

---

**REPORT NAME**

2022 Quarter 3 Reporting, ending September 30, 2022.

**RECOMMENDATION**

That Council accept the report and attachments as information.

**IMPLICATIONS**

**Reason:** Corporate reporting is presented to Council on a quarterly basis

**Authority** (*MGA section/bylaw/policy number*): n/a

**Amount of funding required:** n/a

**Funding source:** n/a

**BACKGROUND**

Corporate reporting provides Council and the public with a progress update on our various projects and programs. This reporting demonstrates our commitment to achieving positive results, and helps foster open, transparent communication.

*The reporting includes:*

- County highlights
- Status updates on strategic and operational initiatives
- Financial reports for departments and projects
- Operating and capital reserve schedules

**ATTACHMENTS**

- 2022 Quarter 3 Reporting



# Quarterly report

## 2022 Q3 Report

September 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

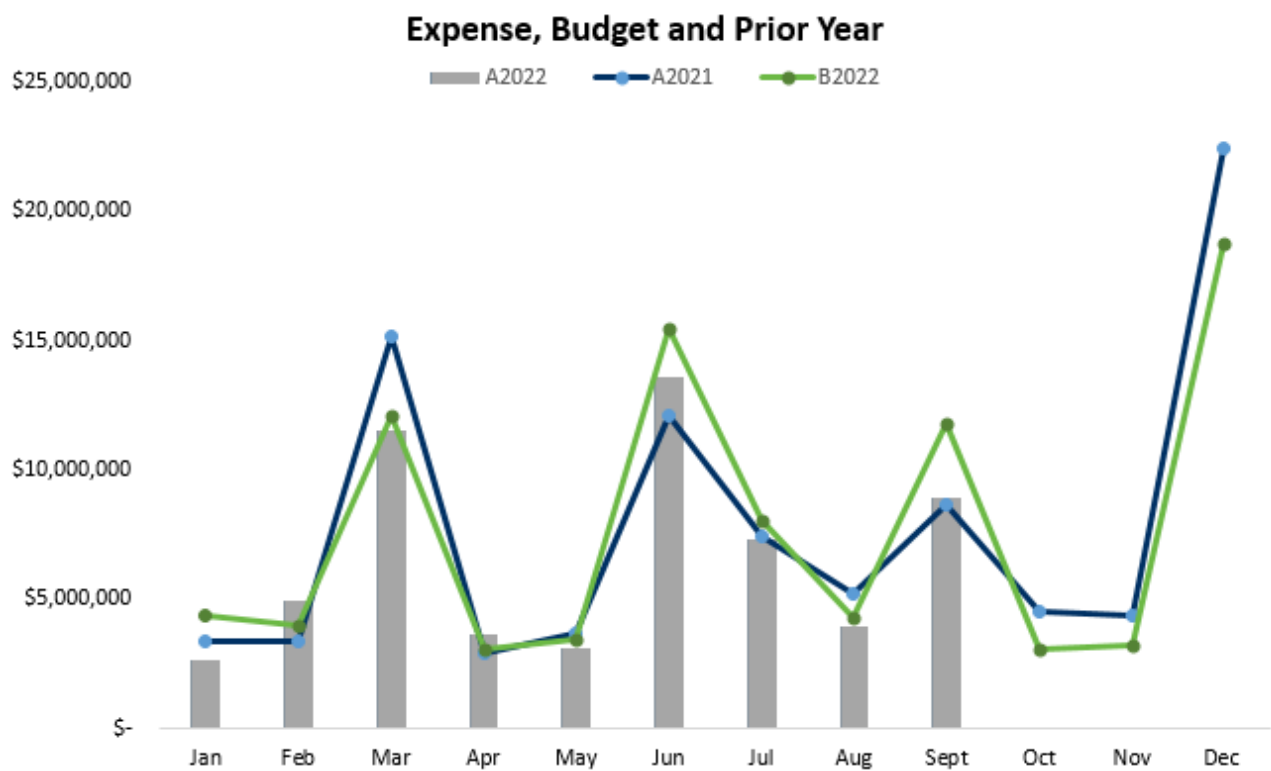
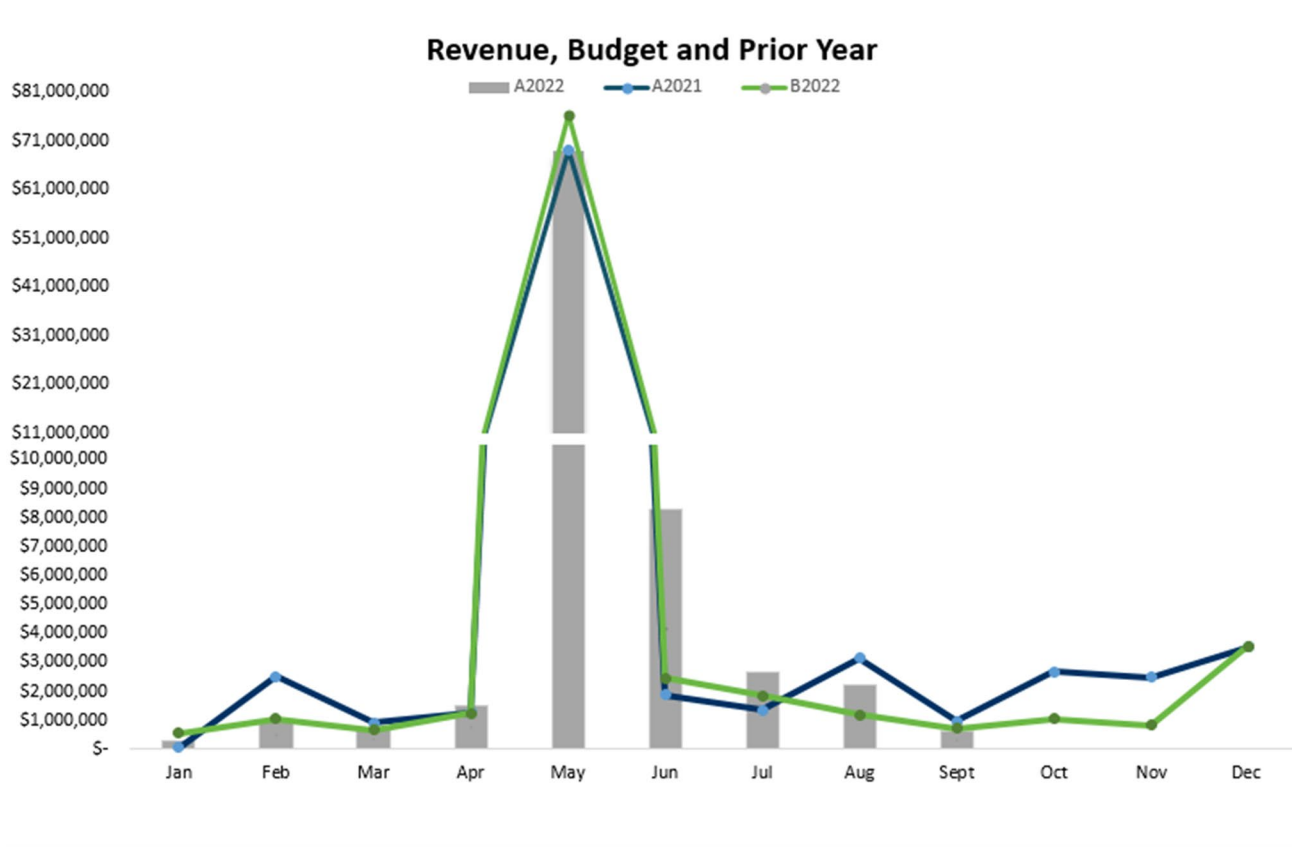
#### Strategic Plan and Operational Plan Indicators

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

### Q3 Highlights

- The following work has been completed in Q3 on the next phase of the Nisku Spine Road (between Township Road 510 south to Highway 625):
  - Bridge and grading work
  - Cement stabilization of the road grade
  - Base course placement
  - Signal installation
- Council approved an Urban Standards Bylaw on Aug. 23.
- A social awareness luncheon was held in partnership with the Leduc, Nisku and Wetaskiwin Regional Chamber of Commerce with over 150 participants.
- Family Resource Network staff have held 172 visits with 68 families on healthy relationships, parenting and child development.
- Summer camps with themes such as, sports, epic adventure, cooking, Lego and DIY crafting saw a total of 340 participants.
- Jubilee Campground received approximately 3,786 bookings during the operating season. Comfort cabins were booked for 99 nights.
- Inspected 687 canola fields to date in 2022 for clubroot.
- Public participation opportunities included:
  - Business Retention and Expansion survey
  - Transit Feasibility Study survey
  - Recreation and Parks Master Plan
  - Supportive Transportation survey
- Two public hearings were held:
  - Land Use Bylaw Amendment LA22-002 (Sept. 27) – To allow for reclaimed lands to be returned back to an agricultural use.
  - Land Use Bylaw Amendment LA22-003 (Sept. 27) – To permit the applicant to apply for land uses listed in the IAR District.
- Received 271 development permit applications and issued 1,245 safety codes permits for a total estimated construction value of \$183.8 million for the first three quarters of 2022.
- Received 94 development permit applications and issued 505 safety codes permits in Q3.
- Business Retention and Expansion (BRE) survey completed with responses from 325 businesses.
- Renovations are near complete to the County's new Business Entrepreneurship Centre (previously known as the Nisku Recreation Centre), which will be used for business support development activities.
- Replaced 75 culverts to date in 2022.
- Second round of dust control completed on Sept. 2.
- Council approved a project charter for the interim Municipal Development Plan review project.
- Council approved a revised project charter and work schedule for the Land Use Bylaw review project.

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	4	Residential parcel	3-8	\$51,730	6	Small parcel residential	\$635,500
					1	New Sarepta	\$575,000
2	13	Residential parcel	2-4	\$75,360	5	Rural residential / Multi-lot	\$665,000
	2	Farmland	32-145	\$5,700	1	Large rural parcel	\$1,975,000
3*	5	Residential lot	Lot	\$325,000	12	Rural residential / Multi-lot	\$480,000
	2	Small parcel	3-5	\$25,650			
	1	Development land	25	\$95,850	6	Royal Oaks	\$782,450
	4	Farmland	130-160	\$4,580	1	Large rural parcel	\$885,000
4	1	Farmland	83	\$8,848	4	Large rural parcel	\$617,500
5	1	Rural residential	7	\$19,390	2	Rural parcel	\$512,500
	2	Farmland	79-83	\$4,160	2	Lake lot	\$607,000
6	1	Farmland	160	\$3,000	1	Rural residential	\$430,000
					2	Large rural parcel	\$325,000
					3	Lake lot	\$330,000
7	2	Rural residential	4-8	\$21,050	2	Rural residential	\$448,500
	7	Farmland	39-137	\$3740	2	Large rural parcel	\$208,560
Nisku	0				10	2-22 acre parcels with buildings	\$2,966,555
Total sales	45				60		

\* Division 3 does not include Nisku Business Park

2021 Q3 Vacant Sales 33

2021 Q3 Improved Sales 68

### 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. A few more buildings have been added to the project.
Circle K Store and Gas Bar	Foundation is complete. Construction delayed due to water/sewer issues.
Teck Alberta 14 Bay office/warehouse	Wall construction has started.
Adcock Lift Systems	Work is complete and file is closed.
RMA addition (offices and meeting spaces)	Foundation complete, construction expected to commence in December.
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	Work nearing completion.
Can Industrial	Foundation is started.
Caza Financial	Work is complete, awaiting final paperwork to close file.
Rocor Holdings	Foundation complete.
Monarch/York Realty	Foundation complete, exterior walls erected (Little Potato Company).
Leduc Co-op	Permit issued to construct card lock facility.
Liquids Transloading	Construction is nearly complete.
Pioneer Skies (Arena)	Permit issued to construct twin arena building.
Pioneer Skies (Bldg 1)	Permit issued to construct building 1, foundation is complete and walls are being constructed.
Plains West	Permit issued to construct base building.

## Permits

Development permits	2021 Q3 Totals	2022 Q3 Totals	2022 YTD
Received	91	94	271
Issued	43	95	231
Refused	0	2	8
Closed/withdrawn	3	5	14

Building permits	2021 Q3 Totals	2022 Q3 Totals	2022 YTD
Issued	105	81	222
Est. Construction value	\$38,762,509	\$112,673,289	\$183,834,962
Fees	\$262,690	\$698,862	\$1,155,893

Safety codes permits	2021 Q3 issued	2022 Q3 issued	2022 YTD issued	2021 Q3 Fees	2022 Q3 Fees	2022 YTD Fees
Electrical	183	187	433	\$34,500	\$56,710	\$111,216
Gas	141	125	291	\$13,139	\$11,583	\$32,253
Plumbing	102	74	229	\$12,889	\$16,203	\$33,064
Private sewage	37	38	70	\$5,907	\$5,357	\$10,749
<b>Total</b>	<b>463</b>	<b>424</b>	<b>1,023</b>	<b>\$66,435</b>	<b>\$89,853</b>	<b>\$187,282</b>

## Health and Safety

- Preparation for the internal COR audit.
- WCB presentation to the Joint Health and Safety Committee.
- Updated the safety requirements for contractor management including the safety orientation for the gravelling program.

	Q3 Total	YTD
Number of incidents	12	49
Number of near misses	3	11
Number of safety meetings conducted	17	45
Number of lost time days	1	7

## 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

	Q3 Total	YTD
Number of complaints received	0	0

Debt Services limit



## 2022 – 2025 Strategic Plan

The Leduc County 2022 to 2025 Strategic Plan, which was approved by Council in June, defines the following high-priority strategies for 2022-2023. A number of actions have been identified to meet each of the strategies; the table below highlights the actions that have been taken as of Sept. 30.

### 2022-2023 high-priority strategies

Goal	High-priority strategy	Actions to date
Engaged community	Increase communication with residents to ensure they are well informed of our services.	<ul style="list-style-type: none"> <li>The Leduc County Resident Guide was developed and approved in 2022. The guide is distributed to residents who are new to the County and is also available on our website.</li> <li>A public participation email newsletter was created and is sent out on a weekly basis to approximately 582 subscribers. The weekly emails share current public participation opportunities and define how the public can provide their input and participate.</li> </ul>
Safe County	Develop an urban standards bylaw to set County standards so residents understand what is and isn't allowed on their property.	<ul style="list-style-type: none"> <li>An urban standards bylaw was approved by Council on Aug. 23.</li> </ul>
Recreational opportunities	Develop an updated Recreation and Parks Master Plan.	<ul style="list-style-type: none"> <li>A project was initiated in 2022 to complete this work.</li> <li>Public participation was conducted from July 6 to Oct. 1 to gather feedback from residents and community stakeholders.</li> <li>Draft plan is being developed based on learnings from the public participation activities.</li> </ul>
Engaged community	Further develop the community events strategy and work to honour local culture through community events and initiatives such as Leduc County day.	<ul style="list-style-type: none"> <li>In 2022, Leduc County hosted 10 community events, with approximately 1,300 attendees, across the County. Events included ice cream socials, drive-in movies, seniors' concerts, a Rolly View Cultural Day, New Sarepta and Thorsby Party in the Parks, and Parks Day at Jubilee.</li> <li>A cultural day event was hosted in partnership with the Rolly View Community Association on Sept. 17.</li> <li>Leduc County supported six community events, hosted by local not for profits, by providing staff, equipment and resource event planning.</li> <li>The development of an event plan for a 2023 Leduc County Day has started. A workshop was held with Council on Sept. 27 to gather ideas and feedback.</li> </ul>

## **1: County Manager's Office**

### **1.1: Our mission**

*Leading the way for people and business to thrive.*

### **1.2: Service areas**

#### **Corporate leadership**

- Provides oversight of County departments, programs and services.
- Maintains balanced and responsive budgets.
- Continues to build a corporate culture that values customer service, fairness, equity and transparency.
- Motivates and inspires the organization to engage in strategic visioning.
- Provides support to Council governance.
  - Oversees actions needed to turn Council's vision and priorities into reality.
  - Supports Council in municipal government matters.
  - Provides advice and guidance to Council.
- Provides legislative oversight to the organization.
  - Ensures compliance with legislative requirements.
  - Maintains the County's bylaws, meeting minutes and policies.
  - Provides advice to staff, committee members and Council, including explanation and interpretation of bylaws, meeting protocols, procedures, rules of order and legislative requirements.
- Responds to residents and businesses.
  - Responds to citizen concerns in a timely manner.
  - Encourages the community to participate in the civic process.
  - Oversees the asset management program for the organization.

#### **Communications**

- Ensures messages and strategies are supportive of civic participation and align with Council's strategic plan and County priorities.
- Provides strategic communications counsel and tactical support to Council, senior leadership and County departments to create open, transparent, proactive and two-way communication within the County and between the County and the people it serves.
- Protects the County's reputation, corporate identity and brand.
- Plans, develops and disseminates valuable information that is timely, accurate, clear and consistent.

## 2: Strategic and Corporate Priorities

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

## 3: Department Highlights

- Presented a draft advocacy plan to Council on Sept. 27.
- Worked on the advancement of the asset management program through the development of level of service and state of infrastructure reports.
- Held administrative meetings with the City of Leduc to discuss revisions to the tax share agreement.
- Began preparation of the 2023 budget based on guidelines approved by Council in June.
- Continued work to complete the actions identified on the employee satisfaction survey action plan.
- Contributed to the delivery of public participation activities for the Recreation and Parks Master Plan, Supportive Transportation survey, Transit Feasibility Study survey and the Business Retention and Expansion survey.

## 4: Action Plan

### Goal 1

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

#### Strategy 1.1

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

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Leduc County signage renewal plan.	Q2 2022		<p>Present an implementation plan to Council, based on design standards established in 2021.</p> <ul style="list-style-type: none"> <li>Signage implementation plan presented to Council on July 5. Item was referred to 2023 budget for consideration.</li> </ul>
In collaboration with the economic development work group, create videos to promote Leduc County.	Q1 2022		<p>Complete a community profile and key sector promotional videos for presentation at the Leduc County Economic Development Summit.</p> <ul style="list-style-type: none"> <li>Community profile and food processing key sector videos were finalized and presented at the summit on May 16.</li> </ul>
	Q4 2022		Complete key sector promotional videos.

#### Strategy 1.2

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

Actions	Target dates	Status at Sept. 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"> <li>Held meetings with all departments to create the list of e-services for implementation.</li> <li>Work plan was finalized in Q2. Reviewed with Senior Management Team and assigned to internal resources for completion in 2022.</li> </ul>
	Q4 2022		<p>Create internal processes required to complete the 2022 priorities.</p> <ul style="list-style-type: none"> <li>Project team is working on implementing the 2022 priorities.</li> </ul>

## 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 Sept. 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"><li>• A draft plan was presented at Council workshop on Sept. 27.</li><li>• Development of advocacy material has commenced based on Council's feedback.</li></ul>

### Strategy 2.2

Work with regional partners on regional initiatives.

Actions	Target dates	Status at Sept. 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"><li>• Two meetings were held in Q1. One on Feb. 8 and the other on March 21.</li><li>• Both municipalities' legal counsel are reviewing the draft agreement.</li></ul>
Continued support to the Edmonton International Airport (EIA) through the Air Services Opportunity fund.	Q4 2022		Report to Council on advancements made to secure direct flights from EIA through the Air Services Opportunity Fund multi-year initiative.

## Goal 3

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

### Strategy 3.1

Encourage public participation in local government.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Develop a procedure for using representative participation techniques, such as focus groups, when suitable.	Q2 2022		Develop administrative procedure for establishing groups of citizens for representative participation techniques.

			<ul style="list-style-type: none"> <li>A draft appendix to reviewed Leduc County's Public Participation Guide has been created and is being reviewed.</li> </ul>
	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"> <li>Ongoing information is being gathered to inform the report.</li> <li>Presentation of report scheduled for Nov. 1 Governance and Priorities meeting.</li> </ul>

#### Goal 4

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

##### Strategy 4.1

Ongoing evaluation of the municipality's levels of service.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Review of organizational structure effectiveness.	2022		<p>Implement actions items identified in the Fleet Management Strategy.</p> <ul style="list-style-type: none"> <li>Established a working group to complete the actions identified in the strategy.</li> <li>Working group developed a terms of reference, created the 2022 work plan and completed a review of a related administrative directive in Q1.</li> <li>Working group completing year-one priorities.</li> </ul>
Implement processes that will be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	2022		<p>Implement year one actions identified in the 2021 red tape reduction initiative.</p> <ul style="list-style-type: none"> <li>Information being categorized and prioritized by the Senior Management Team.</li> </ul>

## Strategy 4.2

Ongoing evaluation of fiscal management practices.

Actions	Target dates	Status at Sept. 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"><li>• Administrative meetings were held in Q3 to discuss amendments to the agreement.</li><li>• Next meeting scheduled for Nov. 18.</li></ul>
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"><li>• Work has commenced on the development of this document.</li></ul>
	Q4 2022		Complete a state of infrastructure report for the organization. <ul style="list-style-type: none"><li>• Work has commenced on the development of this document.</li></ul>

## Goal 5

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

### Strategy 5.1

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

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Create action plan based on staff satisfaction survey completed in Q1 2022.	Q2 2022		Action plan created. <ul style="list-style-type: none"><li>• Action plan was created and shared with staff.</li></ul>
	Q4 2022		2022 actions completed. <ul style="list-style-type: none"><li>• External consultant completed a compensation market review.</li><li>• Staff appreciation event held in September and Christmas party being planned in December.</li><li>• Benefits review completed.</li><li>• Flexible work arrangements examined and a pilot project being implemented in 2023. Information on the program will be presented to Council in Q4.</li></ul>

## Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Sept. 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"><li>A member of the Executive Leadership Team attends the monthly Health and Safety committee meeting.</li></ul>

## Goal 6

Continue to enhance communication practices to support the organization's strategic and operational goals.

### Strategy 6.1

Create foundational communications documents.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Evaluate current practices and opportunities for new newsletter creation.	Q3 2022		Conduct research on current practices and opportunities. <ul style="list-style-type: none"><li>This initiative is deferred to 2023.</li></ul>
	Q4 2022		Complete the newsletter strategy. <ul style="list-style-type: none"><li>This initiative is deferred to 2023.</li></ul>
Create a social media strategy.	Q2 2022		Conduct a social media audit. <ul style="list-style-type: none"><li>Audit was completed in Q2.</li></ul>
	Q3 2022		Complete the social media strategy. <ul style="list-style-type: none"><li>Recommendations are drafted and a review is needed to finalize actions and set priorities.</li></ul>
	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 Sept. 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"> <li>Two-day planning workshop held with Council in January.</li> </ul>
	Q2 2022		Compile and design the strategic plan. <ul style="list-style-type: none"> <li>Council approved the plan on June 14.</li> </ul>
	Q3 2022		Roll-out the strategic plan to citizens, businesses, and stakeholders. <ul style="list-style-type: none"> <li>New strategic plan was featured in the Q3 County Chronicle newsletter and a new webpage developed for the County's website.</li> </ul>

## Goal 8

Redefine a transit strategy.

