other governments	86,260	86,260	83,960	(2,300)	97%	97%
Other transactions	623,836	132,418	129,008	(3,410)	97%	21%
Total Revenue	75,989,768	75,548,730	75,719,959	171,229	100%	100%
Financial service charges	264,836	132,417	129,008	(3,409)	97%	49%
Other transactions-general	377,224	(3,930)	223	4,153	-6%	0%
Total Expense	642,060	128,487	129,231	744	101%	20%
Surplus/(Deficit)	75,347,708	75,420,243	75,590,729	170,486	100%	100%

Variances

No significant variances.

Investment Summary

As at June 30, 2022

Interest received	\$	347,058
Gain/(loss) on sale of investments	\$	-
	\$	<u>347,058</u>

CIBC Portfolio Breakdown	Purchase Price	% of portfolio
Temporary and short-term (less than 1 year)	\$ 19,872	0%
Medium term (between 1 - 10 years)	\$ 28,756,007	91%
Long-term (10+ years)	\$ 2,665,000	8%
	<u>\$ 31,440,878</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 8.50% as were able to take advantage of current market environment to lock-in higher yields. 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.

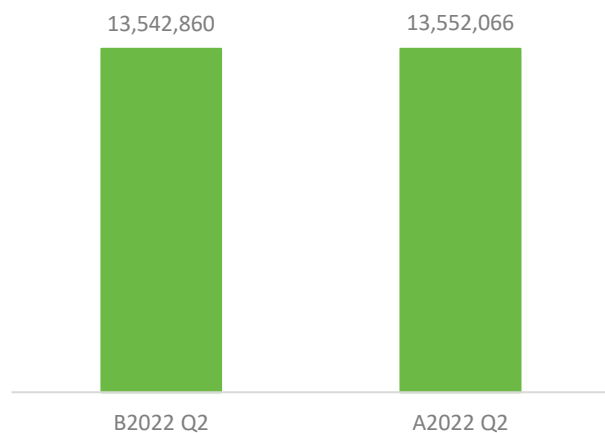
Requisitions expenditures

Q2 - 2022 Financial Reporting

Department Head - Natasha Wice

■ EXPENSE

% of Q2 Budget

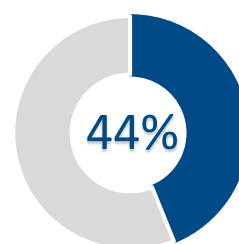


Variance YTD
\$9,206

Requisitions

100%

% of Annual Budget



Requisitions

Account	2022 budget	2022 Q2 budget	2022 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Reserves, transfers & grants</i>	30,885,064	13,542,860	13,552,066	9,206	100%	44%
Total Expense	30,885,064	13,542,860	13,552,066	9,206	100%	44%
Surplus/(Deficit)	(30,885,064)	(13,542,860)	(13,552,066)	(9,206)	100%	44%

Variances

No significant variances.



2022 Major Project and Capital Project Plan
Quarter 2 Reporting - Funding and Expenditures Summary
For the period ending June 30, 2022

Major Project and Capital Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Total	29,894,955	1,140,160	6,041,744	24,993,371
Total Expenditures		29,894,955	1,140,160	6,041,744	24,993,371

Completed Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	457,250	-	456,561	689
Other					
	Reserves	75,190	-	76,266	(1,076)
	Sale/Trade-In	9,000	-	17,815	(8,815)
	Sale/Trade-In Transfer to Reserve	(9,000)	-	(17,815)	8,815
Total Funding		532,440	-	532,827	(387)

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	4,944,839	(100,500)	322,740	4,521,599
Grants					
	Alberta Municipal Water/Wastewater Partnership	228,093	-	-	228,093
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,576,907	-	112,636	1,464,272
	Municipal Sustainability Initiative (MSI) Capital	3,409,161	134,000	44,089	3,499,072
	Municipal Stimulus Program	193,760	-	215,108	(21,348)
	Rural Transit Solutions Fund	50,000	-	-	50,000
	Strategic Transportation Infrastructure Program (STIP)		100,500	-	100,500
	Western Economic Diversification Canada Grant	11,730,000	1,006,160	3,625,517	9,110,643
Fees & Rates					
	Utility reserves	85,000	-	4,266	80,734
Other					
	Debenture	2,000,000	-	802	1,999,198
	Reserves	5,079,755	-	1,183,760	3,895,995
	Sale/Trade-In	260,500	-	-	260,500
	Sale/Trade-In transfer to reserve	(260,500)	-	-	(260,500)
Total Funding		29,297,515	1,140,160	5,508,917	24,928,758

No Activity Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	50,000	-	-	50,000
Other					
	Reserves	15,000	-	-	15,000
Total Funding		65,000	-	-	65,000



2022 Major Project Plan
Quarter 2 Reporting - Funding and Expenditures Summary
For the period ending June 30, 2022

Major Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Major Projects	1,983,750	1,006,160	305,841	2,684,069
Total Expenditures		1,983,750	1,006,160	305,841	2,684,069

Completed Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Other					
	Reserves	20,000	-	16,665	3,335
Total Funding		20,000	-	16,665	3,335

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	562,500	-	87,102	475,398
Grants					
	Rural Transit Solutions Fund	50,000	-	-	50,000
	Western Economic Diversification Canada Grant	-	1,006,160	76,849	929,311
Other					
	Reserves	1,301,250	-	125,225	1,176,025
Total Funding		1,913,750	1,006,160	289,176	2,630,734

No Activity Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	50,000	-	-	50,000
Total Funding		50,000	-	-	50,000

Project Number	Project Name	2022 Final Budget	Total Expenses as at June 30, 2022	Total Variance	Project Indicator	Status	Status Update
2022-MP-001	Kavanagh landfill reclamation	\$ 21,900	\$ 2,106	\$ 19,794		Work in progress	Consultants are working on the report and the field inspection will be carried out by internal engineering staff.
2022-MP-003	Update to growth projections	\$ 45,000	\$ -	\$ 45,000		Work in progress	Project work is in progress and will be completed on time.
2022-MP-004	2022 - 2026 Leduc County Strategic Plan	\$ 27,500	\$ 15,175	\$ 12,325		Work in progress	Strategic plan was approved by Council on June 14. Printing and roll-out of plan remains to be completed.
2022-MP-005	Beaumont Sport and Recreation Centre contribution - Payment four of five	\$ 500,000	\$ -	\$ 500,000		Work in progress	Payment will be made in Q4.
2022-MP-006	Recreation cost share capital contributions	\$ 350,000	\$ 25,000	\$ 325,000		Work in progress	2022 capital commitments to the Cities of Leduc and Beaumont will be presented to Council in Q4.
2022-MP-007	Transit needs assessment/feasibility study	\$ 75,000	\$ -	\$ 75,000		Work in progress	Contract awarded.
2022-MP-008	Recreation and Parks master plan	\$ 100,000	\$ -	\$ 100,000		Work in progress	Contract awarded and will be completed in Q1 2023.
2021-MP-008	Central Nisku Local Area Redevelopment Plan (CNLARP) (formerly Nisku Area Redevelopment Plan) - Year two of three	\$ 53,500	\$ 36,764	\$ 16,736		Work in progress	Project delayed due to the need to complete additional technical analysis. Estimated to be completed in Q4.
2022-MP-009	Central Nisku Local Area Redevelopment Plan (CNLARP) (formerly Nisku Area Redevelopment Plan) - Year three of three	\$ 10,000	\$ -	\$ 10,000		Work in progress	Project delayed due to the need to complete additional technical analysis. Estimated to be completed in Q4.
2022-MP-019	Agricultural Impact Assessment (AIA) for the Central Nisku Local Area Redevelopment Plan (CNLARP)	\$ 7,300	\$ -	\$ 7,300		Work in progress	Project delayed due to the need to complete additional technical analysis. Estimated to be completed in Q4.
2022-MP-010	Growth hamlets utilities capacity assessment	\$ 25,000	\$ 9,683	\$ 15,317		Work in progress	Analysis completed. Draft report is being developed.
2022-MP-011	Nisku and East Vistas utilities capacity assessment	\$ 50,000	\$ -	\$ 50,000		No activity	Contract awarded.
2022-MP-012	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. The remaining project components will be completed in Q3.
2022-MP-013	Building lifecycle maintenance - Services Building and County Centre - cost share	\$ 66,950	\$ -	\$ 66,950		Work in progress	Project will be completed in Q3.
2022-MP-014	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 in Q3.
2022-MP-015	Jubilee park day-use improvement	\$ 40,000	\$ -	\$ 40,000		Work in progress	Work is planned for Q4.
2022-MP-016	Agenda management system	\$ 20,000	\$ -	\$ 20,000		Work in progress	Gathering requirements and market scan for potential solutions.
2022-MP-017	Automatic Vehicle Location (AVL) system	\$ 25,000	\$ -	\$ 25,000		Work in progress	Vendor selection in progress. No purchases planned until later in the year.
2022-MP-018	Implementation of Enterprise Content Management (ECM) solution	\$ 60,000	\$ 37,244	\$ 22,756		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 Enterprise Content Management system.