### Strategy 8.1

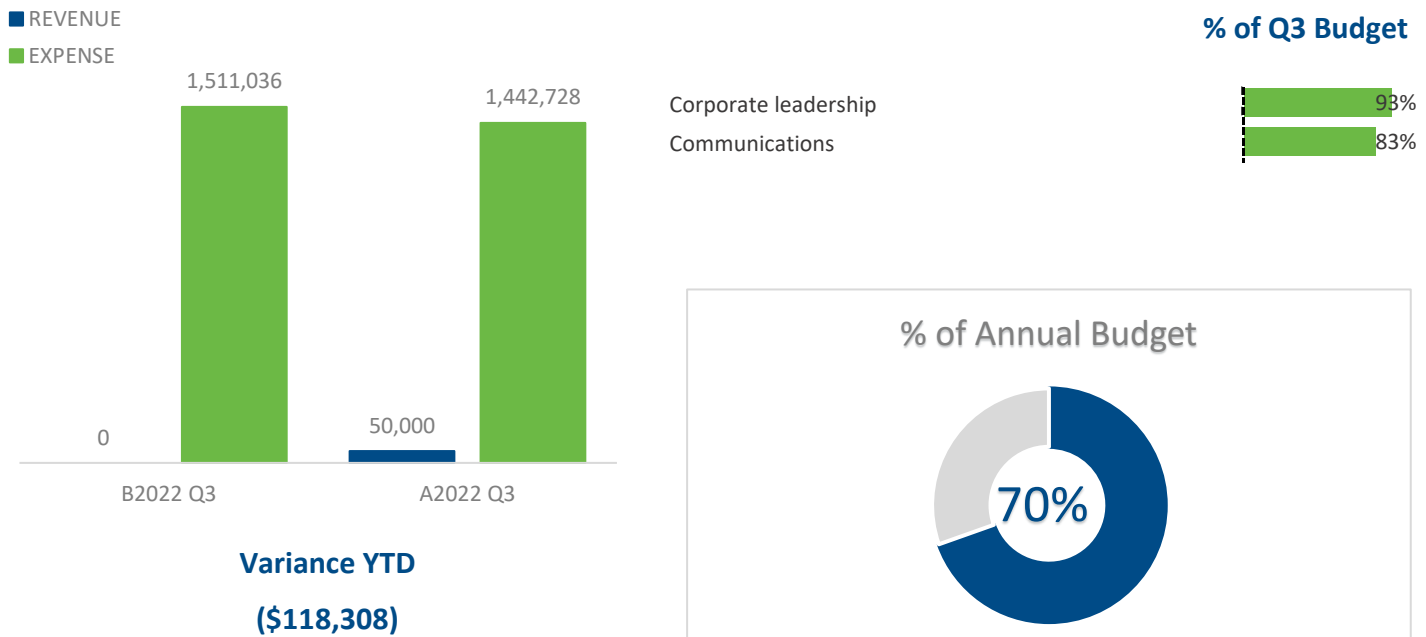
Ensure a seamless transition to a new service delivery model in 2022.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Provide oversight to the transition of transit services from Leduc Transit to a new service delivery model.	Q2 2022		Complete the transit needs/feasibility study, in collaboration with the Engineering department. <ul style="list-style-type: none"> <li>Received grant approval from the Government of Canada's Rural Transit Solution fund in April.</li> <li>Public participation was conducted in Q3.</li> <li>In-camera update scheduled with Council on Oct. 25.</li> </ul>
	Q3 2022		Develop an implementation plan.
	Q4 2022		Implement new transit model for 2023.

# County Manager's Office

## Q3 - 2022 Financial Reporting

Department Head - Duane Coleman



### Corporate leadership

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Conditional grants from other government	-	-	50,000	50,000	0%	0%
<b>Total Revenue</b>	-	-	<b>50,000</b>	<b>50,000</b>	<b>0%</b>	<b>0%</b>
Earnings & benefits	1,473,994	1,115,988	1,074,407	(41,581)	96%	73%
General services-contracted	339,738	254,936	249,287	(5,649)	98%	73%
Goods, supplies & materials purchased	700	550	3,019	2,469	549%	431%
<b>Total Expense</b>	<b>1,814,432</b>	<b>1,371,474</b>	<b>1,326,713</b>	<b>(44,761)</b>	<b>97%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(1,814,432)</b>	<b>(1,371,474)</b>	<b>(1,276,713)</b>	<b>94,761</b>	<b>93%</b>	<b>70%</b>

### 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 and Q3.

#### General services - contracted

- Professional services were less than anticipated.

# County Manager's Office

## Q3 - 2022 Financial Reporting

### Communications

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	176,533	133,762	104,803	(28,959)	78%	59%
<i>Goods, supplies &amp; materials purchased</i>	10,800	5,800	11,212	5,412	193%	104%
<b>Total Expense</b>	<b>187,333</b>	<b>139,562</b>	<b>116,015</b>	<b>(23,547)</b>	<b>83%</b>	<b>62%</b>
<b>Surplus/(Deficit)</b>	<b>(187,333)</b>	<b>(139,562)</b>	<b>(116,015)</b>	<b>23,547</b>	<b>83%</b>	<b>62%</b>

### Variances

#### *General services - contracted*

- Professional services were less than anticipated.
- Some Q3 invoices had not been received at the time of this report.

## 1: Department Services

### 1.1: Our mission

*Leading the way for people and business to thrive.*

### 1.2: Service areas

#### Assessment

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

## 2: Strategic Priorities

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

## 3: Department Goals

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

## 4: Department Highlights

- Alberta Assessors Association (AAA) held their 2022 Fall Symposium at the Nisku Inn. Delegates toured the Nisku Business Park as well as three local businesses. The delegates were very impressed with the diversity of the business park.
- Annual inspections are progressing according to schedule.

## 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 Sept. 30 2022	Identified deliverables with status update
Consider implementing a split assessment/tax notice.	Q3 2022		<p>Present a report outlining the benefits, challenges, and detriments of a split assessment/tax notice and draft an implementation plan, if appropriate.</p> <ul style="list-style-type: none"><li>• The benefits and detriments of a split assessment/tax notice are being analyzed and executive leadership will receive a report outlining the impacts of a split notice for consideration.</li></ul>

### 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 Sept. 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		<p>Determine non-residential assessment values that reflect economic trends.</p> <ul style="list-style-type: none"><li>• Entered into pre-roll discussions with ratepayers and tax agents to explain changes in market values for the 2021 assessment.</li></ul>
Evaluate sample map and mapping data and continue to partner with Economic Development and other stakeholders to develop and modify an interactive business map for the Nisku Business Park.	Q4 2022		<p>Continue to gather all required business information and data to compile a map. Complete analysis of all requirements for the production and maintenance of an interactive map.</p>

			<ul style="list-style-type: none"> <li>Initial data has been collected and final data confirmation and mapping options will be reviewed in Q1 2023.</li> </ul>
--	--	--	--

### 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 Sept. 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"> <li>Manager of Assessment Services elected as President-Elect.</li> <li>Assessor is a member of an internal AAA committee.</li> <li>The AAA held their fall Symposium at the Nisku Inn Sept. 28-29. Delegates enjoyed the tour of the Nisku Business Park and of three local businesses.</li> </ul>

### Goal 4

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

#### Strategy 4.1

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

Actions	Target dates	Status at Sept. 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"> <li>County owned land inventory is complete.</li> <li>A multi-department review is currently underway.</li> </ul>

Utilize the County owned land inventory document to inform and assist in the development of a land management strategy.	Q4 2022		<p>A land management strategy that demonstrates effective stewardship of County owned property.</p> <ul style="list-style-type: none"> <li>• Current land management procedures are being reviewed to determine multiple department roles and responsibilities in order to optimize efficiencies.</li> <li>• It is anticipated that the land management strategy will be finalized in 2023.</li> </ul>
---	---------	--	--

## 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 Sept. 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		<p>Implement the CAMA lot RFI module.</p> <ul style="list-style-type: none"> <li>• The automated residential RFI module has been installed on the CAMA lot system and is currently being tested.</li> </ul>

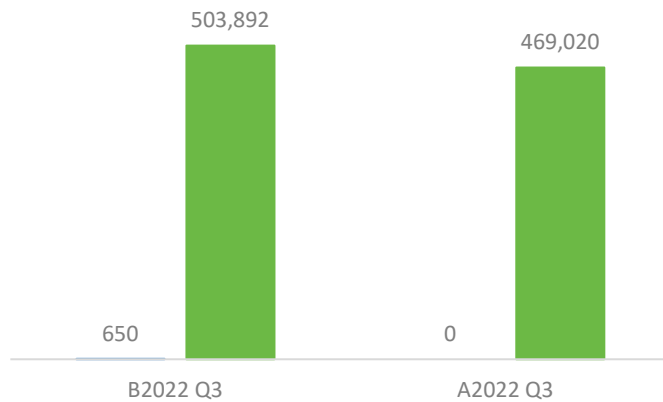
# Assessment Services

## Q3 - 2022 Financial Reporting

Department Head - Karen Burnand

■ REVENUE  
■ EXPENSE

% of Q3 Budget

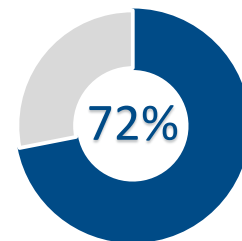


Assessment

93%

**Variance YTD**  
**(\$34,222)**

% of Annual Budget



### Assessment

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	650	650	-	-	0%	0%
<b>Total Revenue</b>	<b>650</b>	<b>650</b>	<b>-</b>	<b>(650)</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	591,440	448,213	433,687	(14,526)	97%	73%
<i>General services-contracted</i>	55,597	51,247	34,306	(16,941)	67%	62%
<i>Goods, supplies &amp; materials purchased</i>	5,750	4,432	1,027	(3,405)	23%	18%
<b>Total Expense</b>	<b>652,787</b>	<b>503,892</b>	<b>469,020</b>	<b>(34,872)</b>	<b>93%</b>	<b>72%</b>
<b>Surplus/(Deficit)</b>	<b>(652,137)</b>	<b>(503,242)</b>	<b>(469,020)</b>	<b>34,222</b>	<b>93%</b>	<b>72%</b>

### 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 timeframe 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 assists 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 concrete curb replacements in northwest parking lot.
- Completed mortar repointing, painting, and carpet and painting maintenance at the Services Building.
- Completed replacement of County Centre rooftop signs.
- Organized first in-person staff appreciation event since 2019.

- Completed compensation and benefits reviews.
- Completed Enterprise Content Management detailed project plan.
- Completed bi-annual aerial photography mapping of Leduc County.
- Completed review and update of administrative directive for professional development.

## 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 Sept. 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"> <li>• Gap analysis has been completed.</li> </ul>
Research existing leadership development programs and opportunities that could meet the County's requirements.	Q2 2022		Program research is completed. <ul style="list-style-type: none"> <li>• Research on leadership development has been completed.</li> </ul>
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"> <li>• Strategy and recommendations draft has begun and will be completed in Q4.</li> </ul>

#### 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 Sept. 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"> <li>• Building review analysis has been completed.</li> </ul>
Complete a 10-year projection of all lifecycle components for replacement and repair.	Q2 2022		Replacement and repair 10-year projections are completed. <ul style="list-style-type: none"> <li>• Long-range life cycling of facilities is completed.</li> </ul>

Life cycle projections are used to inform the facility budget request.	Q3 2022		<p>Budget requests for major facility life cycle components are completed based on the Ten year projection.</p> <ul style="list-style-type: none"> <li>Budgeting is completed and has been submitted.</li> </ul>
--	---------	--	--

## Goal 2

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

### Strategy 2.1

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

Actions	Target dates	Status at Sept. 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		<p>Office programs are updated to latest Office 365 version for all County users.</p> <ul style="list-style-type: none"> <li>Deferred until Q1 of 2023 to coincide with licensing renewal.</li> </ul>
Complete a Geographic Information System (GIS) Strategy.	Q2 2022		<p>Current state review of GIS and GIS enabled systems and a gap analysis are completed.</p> <ul style="list-style-type: none"> <li>Current state review and gap analysis are completed.</li> </ul>
	Q3 2022		<p>GIS Strategy is completed.</p> <ul style="list-style-type: none"> <li>Strategy draft has been completed. To be presented to administration in Q4.</li> </ul>
Complete a review of Leduc County's Automatic Vehicle Location (AVL) systems.	Q1 2022		<p>Current state review and needs assessment is completed.</p> <ul style="list-style-type: none"> <li>Current state review completed.</li> </ul>
	Q2 2022		<p>Gap analysis is completed.</p> <ul style="list-style-type: none"> <li>Gap analysis is completed.</li> </ul>
	Q3 2022		<p>Review and recommendations for AVL system completed and approved by administration.</p> <ul style="list-style-type: none"> <li>Review and recommendations have been completed. Presentation to senior management in Q4.</li> </ul>
Research and recommend an agenda management system for Council and Committee meetings.	Q3 2022		<p>Recommendation for an agenda management system is completed.</p>

			<ul style="list-style-type: none"> <li>System review has begun. Recommendation to be completed in Q4.</li> </ul>
--	--	--	--

## Strategy 2.2

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

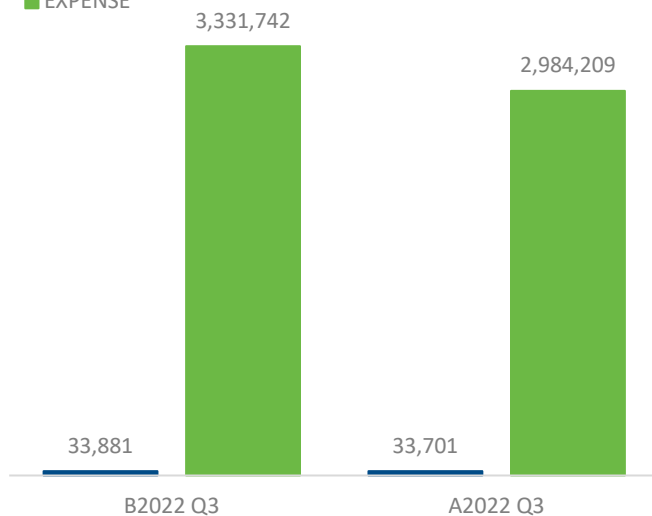
Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Enterprise content management (ECM) onboarding and data migration.	Q2 2022		Pilot department onboarding and migration of data is completed. <ul style="list-style-type: none"> <li>Pilot department to be completed by the end of Q4 2022.</li> </ul>
	Q4 2022		All department's onboarding and migration of data is completed. <ul style="list-style-type: none"> <li>Onboarding and migration of data will be completed in Q1 through Q3 of 2023.</li> </ul>
Complete replacement of permitting application and customer service database.	Q2 2022		Requirements gathering completed for permitting system and complaint management system. <ul style="list-style-type: none"> <li>Requirements gathering for permitting system has begun with completion in Q4 2022.</li> </ul>
	Q4 2022		Implementation of new permitting system completed. <ul style="list-style-type: none"> <li>Permitting system acquisition to be completed at the end of Q4 with implementation planned in Q2 through Q3 of 2023.</li> </ul>
	Q4 2022		Implementation of new complaint management system. <ul style="list-style-type: none"> <li>Customer/complaint management system to be implemented in 2023.</li> </ul>

# Corporate Services

## Q3 - 2022 Financial Reporting

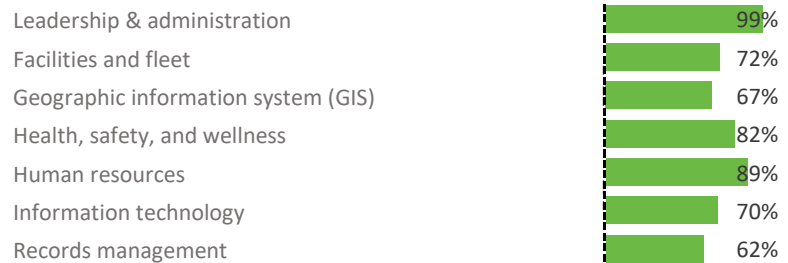
Department Head - Kent Pudlowski

■ REVENUE  
■ EXPENSE

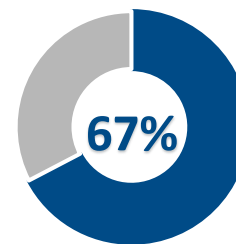


**Variance YTD**  
**(\$347,352)**

### % of Q3 Budget



### % of Annual Budget



## Leadership & administration

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	3,400	2,550	594	(1,956)	23%	17%
<i>Other revenue from own sources</i>	1,000	700	1,193	493	170%	119%
<b>Total Revenue</b>	<b>4,400</b>	<b>3,250</b>	<b>1,787</b>	<b>(1,463)</b>	<b>55%</b>	<b>41%</b>
<i>Earnings &amp; benefits</i>	2,423,891	1,858,760	1,837,616	(21,144)	99%	76%
<i>General services-contracted</i>	317,720	235,637	241,599	5,962	103%	76%
<i>Goods, supplies &amp; materials purchased</i>	5,840	4,415	1,816	(2,599)	41%	31%
<b>Total Expense</b>	<b>2,747,451</b>	<b>2,098,812</b>	<b>2,081,031</b>	<b>(17,781)</b>	<b>99%</b>	<b>76%</b>
<b>Surplus/(Deficit)</b>	<b>(2,743,051)</b>	<b>(2,095,562)</b>	<b>(2,079,244)</b>	<b>16,318</b>	<b>99%</b>	<b>76%</b>

### Variances

#### Earnings & benefits

- One vacant position in Q2 and Q3.

# Corporate Services

## Q3 - 2022 Financial Reporting

### Facilities and fleet

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	450	337	1,200	863	356%	267%
<i>Other revenue from own sources</i>	14,412	10,809	12,988	2,179	120%	90%
<i>Other transactions</i>	7,500	7,500	7,500	-	100%	100%
<b>Total Revenue</b>	<b>22,362</b>	<b>18,646</b>	<b>21,688</b>	<b>3,042</b>	<b>116%</b>	<b>97%</b>
<i>General services-contracted</i>	243,750	199,555	105,121	(94,434)	53%	43%
<i>Goods, supplies &amp; materials purchased</i>	221,668	162,356	120,384	(41,972)	74%	54%
<i>Reserves, transfers &amp; grants</i>	72,900	-	-	-	0%	0%
<i>Financial service charges</i>	333,691	166,845	161,496	(5,349)	97%	48%
<b>Total Expense</b>	<b>872,009</b>	<b>528,756</b>	<b>387,001</b>	<b>(141,755)</b>	<b>73%</b>	<b>44%</b>
<b>Surplus/(Deficit)</b>	<b>(849,647)</b>	<b>(510,110)</b>	<b>(365,313)</b>	<b>144,797</b>	<b>72%</b>	<b>43%</b>

#### Variances

##### *General services-contracted*

- Maintenance to buildings and grounds budgeted for Q3 will be paid in Q4.
- Not all of the invoices for Q3 had been received at the time of this report.

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

- Not all of the invoices for Q3 had been received at the time of this report.

### Geographic information system (GIS)

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	1,365	1,365	0%	0%
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>1,365</b>	<b>1,365</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	52,600	52,600	35,722	(16,878)	68%	68%
<i>Purchases from other governments &amp; agencies</i>	7,000	5,256	4,412	(844)	84%	63%
<b>Total Expense</b>	<b>59,600</b>	<b>57,856</b>	<b>40,134</b>	<b>(17,722)</b>	<b>69%</b>	<b>67%</b>
<b>Surplus/(Deficit)</b>	<b>(59,600)</b>	<b>(57,856)</b>	<b>(38,769)</b>	<b>19,087</b>	<b>67%</b>	<b>65%</b>

#### Variances

##### *General services-contracted*

- Aerial photography invoicing was budgeted for Q3 but will be paid in Q4.

### Health, safety, and wellness

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	75,225	55,910	49,276	(6,633)	88%	66%
<i>Goods, supplies &amp; materials purchased</i>	9,836	7,538	2,486	(5,052)	33%	25%
<b>Total Expense</b>	<b>85,061</b>	<b>63,448</b>	<b>51,762</b>	<b>(11,685)</b>	<b>82%</b>	<b>61%</b>
<b>Surplus/(Deficit)</b>	<b>(85,061)</b>	<b>(63,448)</b>	<b>(51,762)</b>	<b>11,685</b>	<b>82%</b>	<b>61%</b>

#### Variances

No significant variances.

## Corporate Services

### Q3 - 2022 Financial Reporting

#### Human resources

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other transactions</i>	11,985	11,985	8,860	(3,125)	74%	74%
<b>Total Revenue</b>	<b>11,985</b>	<b>11,985</b>	<b>8,860</b>	<b>(3,125)</b>	<b>74%</b>	<b>74%</b>
<i>General services-contracted</i>	74,823	68,920	53,087	(15,833)	77%	71%
<i>Goods, supplies &amp; materials purchased</i>	26,325	17,400	22,199	4,799	128%	84%
<b>Total Expense</b>	<b>101,148</b>	<b>86,320</b>	<b>75,286</b>	<b>(11,034)</b>	<b>87%</b>	<b>74%</b>
<b>Surplus/(Deficit)</b>	<b>(89,163)</b>	<b>(74,335)</b>	<b>(66,426)</b>	<b>7,909</b>	<b>89%</b>	<b>74%</b>

#### Variances

##### *General services-contracted*

- Corporate training activities budgeted for Q3 will be paid in Q4.

#### Information technology

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	358,663	307,463	272,131	(35,332)	89%	76%
<i>Goods, supplies &amp; materials purchased</i>	181,100	177,200	69,492	(107,708)	39%	38%
<b>Total Expense</b>	<b>539,763</b>	<b>484,663</b>	<b>341,623</b>	<b>(143,040)</b>	<b>70%</b>	<b>63%</b>
<b>Surplus/(Deficit)</b>	<b>(539,763)</b>	<b>(484,663)</b>	<b>(341,623)</b>	<b>143,040</b>	<b>70%</b>	<b>63%</b>

#### Variances

##### *General services-contracted*

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

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

- Desktop and laptop renewals budgeted for Q3 will be completed in Q4.
- Some software expenses budgeted for Q3 will be completed in Q4.

#### Records management

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>General services-contracted</i>	11,197	8,887	2,920	(5,967)	33%	26%
<i>Goods, supplies &amp; materials purchased</i>	4,000	3,000	4,452	1,452	148%	111%
<b>Total Expense</b>	<b>15,197</b>	<b>11,887</b>	<b>7,372</b>	<b>(4,515)</b>	<b>62%</b>	<b>49%</b>
<b>Surplus/(Deficit)</b>	<b>(15,197)</b>	<b>(11,887)</b>	<b>(7,372)</b>	<b>4,515</b>	<b>62%</b>	<b>49%</b>

#### Variances

No significant variances.



## **1: Department Services**

### **1.1: Our mission**

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

### **1.2: Service areas**

#### **Financial services**

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

#### **Administrative services**

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

## **2: Strategic Priorities**

### **Strategic priority – All**

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



### 3: Department Goals

<b>Goal 1</b>	Enhance long-term financial and organizational sustainability.
<b>Goal 2</b>	Support the business needs of the organization through risk mitigation and advancing innovative solutions.
<b>Goal 3</b>	Increase service levels by expanding services offered to customers.

### 4: Department Highlights

- Continued work with departments to prepare the interim 2023 budget.
- Financial management of the Western Economic Diversification grant for the Nisku Spine Road project.
- Prepared and processed 452 (2021: 422) tax certificates to date.
- Completion of internal department efficiency projects for direct upload of data to the financial software.
- Completed an update to software within the Utility area.

### 5: Action Plan

#### Goal 1

Enhance long-term financial and organizational sustainability.

#### Strategy 1.1

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

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2022</b>	<b>Identified deliverables with status update</b>
Continue to enhance the long-range capital plan by incorporating asset management principles.	Q4 2022		Integration of asset management principles into planning models. <ul style="list-style-type: none"><li>• Continued participation on the Asset Management committee to align asset management processes with long-range planning.</li></ul>
Collaborate with the Utilities department on the utility rate review.	Q3 2022		Utility rate structure approved by Council. <ul style="list-style-type: none"><li>• Review to be presented to Public Works Committee on Oct. 13.</li></ul>
Review the Corporate Credit Card (FS-04) policy.	Q4 2022		Policy approved by Council.

## Goal 2

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

### Strategy 2.1

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

Actions	Target dates	Status at Sept. 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. <ul style="list-style-type: none"><li>• Notice to our current insurance provider has been given.</li><li>• An in-depth review of insurance is planned for 2023.</li><li>• Request for proposal deferred to 2024.</li></ul>

### Strategy 2.2

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

Actions	Target dates	Status at Sept. 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"><li>• Internal workflows with Parks and Road Operations established.</li></ul>

## Goal 3

Increase service levels by expanding services offered to customers.

### Strategy 3.1

Enhance customer service by expanding payment options.

Actions	Target dates	Status at Sept. 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"><li>• Credit cards accepted for select transactions.</li></ul>
Implementation of processes that enhance customer service.	Q3 2022		Research automatic payment options within the utility function. <ul style="list-style-type: none"><li>• Project plan completed for roll out in Q4.</li></ul>

**Strategy 3.2**

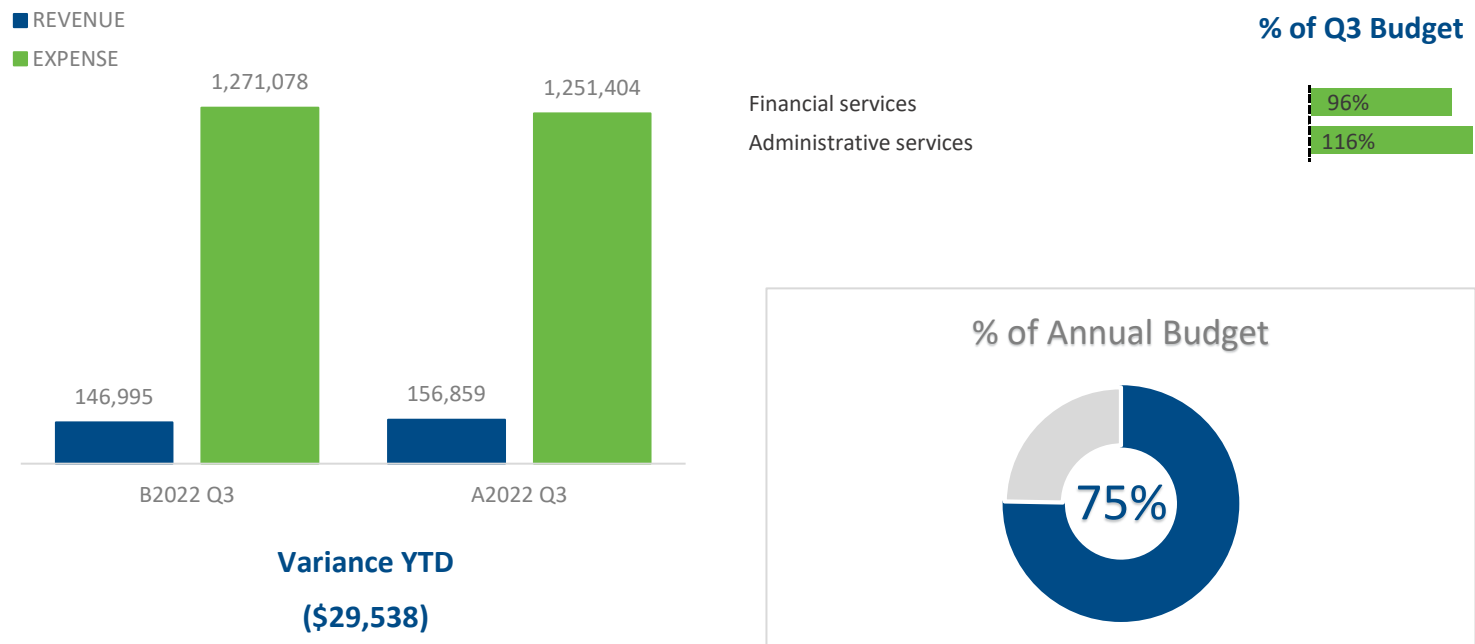
Enhance customer service by implementing additional email options.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2022</b>	<b>Identified deliverables with status update</b>
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. <ul style="list-style-type: none"><li>• Initial research completed.</li><li>• Draft implementation plan to be developed in Q4.</li></ul>

# Finance

## Q3 - 2022 Financial Reporting

Department Head - Natasha Wice



### Financial services

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	21,070	20,320	20,321	1	100%	96%
<i>Sales of goods &amp; services to individuals</i>	36,650	27,324	36,745	9,421	134%	100%
<i>Other revenue from own sources</i>	50,012	38,509	38,610	101	100%	77%
<i>Other transactions</i>	59,342	59,342	59,372	30	100%	100%
<b>Total Revenue</b>	<b>167,074</b>	<b>145,495</b>	<b>155,049</b>	<b>9,554</b>	<b>107%</b>	<b>93%</b>
<i>Earnings &amp; benefits</i>	1,045,980	764,870	755,554	(9,316)	99%	72%
<i>General services-contracted</i>	140,525	134,885	128,465	(6,420)	95%	91%
<i>Goods, supplies &amp; materials purchased</i>	1,650	1,450	291	(1,159)	20%	18%
<i>Reserves, transfers &amp; grants</i>	267,500	267,500	248,000	(19,500)	93%	93%
<b>Total Expense</b>	<b>1,455,655</b>	<b>1,168,705</b>	<b>1,132,310</b>	<b>(36,395)</b>	<b>97%</b>	<b>78%</b>
<b>Surplus/(Deficit)</b>	<b>(1,288,581)</b>	<b>(1,023,210)</b>	<b>(977,262)</b>	<b>45,948</b>	<b>96%</b>	<b>76%</b>

### Variances

#### Reserves, transfers & grants

- Less than anticipated grants to individuals and organizations paid in Q3.

## Finance

### Q3 - 2022 Financial Reporting

#### Administrative services

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	2,000	1,500	1,810	310	121%	91%
<b><i>Total Revenue</i></b>	<b>2,000</b>	<b>1,500</b>	<b>1,810</b>	<b>310</b>	<b>121%</b>	<b>91%</b>
<i>General services-contracted</i>	105,658	56,248	59,884	3,636	106%	57%
<i>Goods, supplies &amp; materials purchased</i>	50,400	37,800	48,056	10,256	127%	95%
<i>Financial service charges</i>	11,055	8,325	11,154	2,829	134%	101%
<b><i>Total Expense</i></b>	<b>167,113</b>	<b>102,373</b>	<b>119,093</b>	<b>16,720</b>	<b>116%</b>	<b>71%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(165,113)</b>	<b>(100,873)</b>	<b>(117,283)</b>	<b>(16,410)</b>	<b>116%</b>	<b>71%</b>

#### Variances

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

- Stationery budgeted in Q4 was purchased in Q3.

## **1: Department Services**

### **1.1: Our mission**

*Leading the way for people and business to thrive.*

### **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.
- Supports the Alberta Rat Control Program as inspectors under the *Agricultural Pests Act*. Provides site inspections and rodent identification on an as-needed basis.

## **2: Strategic Priorities**

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

## **3: Department Goals**

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

## 4: Department Highlights

- Seasonal programs (roadside mowing, spraying, and weed inspection) wrapping up. Some seasonal staff remain in Q4 to complete programs.
- Primary clubroot inspections completed in Q3. There were 687 canola fields inspected with 143 positive for clubroot.
- The wild animal pest control program supported Road Operations by controlling 88 beavers and removing 32 dams in Q3 to mitigate effects on Leduc County infrastructure and productive agricultural lands.

## 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 Sept. 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"><li>• Hosted virtual workshop, Preparing for CanadaGAP (six week series).</li><li>• Getting into Horticulture: Choosing Land workshop postponed until Q4.</li></ul>
Create networking opportunities for producers to improve awareness of local food resources within the region.	Q3 2022		Working with Parks & Recreation, prepare and host the Know Your Farmer, Know Your Food: Ag Tour. <ul style="list-style-type: none"><li>• Two tours held: July 17 and Aug. 20. There were 402 total registrations for both events.</li></ul>

### Goal 2

Maintain and improve transportation networks through developing and delivering a vegetation management plan in cooperation with Road Operations staff.

#### Strategy 2.1

Problem vegetation creates sightline, regular maintenance and snow trap issues for Road Operations staff and the travelling public.

Actions	Target dates	Status at Sept. 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. <ul style="list-style-type: none"><li>• Over 20 small hand-brushing locations along approaches and right-of-way identified and controlled.</li></ul>

Support the grading and shoulder pull program by controlling unwanted vegetation through the application of non-selective herbicides along roadsides.	Q2 2022		<p>There is 200 km to be completed.</p> <ul style="list-style-type: none"> <li>At the request of grader operators, 150 km of gravel roads were sprayed.</li> </ul>
---	---------	--	--

### Goal 3

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

#### Strategy 3.1

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

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Continue to provide technical expertise to the Regional Agricultural Master Plan (RAMP) task force.	Q3 2022		<p>RAMP task force supported by Leduc County to help the Edmonton Metropolitan Region Growth Plan (EMRGP) develop the RAMP Monitoring and Reporting Framework.</p> <ul style="list-style-type: none"> <li>Participated in three Monitoring and Reporting Framework meetings (July 27, Aug. 22, and Sept. 22).</li> <li>RAMP Monitoring and Reporting Framework submitted to RAMP for approval.</li> </ul>

### Goal 4

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

#### Strategy 4.1

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

Actions	Target dates	Status at Sept. 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"> <li>Working with Health and Safety, developed Tractor Competency and Sprayer Competency forms to document training for seasonal staff.</li> <li>Utilized Tractor and Sprayer Competency documents for seasonal staff training.</li> </ul>

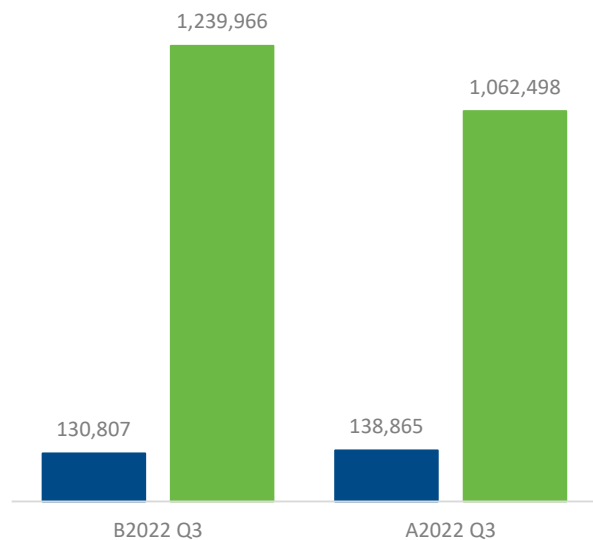
# Agricultural Services

## Q3 - 2022 Financial Reporting

Department Head - Garrett Broadbent

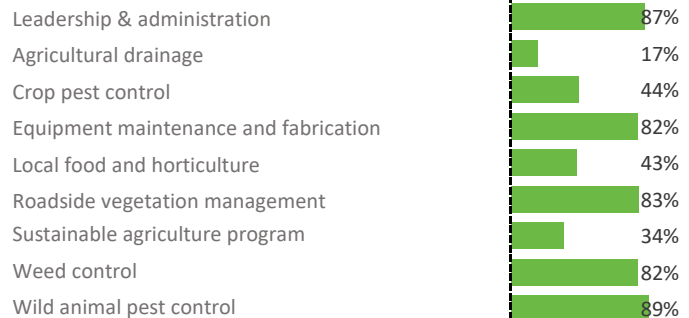
■ REVENUE

■ EXPENSE

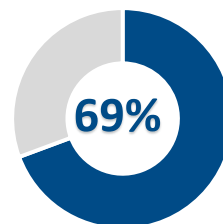


**Variance YTD**  
**(\$185,526)**

% of Q3 Budget



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	700	400	-	(400)	0%	0%
<b>Total Revenue</b>	<b>700</b>	<b>400</b>	<b>-</b>	<b>(400)</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	546,796	421,577	376,799	(44,778)	89%	69%
<i>General services-contracted</i>	11,320	6,500	5,347	(1,153)	82%	47%
<i>Goods, supplies &amp; materials purchased</i>	1,600	1,300	223	(1,078)	17%	14%
<i>Reserves, transfers &amp; grants</i>	22,500	17,500	6,499	(11,001)	37%	29%
<b>Total Expense</b>	<b>582,216</b>	<b>446,877</b>	<b>388,867</b>	<b>(58,010)</b>	<b>87%</b>	<b>67%</b>
<b>Surplus/(Deficit)</b>	<b>(581,516)</b>	<b>(446,477)</b>	<b>(388,867)</b>	<b>57,610</b>	<b>87%</b>	<b>67%</b>

### Variances

#### *Earnings & benefits*

- Seasonal staff worked less hours than anticipated.

#### *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.

# Agricultural Services

## Q3 - 2022 Financial Reporting

### Agricultural drainage

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other transactions</i>	1,500	-	-	-	0%	0%
<b>Total Revenue</b>	<b>1,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	8,762	8,759	1,510	(7,249)	17%	17%
<b>Total Expense</b>	<b>8,762</b>	<b>8,759</b>	<b>1,510</b>	<b>(7,249)</b>	<b>17%</b>	<b>17%</b>
<b>Surplus/(Deficit)</b>	<b>(7,262)</b>	<b>(8,759)</b>	<b>(1,510)</b>	<b>7,249</b>	<b>17%</b>	<b>21%</b>

#### Variances

No significant variances.

### Crop pest control

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	20,930	20,430	7,118	(13,312)	35%	34%
<i>Goods, supplies &amp; materials purchased</i>	6,228	4,878	3,944	(934)	81%	63%
<b>Total Expense</b>	<b>27,158</b>	<b>25,308</b>	<b>11,062</b>	<b>(14,246)</b>	<b>44%</b>	<b>41%</b>
<b>Surplus/(Deficit)</b>	<b>(27,158)</b>	<b>(25,308)</b>	<b>(11,062)</b>	<b>14,246</b>	<b>44%</b>	<b>41%</b>

#### Variances

*General services-contracted*

- Not all of the clubroot laboratory invoices had been received at the time of this report.
- Leased vehicle was returned due to mechanical issues and not replaced.

### Equipment maintenance and fabrication

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	3,000	-	-	-	0%	0%
<i>Conditional grants from other governments</i>	123,907	123,907	123,907	-	100%	100%
<b>Total Revenue</b>	<b>126,907</b>	<b>123,907</b>	<b>123,907</b>	<b>-</b>	<b>100%</b>	<b>98%</b>
<i>Earnings &amp; benefits</i>	110,925	84,598	79,057	(5,541)	93%	71%
<i>General services-contracted</i>	27,506	19,025	21,343	2,318	112%	78%
<i>Goods, supplies &amp; materials purchased</i>	72,274	54,576	51,745	(2,831)	95%	72%
<b>Total Expense</b>	<b>210,705</b>	<b>158,199</b>	<b>152,145</b>	<b>(6,054)</b>	<b>96%</b>	<b>72%</b>
<b>Surplus/(Deficit)</b>	<b>(83,798)</b>	<b>(34,292)</b>	<b>(28,238)</b>	<b>6,054</b>	<b>82%</b>	<b>34%</b>

#### Variances

No significant variances.

# Agricultural Services

## Q3 - 2022 Financial Reporting

### Local food and horticulture

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	2,500	-	2,400	2,400	0%	96%
<b>Total Revenue</b>	<b>2,500</b>	<b>-</b>	<b>2,400</b>	<b>2,400</b>	<b>0%</b>	<b>96%</b>
<i>General services-contracted</i>	11,195	6,554	4,738	(1,816)	72%	42%
<i>Goods, supplies &amp; materials purchased</i>	4,550	4,200	2,255	(1,945)	54%	50%
<b>Total Expense</b>	<b>15,745</b>	<b>10,754</b>	<b>6,992</b>	<b>(3,762)</b>	<b>65%</b>	<b>44%</b>
<b>Surplus/(Deficit)</b>	<b>(13,245)</b>	<b>(10,754)</b>	<b>(4,592)</b>	<b>6,162</b>	<b>43%</b>	<b>35%</b>

#### Variances

No significant variances.

### Roadside vegetation management

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	183,919	183,919	115,108	(68,811)	63%	63%
<i>General services-contracted</i>	16,910	15,183	10,075	(5,108)	66%	60%
<i>Goods, supplies &amp; materials purchased</i>	167,318	162,786	176,374	13,588	108%	105%
<b>Total Expense</b>	<b>368,147</b>	<b>361,888</b>	<b>301,557</b>	<b>(60,331)</b>	<b>83%</b>	<b>82%</b>
<b>Surplus/(Deficit)</b>	<b>(368,147)</b>	<b>(361,888)</b>	<b>(301,557)</b>	<b>60,331</b>	<b>83%</b>	<b>82%</b>

#### Variances

##### *Earnings & benefits*

- One vacant position in Q2 and Q3.

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

- Herbicide prices were higher than anticipated.
- Additional purchases were made to complete the spraying program.

### Sustainable agriculture program

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	600	600	225	- 375	38%	38%
<i>Other transactions</i>	8,104	-	-	-	0%	0%
<b>Total Revenue</b>	<b>8,704</b>	<b>600</b>	<b>225</b>	<b>- 375</b>	<b>38%</b>	<b>3%</b>
<i>General services-contracted</i>	7,700	3,360	1,292	(2,068)	38%	17%
<i>Goods, supplies &amp; materials purchased</i>	1,600	1,000	208	(792)	21%	13%
<b>Total Expense</b>	<b>9,300</b>	<b>4,360</b>	<b>1,500</b>	<b>(2,860)</b>	<b>34%</b>	<b>16%</b>
<b>Surplus/(Deficit)</b>	<b>(596)</b>	<b>(3,760)</b>	<b>(1,275)</b>	<b>2,485</b>	<b>34%</b>	<b>214%</b>

#### Variances

No significant variances.

# Agricultural Services

## Q3 - 2022 Financial Reporting

### Weed control

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	3,000	3,000	10,534	7,534	351%	351%
<b>Total Revenue</b>	<b>3,000</b>	<b>3,000</b>	<b>10,534</b>	<b>7,534</b>	<b>351%</b>	<b>351%</b>
<i>Earnings &amp; benefits</i>	77,212	77,212	60,925	(16,287)	79%	79%
<i>General services-contracted</i>	34,844	34,658	41,404	6,746	119%	119%
<i>Goods, supplies &amp; materials purchased</i>	9,075	8,975	5,264	(3,711)	59%	58%
<b>Total Expense</b>	<b>121,131</b>	<b>120,845</b>	<b>107,593</b>	<b>(13,252)</b>	<b>89%</b>	<b>89%</b>
<b>Surplus/(Deficit)</b>	<b>(118,131)</b>	<b>(117,845)</b>	<b>(97,060)</b>	<b>20,785</b>	<b>82%</b>	<b>82%</b>

#### Variances

##### *Earnings & benefits*

- Seasonal staff ended earlier than anticipated.

### Wild animal pest control

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	900	900	524	(376)	58%	58%
<i>Other revenue from own sources</i>	2,000	2,000	1,276	(724)	64%	64%
<b>Total Revenue</b>	<b>2,900</b>	<b>2,900</b>	<b>1,800</b>	<b>(1,100)</b>	<b>62%</b>	<b>62%</b>
<i>Earnings &amp; benefits</i>	109,408	83,259	84,306	1,047	101%	77%
<i>General services-contracted</i>	12,945	9,081	4,835	(4,246)	53%	37%
<i>Goods, supplies &amp; materials purchased</i>	12,719	10,635	2,131	(8,504)	20%	17%
<b>Total Expense</b>	<b>135,072</b>	<b>102,975</b>	<b>91,272</b>	<b>(11,703)</b>	<b>89%</b>	<b>68%</b>
<b>Surplus/(Deficit)</b>	<b>(132,172)</b>	<b>(100,075)</b>	<b>(89,473)</b>	<b>10,602</b>	<b>89%</b>	<b>68%</b>

#### Variances

No significant variances.

## **1: Department Services**

### **1.1: Our mission**

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

### **1.2: Service areas**

#### **Leadership and administration**

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

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

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

#### **Enhanced policing**

- Funds RCMP enhanced policing positions that benefit our residents, and 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

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

## 3: Department Highlights

- Submitted the weights and dimension curriculum to the Justice and Solicitor General Training Academy for accreditation.
- Participated in Canada Day boat parade at Wizard Lake.
- Hosted a three-month student practicum for three CDI College students from the Police Foundations program.
- Urban Standards Bylaw approved by Council.
- Participated in the virtual Papal Visit Joint Rehearsal Tabletop Exercise in July.
- Participated in a Joint Forces Operation in Devon at the end of July.
- Participated in a Joint Forces Operation for railway safety with the CP Police Service in September.
- Presented the draft Animal Control Bylaw to Council workshop.
- Participated in mock court trials with Alberta Justice and Solicitor General Department prosecutors.

## 4: Action plan

### Goal 1

Promote and enhance traffic safety.

#### Strategy 1.1

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

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Educate road users through traffic enforcement and interactions, and conduct high-visibility traffic operations in key areas.	Q4 2022		Conduct a minimum of 700 dedicated traffic operations per year. <ul style="list-style-type: none"><li>Averaged 61 traffic operations per month in Q3.</li></ul>
Assist departments in protecting the County's road infrastructure through the enforcement of road bans.	Q3 2022		Conduct a minimum of 1,200 patrols per year on banned roads during road ban season. <ul style="list-style-type: none"><li>Averaged 81 patrols per month in Q3.</li></ul>
Support initiatives that focus on commercial vehicle safety and cargo securement.	Q4 2022		Conduct a minimum of 100 traffic stops for commercial cargo securement each year, in conjunction with the annual cargo securement awareness campaign. <ul style="list-style-type: none"><li>Averaged 15 cargo securement operations per month in Q3.</li></ul>

#### Strategy 1.2

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

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	Q4 2022		Conduct 2,000 patrols in hot spots (including subdivisions) per year. <ul style="list-style-type: none"><li>Averaged 669 proactive patrols per month in Q3.</li></ul>

#### Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at Sept. 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. <ul style="list-style-type: none"><li>Participated in Canada Day boat parade at Wizard Lake.</li></ul>

Calmar Fair Days Parade and Santa Claus Parade in the City of Leduc.			<ul style="list-style-type: none"> <li>Participated in a Joint Forces Operation for railway safety with the CP Police Service in September.</li> </ul>
--	--	--	--

## Goal 2

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

### Strategy 2.1

Respond to emergency public safety occurrences.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Assist with traffic control and scene safety at collisions, as requested.	Q4 2022		Statistics and ongoing updates provided to Protective Services Committee. <ul style="list-style-type: none"> <li>Assisted with an average of five emergency services events per month in Q3.</li> </ul>
Assist police/fire/EMS and emergency management response to incidents, as requested.	Q4 2022		<ul style="list-style-type: none"> <li>Information presented to Protective Services Committee in September.</li> </ul>

### Strategy 2.2

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

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Host and instruct commercial vehicle dimension and weights enforcement course.	Q2 2022		Provide at least one commercial vehicle dimension and weights instruction course per year. <ul style="list-style-type: none"> <li>Curriculum has been revised.</li> <li>Course was delivered in April.</li> </ul>
Host and instruct traffic speed enforcement course.	Q3 2022		Provide one traffic speed enforcement (RADAR) course for the region per year. <ul style="list-style-type: none"> <li>Instructed joint Radar/Lidar course with Strathcona County in May.</li> </ul>
Assess enhanced policing service levels and agreements.	Q3 2022		Assess enhanced policing service levels and agreements during annual budget preparation. <ul style="list-style-type: none"> <li>Coordinated costs for the school resource officer funding in the 2022-2023 school year.</li> </ul>

### Goal 3

Build and strengthen community relationships and support meaningful community engagement.

#### Strategy 3.1

Develop and maintain public relationships through awareness programs.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Participate in and support community special events, open houses, school presentations, and other community engagement opportunities in collaboration with other departments and agencies.	Q4 2022		Summary of activities provided to Protective Services Committee. <ul style="list-style-type: none"><li>Revised the CPOPP plan to include updated KPIs, new strategies, and percentages of resources allocated for each strategic priority.</li></ul>
Evaluate the Community Peace Officer Performance Plan (CPOPP), making amendments based on latest results and the next-year's projections.	Q2 2022		

### Goal 4

Promote public safety on bodies of water and off-highway lands.

#### Strategy 4.1

Deliver summer boat/off-highway vehicle patrol program.

Actions	Target dates	Status at Sept. 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"><li>Conducted a total of 13 boat operations in Q3.</li><li>Boat patrol and assisted Parks with removing of buoys on Pigeon Lake.</li></ul>
Promote off-highway safety through education, compliance and enforcement.	Q4 2022		Conduct a minimum of three to six off-highway vehicle patrols during the summer season. <ul style="list-style-type: none"><li>Conducted two quad operations in Q3.</li></ul>

## Goal 5

Respond to property concerns and promote compliance.