Project Number	Project Name	2022 Final Budget	Total Expenses as at June 30, 2022	Total Variance	Project Indicator	Status	Status Update
2019-MP-017	Leduc County branding	\$ 10,000	\$ 4,391	\$ 5,610		Work in progress	Signage implementation plan presented to Council on July 5. Final scope of work being completed by consultants.
2020-MP-015	Southern Country Residential Area Structure Plan (SCRASP)	\$ 15,700	\$ 1,453	\$ 14,247		Work in progress	Project is currently on hold for Council to consider its preferred servicing option. Workshop will be held in Q3 and brought back for first reading in Q4.
2021-MP-006	Land Use Bylaw update	\$ 10,400	\$ -	\$ 10,400		Work in progress	Project work in progress, and will be completed in Q2 2023.
2021-MP-010	Records and Digital Information Plan - Year one implementation	\$ 180,000	\$ 67,912	\$ 112,088		Work in progress	Project will extend into 2023. Enterprise Content Management activities are in progress with permitting to follow in second half of 2022. Customer relationship management portion anticipated to begin in first half of 2023.
2021-MP-016	Business Retention and Expansion Centre	\$ 1,180,160	\$ 76,849	\$ 1,103,311		Work in progress	Project extended to Q2 2024 as per G&P Motion GP17-22 and Council Motion 61-22. Western Economic Development approved grant contribution \$1,006,160 for this project.
2021-MP-019	Nisku District South Fire Station at Community Operations Centre	\$ 20,000	\$ 16,665	\$ 3,335		Complete	

Total \$ 2,989,910 \$ 305,841 \$ 2,684,069

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



2022 Capital Project Plan
Quarter 2 Reporting - Funding and Expenditures Summary
For the period ending June 30, 2022

Capital Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Other Capital Projects	5,887,840	134,000	1,096,697	4,925,143
	Road Program	20,535,365	-	4,582,865	15,952,500
	Bridge Program	1,488,000	-	56,341	1,431,659
Total Expenditures		27,911,205	134,000	5,735,903	22,309,302

Completed Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	457,250	-	456,561	689
Other					
	Reserves	55,190	-	59,601	(4,411)
	Sale/Trade-In	9,000	-	17,815	(8,815)
	Sale/Trade-In Transfer to Reserve	(9,000)	-	(17,815)	8,815
Total Funding		512,440	-	516,162	(3,722)

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	4,382,339	(100,500)	235,638	4,046,201
Grants					
	Alberta Municipal Water/Wastewater Partnership	228,093	-	-	228,093
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,576,907	-	112,636	1,464,272
	Municipal Sustainability Initiative (MSI) Capital	3,409,161	134,000	44,089	3,499,072
	Municipal Stimulus Program	193,760	-	215,108	(21,348)
	Strategic Transportation Infrastructure Program (STIP)		100,500		100,500
	Western Economic Diversification Grant	11,730,000	-	3,548,668	8,181,332
Fees & Rates					
	Utility reserves	85,000	-	4,266	80,734
Other					
	Debenture	2,000,000	-	802	1,999,198
	Reserves	3,778,505	-	1,058,535	2,719,970
	Sale/Trade-In	260,500	-	-	260,500
	Sale/Trade-In transfer to reserve	(260,500)	-	-	(260,500)
Total Funding		27,383,765	134,000	5,219,741	22,298,024