### Strategy 5.1

Address nuisance and unsightly premises.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2022		Respond to property complaints within three business days. <ul style="list-style-type: none"><li>• There were three complaints investigated in Q3 and three files remained open.</li></ul>
Partner with Planning and Development to address growing concerns about vacant and occupied lands in country residential subdivisions.	Q2 2022		Review the current Urban Standards Bylaw and present recommendations for amendment to Council. <ul style="list-style-type: none"><li>• Presented the Urban Standards Bylaw to Council for reading August 23, 2022.</li><li>• Urban Standards Bylaw was passed by Council.</li></ul>
Partner with Planning & Development to address growing concerns about unauthorized dog kennels in the County, and/or stray cats in hamlets and subdivisions.	Q2 2022		Review the current Animal Control Bylaw and present recommendations for amendment to Council. <ul style="list-style-type: none"><li>• Presented a draft Animal Control Bylaw to Council workshop in Q3.</li><li>• Met with legal counsel regarding recommended revisions to draft Animal Control Bylaw.</li></ul>

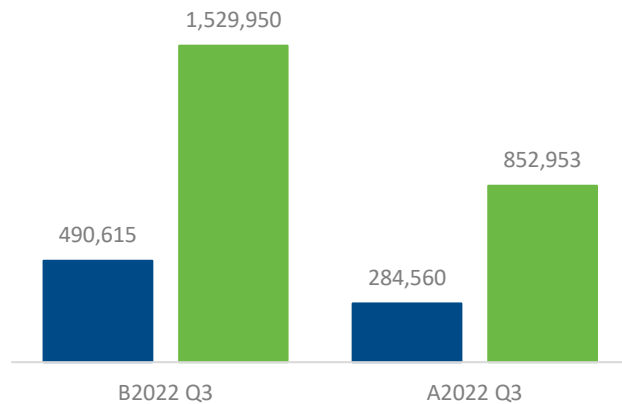
# Enforcement Services

## Q3 - 2022 Financial Reporting

Department Head - Clarence Nelson

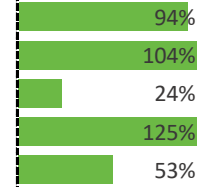
■ REVENUE  
■ EXPENSE

% of Q3 Budget

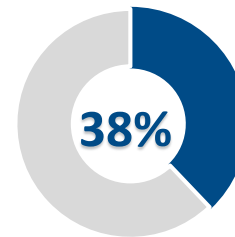


**Variance YTD**  
**(\$470,941)**

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



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other transactions</i>	118,742	118,742	118,742	-	100%	100%
<b>Total Revenue</b>	<b>118,742</b>	<b>118,742</b>	<b>118,742</b>	<b>-</b>	<b>100%</b>	<b>100%</b>
<i>Earnings &amp; benefits</i>	777,604	590,030	586,429	(3,601)	99%	75%
<i>General services-contracted</i>	39,345	29,842	26,630	(3,212)	89%	68%
<i>Goods, supplies &amp; materials purchased</i>	72,648	50,495	26,449	(24,046)	52%	36%
<b>Total Expense</b>	<b>889,597</b>	<b>670,367</b>	<b>639,508</b>	<b>(30,859)</b>	<b>95%</b>	<b>72%</b>
<b>Surplus/(Deficit)</b>	<b>(770,855)</b>	<b>(551,625)</b>	<b>(520,766)</b>	<b>30,859</b>	<b>94%</b>	<b>68%</b>

### Variances

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

- Equipment and machine parts for vehicles and equipment were less than anticipated.
- Some Q3 invoices had not been received at the time of this report.
- Supplies were less than anticipated.

## Enforcement Services

### Q3 - 2022 Financial Reporting

#### Bylaw and animal control

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	6,530	4,851	6,293	1,442	130%	96%
<b>Total Revenue</b>	<b>6,530</b>	<b>4,851</b>	<b>6,293</b>	<b>1,442</b>	<b>130%</b>	<b>96%</b>
<i>General services-contracted</i>	23,680	17,757	20,003	2,246	113%	84%
<i>Goods, supplies &amp; materials purchased</i>	240	180	26	(154)	15%	11%
<i>Reserves, transfers &amp; grants</i>	3,500	3,500	3,500	-	100%	100%
<b>Total Expense</b>	<b>27,420</b>	<b>21,437</b>	<b>23,529</b>	<b>2,092</b>	<b>110%</b>	<b>86%</b>
<b>Surplus/(Deficit)</b>	<b>(20,890)</b>	<b>(16,586)</b>	<b>(17,236)</b>	<b>(650)</b>	<b>104%</b>	<b>83%</b>

#### Variances

No significant variances.

#### Enhanced policing

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other government</i>	60,000	60,000	15,340	(44,660)	26%	26%
<i>Other revenue from own sources</i>	-	-	(9,200)	(9,200)	0%	0%
<b>Total Revenue</b>	<b>60,000</b>	<b>60,000</b>	<b>6,140</b>	<b>(53,860)</b>	<b>10%</b>	<b>10%</b>
<i>Purchases from other governments &amp; agencies</i>	1,155,022	821,264	191,375	(629,889)	23%	17%
<b>Total Expense</b>	<b>1,155,022</b>	<b>821,264</b>	<b>191,375</b>	<b>(629,889)</b>	<b>23%</b>	<b>17%</b>
<b>Surplus/(Deficit)</b>	<b>(1,095,022)</b>	<b>(761,264)</b>	<b>(185,235)</b>	<b>576,029</b>	<b>24%</b>	<b>17%</b>

#### Variances

*Sales of goods & services to other governments*

- Enhanced policing revenue for Black Gold School Division has been less than anticipated.

*Purchases from other governments*

- Not all RCMP enhanced policing invoices had been received at the time of report.

## Enforcement Services

### Q3 - 2022 Financial Reporting

#### Regional training

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	5,604	4,203	3,500	(703)	83%	62%
<b>Total Revenue</b>	<b>5,604</b>	<b>4,203</b>	<b>3,500</b>	<b>(703)</b>	<b>83%</b>	<b>62%</b>
<i>Goods, supplies &amp; materials purchased</i>	2,500	1,881	600	(1,281)	32%	24%
<b>Total Expense</b>	<b>2,500</b>	<b>1,881</b>	<b>600</b>	<b>(1,281)</b>	<b>32%</b>	<b>24%</b>
<b>Surplus/(Deficit)</b>	<b>3,104</b>	<b>2,322</b>	<b>2,900</b>	<b>578</b>	<b>125%</b>	<b>93%</b>

#### Variances

No significant variances.

#### Traffic safety

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	403,760	302,819	166,182	(136,637)	55%	41%
<b>Total Revenue</b>	<b>403,760</b>	<b>302,819</b>	<b>166,182</b>	<b>(136,637)</b>	<b>55%</b>	<b>41%</b>
<i>General services-contracted</i>	20,000	15,001	14,240	(762)	95%	71%
<b>Total Expense</b>	<b>20,000</b>	<b>15,001</b>	<b>14,240</b>	<b>(762)</b>	<b>95%</b>	<b>71%</b>
<b>Surplus/(Deficit)</b>	<b>383,760</b>	<b>287,818</b>	<b>151,943</b>	<b>(135,875)</b>	<b>53%</b>	<b>40%</b>

#### Variances

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

- Decreased traffic offences, particularly commercial vehicle traffic offenses, combined with delays and disposal of many court proceedings has resulted in decreased fine revenue.
- September traffic fine revenue had not been received at the time of this report.

## 1: Department Services

### 1.1: Our mission

*Engineering is dedicated to maintaining and improving Leduc County's municipal infrastructure and maximizing its life while meeting our citizens' needs.*

### 1.2: Service areas

#### Engineering

- Develops and implements capital infrastructure maintenance and upgrade plans using prudent and appropriate asset management practices, completes the necessary infrastructure data collection to support the program development to generate:
  - a multi-year surfacing program; and
  - a multi-year bridge program.
- Leads the project management of the Utilities' department engineering projects.
- In conjunction with Road Operations, Agricultural Services and Planning & Development, investigates drainage concerns and develops plans to address issues.
- Reviews and approves design for developments and subdivisions within the County.
- Reviews and approves all applications for third-party utility activities.
- Administers the County's road use agreements.
- Supports all County departments' engineering needs.

## 2: Strategic Priorities

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

### 3: Department Highlights

- Road program is largely completed.
- Bridge program is underway.
- Nisku Spine Road
  - Bridge and grading work has been completed.
  - The cement stabilization of the road grade has been completed.
  - Base course placement has been completed.
  - Signal installation 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 Sept. 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		Document current workflow of engineering processes and develop a prioritized list of areas for improvement. <ul style="list-style-type: none"><li>• Workflows have been documented.</li></ul>
	Q2 2022		Examine workflow and modify as necessary to improve the customer experience. <ul style="list-style-type: none"><li>• Revised work flows drafted and are being reviewed with affected departments.</li><li>• Scheduled to be complete in Q4.</li></ul>

#### 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 Sept. 30 2022	Identified deliverables with status update
Work with third party utility (natural gas, electricity) companies to determine available capacities for servicing industry.	Q2 2022		Report on the inventory, status and limitations in regards to third party utilities. <ul style="list-style-type: none"><li>• Contact has been made with third party utilities to introduce them to this project.</li></ul>

			<ul style="list-style-type: none"> <li>Meetings have been scheduled with third party utility companies.</li> <li>Report is currently scheduled for Q4.</li> </ul>
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"> <li>Revised municipal access agreement has been approved by Council.</li> </ul>

### Goal 3

Improve Leduc County's transportation networks.

#### Strategy 3.1

Complete construction of the Nisku Spine Road.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Complete construction of the Nisku Spine Road.	Q1 2022		<p>Utility relocations completed.</p> <ul style="list-style-type: none"> <li>All utility relocations are complete.</li> </ul>
	Q1 2022		<p>Completion of in water component of the Blackmud Creek bridge.</p> <ul style="list-style-type: none"> <li>Substructure is complete and the girders have been placed.</li> </ul>
	Q2 2022		<p>Completion of traffic signals installation.</p>
	Q3 2022		<p>Completion of the Nisku Spine Road roadworks and Blackmud Creek bridge.</p> <ul style="list-style-type: none"> <li>Paving and illumination yet to be completed.</li> </ul>

#### Strategy 3.2

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

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Monitor and report on the rural road network condition rating.	Q4 2022		<p>Year over year improvement on the rural road network rating. Report provided to Public Works Committee (PWC).</p> <ul style="list-style-type: none"> <li>Rural road inspections complete.</li> <li>Analysis is underway.</li> </ul>

In conjunction with Road Operations and using data from the transportation master plan, and the rural roads ratings, develop a rural roads multi-year capital plan.	Q2 2022		<p>Multi-year plan created and presented to Public Works Committee.</p> <ul style="list-style-type: none"> <li>• Data collection is complete and a series of administrative meetings are being held to develop the program.</li> <li>• This is delayed due to draft transportation master plan rework.</li> </ul>
---	---------	--	---

### Strategy 3.3

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

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
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"> <li>• Draft transportation master plan was presented to the Public Works Committee during the February meeting. <ul style="list-style-type: none"> <li>○ The draft transportation master plan is being reworked.</li> </ul> </li> <li>• Administration to develop a draft multi-year plan by the end of Q2. <ul style="list-style-type: none"> <li>○ A draft five-year road plan was accepted by the Public Works Committee during the August meeting.</li> </ul> </li> </ul>
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"> <li>• Road inspections are complete, the report was presented at the September Public Works Committee meeting.</li> </ul>
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"> <li>• Draft five-year plan was accepted by the Public Works Committee at the August meeting.</li> </ul>
Evaluate reclamite as a surfacing rehabilitation alternative.	Q3 2022		<p>Initial evaluation of reclamite after one year.</p> <ul style="list-style-type: none"> <li>• Inspection was carried out in June.</li> </ul>

			<ul style="list-style-type: none"> <li>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.</li> </ul>
--	--	--	--

### Strategy 3.4

Develop and implement a transportation master plan.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Complete transportation master plan.	Q1 2022		Transportation master plan approved by Council. <ul style="list-style-type: none"> <li>Administration is reworking the transportation master plan and a revised draft master plan will be prepared for Council's review.</li> </ul>

## Goal 4

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

### Strategy 4.1

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

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Determining transit needs for Leduc County.	Q2 2022		Complete the transit needs/feasibility study for Leduc County. <ul style="list-style-type: none"> <li>Have held a series of open houses for input from residents and users.</li> <li>A survey was completed.</li> <li>Project team has met with key stakeholders.</li> <li>Draft requirements, options, and costing will be available in Q4.</li> </ul>
Secure transit services for Leduc County based on the findings from the study.	Q3 2022		Develop a request for proposal and an implementation plan. <ul style="list-style-type: none"> <li>Request for proposal (RFP) for needs/feasibility and a communication plan have been developed.</li> </ul>
	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 Sept. 30 2022	Identified deliverables with status update
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"><li>• A letter was received from the Minister of Transportation approving the requested safety assessments at the intersection of Highway 2A and Glen Park Road, as well as, the intersection of Highway 795 and Glen Park Road.</li><li>• No further communication from Alberta Transportation administration regarding this initiative.</li><li>• Follow-up by staff with Alberta Transportation has not provided any further updates.</li></ul>
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"><li>• 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.</li></ul>

## 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 Sept. 30 2022	Identified deliverables with status update
Participate in the Edmonton Metropolitan Region Board's Solid Waste Collaborative.	Q4 2022		<p>Determine potential for regional collaboration in regards to solid waste and recycling management.</p> <ul style="list-style-type: none"><li>• Draft Charter for Regional Organics Strategy: Phase 1 Current State Assessment developed.</li></ul>

Participate in the Edmonton Metropolitan Region Board's Stormwater Collaborative.	Q4 2022		<p>Determine potential for regional collaboration in regards to stormwater management.</p> <ul style="list-style-type: none"> <li>Collecting data to develop a regional approach for calculating Intensity-Duration-Frequency curves.</li> </ul>
---	---------	--	--

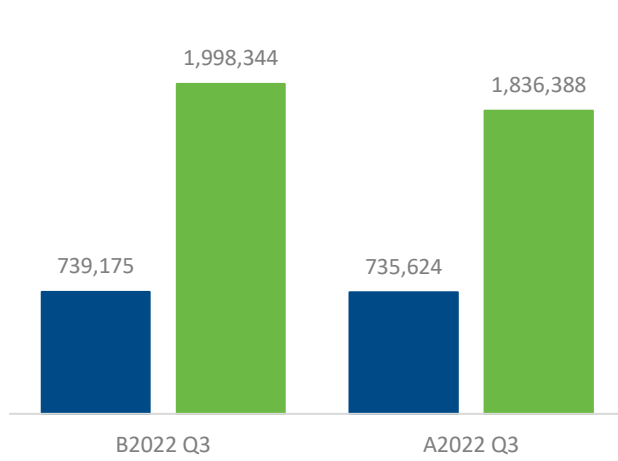
# Engineering

## Q3 - 2022 Financial Reporting

Department Head - Des Mryglod

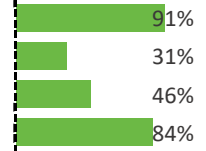
■ REVENUE  
■ EXPENSE

% of Q3 Budget

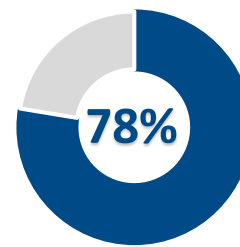


**Variance YTD**  
**(\$158,404)**

Leadership & administration  
Bridge program  
Road data collection  
Surfacing program



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	12,000	9,000	13,800	4,800	153%	115%
<i>Other revenue from own sources</i>	2,250	2,250	808	(1,443)	36%	36%
<i>Other transactions</i>	1,455,850	727,925	729,221	1,296	100%	50%
<b>Total Revenue</b>	<b>1,470,100</b>	<b>739,175</b>	<b>743,829</b>	<b>4,654</b>	<b>101%</b>	<b>51%</b>
<i>Earnings &amp; benefits</i>	911,538	691,243	644,575	(46,668)	93%	71%
<i>General services-contracted</i>	157,016	130,910	138,736	7,826	106%	88%
<i>Goods, supplies &amp; materials purchased</i>	443,727	335,265	296,471	(38,794)	88%	67%
<i>Financial service charges</i>	1,455,851	727,926	706,566	(21,360)	97%	49%
<b>Total Expense</b>	<b>2,968,132</b>	<b>1,885,344</b>	<b>1,786,348</b>	<b>(98,996)</b>	<b>95%</b>	<b>60%</b>
<b>Surplus/(Deficit)</b>	<b>(1,498,032)</b>	<b>(1,146,169)</b>	<b>(1,042,520)</b>	<b>103,649</b>	<b>91%</b>	<b>70%</b>

### Variances

*Earnings & benefits*

- One vacant position.

*Goods, supplies & materials purchased*

- The September street light and traffic signal invoices had not been received at the time of this report.

# Engineering

## Q3 - 2022 Financial Reporting

### Bridge program

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	(8,205)	(8,205)	0%	0%
<b><i>Total Revenue</i></b>	<b>-</b>	<b>-</b>	<b>(8,205)</b>	<b>(8,205)</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	60,000	60,000	10,500	(49,500)	18%	18%
<b><i>Total Expense</i></b>	<b>60,000</b>	<b>60,000</b>	<b>10,500</b>	<b>(49,500)</b>	<b>18%</b>	<b>18%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(18,705)</b>	<b>41,295</b>	<b>31%</b>	<b>31%</b>

#### Variances

##### *General services - contracted*

- Not all of the emergency bridge repair invoices had been received at the time of this report.

### Road data collection

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b><i>Total Revenue</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	13,000	13,000	5,400	(7,600)	42%	42%
<i>Goods, supplies &amp; materials purchased</i>	-	-	569	569	0%	0%
<b><i>Total Expense</i></b>	<b>13,000</b>	<b>13,000</b>	<b>5,969</b>	<b>(7,031)</b>	<b>46%</b>	<b>46%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(13,000)</b>	<b>(13,000)</b>	<b>(5,969)</b>	<b>7,031</b>	<b>46%</b>	<b>46%</b>

#### Variances

##### *General services - contracted*

- Subscription fees were less than anticipated.

### Surfacing program

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b><i>Total Revenue</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	60,000	40,000	33,571	(6,429)	84%	56%
<b><i>Total Expense</i></b>	<b>60,000</b>	<b>40,000</b>	<b>33,571</b>	<b>(6,429)</b>	<b>84%</b>	<b>56%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(60,000)</b>	<b>(40,000)</b>	<b>(33,571)</b>	<b>6,429</b>	<b>84%</b>	<b>56%</b>

#### Variances

*No significant variances.*



## Family & Community Support Services 2022 Quarter 3 Report

### 1: Department Services

#### 1.1: Our mission

Leading the way for people and business to thrive.

#### 1.2: Service areas

##### Leadership and administration

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

##### Annual Family and Community Support Services (FCSS) Program

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

##### Bridges FASD (Fetal Alcohol Spectrum Disorder)

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

##### Family Resource Network

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

## 2: Department Goals

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

## 3: Department Highlights

- Housekeeping subsidy program is currently serving 44 households to support seniors.
- Counselling subsidy program has completed 55 intakes to date in 2022.
- A social awareness luncheon was held in partnership with the Leduc, Nisku and Wetaskiwin Regional Chamber of Commerce with over 150 participants.
- Community Awareness events were held in Calmar, Warburg, Thorsby and New Sarepta to promote FCSS services and available resources and supports to residents.
- Intergenerational rock painting events were held in Warburg, Thorsby and Calmar as a way to foster relationships between youth and seniors.
- Bridges Program has supported 32 participants with 289 visits to support stability and healthy lifestyles.
- Family Resource Network staff have held 172 visits with 68 families on healthy relationships, parenting and child development.

## 4: Action Plan

### Goal 1

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

#### Strategy 1.1

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

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2022</b>	<b>Identified deliverables with status update</b>
Improve resident access to services and supports.	Q3 2022		Engagement sessions will be held with residents and stakeholders to identify transportation barriers. <ul style="list-style-type: none"> <li>• A community survey was completed with 102 submissions.</li> <li>• Stakeholder information gathering and conversations were held with seniors and local service providers.</li> </ul>
	Q4 2022		A plan of action will be presented to Council for future year implementation. <ul style="list-style-type: none"> <li>• A presentation is scheduled for Council on Nov. 22.</li> </ul>

## Goal 2

Increased capacity building through partnerships and volunteerism.

### Strategy 2.1

Fostering regional collaboration among stakeholders and partners.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Building a regional relationship among stakeholders and partners.	Q2 2022		<p>A regional awareness event will be hosted with government, businesses and not for profit service providers to improve community awareness of social supports and needs in the region.</p> <ul style="list-style-type: none"><li>A social awareness luncheon was held on September 16 in partnership with the Leduc, Nisku and Wetaskiwin Regional Chamber of Commerce. Over 150 people attended.</li></ul>

## Goal 3

Promote safe and inclusive communities for all residents.

### Strategy 3.1

Improved community awareness and response to community crisis.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Promote crisis prevention and outline community response in times of crisis.	Q4 2022		<p>A plan will be developed and approved by Council for community implementation in the following year.</p> <ul style="list-style-type: none"><li>A plan will be presented to Council in Q4.</li></ul>

## 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 Sept. 30 2022	Identified deliverables with status update
Promote engagement and volunteerism in the community.	Q3 2022		<p>A youth committee pilot program will be implemented.</p> <ul style="list-style-type: none"><li>A partnership with Black Gold Regional Schools has been developed to support youth advisory connections. Program planning is currently planned for Thorsby and New Sarepta.</li></ul>

## 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 Sept. 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		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. <ul style="list-style-type: none"><li>Participant feedback is collected at all programs and through direct client services.</li></ul>

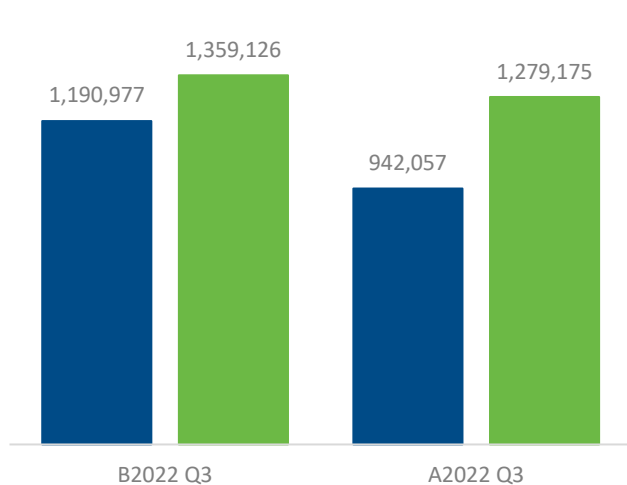
# Family and Community Support Services

## Q3 - 2022 Financial Reporting

Department Head - Dean Ohnysty

■ REVENUE  
■ EXPENSE

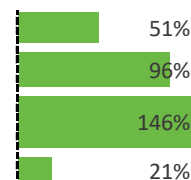
% of Q3 Budget



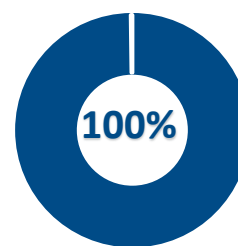
Variance YTD

\$168,969

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



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Conditional grants from other governments	474,774	356,082	237,386	(118,696)	67%	50%
<b>Total Revenue</b>	<b>474,774</b>	<b>356,082</b>	<b>237,386</b>	<b>(118,696)</b>	<b>67%</b>	<b>50%</b>
Earnings & benefits	141,276	106,660	107,602	942	101%	76%
General services-contracted	5,600	4,217	5,556	1,339	132%	99%
Goods, supplies & materials purchased	2,750	2,058	488	(1,570)	24%	18%
<b>Total Expense</b>	<b>149,626</b>	<b>112,935</b>	<b>113,645</b>	<b>710</b>	<b>101%</b>	<b>76%</b>
<b>Surplus/(Deficit)</b>	<b>325,148</b>	<b>243,147</b>	<b>123,741</b>	<b>(119,406)</b>	<b>51%</b>	<b>38%</b>

### Variances

Conditional grants from other governments

- The Government of Alberta has changed their processes from monthly to quarterly contributions. A final contribution will be paid in Q4.

# Family and Community Support Services

## Q3 - 2022 Financial Reporting

### Annual family and community support

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	1,100	1,100	-	(1,100)	0%	0%
<i>Conditional grants from other governments</i>	-	-	12,596	12,596	0%	0%
<i>Other transactions</i>	23,739	23,739	-	(23,739)	0%	0%
<b>Total Revenue</b>	<b>24,839</b>	<b>24,839</b>	<b>12,596</b>	<b>(12,243)</b>	<b>51%</b>	<b>51%</b>
<i>Earnings &amp; benefits</i>	408,349	309,981	308,921	(1,060)	100%	76%
<i>General services-contracted</i>	79,961	63,559	61,217	(2,342)	96%	77%
<i>Goods, supplies &amp; materials purchased</i>	9,996	7,503	3,132	(4,371)	42%	31%
<i>Reserves, transfers &amp; grants</i>	96,616	96,616	72,877	(23,739)	75%	75%
<b>Total Expense</b>	<b>594,922</b>	<b>477,659</b>	<b>446,147</b>	<b>(31,512)</b>	<b>93%</b>	<b>75%</b>
<b>Surplus/(Deficit)</b>	<b>(570,083)</b>	<b>(452,820)</b>	<b>(433,551)</b>	<b>19,269</b>	<b>96%</b>	<b>76%</b>

#### Variances

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

- The County received a mental health grant which was unbudgeted.

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

- A portion of the grant to support the Village of Thorsby through the multi-municipal agreement and corresponding draw from reserves had not been made at the time of this report.

### Bridges FASD (Fetal alcohol spectrum disorder)

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	234,000	175,500	175,500	-	100%	75%
<b>Total Revenue</b>	<b>234,000</b>	<b>175,500</b>	<b>175,500</b>	<b>-</b>	<b>100%</b>	<b>75%</b>
<i>Earnings &amp; benefits</i>	254,019	193,020	210,347	17,327	109%	83%
<i>General services-contracted</i>	12,220	9,670	5,994	(3,676)	62%	49%
<i>Goods, supplies &amp; materials purchased</i>	2,400	1,800	1,389	(411)	77%	58%
<b>Total Expense</b>	<b>268,639</b>	<b>204,490</b>	<b>217,730</b>	<b>13,240</b>	<b>106%</b>	<b>81%</b>
<b>Surplus/(Deficit)</b>	<b>(34,639)</b>	<b>(28,990)</b>	<b>(42,230)</b>	<b>(13,240)</b>	<b>146%</b>	<b>122%</b>

#### Variances

No significant variances.

# Family and Community Support Services

## Q3 - 2022 Financial Reporting

### Family resource network

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	689,992	634,556	516,575	(117,981)	81%	75%
<b>Total Revenue</b>	<b>689,992</b>	<b>634,556</b>	<b>516,575</b>	<b>(117,981)</b>	<b>81%</b>	<b>75%</b>
<i>Earnings &amp; benefits</i>	693,944	526,708	470,418	(56,290)	89%	68%
<i>General services-contracted</i>	44,890	31,373	28,254	(3,119)	90%	63%
<i>Goods, supplies &amp; materials purchased</i>	8,000	5,961	2,981	(2,980)	50%	37%
<b>Total Expense</b>	<b>746,834</b>	<b>564,042</b>	<b>501,653</b>	<b>(62,389)</b>	<b>89%</b>	<b>67%</b>
<b>Surplus/(Deficit)</b>	<b>(56,842)</b>	<b>70,514</b>	<b>14,923</b>	<b>(55,591)</b>	<b>21%</b>	<b>-26%</b>

### Variances

#### *Conditional grants from other governments*

- The Province of Alberta has changed their processes from monthly to quarterly contributions. A final contribution will be paid in Q4.

#### *Earnings and benefits*

- One vacant position in Q1 and Q2.

## **1: Department**

### **1.1: Our mission**

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

### **1.2: Service areas**

#### **Leadership and administration**

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

#### **Emergency management**

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

#### **Fleet and facilities**

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

## Operations

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

## Public safety/education/safety codes

- Interprets and enforces the National Fire Code – 2019 Alberta Edition and Alberta Safety Codes, and conducts fire prevention inspections, fire investigations, pre-fire planning and tank inspections.
- Educates the public about fire prevention through hosting fire prevention activities and conducting public safety education programs and initiatives.
- Provides engagement between Fire Services and the general public at applicable community events
- Reviews development permit applications to ensure compliance with the National Fire Code – 2019 Alberta Edition and related regulations.

## Training

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

## 2: Strategic Priorities:

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

## 3: Department Goals

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

## 4: Department Highlights

- Sub-regional group meeting regularly to collaborate on agreement and bylaw.
- Public education continues to increase to pre-pandemic levels as events return to the community.
- Training for firefighters is ongoing with in-person training that was previously unavailable during the pandemic.

## 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 Sept. 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"><li>• Agreement drafted and bylaw being reviewed by group.</li></ul>
Complete an implementation plan with regional partners.	Q3 2022		Emergency Management Plan implemented by regional partners. <ul style="list-style-type: none"><li>• Emergency management plan will not be completed in 2022. Anticipated to be implemented in Q1 2023.</li></ul>

### 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 Sept. 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"><li>• Met with newly elected Council and Warburg administration to resume negotiations.</li><li>• Legal review underway of requested changes to agreement.</li></ul>

### Goal 3

Revise the Fire Services Bylaw 12-12.

#### Strategy 3.1

Revise the Fire Services Bylaw 12-12.

Actions	Target dates	Status at Sept. 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"><li>• Fire Services Bylaw 12-12 presented in Council workshop for initial review on March 22.</li><li>• Draft Burning Bylaw presented in Council workshop on March 22.</li><li>• Burning Bylaw 13-22 passed on May 10.</li><li>• Revised Fire Services Bylaw scheduled to be presented to workshop on Oct. 11.</li></ul>
Review of administrative directives and procedures to align with current operational practices and new bylaw.	Q4 2022		Amended documents created, as needed.

### Goal 4

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

#### Strategy 4.1

Develop an action plan to implement recommendations from the study.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Develop an action plan that addresses short and long-term recommendations.	Q4 2022		Action plan developed. <ul style="list-style-type: none"><li>• Action plan drafted and under review.</li></ul>
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 Sept. 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"><li>• In-person training resumed at all stations.</li><li>• 2022 recruit class graduated.</li></ul>
Continue Officer development programming in the winter months to provide consistent leadership to support firefighters.	Q2 2022		Officer training program completed. <ul style="list-style-type: none"><li>• ICS 300 completed by two officers.</li><li>• Training program has been finalized and is being delivered on an ongoing basis.</li></ul>

## Goal 6

Provide team-building opportunities for our firefighters.

### Strategy 6.1

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

Actions	Target dates	Status at Sept. 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"><li>• Barbecues held at all district fire stations.</li></ul>
Host team-building events.	Q2 2022		Team building events held. <ul style="list-style-type: none"><li>• Supported Volunteer Fire Fighter Associations with annual events.</li><li>• Firefighters' family barbecue events planned for Q4.</li></ul>

## 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 Sept. 30 2022	Identified deliverables with status update
Update fire safety materials for distribution to the public.	Q3 2022		Materials available for distribution. <ul style="list-style-type: none"><li>• New material has been ordered for distribution during Fire Prevention Week in Q4.</li></ul>
Conduct fire safety presentations.	Q3 2022		Presentations held. <ul style="list-style-type: none"><li>• Fire safety presented to school groups.</li><li>• Hosted PARTY program at New Sarepta.</li><li>• Hosted Emergency Preparedness Week barbecues at Thorsby and New Sarepta fire stations.</li></ul>

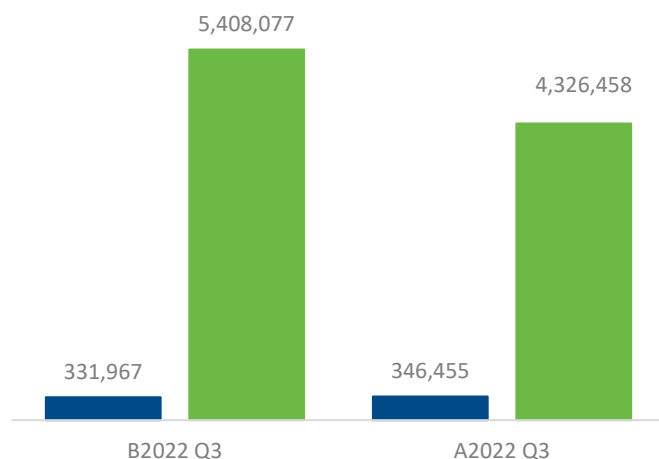
# Fire Services

## Q3 - 2022 Financial Reporting

Department Head - Keven Lefebvre

■ REVENUE  
■ EXPENSE

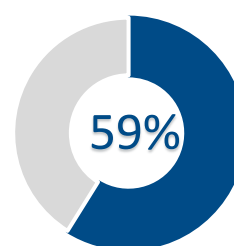
% of Q3 Budget



**Variance YTD**  
**(\$1,096,104)**

Leadership & administration	74%
Emergency management	68%
Fleet and facilities	86%
Operations	92%
Public safety, education and safety codes	85%
Training	83%

% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	163,450	75,525	78,816	3,291	104%	48%
<i>Sales of goods &amp; services to individuals</i>	2,000	1,494	11,303	9,809	757%	565%
<i>Other revenue from own sources</i>	4,000	3,006	1,520	(1,487)	51%	38%
<b>Total Revenue</b>	<b>169,450</b>	<b>80,025</b>	<b>91,638</b>	<b>11,613</b>	<b>115%</b>	<b>54%</b>
<i>Earnings &amp; benefits</i>	1,141,107	865,709	818,347	(47,362)	95%	72%
<i>General services-contracted</i>	102,162	79,318	49,866	(29,452)	63%	49%
<i>Purchases from other governments &amp; agencies</i>	98,600	24,122	17,097	(7,025)	71%	17%
<i>Goods, supplies &amp; materials purchased</i>	23,152	17,665	13,250	(4,415)	75%	57%
<i>Reserves, transfers &amp; grants</i>	3,021,264	2,267,448	1,480,456	786,992	65%	49%
<i>Financial service charges</i>	341,842	222,117	209,250	(12,867)	94%	61%
<b>Total Expense</b>	<b>4,728,128</b>	<b>3,476,379</b>	<b>2,588,267</b>	<b>(888,112)</b>	<b>74%</b>	<b>55%</b>
<b>Surplus/(Deficit)</b>	<b>(4,558,678)</b>	<b>(3,396,354)</b>	<b>(2,496,629)</b>	<b>899,726</b>	<b>74%</b>	<b>55%</b>

### Variances

#### *Earnings & benefits*

- One vacant position in Q1 and Q2.

#### *General services - contracted*

- Some annual maintenance budgeted for Q3 will be completed in Q4.

#### *Reserves, transfers & grants*

- Contracted firefighting services have been less than anticipated.

# Fire Services

## Q3 - 2022 Financial Reporting

### Emergency management

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	20,000	10,000	12,441	2,441	124%	62%
<i>Other revenue from own sources</i>	17,457	13,091	11,432	(1,659)	87%	65%
<b>Total Revenue</b>	<b>37,457</b>	<b>23,091</b>	<b>23,873</b>	<b>782</b>	<b>103%</b>	<b>64%</b>
<i>General services-contracted</i>	95,850	74,873	49,224	(25,649)	66%	51%
<i>Goods, supplies &amp; materials purchased</i>	9,500	7,120	14,650	7,530	206%	154%
<b>Total Expense</b>	<b>105,350</b>	<b>81,993</b>	<b>63,874</b>	<b>(18,119)</b>	<b>78%</b>	<b>61%</b>
<b>Surplus/(Deficit)</b>	<b>(67,893)</b>	<b>(58,902)</b>	<b>(40,000)</b>	<b>18,902</b>	<b>68%</b>	<b>59%</b>

#### Variances

##### *General services - contracted*

- Repairs and maintenance to grounds and buildings were less than anticipated.
- A portion of the full scale training scenario was budgeted in Q1 - Q3. The event will take place in Q4.

### Fleet and facilities

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	57,100	42,823	99,424	56,601	232%	174%
<b>Total Revenue</b>	<b>57,100</b>	<b>42,823</b>	<b>99,424</b>	<b>56,601</b>	<b>232%</b>	<b>174%</b>
<i>General services-contracted</i>	324,948	246,839	223,805	(23,034)	91%	69%
<i>Goods, supplies &amp; materials purchased</i>	596,181	458,393	445,218	(13,175)	97%	75%
<b>Total Expense</b>	<b>921,129</b>	<b>705,232</b>	<b>669,023</b>	<b>(36,209)</b>	<b>95%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(864,029)</b>	<b>(662,409)</b>	<b>(569,599)</b>	<b>92,810</b>	<b>86%</b>	<b>66%</b>

#### Variances

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

- Unbudgeted insurance revenue.

### Operations

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	46,300	34,723	-	(34,723)	0%	0%
<i>Sales of goods &amp; services to individuals</i>	176,500	132,371	121,099	(11,272)	91%	69%
<b>Total Revenue</b>	<b>222,800</b>	<b>167,094</b>	<b>121,099</b>	<b>(45,995)</b>	<b>72%</b>	<b>54%</b>
<i>Earnings &amp; benefits</i>	1,349,206	1,017,532	889,744	(127,788)	87%	66%
<i>General services-contracted</i>	1,000	748	948	200	127%	95%
<i>Purchases from other governments &amp; agencies</i>	65,000	48,750	55,357	6,607	114%	85%
<i>Goods, supplies &amp; materials purchased</i>	9,250	6,934	6,083	(851)	88%	66%
<b>Total Expense</b>	<b>1,424,456</b>	<b>1,073,964</b>	<b>952,131</b>	<b>(121,833)</b>	<b>89%</b>	<b>67%</b>
<b>Surplus/(Deficit)</b>	<b>(1,201,656)</b>	<b>(906,870)</b>	<b>(831,032)</b>	<b>75,838</b>	<b>92%</b>	<b>69%</b>

# Fire Services

## Q3 - 2022 Financial Reporting

### Variances

*Sales of goods & services to other governments*

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

*Earnings and benefits*

- Less hours worked between Q1 and Q3 than budgeted.

## Public safety, education and safety codes

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	2,000	1,664	-	(1,664)	0%	0%
Goods, supplies & materials purchased	5,500	5,250	5,885	635	112%	107%
<b>Total Expense</b>	<b>7,500</b>	<b>6,914</b>	<b>5,885</b>	<b>(1,029)</b>	<b>85%</b>	<b>78%</b>
<b>Surplus/(Deficit)</b>	<b>(7,500)</b>	<b>(6,914)</b>	<b>(5,885)</b>	<b>1,029</b>	<b>85%</b>	<b>78%</b>

### Variances

*No significant variances.*

## Training

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	25,000	18,750	10,420	(8,330)	56%	42%
<i>Sales of goods &amp; services to individuals</i>	250	187	-	(187)	0%	0%
<b>Total Revenue</b>	<b>25,250</b>	<b>18,937</b>	<b>10,420</b>	<b>(8,517)</b>	<b>55%</b>	<b>41%</b>
General services-contracted	47,000	35,296	26,908	(8,388)	76%	57%
Goods, supplies & materials purchased	37,744	28,298	20,369	(7,929)	72%	54%
<b>Total Expense</b>	<b>84,744</b>	<b>63,594</b>	<b>47,277</b>	<b>(16,317)</b>	<b>74%</b>	<b>56%</b>
<b>Surplus/(Deficit)</b>	<b>(59,494)</b>	<b>(44,658)</b>	<b>(36,858)</b>	<b>7,800</b>	<b>83%</b>	<b>62%</b>

### Variances

*No significant variances.*

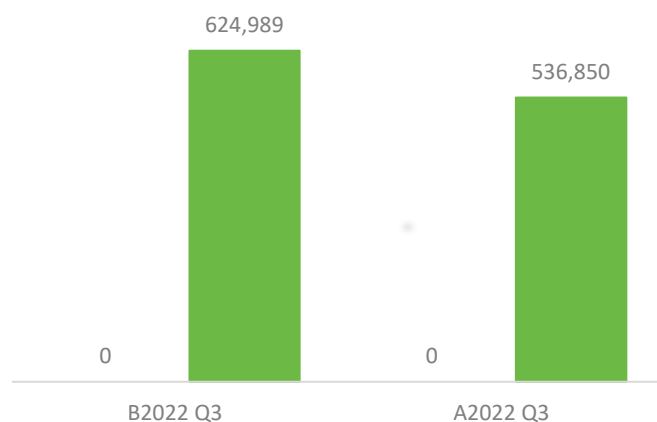
# Legislative

## Q3 - 2022 Financial Reporting

Department Head - Natasha Wice

■ REVENUE  
■ EXPENSE

% of Q3 Budget

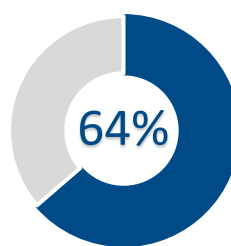


Legislative

86%

**Variance YTD**  
**(\$88,139)**

% of Annual Budget



### Legislative

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Earnings &amp; benefits</i>	718,492	532,326	490,725	(41,601)	92%	68%
<i>General services-contracted</i>	113,055	86,843	44,194	(42,649)	51%	39%
<i>Goods, supplies &amp; materials purchased</i>	11,760	5,820	1,931	(3,889)	33%	16%
<b>Total Expense</b>	<b>843,307</b>	<b>624,989</b>	<b>536,850</b>	<b>(88,139)</b>	<b>86%</b>	<b>64%</b>
<b>Surplus/(Deficit)</b>	<b>(843,307)</b>	<b>(624,989)</b>	<b>(536,850)</b>	<b>88,139</b>	<b>86%</b>	<b>64%</b>

#### Variances

##### *Earnings & benefits*

- One vacant position in Q3.
- Payroll for September was not processed at the time of this report.

##### *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

<b>Goal 1</b>	Strategic priority – Enriched quality of life Parks and Recreation will create a new, shared vision for parks and recreation in Leduc County.
---------------	--

## 3: Department Goals

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

## 4: Department Highlights

- A revised recreation cost share agreement was finalized with City of Leduc in support of services for 2022, 2023 and 2024.
- A cultural days event was hosted in partnership with the Rolly View Community Association on Sept. 17.
- Jubilee Campground received approximately 3,786 bookings during the operating season. Comfort cabins were booked for a total of 99 nights.
- Sunnybrook group campground had a total of 31 nights booked and Genesee group campground had a total of 27 nights booked.
- We offered 28 drop-in park-and-play programs over the course of the summer between the communities of Warburg, Sunnybrook, New Sarepta and Clover Lawn.
- Summer camps with themes such as sports, epic adventure, cooking, Lego and DIY crafting saw a total of 340 participants.

## 5: Action Plan

### Goal 1

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

#### Strategy 1.1

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

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Develop a multi-year community vision for recreation and parks services in Warburg and Thorsby.	Q1 2022		Leduc County, Warburg and Thorsby will apply to the province to secure funding through the Alberta Collaboration Grant. <ul style="list-style-type: none"><li>• Funding for this project was declined. We continue to identify opportunities to support Warburg and Thorsby with recreation needs identification.</li></ul>
	Q4 2022		Once grant funding is secured, a community recreation visioning document

			<p>will be completed for Warburg, Thorsby and surrounding service areas.</p> <ul style="list-style-type: none"> <li>Funding for this project was declined. We continue to identify opportunities to support Warburg and Thorsby with recreation needs identification.</li> </ul>
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"> <li>Community and stakeholder engagement is now complete.</li> <li>Key findings and recommendations will be presented to Council on Nov. 24.</li> <li>Additional information will be shared with the public in Q4 and a draft plan will be presented to Council in Q1 2023.</li> </ul>

## 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 Sept. 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"> <li>A draft program is finalized and will be reviewed with the Municipal Policy Review Committee on Nov. 24.</li> </ul>
	Q3 2022		<p>A process for dock and boatlift authorization will be established and communicated to County residents that reside in lake communities.</p> <ul style="list-style-type: none"> <li>A draft program plan will be reviewed with Council in Q4.</li> </ul>

### Goal 3

Improved municipal reserve and parks planning in the Vista communities.

#### Strategy 3.1

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

Actions	Target dates	Status at Sept. 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"><li>• A community survey was sent to all residents with 29 respondents.</li><li>• A community meeting was held on May 7. Fifteen residents attended to provide additional feedback to administration.</li></ul>
	Q4 2022		A community plan presented to Council. <ul style="list-style-type: none"><li>• A draft community plan will be presented to Council Workshop on Oct. 25.</li></ul>

### 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 Sept. 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"><li>• All recreation programs conducted participant surveys to gather their feedback.</li></ul>
	Q4 2022		A summary of finding and conclusions presented to the Parks and Recreation Advisory Committee. <ul style="list-style-type: none"><li>• A summary of findings will be presented to the Parks and Recreation Advisory Committee.</li></ul>

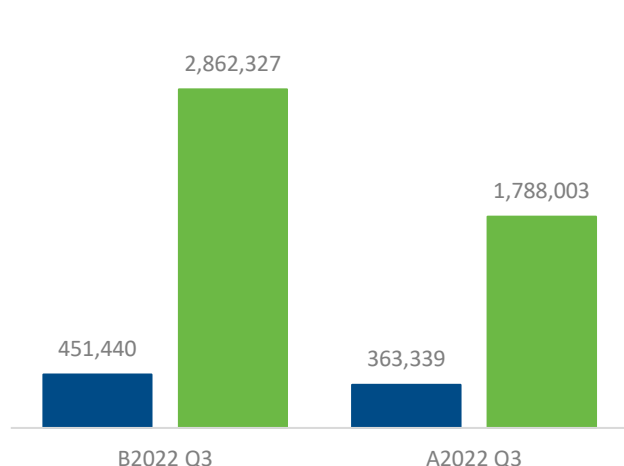
# Parks and Recreation

## Q3 - 2022 Financial Reporting

Department Head - Dean Ohnysty

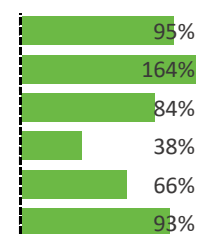
■ REVENUE  
■ EXPENSE

% of Q3 Budget

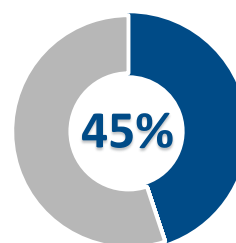


**Variance YTD**  
**(\$986,223)**

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



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Other revenue from own sources	14,340	14,340	10,484	(3,856)	73%	73%
<b>Total Revenue</b>	<b>14,340</b>	<b>14,340</b>	<b>10,484</b>	<b>(3,856)</b>	<b>73%</b>	<b>73%</b>
Earnings & benefits	555,857	421,051	403,526	(17,525)	96%	73%
General services-contracted	42,517	36,100	27,748	(8,352)	77%	65%
Goods, supplies & materials purchased	5,550	4,237	4,968	731	117%	90%
Reserves, transfers & grants	9,950	-	-	-	0%	0%
Financial service charges	419,660	210,441	201,842	(8,599)	96%	48%
<b>Total Expense</b>	<b>1,033,534</b>	<b>671,829</b>	<b>638,084</b>	<b>(33,745)</b>	<b>95%</b>	<b>62%</b>
<b>Surplus/(Deficit)</b>	<b>(1,019,194)</b>	<b>(657,489)</b>	<b>(627,600)</b>	<b>29,889</b>	<b>95%</b>	<b>62%</b>

### Variances

Earnings and benefits

- One vacant position in Q1, Q2 and Q3.