No Activity Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Other					
	Reserves	15,000	-	-	15,000
Total Funding		15,000	-	-	15,000

2022 Capital Project Plan

Quarter 2 Reporting

For the period ending June 30, 2022

Project Number	Project Name	2022 Final Budget	Total Expenses as at June 30, 2022	Total Cost Variance	Project Indicator	Status	Status Update
2022-CP-001	Replacement of Firefighter Self Contained Breathing Apparatus (SCBA) - Year two of four	\$ 390,000	\$ 389,341	\$ 659		Complete	
2022-CP-002	Replacement of a fire engine	\$ 412,500	\$ -	\$ 412,500		Work in progress	Engine has been ordered.
2022-CP-003	Gravel box for tandem truck	\$ 48,000	\$ 47,970	\$ 30		Complete	
2022-CP-004	Tandem gravel/plow/sanding truck	\$ 365,000	\$ -	\$ 365,000		Work in progress	Truck has been ordered. Anticipated delivery in Q4.
2022-CP-005	Motor grader replacement	\$ 520,000	\$ -	\$ 520,000		Work in progress	Grader ordered. Anticipated delivery in Q1 2023.
2022-CP-006	Motor grader replacement	\$ 520,000	\$ -	\$ 520,000		Work in progress	Grader ordered. Anticipated delivery in Q1 2023.
2022-CP-007	Nisku west pump station upgrade - design	\$ 85,000	\$ 4,266	\$ 80,734		Work in progress	Design brief submitted by consultant. Preliminary design will start in Q3.
2022-CP-008	Kavanagh wastewater lagoon renewals - construction	\$ 809,000	\$ -	\$ 809,000		Work in progress	Additional funding secured through Council motion 151-22 which approved an additional \$134,000 from MSI Capital to fund the shortfall for this project. Project awarded, execution of agreement is pending.
2022-CP-010	Replacement of a 15' rotary mower	\$ 38,500	\$ 43,815	\$ (5,315)		Complete	Equipment purchase costs rose significantly which led to higher cost. However, old unit trade-in value is \$8,815 higher than anticipated.
2022-CP-011	Mower replacement	\$ 25,000	\$ 23,535	\$ 1,465		Work in progress	New purchase completed, the old unit will be sold in Q4.
2022-CP-012	2022 bridge program	\$ 1,488,000	\$ 56,341	\$ 1,431,659		Work in progress	See bridge program details.
2022-CP-013	2022 road program	\$ 20,297,000	\$ 4,499,157	\$ 15,797,843		Work in progress	See road program details.
2022-CP-014	Wildland Meadows wastewater system project	\$ 821,000	\$ -	\$ 821,000		Work in progress	Alberta Environment and Parks approval is granted, working on local improvement plan.
2022-CP-015	Wildland Meadows roadway surfacing project	\$ 1,200,000	\$ 802	\$ 1,199,198		Work in progress	Working on local improvement plan.
2022-CP-017	Non-potable water point purchase	\$ 20,000	\$ 20,000	\$ -		Complete	
2022-CP-016	Nisku Water facilities fence improvements	\$ 15,000	\$ -	\$ 15,000		No activity	Project awarded, currently scheduling work.
2022-CP-018	Replacement of a Parks utility vehicle	\$ 15,940	\$ 15,036	\$ 904		Complete	
2021-CP-001	Nisku Septage Receiving Station (Transfer Station) Improvements	\$ 183,900	\$ 104,869	\$ 79,031		Work in progress	Construction work in progress.
2021-CP-003	New Sarepta Wastewater Lift Station Replacement - Construction	\$ 243,000	\$ 143,303	\$ 99,697		Work in progress	Construction work in progress.
2021-CP-005	Purchase new tandem gravel/plow/sanding truck	\$ 310,000	\$ 303,760	\$ 6,240		Work in progress	New purchase completed, the old unit will be sold in Q4.
2020-RD-014	Township Road 510 Design (Nisku Spine Road to County Limit)	\$ 220,600	\$ 79,968	\$ 140,632		Work in progress	Project work in progress and will be completed in Q4.