# Parks and Recreation

## Q3 - 2022 Financial Reporting

### Campground

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	378,500	374,037	269,850	(104,187)	72%	71%
<i>Other revenue from own sources</i>	1,700	1,646	19,326	17,680	1174%	1137%
<b>Total Revenue</b>	<b>380,200</b>	<b>375,683</b>	<b>289,176</b>	<b>(86,507)</b>	<b>77%</b>	<b>76%</b>
<i>Earnings &amp; benefits</i>	162,812	162,812	149,073	(13,739)	92%	92%
<i>General services-contracted</i>	109,323	103,013	47,000	(56,013)	46%	43%
<i>Goods, supplies &amp; materials purchased</i>	79,100	75,067	42,104	(32,962)	56%	53%
<i>Financial service charges</i>	7,000	6,640	4,962	(1,678)	75%	71%
<b>Total Expense</b>	<b>358,235</b>	<b>347,532</b>	<b>243,138</b>	<b>(104,393)</b>	<b>70%</b>	<b>68%</b>
<b>Surplus/(Deficit)</b>	<b>21,965</b>	<b>28,152</b>	<b>46,038</b>	<b>17,886</b>	<b>164%</b>	<b>210%</b>

#### Variances

##### *Sales of goods & services to individuals and other revenue from own sources*

- A new unbudgeted operating model and agreement is being piloted for Centennial Park on Joseph Lake. It is anticipated that the net revenues and expenses will be similar under the new model as they were under the previous operating model.

##### *Earnings and benefits*

- Seasonal staff worked less hours than anticipated.

##### *General services - contracted and goods, supplies & materials purchased*

- A new unbudgeted operating model and agreement is being piloted for Centennial Park on Joseph Lake. It is anticipated that the net revenues and expenses will be similar under the new model as they were under the previous operating model.
- Maintenance of buildings, equipment and grounds has been less than anticipated at Jubilee Park.

### Day use

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	6,400	6,400	9,619	3,219	150%	150%
<i>Other revenue from own sources</i>	5,000	5,000	9,440	4,440	189%	189%
<b>Total Revenue</b>	<b>11,400</b>	<b>11,400</b>	<b>19,059</b>	<b>7,659</b>	<b>167%</b>	<b>167%</b>
<i>Earnings &amp; benefits</i>	92,373	92,373	67,977	(24,396)	74%	74%
<i>General services-contracted</i>	72,322	70,115	57,224	(12,891)	82%	79%
<i>Goods, supplies &amp; materials purchased</i>	33,850	26,813	30,915	4,102	115%	91%
<b>Total Expense</b>	<b>198,545</b>	<b>189,301</b>	<b>167,884</b>	<b>(21,416)</b>	<b>89%</b>	<b>85%</b>
<b>Surplus/(Deficit)</b>	<b>(187,145)</b>	<b>(177,901)</b>	<b>(148,825)</b>	<b>29,075</b>	<b>84%</b>	<b>80%</b>

#### Variances

##### *Earnings and benefits*

- Seasonal staff worked less hours than anticipated.

# Parks and Recreation

## Q3 - 2022 Financial Reporting

### General services - contracted

- Maintenance and repairs to equipment and grounds were less than anticipated.
- Contracted services for mowing were less than anticipated.

### Cost shares

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Reserves, transfers &amp; grants</i>	1,720,450	1,368,450	518,022	(850,428)	38%	30%
<b>Total Expense</b>	<b>1,720,450</b>	<b>1,368,450</b>	<b>518,022</b>	<b>(850,428)</b>	<b>38%</b>	<b>30%</b>
<b>Surplus/(Deficit)</b>	<b>(1,720,450)</b>	<b>(1,368,450)</b>	<b>(518,022)</b>	<b>850,428</b>	<b>38%</b>	<b>30%</b>

### Variances

#### Reserves, transfers & grants

- Annual cost share payment to the City of Beaumont was not paid at the time of this report. Payments are pending updated cost share agreements and Council resolution, which is planned for November.
- Payments to the City of Leduc and Town of Calmar will be made in Q4.

### Community development

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	21,000	21,000	15,604	(5,396)	74%	74%
<b>Total Revenue</b>	<b>21,000</b>	<b>21,000</b>	<b>15,604</b>	<b>(5,396)</b>	<b>74%</b>	<b>74%</b>
<i>Earnings &amp; benefits</i>	126,974	107,862	68,687	(39,175)	64%	54%
<i>General services-contracted</i>	61,698	52,290	30,797	(21,493)	59%	50%
<i>Goods, supplies &amp; materials purchased</i>	21,502	15,864	17,940	2,076	113%	83%
<b>Total Expense</b>	<b>210,174</b>	<b>176,016</b>	<b>117,424</b>	<b>(58,592)</b>	<b>67%</b>	<b>56%</b>
<b>Surplus/(Deficit)</b>	<b>(189,174)</b>	<b>(155,016)</b>	<b>(101,820)</b>	<b>53,196</b>	<b>66%</b>	<b>54%</b>

### Variances

#### Earnings and benefits

- Seasonal staff worked less hours than anticipated.
- One vacant position in Q1 and Q2.

#### General services - contracted

- Event and program costs were less than anticipated.

## Parks and Recreation

### Q3 - 2022 Financial Reporting

#### Library support

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other transactions</i>	29,017	29,017	29,017	-	100%	100%
<b><i>Total Revenue</i></b>	<b>29,017</b>	<b>29,017</b>	<b>29,017</b>	<b>-</b>	<b>100%</b>	<b>100%</b>
<i>General services-contracted</i>	61,500	61,500	55,951	(5,549)	91%	91%
<i>Goods, supplies &amp; materials purchased</i>	200	200	-	(200)	0%	0%
<i>Reserves, transfers &amp; grants</i>	47,500	47,500	47,500	-	100%	100%
<b><i>Total Expense</i></b>	<b>109,200</b>	<b>109,200</b>	<b>103,451</b>	<b>(5,749)</b>	<b>95%</b>	<b>95%</b>
<b><i>Surplus/(Deficit)</i></b>	<b>(80,183)</b>	<b>(80,183)</b>	<b>(74,434)</b>	<b>5,749</b>	<b>93%</b>	<b>93%</b>

#### Variances

*No significant variances.*

## **1: Department Services**

### **1.1: Our mission**

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

### **1.2: Service areas**

#### **Leadership and administration**

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

#### **Development services**

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

#### **Economic development**

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

#### **Regional and long range planning**

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

### Safety codes

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

## 2: Strategic Priorities

<b>Goal 1</b>	<b>Strategic priority – Regional leadership</b> Planning and Development will continue to lead the County's efforts in regional collaboration and intermunicipal partnerships.
<b>Goal 2</b>	<b>Strategic priority – Economic development</b> Planning and Development will continue to lead economic development activities for the County by marketing the County's economic development assets and fostering employment growth.
<b>Goal 3</b>	<b>Strategic priority – Agricultural innovation and support for local food</b> Planning and Development will support the County's advocacy for high value agriculture and for the development of industry that supports agricultural related activities.

## 3: Department Goals

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

## 4: Department Highlights

- Received 94 development permit applications and issued 505 safety codes permits in Q3.
- Year to date we have received 271 development permit applications and issued 1,245 safety codes permits for a total estimated construction value of \$183.8 million in the first three quarters of 2022.
- Held a workshop with Council to discuss the future of the proposed Southern Country Residential Area Structure Plan (SCRASP).
- Renovations to the Nisku Recreation Centre to repurpose for business development/support activities are complete; arrangements made to accommodate relocation of economic development staff into the facility.
- Supported County elected officials at 11 EMRB Board and Committee Meetings.
- The annual reporting and analysis for both the Municipal Development Plan Monitoring and Implementation projects was presented to the Governance and Priorities Committee.
- The timeline for completion of the Central Nisku Local Area Redevelopment Plan (CNLARP) was changed to Q3 2023.
- Council agreed to move forward with repealing the City of Leduc/Leduc County IDP.
- Updated information provided to residents of Royal Oaks regarding funding and steps to complete the outstanding infrastructure deficiencies in the neighbourhood; information meeting held to support ongoing discussions with the community.

## 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 Sept. 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"><li>Regional issues briefing delivered monthly to the Governance and Priorities Committee in April and June.</li></ul>

### Goal 2

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

#### Strategy 2.1

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

Actions	Target dates	Status at Sept. 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"><li>Summit successfully conducted in May in order to avoid scheduling conflicts in Q1.</li></ul>
In collaboration with the County Manager's Office, produce two promotional videos highlighting Leduc County's priority employment sectors.	Q4 2022		Two videos produced and deployed into appropriate marketing streams.

#### Strategy 2.2

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

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

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

### Strategy 2.3

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

Actions	Target dates	Status at Sept. 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"> <li>Draft strategy framework created and workshop held with Council in Q1.</li> <li>Updated strategy will be discussed with Council in an October workshop, adoption anticipated for later in Q4.</li> </ul>
Incorporate LEAN principles into development approval processes to ensure maximum process efficiency.	Q4 2022		Process improvements implemented. <ul style="list-style-type: none"> <li>Internal planning underway to undertake detailed workflow analysis.</li> </ul>

### 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 Sept. 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"> <li>Due to fiscal constraints, project was removed from the 2022 budget and will be brought forward in the future.</li> </ul>
	Q4 2022		Initial round of public engagement completed; initial draft development scenarios discussed at Council workshop.

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

#### 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 Sept. 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"> <li>The project schedule has been amended to account for delays due to staffing resource challenges and emerging priorities.</li> <li>Revised project charter and schedule approved by Council in September.</li> </ul>
	Q3 2022		Completion of the main round of stakeholder and public engagement and review of all district regulations. <ul style="list-style-type: none"> <li>Initial public engagement completed in 2021.</li> <li>District regulation review in progress.</li> <li>The project schedule has been amended to account for delays due to staffing resource challenges and emerging priorities; revised project charter approved by Council in September.</li> </ul>
	Q4 2022		Completion of a rough first draft of a new bylaw produced for internal review. <ul style="list-style-type: none"> <li>In progress; rough draft being compiled following each internal review and public engagement phase.</li> <li>Preliminary drafts of specific bylaw sections to be presented at Council workshop in December.</li> </ul>
Completion of a new Council policy to guide the County's participation in the siting of new telecommunications towers.	Q3 2022		New policy adopted by Council.

Completion of amendments to the Rural Municipalities of Alberta (RMA) Model Process for Subdivision Approval and Private Sewage to streamline the County's processing of new multi-lot subdivisions.	Q2 2022		<p>New model process completed and adopted by Council.</p> <ul style="list-style-type: none"> <li>The model process has been prepared in draft form and will be scheduled for consideration by Council in Q4.</li> </ul>
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"> <li>Background report discussed at a Council workshop in Q1.</li> <li>Project charter approved by Council in Q3.</li> </ul>
	Q4 2022		<p>Draft amendments prepared.</p> <ul style="list-style-type: none"> <li>Project charter approved by Council in September; background work underway.</li> <li>The public facing components of the project will take be undertaken in 2023.</li> </ul>

#### Strategy 4.2

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

Actions	Target dates	Status at Sept. 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"> <li>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.</li> <li>Project completion anticipated in summer of 2023.</li> </ul>

## Goal 5

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

### Strategy 5.1

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

Actions	Target dates	Status at Sept. 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"><li>• Drafted for internal review; will be advanced to Council for consideration in Q4.</li></ul>
Creation of a Safety Codes Directive and Procedure Manual.	Q2 2022		New manual approved and rolled out to staff. <ul style="list-style-type: none"><li>• Drafted for internal review; anticipated for completion in Q4.</li></ul>

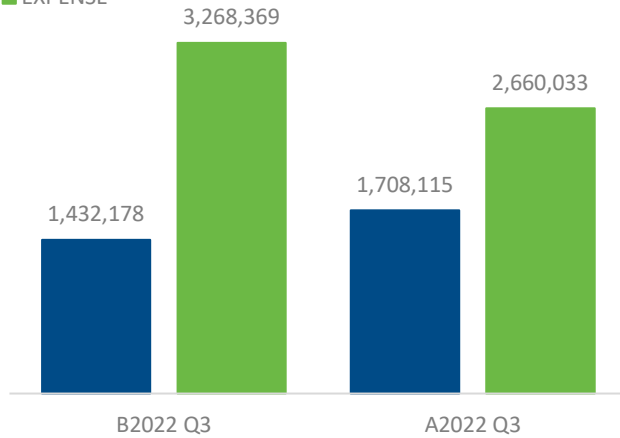
# Planning and Development

## Q3 - 2022 Financial Reporting

Department Head - Grant Bain

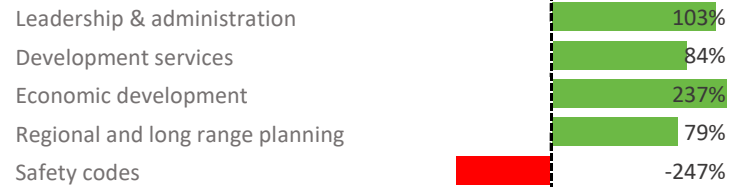
■ REVENUE

■ EXPENSE

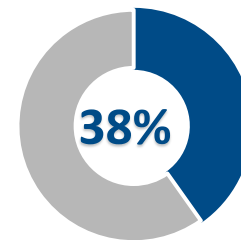


**Variance YTD**  
**(\$884,274)**

% of Q3 Budget



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; svs to individuals</i>	-	-	-	-	0%	0%
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	458,646	347,568	357,942	10,374	103%	78%
<i>General services-contracted</i>	4,444	3,682	2,626	(1,056)	71%	59%
<i>Goods, supplies &amp; materials purchased</i>	700	523	281	(242)	54%	40%
<i>Financial service charges</i>	15,000	12,461	14,641	2,180	117%	98%
<b>Total Expense</b>	<b>478,790</b>	<b>364,234</b>	<b>375,490</b>	<b>11,256</b>	<b>103%</b>	<b>78%</b>
<b>Surplus/(Deficit)</b>	<b>(478,790)</b>	<b>(364,234)</b>	<b>(375,490)</b>	<b>(11,256)</b>	<b>103%</b>	<b>78%</b>

### Variances

No significant variances.

# Planning and Development

## Q3 - 2022 Financial Reporting

### Development services

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	92,000	69,175	131,007	61,832	189%	142%
<i>Other revenue from own sources</i>	80,000	59,999	61,826	1,827	103%	77%
<b>Total Revenue</b>	<b>172,000</b>	<b>129,174</b>	<b>192,833</b>	<b>63,659</b>	<b>149%</b>	<b>112%</b>
<i>Earnings &amp; benefits</i>	886,811	672,791	658,885	(13,906)	98%	74%
<i>General services-contracted</i>	22,233	16,677	5,998	(10,679)	36%	27%
<i>Goods, supplies &amp; materials purchased</i>	900	750	826	76	110%	92%
<b>Total Expense</b>	<b>909,944</b>	<b>690,218</b>	<b>665,710</b>	<b>(24,508)</b>	<b>96%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(737,944)</b>	<b>(561,044)</b>	<b>(472,877)</b>	<b>88,167</b>	<b>84%</b>	<b>64%</b>

#### Variances

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

- The number of development projects were higher than anticipated.

##### *Earnings & benefits*

- One vacant position in Q2.

##### *General services - contracted*

- Operating expenses including advertising, conventions, and mileage were less than anticipated.

### Economic development

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	58,274	43,704	-	(43,704)	0%	0%
<i>Other transactions</i>	500,000	500,000	132,665	(367,335)	27%	27%
<b>Total Revenue</b>	<b>558,274</b>	<b>543,704</b>	<b>132,665</b>	<b>(411,039)</b>	<b>24%</b>	<b>24%</b>
<i>General services-contracted</i>	12,748	11,548	70,903	59,355	614%	556%
<i>Purchases from other governments &amp; agencies</i>	110,000	110,000	114,109	4,109	104%	104%
<i>Goods, supplies &amp; materials purchased</i>	500	374	589	215	158%	118%
<i>Reserves, transfers &amp; grants</i>	500,000	500,000	132,665	(367,335)	27%	27%
<b>Total Expense</b>	<b>623,248</b>	<b>621,922</b>	<b>318,267</b>	<b>(303,655)</b>	<b>51%</b>	<b>51%</b>
<b>Surplus/(Deficit)</b>	<b>(64,974)</b>	<b>(78,218)</b>	<b>(185,601)</b>	<b>(107,383)</b>	<b>237%</b>	<b>286%</b>

#### 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 more than anticipated.

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

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

# Planning and Development

## Q3 - 2022 Financial Reporting

### Regional and long range planning

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Earnings &amp; benefits</i>	717,506	544,383	411,350	(133,033)	76%	57%
<i>General services-contracted</i>	14,626	10,677	18,909	8,231	177%	129%
<i>Purchases from other government &amp; agencies</i>	48,782	48,782	48,782	-	100%	100%
<i>Goods, supplies &amp; materials purchased</i>	1,500	1,500	70	(1,430)	5%	5%
<b>Total Expense</b>	<b>782,414</b>	<b>605,342</b>	<b>479,109</b>	<b>(126,233)</b>	<b>79%</b>	<b>61%</b>
<b>Surplus/(Deficit)</b>	<b>(782,414)</b>	<b>(605,342)</b>	<b>(479,109)</b>	<b>126,233</b>	<b>79%</b>	<b>61%</b>

#### Variances

##### *Earnings & benefits*

- Two vacant positions in Q1 and Q2.
- One vacant position in Q3.

### Safety codes

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other government</i>	4,500	3,000	2,100	(900)	70%	47%
<i>Sales of goods &amp; services to individuals</i>	3,500	2,600	3,851	1,251	148%	110%
<i>Other revenue from own sources</i>	988,000	753,700	1,376,666	622,966	183%	139%
<b>Total Revenue</b>	<b>996,000</b>	<b>759,300</b>	<b>1,382,617</b>	<b>623,317</b>	<b>182%</b>	<b>139%</b>
<i>Earnings &amp; benefits</i>	1,186,129	899,719	783,363	(116,356)	87%	66%
<i>General services-contracted</i>	114,429	86,534	37,918	(48,616)	44%	33%
<i>Goods, supplies &amp; materials purchased</i>	600	400	175	(225)	44%	29%
<b>Total Expense</b>	<b>1,301,158</b>	<b>986,653</b>	<b>821,457</b>	<b>(165,196)</b>	<b>83%</b>	<b>63%</b>
<b>Surplus/(Deficit)</b>	<b>(305,158)</b>	<b>(227,353)</b>	<b>561,160</b>	<b>788,513</b>	<b>-247%</b>	<b>-184%</b>

#### Variances

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

- Building permit revenue has been higher than anticipated due to four larger projects and higher number of permit applications than expected in Q3.

##### *Earnings & benefits*

- Two vacant positions.

##### *General services-contracted*

- The need for contracted services was less than anticipated.
- Not all Q3 invoices had been received at the time of this report.

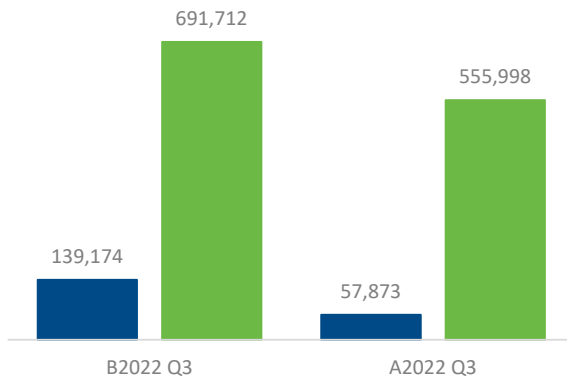
# Public transit

## Q3 - 2022 Financial Reporting

Department Head - Des Mryglod

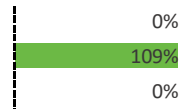
■ Revenue  
■ Expense

% of Q3 Budget

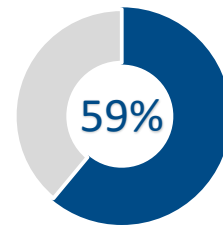


Variance YTD  
(\$54,413)

Enhanced transit  
Leduc transit  
Leduc County transit



% of Annual Budget



### Enhanced transit

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	102,531	1	-	(1)	0%	0%
Purchases from other governments & agencies	102,530	76,898	-	(76,898)	0%	0%
<b>Total Expense</b>	<b>205,061</b>	<b>76,899</b>	-	<b>(76,899)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(205,061)</b>	<b>(76,899)</b>	-	<b>76,899</b>	<b>0%</b>	<b>0%</b>

#### Variances

Purchases from other governments & agencies

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

# Public transit

## Q3 - 2022 Financial Reporting

### Leduc transit

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	139,644	87,867	45,386	(42,481)	52%	33%
<i>Sales of goods &amp; services to individuals</i>	10,000	6,307	12,487	6,180	198%	125%
<b>Total Revenue</b>	<b>149,644</b>	<b>94,174</b>	<b>57,873</b>	<b>(36,301)</b>	<b>61%</b>	<b>39%</b>
<i>General services-contracted</i>	26	20	17	(3)	83%	64%
<i>Purchases from other governments &amp; agencies</i>	736,706	551,580	555,860	4,280	101%	75%
<i>Goods, supplies &amp; materials purchased</i>	1,000	750	-	(750)	0%	0%
<i>Financial service charges</i>	100	75	122	47	163%	122%
<b>Total Expense</b>	<b>737,832</b>	<b>552,425</b>	<b>555,998</b>	<b>3,573</b>	<b>101%</b>	<b>75%</b>
<b>Surplus/(Deficit)</b>	<b>(588,188)</b>	<b>(458,251)</b>	<b>(498,125)</b>	<b>(39,874)</b>	<b>109%</b>	<b>85%</b>

#### Variances

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

- Ridership is less than anticipated.
- August and September revenue had not been received at the time of this report.

### Leduc County transit

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Earnings &amp; benefits</i>	22,932	17,388	-	(17,388)	0%	0%
<b>Total Expense</b>	<b>22,932</b>	<b>17,388</b>	-	<b>(17,388)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(22,932)</b>	<b>(17,388)</b>	-	<b>17,388</b>	<b>0%</b>	<b>0%</b>

#### Variances

##### *Earnings & benefits*

- A new employee was budgeted for Q1 2022. However, the County has decided to utilize consultants until a new employee is needed.

## **1: Department services**

### **1.1: Our mission**

*Leading the way for people and business to thrive.*

### **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 Operation's fleet and facilities.

## 2: Strategic priorities

<b>Goal 1</b>	<b>Strategic Priority – Enhanced Transportation Systems</b> Improve Leduc County's transportation networks.
---------------	--

## 3: Department Goals

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

## 4: Department Highlights

- Inspection of gravel road conditions is complete and analysis is underway.
- Gravel trucking rates comparison has been completed and was presented to the Public Works Committee on Sept. 12.
- Dust control program:
  - Second round of dust control completed on Sept. 2.
  - Public Works Committee discussed subsidy amount options on Aug. 15 and voted for a 60/40 cost share model (county/resident), changed from the current 65/35 cost share model.
- Replaced 75 culverts to date.

## 5: Action plan

### Goal 1

Improve Leduc County's transportation networks.

#### Strategy 1.1

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

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2022</b>	<b>Identified deliverables with status update</b>
Implement the fourth year of the Rural Roads Initiative Program (RRI).	Q4 2022		Improve network rating by completing 23 km of shoulder pulls, 35 miscellaneous area repairs and 15 roadside ditch improvements. <ul style="list-style-type: none"><li>• Completed 22km of shoulder pulls.</li><li>• 27 miscellaneous area repairs completed for the season.</li><li>• Roadside ditch improvements are ongoing.</li></ul>
Consistency in road grading across our gravel road network:	Q4 2022		Report to Public Works Committee (PWC) on fuel consumption, grader blade usage, and road crown.