2022 Capital Project Plan

Quarter 2 Reporting

For the period ending June 30, 2022

Project Number	Project Name	2022 Final Budget	Total Expenses as at June 30, 2022	Total Cost Variance	Project Indicator	Status	Status Update
2021-RD-014	Nisku Spine Road - From Township Road 510 To Airport Road (Phase 1B(ii) and phase 2) - Land purchase	\$ 17,765	\$ 3,740	\$ 14,025		Work in progress	Land expropriation is in progress.

Total \$ 28,045,205 \$ 5,735,903 \$ 22,309,302

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



2022 Bridge Program
Quarter 2 Reporting
For the period ending June 30, 2022

Project Number	Traffic (AADT*)	Legal Location	Existing Surface	Work Description	Length of the project	2022 Final Budget	Total Expenses as at June 30, 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	380 (est. 2021)	NW 10-49-1-W5	3 span bridge	Rehabilitation	45 m	\$ 579,000	\$ 12,089	\$ 566,911		Work in progress	Project started and will be completed in Q4.
BF 09352 RR 255 BTW TR 484 and Glen Park Road (TR 490)	2022-BF-002	80 (est. 2019)	NE 30-48-25-W4	Bridge culvert	Maintenance	15 m	\$ 67,000	\$ 3,389	\$ 63,611		Work in progress	
BF 72209 RR 31 BTW TR 492 and TR 494	2022-BF-003	140 (est. 2019)	SW 13-49-3-W5	3 span bridge	Maintenance	60 m	\$ 71,000	\$ 3,139	\$ 67,861		Work in progress	
BF 00736 Airport Road, East of 9 st. (Blackmud Creek)	2022-BF-004	5500 (est. 2015)	NE 7-50-24-W4	3 span bridge	Maintenance	40 m	\$ 144,000	\$ 2,856	\$ 141,144		Work in progress	
BF 07070 RR 271 BTW TR 500 and TR 502 (North bridge)	2022-BF-005	52 (est. 2019)	NW 1-50-27-W4	3 span bridge	Maintenance	45 m	\$ 154,000	\$ 5,366	\$ 148,634		Work in progress	
BF 09653 TWP 494 BTW RR 275 and RR 280	2022-BF-006	100 (est. 2018)	NW 19-49-27-W4	3 span bridge	Maintenance	55 m	\$ 39,000	\$ 2,351	\$ 36,649		Work in progress	
BF 81033 RR 33 BTW TR 492 and Hwy 39 (North bridge)	2022-BF-007	102 (est. 2018)	NW 3-49-3-W5	Single span bridge	Maintenance	22 m	\$ 59,000	\$ 4,045	\$ 54,955		Work in progress	
BF 75572 RR 271 BTW TR 494 and Hwy 39	2022-BF-008	153 (est. 2015)	NW 25-49-27-W4	Bridge culvert	Replacement	35 m	\$ 375,000	\$ 23,106	\$ 351,894		Work in progress	Project will be carried forward to 2023 due to the Right of Way acquisition from Town of Calmar.
Total bridge program =							\$ 1,488,000	\$ 56,341	\$ 1,431,659			

* AADT - Annual average daily traffic

Subject to grant funding

BF 72265 RR 264 BTW TWP 500 and TR 502	2022-BF-009	30 (est. 2017)	SW 9-50-26-W4	2 span bridge	Replacement	27 m	\$ 880,000					Grant funding not approved.
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Changes after final approved

BF 07070 RR 271 BTW TR 500 and TR 502 (North bridge)	2022-BF-005	52 (est. 2019)	NW 1-50-27-W4	3 span bridge	Maintenance	45 m	\$ -		\$ -		Work in progress	Strategic Transportation Infrastructure Program (STIP) approved maximum grant of \$100,500 for BF 07070.
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	Impact to schedule and/or budget
	Project completed and under budget
	Project completed and over budget



2022 Road Program

Quarter 2 Reporting

For the period ending June 30, 2022

	Project Number	From	To	Work Description	2022 Final Budget	Total Expenses as at June 30, 2022	Variance	Project Indicator	Status	Status Update
Major Roads										
Design Engineering for 2023	2022-RD-001			Design	\$ 50,000	\$ -	\$ 50,000		No activity	Project will start in Q3, and be completed in Q4.
	Total				\$ 50,000	\$ -	\$ 50,000			
Rural Roads										
Rural Road Initiative	2022-RD-002				\$ 1,500,000	\$ 183,771	\$ 1,316,229		Work in progress	Project work in progress and will complete on time.
	Total				\$ 1,500,000	\$ 183,771	\$ 1,316,229			
Subdivisions										
Beau Hills Subdivision - NW 30-50-23-W4	2022-RD-003			Rehabilitation	\$ 819,000	\$ 6,865	\$ 812,135		Work in progress	Project started and will be completed in Q3.
Strawberry Hill Estates - NW 27-50-23-W4	2022-RD-004			Rehabilitation	\$ 615,000	\$ 4,635	\$ 610,365		Work in progress	Project started and will be completed in Q3.
Panorama Estates - NW 31-50-22-W4	2022-RD-005			Rehabilitation	\$ 639,000	\$ -	\$ 639,000		Work in progress	Project started and will be completed in Q3.
	Total				\$ 2,073,000	\$ 11,500	\$ 2,061,500			
Hamlets										
New Sarepta - 2nd Street South	2022-RD-006	Center St	Center Ave	Rehabilitation	\$ 843,000	\$ 112,636	\$ 730,365		Work in progress	Project started and will be completed in Q3.
Rolly View	2022-RD-007			Rehabilitation	\$ 843,000	\$ -	\$ 843,000		Work in progress	Project started and will be completed in Q3.
	Total				\$ 1,686,000	\$ 112,636	\$ 1,573,365			
Nisku										
30 Ave	2022-RD-008	5 street	4 street	Reconstruction	\$ 225,000	\$ 10,798	\$ 214,202		Work in progress	Project started and will be completed in Q3.
5st	2022-RD-009	25 Ave	TR 510	Rehabilitation	\$ 703,000	\$ 5,550	\$ 697,450		Work in progress	Project started and will be completed in Q3.
	Total				\$ 928,000	\$ 16,348	\$ 911,652			
Nisku Spine Road										
Nisku Spine Road - TR 510 to Airport Road	2022-RD-010	TR 510	Airport road	New construction	\$ 13,800,000	\$ 4,174,903	\$ 9,625,097		Work in progress	Construction work is in progress.
	Total				\$ 13,800,000	\$ 4,174,903	\$ 9,625,097			
Carry Forward Projects										
Township Road 510 Design (Nisku Spine Road to County Limit)	2020-RD-014				\$ 220,600	\$ 79,968	\$ 140,632		Work in progress	Project work in progress and will be completed in Q4.
Nisku Spine Road - From Township Road 510 To Airport Road (Phase 1B(ii) and phase 2) - Land Purchase	2021-RD-014				\$ 17,765	\$ 3,740	\$ 14,025		Work in progress	Project work in progress.
	Total Carry Forward Projects=				\$ 238,365	\$ 83,708	\$ 154,657			
	Add: 2019 - 8 St. internal borrowing repayment				\$ 260,000	\$ -	\$ 260,000			
	Total road program				\$ 20,535,365	\$ 4,582,865	\$ 15,952,500			

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



Operating Fund Reserve Schedule

Quarter 2 Reporting

For the period ended June 30, 2022

	Actual balance as at Dec 31, 2021	Applied		Additions		Actual balance as at June 30, 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	8,722.54	7,989,362.59
Utilities	1,841,978.04	170,488.00	-	281,392.00	22,920.87	1,864,898.91
	25,521,586.68	2,237,875.00	0.00	394,292.00	31,643.41	25,553,230.09



Capital Fund Reserve Schedule

Quarter 2 Reporting

For the period ended June 30, 2022

	Actual balance as at Dec 31, 2021	Applied		Additions		Actual balance as at Jun 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	22,085.63	-	31,582.96	3,083,293.27
Utilities	2,375,397.23	303,030.00	-	870,032.00	29,600.91	2,404,998.14
	22,319,166.69	4,749,121.00	22,085.63	1,414,482.00	61,183.87	22,358,264.93