<ul style="list-style-type: none"> <li>• Four per cent crown standard during summer operations.</li> <li>• Two per cent crown standard during winter operations.</li> </ul>			<ul style="list-style-type: none"> <li>• Report to be presented to PWC in November.</li> </ul>
Evaluate gravelling program to examine its effectiveness and opportunities for improvements.	Q3 2022		Report to Public Works Committee. <ul style="list-style-type: none"> <li>• Meeting held on May 10 with all stakeholders.</li> <li>• Discussed haul rates at the September PWC meeting.</li> <li>• Enhanced the safety plan for the program.</li> <li>• 2022/2023 winter gravelling program to commence Nov. 1.</li> </ul>
Continue the annual vegetation management programs that support road grading and sightline improvements for the travelling public.	Q3 2022		Complete 20 hand brushing projects, three intersection quadrants brushing projects and continue the annual mulching program. <ul style="list-style-type: none"> <li>• Program will continue into Q4 and the winter season.</li> </ul>

### 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2022</b>	<b>Identified deliverables with status update</b>
Major asphalt and cold mix repair program.	Q4 2022		Complete repairs on asphalt failures on main roads, one subdivision rejuvenation and one reclamite trial. <ul style="list-style-type: none"> <li>• Evaluated locations and acquired pricing.</li> <li>• There are no subdivision rejuvenations scheduled for 2022.</li> <li>• Program began Sept. 10 and two-thirds of the work is complete.</li> <li>• Additional funding for Chubocha Highway was approved by Council on Sept. 27 and work on this section has not been started as of Sept. 30.</li> </ul>
Summer asphalt and cold mix maintenance program.	Q3 2022		Complete street sweeping, line painting and crack sealing programs. <ul style="list-style-type: none"> <li>• Street sweeping began May 16 and was completed June 19.</li> <li>• Crack sealing began June 24.</li> </ul>

			<ul style="list-style-type: none"> <li>○ Priority roads have been completed.</li> <li>○ Remainder of program will not be completed this year.</li> <li>● Line painting began Sept. 8.</li> </ul>
--	--	--	--

### Strategy 1.3

Review current processes to gain efficiencies.

Actions	Target dates	Status at Sept. 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"> <li>● Reviewed process with the Finance department.</li> <li>● Electronic version for entry of gravel slips is ready for trial.</li> </ul>

## Goal 2

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

### Strategy 2.1

Develop a training framework for Road Operations staff.

Actions	Target dates	Status at Sept. 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"> <li>● Completed the framework.</li> </ul>
	Q2 2022		Complete training plan. <ul style="list-style-type: none"> <li>● Completed the training plan.</li> </ul>

## 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 Sept. 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"> <li>• Online application form and process was developed and ready to go live for April 1.</li> <li>• Online application form and payment process was open from April 1 to May 15.</li> <li>• 143 applications were submitted through the online process.</li> </ul>
--	--	--	--

# Road Operations

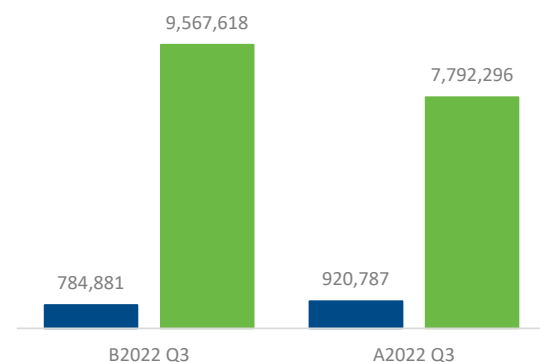
## Q3 - 2022 Financial Reporting

Department Head - Garrett Broadbent

■ Revenue

■ Expense

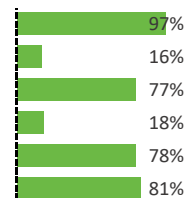
% of Q3 Budget



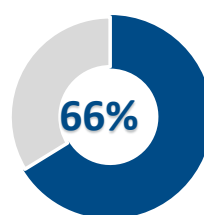
Variance YTD

(\$1,911,228)

Leadership & administration  
Dust suppression  
Gravelling  
Pavement repair and maintenance  
Road maintenance  
Signage



% of Annual Budget



### Leadership & administration

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	31,379	31,379	-	(31,379)	0%	0%
<i>Sales of goods &amp; services to individuals</i>	16,500	12,750	9,651	(3,099)	76%	58%
<i>Other revenue from own sources</i>	40,000	30,000	90,373	60,373	301%	226%
<i>Other transactions</i>	32,000	25,002	32,660	7,658	131%	102%
<b>Total Revenue</b>	<b>119,879</b>	<b>99,131</b>	<b>132,683</b>	<b>33,552</b>	<b>134%</b>	<b>111%</b>
<i>Earnings &amp; benefits</i>	3,728,304	2,816,789	2,705,853	(110,936)	96%	73%
<i>General services-contracted</i>	736,800	619,654	421,822	(197,832)	68%	57%
<i>Goods, supplies &amp; materials purchased</i>	1,187,296	808,274	1,010,633	202,359	125%	85%
<i>Reserves, transfers &amp; grants</i>	40,000	30,000	52,052	22,052	174%	130%
<b>Total Expense</b>	<b>5,692,400</b>	<b>4,274,717</b>	<b>4,190,366</b>	<b>(84,351)</b>	<b>98%</b>	<b>74%</b>
<b>Surplus/(Deficit)</b>	<b>(5,572,521)</b>	<b>(4,175,586)</b>	<b>(4,057,683)</b>	<b>117,903</b>	<b>97%</b>	<b>73%</b>

### Variances

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

- Airport road cost share agreement was budgeted for in Q3 but completed in Q4.
- Snow removal contracted revenue was less than anticipated.

#### *Other revenue from own sources*

- Aggregate levy revenue has been higher than anticipated.
- Unbudgeted scrap metal and insurance revenue.

# Road Operations

## Q3 - 2022 Financial Reporting

### Earnings & benefits

- Two positions vacant in Q1 and Q2.

### General services - contracted

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

### Goods, supplies and material purchased

- Fuel and natural gas prices were more than anticipated.
- Equipment and machine parts were more than anticipated.

### Reserves, transfers, grants

- Aggregate levy transfer to reserves was more than anticipated.

## Dust suppression

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	225,000	225,000	298,808	73,808	133%	133%
<b>Total Revenue</b>	<b>225,000</b>	<b>225,000</b>	<b>298,808</b>	<b>73,808</b>	<b>133%</b>	<b>133%</b>
<i>General services-contracted</i>	44,950	44,950	94,959	50,009	211%	211%
<i>Goods, supplies &amp; materials purchased</i>	641,250	641,250	279,017	(362,233)	44%	44%
<b>Total Expense</b>	<b>686,200</b>	<b>686,200</b>	<b>373,976</b>	<b>(312,224)</b>	<b>54%</b>	<b>54%</b>
<b>Surplus/(Deficit)</b>	<b>(461,200)</b>	<b>(461,200)</b>	<b>(75,168)</b>	<b>386,032</b>	<b>16%</b>	<b>16%</b>

### Variance

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

- Additional road use agreement holders were required to supply dust control along their haul routes than anticipated.
- Dust suppression applications received were higher than anticipated.

#### *General services - contracted*

- Rental of water trucks was more than anticipated.

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

- The dust control program was completed in Q3 but invoices had not been received at the time of this report.

## Gravelling

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total
<i>Conditional grants from other governments</i>	497,174	-	-	-	0%	0%
<i>Other transactions</i>	460,000	460,000	460,000	-	100%	100%
<b>Total Revenue</b>	<b>957,174</b>	<b>460,000</b>	<b>460,000</b>	<b>-</b>	<b>100%</b>	<b>48%</b>
<i>General services-contracted</i>	1,794,316	1,561,699	1,357,771	(203,928)	87%	76%
<i>Goods, supplies &amp; materials purchased</i>	1,787,972	1,562,850	1,166,713	(396,137)	75%	65%
<b>Total Expense</b>	<b>3,582,288</b>	<b>3,124,549</b>	<b>2,524,485</b>	<b>(600,064)</b>	<b>81%</b>	<b>70%</b>
<b>Surplus/(Deficit)</b>	<b>(2,625,114)</b>	<b>(2,664,549)</b>	<b>(2,064,485)</b>	<b>600,064</b>	<b>77%</b>	<b>79%</b>

### Variance

#### *General services - contracted and goods, supplies & materials purchased*

- 41 miles of gravelling was not completed due to weather conditions. Program will be completed in Q4.

# Road Operations

## Q3 - 2022 Financial Reporting

### Pavement repair and maintenance

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	26,675	26,675	0%	0%
<b>Total Revenue</b>	-	-	<b>26,675</b>	<b>26,675</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	750,710	750,710	164,196	(586,514)	22%	22%
<i>Goods, supplies &amp; materials purchased</i>	50,624	43,957	2,689	(41,268)	6%	5%
<b>Total Expense</b>	<b>801,334</b>	<b>794,667</b>	<b>166,885</b>	<b>(627,782)</b>	<b>21%</b>	<b>21%</b>
<b>Surplus/(Deficit)</b>	<b>(801,334)</b>	<b>(794,667)</b>	<b>(140,210)</b>	<b>654,457</b>	<b>18%</b>	<b>17%</b>

#### Variance

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

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

##### *General Services- contracted.*

- Major asphalt repair and crack sealing program started in Q3 but the majority of the work will be completed in Q4.

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

- Rural asphalt repairs were budgeted to start in Q3 but completed in Q4.

### Road maintenance

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	327,200	257,068	284,329	27,261	111%	87%
<i>Goods, supplies &amp; materials purchased</i>	547,500	393,166	220,098	(173,068)	56%	40%
<b>Total Expense</b>	<b>874,700</b>	<b>650,234</b>	<b>504,427</b>	<b>(145,807)</b>	<b>78%</b>	<b>58%</b>
<b>Surplus/(Deficit)</b>	<b>(874,700)</b>	<b>(650,234)</b>	<b>(504,427)</b>	<b>145,807</b>	<b>78%</b>	<b>58%</b>

#### Variance

##### *General services - contracted*

- Culvert replacements were more than anticipated.
- Additional contract grading was required in January and March due to weather conditions.

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

- A portion of sand, salt and grader blades budgeted for Q3 will be purchased in Q4.

## Road Operations

### Q3 - 2022 Financial Reporting

#### Signage

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	1,000	750	2,621	1,871	350%	262%
<b>Total Revenue</b>	<b>1,000</b>	<b>750</b>	<b>2,621</b>	<b>1,871</b>	<b>350%</b>	<b>262%</b>
<i>Goods, supplies &amp; materials purchased</i>	43,200	37,250	32,157	(5,093)	86%	74%
<b>Total Expense</b>	<b>43,200</b>	<b>37,250</b>	<b>32,157</b>	<b>(5,093)</b>	<b>86%</b>	<b>74%</b>
<b>Surplus/(Deficit)</b>	<b>(42,201)</b>	<b>(36,500)</b>	<b>(29,536)</b>	<b>6,964</b>	<b>81%</b>	<b>70%</b>

#### Variance

No significant variances.

## 1: Department Services

### 1.1: Our mission

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

### 1.2: Service areas

#### Water

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

#### Wastewater

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

#### Waste Management & Recycling

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

#### Stormwater Management

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

#### Contracted Services

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

## 2: Strategic Priorities

<b>Goal 1</b>	<b>Strategic Priority – Economic Development</b> Develop and implement a fiscally responsible service area expansion option for rural water and wastewater.
<b>Goal 2</b>	<b>Strategic Priority – Economic Development</b> Investigate alternative strategies to maintain affordable Leduc County utility rates.

<b>Goal 3</b>	<b>Strategic Priority – Regional Leadership</b> Relationships with other municipalities are maintained and strengthened.
---------------	---

### 3: Department Goals

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

### 4: Department Highlights

- Kavanagh Lagoon refurbishment project is underway.
- Clean Farms twine recycling program launched.
- Sampling of stormwater effluent as part of the stormwater management facility maintenance program initiative completed.
- Sanitary sewer flushing program completed.

### 5: Action Plan

#### Goal 1

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

#### Strategy 1.1

Continue to support communal water and wastewater systems.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30 2022</b>	<b>Identified deliverables with status update</b>
Support community initiatives for smaller scale water/wastewater treatment and servicing options for the higher density rural areas.	Q3 2022		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"> <li>• Provided a briefing note to Minister Wilson with project scope and funding request.</li> </ul>
			Provide assistance to residents of Wildland Meadows to implement a wastewater treatment system via a local improvement tax. <ul style="list-style-type: none"> <li>• Approval received from Alberta Environment and Parks (AEP).</li> <li>• Working through variance and local improvement process.               <ul style="list-style-type: none"> <li>○ Set back variance has been issued for the wastewater system.</li> </ul> </li> </ul>

			<ul style="list-style-type: none"> <li>• Operations agreement has been reviewed by Council.</li> <li>• Development permit has been issued for the wastewater treatment system.</li> </ul>
--	--	--	---

### Strategy 1.2

Identify water and wastewater system growth opportunities.

Actions	Target dates	Status at Sept. 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"> <li>• Project well underway with completion in Q4 2022.</li> </ul>

## Goal 2

Investigate alternative strategies to maintain affordable Leduc County utility rates.

### Strategy 2.1

Optimize utility operations.

Actions	Target dates	Status at Sept. 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"> <li>• Some field data collection started in June, but majority of 2022 field collection will occur in Q3 and Q4. <ul style="list-style-type: none"> <li>○ Above ground water infrastructure data has been 90% captured.</li> <li>○ No progress has been made on wastewater or storm infrastructure.</li> </ul> </li> </ul>
Continue with the reduction of inflow and infiltration within the Nisku wastewater system.	Q3 2022		<p>Implement the recommendations of the inflow and infiltration mitigation plan.</p> <ul style="list-style-type: none"> <li>• Inspection during a substantial rainfall event was completed to verify aspects</li> </ul>

			<p>of the inflow and infiltration mitigation plan.</p> <ul style="list-style-type: none"> <li>○ In-house mitigations have been completed.</li> <li>○ Outsourced items will be completed by year end.</li> </ul>
Complete an update of the utility rates.	Q3 2022		<p>Updated utility rates schedule for 2023 budget.</p> <ul style="list-style-type: none"> <li>• Held the first utility rate review workshop with Council in April.</li> <li>• An additional workshop has been scheduled for October to complete the utility rate review.</li> </ul>

### Strategy 2.2

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

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Determine potential limitations for water and wastewater capacity within Nisku.	Q2 2022		<p>Complete analysis on available water and wastewater capacity within Nisku.</p> <ul style="list-style-type: none"> <li>• Consultant has been secured.</li> <li>• Project is estimated to be completed by Q1 2023.</li> <li>• Project scope has increased to accommodate the Nisku Redevelopment Study.</li> </ul>

### Goal 3

Relationships with other municipalities are maintained and strengthened.

### Strategy 3.1

Build relationships with other municipalities to build on organizational efficiencies and risk mitigation.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Develop the framework for intermunicipal collaboration and interactions, focused on mutual aid and assistance.	Q4 2022		<p>Develop a mutual aid and assistance agreement with Sturgeon County.</p> <ul style="list-style-type: none"> <li>• Agreement is being executed.</li> </ul>
	Q4 2022		<p>Investigate partnership opportunities for shared waste management and recycling services with Calmar, Devon, Thorsby, and Warburg.</p>

			<ul style="list-style-type: none"> <li>A meeting has been arranged with the Town of Thorsby to discuss partnership possibilities.</li> </ul>
--	--	--	--

#### Goal 4

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

##### Strategy 4.1

Review internal and external processes.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Improve efficiencies for internal processes for the Utilities group.	Q3 2022		<p>A prioritized list of process improvements.</p> <ul style="list-style-type: none"> <li>A list of process improvements has been developed and administration is currently prioritizing.</li> </ul>

#### 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 Sept. 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		<p>Baseline for Nisku stormwater parameters documented.</p> <ul style="list-style-type: none"> <li>Storm pond water quality testing has been completed, analysis is underway.</li> </ul>

##### Strategy 5.2

Investigate implementing a stormwater utility.

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

## Goal 6

Improve Leduc County solid waste and recycling services.

### Strategy 6.1

Enact the recommendations of the strategic waste management plan.

Actions	Target dates	Status at Sept. 30 2022	Identified deliverables with status update
Implement the recommendations of the strategic waste management plan.	Q3 2022		<p>Implement the recommendations of the strategic waste management action plan.</p> <ul style="list-style-type: none"><li>• Implementation of a tonnage cap complete.</li><li>• Removal of commercial haulers from the County's billing has been completed.</li><li>• Enrolled in Clean Farms Twine Recycling Program.</li><li>• Work on metal bin implementation is underway.</li></ul>

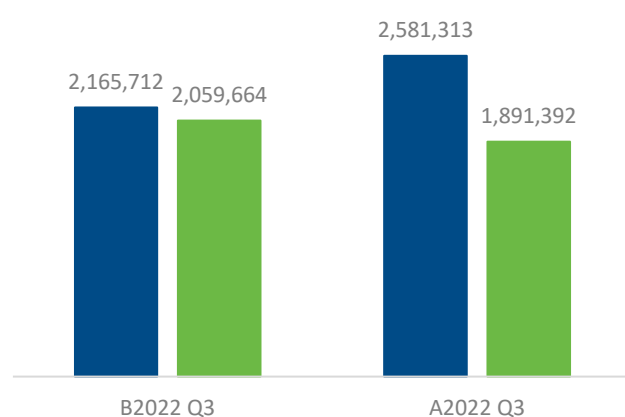
# Utilities - Water distribution

## Q3 - 2022 Financial Reporting

Department Head - Des Mryglod

■ REVENUE  
■ EXPENSE

% of Q3 Budget

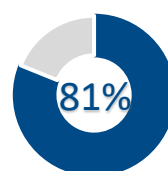


**Variance YTD**  
**(\$583,873)**

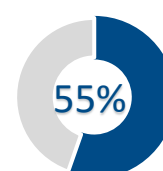
Water distribution

651%

% of Annual Budget -  
Revenue



% of Annual Budget -  
Expense



### Water distribution

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	2,762,629	1,896,007	2,235,284	339,277	118%	81%
<i>Other revenue from own sources</i>	269,608	194,731	271,055	76,324	139%	101%
<i>Other transactions</i>	149,949	74,974	74,974	-	100%	50%
<b>Total Revenue</b>	<b>3,182,186</b>	<b>2,165,712</b>	<b>2,581,313</b>	<b>415,601</b>	<b>119%</b>	<b>81%</b>
<i>Earnings &amp; benefits</i>	532,029	423,731	388,211	(35,520)	92%	73%
<i>General services-contracted</i>	500,721	387,236	247,579	(139,657)	64%	49%
<i>Purchases from other governments &amp; agencies</i>	1,124,782	833,047	856,192	23,145	103%	76%
<i>Goods, supplies &amp; materials purchased</i>	215,818	165,569	130,362	(35,207)	79%	60%
<i>Reserves, transfers &amp; grants</i>	605,077	30,975	54,197	23,222	175%	9%
<i>Financial service charges</i>	437,719	219,106	214,850	(4,256)	98%	49%
<b>Total Expense</b>	<b>3,416,146</b>	<b>2,059,664</b>	<b>1,891,392</b>	<b>(168,272)</b>	<b>92%</b>	<b>55%</b>
<b>Surplus/(Deficit)</b>	<b>(233,960)</b>	<b>106,048</b>	<b>689,921</b>	<b>583,873</b>	<b>651%</b>	<b>-295%</b>

### Variances

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

- Sales volumes for bulk water and the Nisku Business Park were more than anticipated.

#### *Other revenue from own source*

- Penalty revenue, interest on investments, and connection fees are more than anticipated.
- Contracted service revenues are more than anticipated.

#### *General services-contracted*

- Repairs to engineered structures have been less than anticipated.

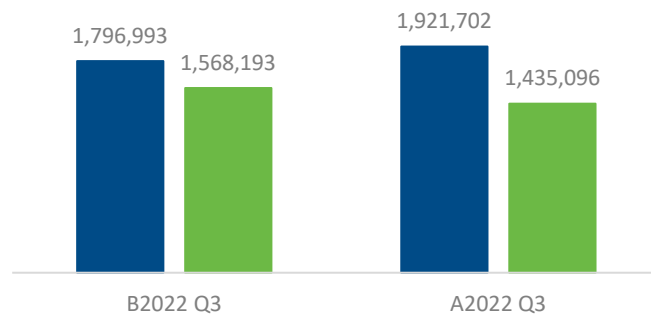
# Utilities - Wastewater collection

## Q3 - 2022 Financial Reporting

Department Head - Des Mryglod

■ REVENUE  
■ EXPENSE

% of Q3 Budget

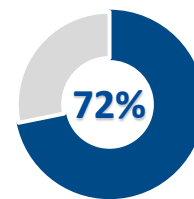


Wastewater collection

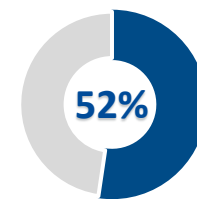
213%

Variance YTD  
(\$257,806)

% of Annual Budget -  
Revenue



% of Annual Budget -  
Expense



### Wastewater collection

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	2,220,211	1,578,812	1,746,959	168,147	111%	79%
<i>Other revenue from own sources</i>	284,780	218,181	174,743	(43,438)	80%	61%
<i>Other transactions</i>	170,488	-	-	-	0%	0%
<b>Total Revenue</b>	<b>2,675,479</b>	<b>1,796,993</b>	<b>1,921,702</b>	<b>124,709</b>	<b>107%</b>	<b>72%</b>
<i>Earnings &amp; benefits</i>	366,153	294,908	278,476	(16,432)	94%	76%
<i>General services-contracted</i>	205,552	170,894	125,165	(45,729)	73%	61%
<i>Purchases from other governments &amp; agencies</i>	1,352,410	944,372	862,607	(81,765)	91%	64%
<i>Goods, supplies &amp; materials purchased</i>	62,963	49,785	53,827	4,042	108%	85%
<i>Reserves, transfers &amp; grants</i>	548,023	-	16,276	16,276	0%	3%
<i>Financial service charges</i>	206,640	108,234	98,745	(9,489)	91%	48%
<b>Total Expense</b>	<b>2,741,741</b>	<b>1,568,193</b>	<b>1,435,096</b>	<b>(133,097)</b>	<b>92%</b>	<b>52%</b>
<b>Surplus/(Deficit)</b>	<b>(66,262)</b>	<b>228,800</b>	<b>486,606</b>	<b>257,806</b>	<b>213%</b>	<b>-734%</b>

### Variances

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

- Sales were higher than anticipated in Nisku Business Park.

#### *Other revenue from own sources*

- Some contract work completed in Q3 had not been invoiced at the time of this report.

#### *Earnings and benefits*

- Seasonal staff started later than anticipated.

#### *General services-contracted*

- Repairs and rental of equipment were lower than anticipated.

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

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

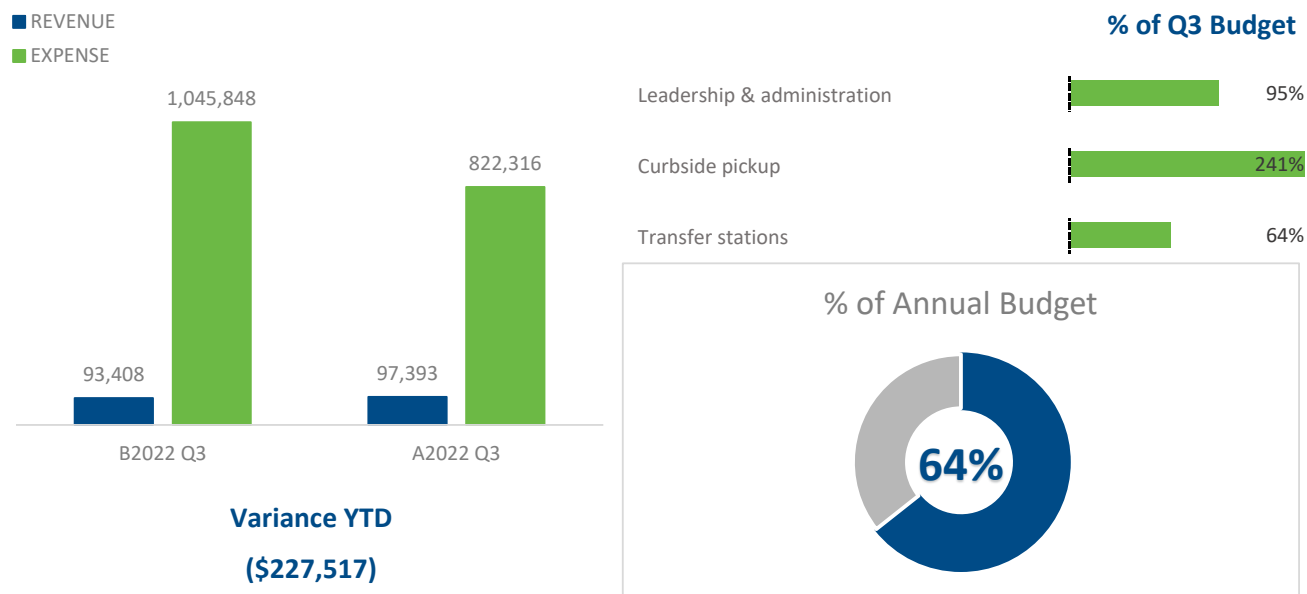
#### *Reserves, transfers & grants*

- Interest transferred to reserves was completed to August 31 but was budgeted in Q4.

# Utilities - Waste management

## Q3 - 2022 Financial Reporting

Department Head - Des Mryglod



### Leadership & administration

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Other revenue from own sources	1,400	1,050	3,063	2,013	292%	219%
Conditional grants from other governments	242,771	-	-	-	0%	0%
<b>Total Revenue</b>	<b>244,171</b>	<b>1,050</b>	<b>3,063</b>	<b>2,013</b>	<b>292%</b>	<b>1%</b>
Earnings & benefits	382,192	288,032	280,503	(7,529)	97%	73%
General services-contracted	74,341	54,315	55,234	919	102%	74%
Purchases from other governments & agencies	263,306	122,489	107,388	(15,101)	88%	41%
Goods, supplies & materials purchased	3,793	2,850	2,589	(261)	91%	68%
Reserves, transfers & grants	-	-	87	87	0%	0%
<b>Total Expense</b>	<b>723,632</b>	<b>467,686</b>	<b>445,801</b>	<b>(21,884)</b>	<b>95%</b>	<b>62%</b>
<b>Surplus/(Deficit)</b>	<b>(479,461)</b>	<b>(466,636)</b>	<b>(442,738)</b>	<b>23,897</b>	<b>95%</b>	<b>92%</b>

### Variances

Purchases from other governments & agencies

- Some Q3 invoices had not been received at the time of this report.

## Utilities - Waste management

### Q3 - 2022 Financial Reporting

#### Curbside pickup

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	113,732	85,299	77,525	(7,774)	91%	68%
<b>Total Revenue</b>	<b>113,732</b>	<b>85,299</b>	<b>77,525</b>	<b>(7,774)</b>	<b>91%</b>	<b>68%</b>
<i>Earnings &amp; benefits</i>	28,551	26,271	7,022	(19,249)	27%	25%
<i>General services-contracted</i>	56,747	42,686	31,162	(11,524)	73%	55%
<i>Reserves, transfers &amp; grants</i>	28,434	-	-	-	0%	0%
<b>Total Expense</b>	<b>113,732</b>	<b>68,957</b>	<b>38,196</b>	<b>(30,761)</b>	<b>55%</b>	<b>34%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>16,342</b>	<b>39,329</b>	<b>22,987</b>	<b>241%</b>	<b>0%</b>

#### Variances

##### *Earnings and benefits:*

- Not all of the staff allocation entries had been completed at the time of this report.

##### *General services - contracted*

- Rental of waste bins was less than anticipated.
- Some Q3 invoices had not been received at the time of this report.

#### Transfer stations

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other government</i>	5,004	3,753	9,000	5,247	240%	180%
<i>Other revenue from own sources</i>	4,408	3,306	7,804	4,498	236%	177%
<b>Total Revenue</b>	<b>9,412</b>	<b>7,059</b>	<b>16,804</b>	<b>9,745</b>	<b>238%</b>	<b>179%</b>
<i>General services-contracted</i>	451,725	355,603	238,981	(116,622)	67%	53%
<i>Purchases from other governments &amp; agencies</i>	195,139	146,340	94,206	(52,134)	64%	48%
<i>Goods, supplies &amp; materials purchased</i>	9,683	7,263	5,131	(2,132)	71%	53%
<b>Total Expense</b>	<b>656,547</b>	<b>509,206</b>	<b>338,318</b>	<b>(170,888)</b>	<b>66%</b>	<b>52%</b>
<b>Surplus/(Deficit)</b>	<b>(647,135)</b>	<b>(502,147)</b>	<b>(321,514)</b>	<b>180,633</b>	<b>64%</b>	<b>50%</b>

#### Variances

##### *General services-contracted*

- Metal recycling was implemented later than anticipated.
- Some Q3 invoices had not been received at the time of this report.
- Repairs to buildings, engineering structures and grounds were less than anticipated.
- Tonnages received year to date were less than expected.

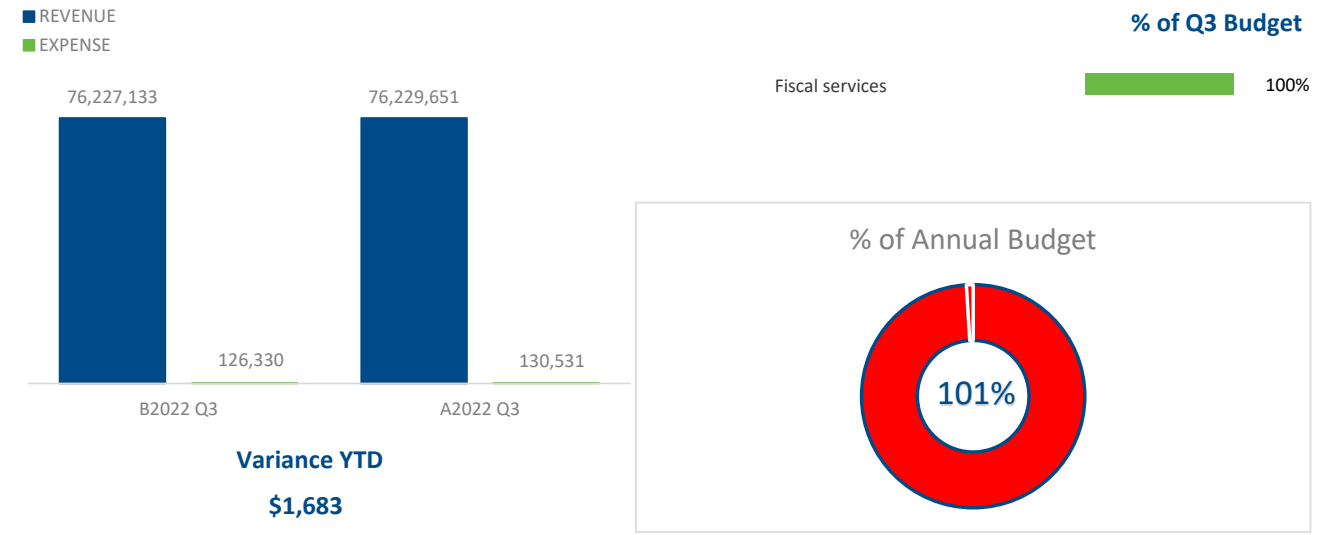
##### *Purchases from other governments & agencies*

- Some Q3 invoices had not been received at the time of this report.

# Fiscal Services

## Q3 - 2022 Financial Reporting

Department Head - Natasha Wice



### Fiscal services

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Taxes</i>	74,580,596	75,039,989	75,119,644	79,655	100%	101%
<i>Taxes-grant in lieu</i>	124,210	124,210	124,715	505	100%	100%
<i>Other revenue from own sources</i>	574,867	485,256	772,323	287,067	159%	134%
<i>Unconditional grants from other governments</i>	86,260	86,260	83,960	(2,300)	97%	97%
<i>Other transactions</i>	623,836	491,418	129,008	(362,410)	26%	21%
<b>Total Revenue</b>	<b>75,989,768</b>	<b>76,227,133</b>	<b>76,229,651</b>	<b>2,518</b>	<b>100%</b>	<b>100%</b>
<i>Financial service charges</i>	264,836	132,417	129,008	(3,409)	97%	49%
<i>Other transactions-general</i>	377,224	(6,087)	1,523	7,610	-25%	0%
<b>Total Expense</b>	<b>642,060</b>	<b>126,330</b>	<b>130,531</b>	<b>4,201</b>	<b>103%</b>	<b>20%</b>
<b>Surplus/(Deficit)</b>	<b>75,347,708</b>	<b>76,100,803</b>	<b>76,099,120</b>	<b>(1,683)</b>	<b>100%</b>	<b>101%</b>

### Variances

#### *Other revenue from own sources*

- Penalties on taxes were more than anticipated.
- Interest revenue was more than anticipated.

#### *Other transactions*

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

## Investment Summary

As at September 30, 2022

Interest received	\$	673,580
Gain/(loss) on sale of investments	\$	-
	\$	<u>673,580</u>

CIBC Portfolio Breakdown	Purchase Price	% of portfolio
Temporary and short-term (less than 1 year)	\$ 64,646	0%
Medium term (between 1 - 10 years)	\$ 38,715,481	93%
Long-term (10+ years)	\$ 2,665,000	6%
	\$ <u>41,445,127</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 we 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.

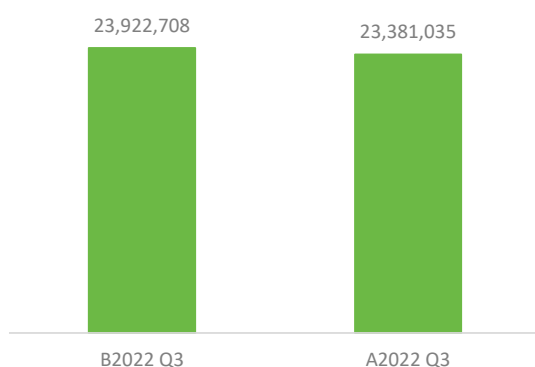
# Requisitions expenditures

## Q3 - 2022 Financial Reporting

Department Head - Natasha Wice

■ EXPENSE

% of Q3 Budget

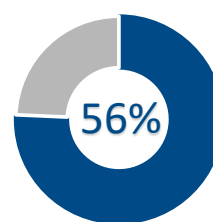


Variance YTD  
(\$541,673)

Requisitions

98%

% of Annual Budget



### Requisitions

Account	2022 budget	2022 Q3 budget	2022 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Reserves, transfers & grants	30,885,064	23,922,708	23,381,035	(541,673)	98%	76%
<b>Total Expense</b>	<b>30,885,064</b>	<b>23,922,708</b>	<b>23,381,035</b>	<b>(541,673)</b>	<b>98%</b>	<b>76%</b>
<b>Surplus/(Deficit)</b>	<b>(30,885,064)</b>	<b>(23,922,708)</b>	<b>(23,381,035)</b>	<b>541,673</b>	<b>98%</b>	<b>76%</b>

### Variances

Reserves, transfers & grants

- The 2022 mill rates and requisitioned amounts were not finalized within the Government of Alberta at the time of invoicing, therefore the Q3 invoice was based on prior years' amounts.



**2022 Major Project and Capital Project Plan**  
**Quarter 3 Reporting - Funding and Expenditures Summary**  
*For the period ending September 30, 2022*

Major Project and Capital Project Summary	Budget	Changes After Final Budget Approval	Actual	Variance
Total	29,894,955	1,140,160	15,530,151	15,504,964
<b>Total Expenditures</b>	<b>29,894,955</b>	<b>1,140,160</b>	<b>15,530,151</b>	<b>15,504,964</b>

Completed Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
Tax - General	484,750	-	476,558	8,192
<b>Other</b>				
Reserves	171,690	-	124,869	46,821
Sale/Trade-In	9,000	-	17,815	(8,815)
Sale/Trade-In Transfer to Reserve	(9,000)	-	(17,815)	8,815
<b>Total Funding</b>	<b>656,440</b>	<b>-</b>	<b>601,427</b>	<b>55,013</b>

Work In Progress Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
Tax - General	4,917,339	(100,500)	2,008,548	2,808,291
<b>Grants</b>				
Alberta Municipal Water/Wastewater Partnership	228,093	-	4,010	224,084
Canada Community Building Fund (Formerly named Gas Tax Fund)	1,576,907	-	606,422	970,485
Municipal Sustainability Initiative (MSI) Capital	3,409,161	134,000	1,364,894	2,178,267
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	8,511,887	4,224,273
<b>Fees &amp; Rates</b>				
Utility reserves	85,000	-	12,680	72,320
<b>Other</b>				
Debenture	2,000,000	-	4,924	1,995,076
Reserves	4,998,255	-	2,200,253	2,798,002
Sale/Trade-In	260,500	-	-	260,500
Sale/Trade-In transfer to reserve	(260,500)	-	-	(260,500)
<b>Total Funding</b>	<b>29,188,515</b>	<b>1,140,160</b>	<b>14,928,725</b>	<b>15,399,950</b>

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



**2022 Major Project Plan**  
**Quarter 3 Reporting - Funding and Expenditures Summary**  
*For the period ending September 30, 2022*

Major Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Major Projects	1,983,750	1,006,160	650,469	2,339,441
<b>Total Expenditures</b>		<b>1,983,750</b>	<b>1,006,160</b>	<b>650,469</b>	<b>2,339,441</b>

Completed Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>					
	Tax - General	27,500	-	19,997	7,503
<b>Other</b>					
	Reserves	116,500	-	65,268	51,232
<b>Total Funding</b>		<b>144,000</b>	<b>-</b>	<b>85,265</b>	<b>58,735</b>

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>					
	Tax - General	535,000	-	126,324	408,676
<b>Grants</b>					
	Rural Transit Solutions Fund	50,000	-	-	50,000
	Western Economic Diversification Canada Grant	-	1,006,160	248,773	757,387
<b>Other</b>					
	Reserves	1,204,750	-	190,107	1,014,643
<b>Total Funding</b>		<b>1,789,750</b>	<b>1,006,160</b>	<b>565,205</b>	<b>2,230,705</b>

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

Project Number	Project Name	2022 Total Budget	Total Expenses as at September 30, 2022	Total Variance	Project Indicator	Status	Status Update
2022-MP-001	Kavanagh landfill reclamation	\$ 21,900	\$ 3,192	\$ 18,708		Work in progress	Testing and inspection completed, yearly report will be submitted in Q1 2023.
2022-MP-003	Update to growth projections	\$ 45,000	\$ 28,000	\$ 17,000		Work in progress	Project delayed due to the impacts from regional population and employment projection work. Project is in progress and will be completed in Q4 2022.
2022-MP-004	2022 - 2026 Leduc County Strategic Plan	\$ 27,500	\$ 19,997	\$ 7,503		Complete	
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 City of Leduc have been approved and will be made in 2023. City of Beaumont projects will be reviewed with the cost share committee in October.
2022-MP-007	Transit needs assessment/feasibility study	\$ 75,000	\$ 10,760	\$ 64,240		Work in progress	Project and public consultation underway.
2022-MP-008	Recreation and Parks master plan	\$ 100,000	\$ 25,878	\$ 74,122		Work in progress	Contract awarded and will be completed in Q1 2023. A carry forward will be requested.
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	\$ 22,499	\$ 2,501		Work in progress	Draft report received by administration and is under review.
2022-MP-011	Nisku and East Vistas utilities capacity assessment	\$ 50,000	\$ -	\$ 50,000		No activity	Work is currently underway and is expected to continue into Q1 2024. A carry forward will be requested.
2022-MP-012	Building lifecycle maintenance - Nisku District North Fire Station and Nisku Public Works Shop	\$ 67,500	\$ 13,164	\$ 54,336		Work in progress	Sealant components of project completed under budget in Q1. Additional work to be completed in Q4.
2022-MP-013	Building lifecycle maintenance - Services Building and County Centre - cost share	\$ 66,950	\$ 39,108	\$ 27,842		Work in progress	Final invoice not received yet. Project will be completed in Q4.
2022-MP-014	Facility security enhancements - Thorsby Public Works Shop and Thorsby District Fire Station	\$ 29,000	\$ 35,439	\$ (6,439)		Complete	Material costs were more than anticipated.
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	Vendor selection in progress. Project will be completed in Q4.
2022-MP-017	Automatic Vehicle Location (AVL) system	\$ 25,000	\$ -	\$ 25,000		Work in progress	Recommendation to senior management will be discussed in Q4 for completion.

Project Number	Project Name	2022 Total Budget	Total Expenses as at September 30, 2022	Total Variance	Project Indicator	Status	Status Update
2022-MP-018	Implementation of Enterprise Content Management (ECM) solution	\$ 60,000	\$ 50,825	\$ 9,175		Work in progress	Additional time is required to work with department areas on migrating content from OnBase and file shares into the new Enterprise Content Management system. A carry forward will be requested.
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	\$ 2,104	\$ 13,596		Work in progress	Project is currently being finalized to address feedback provided by Council and will bring back for first reading in Q4 2022.
2021-MP-006	Land Use Bylaw update	\$ 10,400	\$ -	\$ 10,400		Work in progress	Project work in progress. An updated project charter was approved by Council in September 2022 for completion in Q2 2024. A carry forward will be requested.
2021-MP-010	Records and Digital Information Plan - Year one implementation	\$ 180,000	\$ 67,912	\$ 112,088		Work in progress	Project delayed due to underestimated scope and size of the project along with resource availability. Project will extend into 2023. Enterprise Content Management activities are in progress with permitting to follow in second half of 2022. A carry forward will be requested.
2021-MP-016	Business Retention and Expansion Centre	\$ 1,180,160	\$ 248,773	\$ 931,387		Work in progress	Survey is complete, and will receive the final report in Q4. The software solution is in testing phase, and will be live by the end of Q4. Building renovation is complete.
2021-MP-019	Nisku District South Fire Station at Community Operations Centre	\$ 20,000	\$ 16,665	\$ 3,335		Complete	
<b>Total</b>		<b>\$ 2,989,910</b>	<b>\$ 650,469</b>	<b>\$ 2,339,441</b>			

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



**2022 Capital Project Plan**  
**Quarter 3 Reporting - Funding and Expenditures Summary**  
*For the period ending September 30, 2022*

Capital Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Other Capital Projects	5,887,840	134,000	1,131,345	4,890,495
	Road Program	20,535,365	-	13,683,959	6,851,407
	Bridge Program	1,488,000	-	64,378	1,423,622
<b>Total Expenditures</b>		<b>27,911,205</b>	<b>134,000</b>	<b>14,879,682</b>	<b>13,165,523</b>

Completed Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>					
	Tax - General	457,250	-	456,561	689
<b>Other</b>					
	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
<b>Total Funding</b>		<b>512,440</b>	<b>-</b>	<b>516,162</b>	<b>(3,722)</b>

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>					
	Tax - General	4,382,339	(100,500)	1,882,223	2,399,616
<b>Grants</b>					
	Alberta Municipal Water/Wastewater Partnership	228,093	-	4,010	224,084
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,576,907	-	606,422	970,485
	Municipal Sustainability Initiative (MSI) Capital	3,409,161	134,000	1,364,894	2,178,267
	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	-	8,263,114	3,466,886
<b>Fees &amp; Rates</b>					
	Utility reserves	85,000	-	12,680	72,320
<b>Other</b>					
	Debenture	2,000,000	-	4,924	1,995,076
	Reserves	3,793,505	-	2,010,146	1,783,359
	Sale/Trade-In	260,500	-	-	260,500
	Sale/Trade-In transfer to reserve	(260,500)	-	-	(260,500)
<b>Total Funding</b>		<b>27,398,765</b>	<b>134,000</b>	<b>14,363,520</b>	<b>13,169,245</b>



## 2022 Capital Project Plan

Quarter 3 Reporting

For the period ending September 30, 2022

Project Number	Project Name	2022 Total Budget	Total Expenses as at September 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. Awaiting the invoice.
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. A carry forward will be requested.
2022-CP-006	Motor grader replacement	\$ 520,000	\$ -	\$ 520,000		Work in progress	Grader ordered. Anticipated delivery in Q1 2023. A carry forward will be requested.
2022-CP-007	Nisku west pump station upgrade - design	\$ 85,000	\$ 12,680	\$ 72,320		Work in progress	Detailed design on this project is underway. It is projected to be completed by Q1 2023. A carry forward will be requested.
2022-CP-008	Kavanagh wastewater lagoon renewals - construction	\$ 809,000	\$ 4,010	\$ 804,991		Work in progress	Work is underway on this project and is expected to be completed by Q4 2022.
2022-CP-010	Replacement of a 15' rotary mower	\$ 38,500	\$ 43,815	\$ (5,315)		Complete	Equipment purchase was more 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	\$ 64,378	\$ 1,423,622		Work in progress	See bridge program details.
2022-CP-013	2022 road program	\$ 20,297,000	\$ 13,588,372	\$ 6,708,628		Work in progress	See road program details.
2022-CP-014	Wildland Meadows wastewater system project	\$ 821,000	\$ 3,480	\$ 817,520		Work in progress	Alberta Environment and Parks approval is granted, working on local improvement plan. A carry forward will be requested.
2022-CP-015	Wildland Meadows roadway surfacing project	\$ 1,200,000	\$ 1,444	\$ 1,198,556		Work in progress	Working on local improvement plan. A carry forward will be requested.
2022-CP-017	Non-potable water point purchase	\$ 20,000	\$ 20,000	\$ -		Complete	
2022-CP-016	Nisku Water facilities fence improvements	\$ 15,000	\$ 1,359	\$ 13,641		Work in progress	East reservoir work is completed. West reservoir work is partially complete and waiting on locates by ATCO and the contractor.
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	Project is complete, an additional asphalt apron will be added to prevent damage to the concert pad. This work will be completed in Q2 2023. A carry forward will be requested.



## 2022 Capital Project Plan

Quarter 3 Reporting

For the period ending September 30, 2022

Project Number	Project Name	2022 Total Budget	Total Expenses as at September 30, 2022	Total Cost Variance	Project Indicator	Status	Status Update
2021-CP-003	New Sarepta Wastewater Lift Station Replacement - Construction	\$ 243,000	\$ 160,048	\$ 82,952		Work in progress	Project is completed except for one minor element to be completed by the project engineers. This work is expected to be completed in Q4 2022.
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	\$ 91,846	\$ 128,754		Work in progress	Project work in progress and will be completed in Q4.
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. Project will be completed in Q4 2022.

**Total \$ 28,045,205 \$ 14,879,682 \$ 13,165,523**

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



**2022 Bridge Program**  
**Quarter 3 Reporting**  
**For the period ending September 30, 2022**

Project Number	Traffic (AADT*)	Legal Location	Existing Surface	Work Description	Length of the project	2022 Final Budget	Total Expenses as at September 30, 2022	Variance	Project Indicator	Status	Status Update
----------------	-----------------	----------------	------------------	------------------	-----------------------	-------------------	---	----------	-------------------	--------	---------------

**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	\$ 19,077	\$ 559,923		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	\$ 24,156	\$ 350,844		Work in progress	A carry forward will be requested due to the delay in the Right of Way acquisition from Town of Calmar.
<b>Total bridge program =</b>							<b>\$ 1,488,000</b>	<b>\$ 64,378</b>	<b>\$ 1,423,622</b>			

\* 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.
--	-------------	----------------	---------------	---------------	-------------	------	------------	--	--	--	--	-----------------------------

**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.
--	-------------	----------------	---------------	---------------	-------------	------	------	--	------	--	------------------	--

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



**2022 Road Program**  
**Quarter 3 Reporting**  
**For the period ending September 30, 2022**

	Project Number	From	To	Work Description	2022 Final Budget	Total Expenses as at September 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 started and will be completed in Q4.
	Total				\$ 50,000	\$ -	\$ 50,000			
Rural Roads										
Rural Road Initiative	2022-RD-002				\$ 1,500,000	\$ 1,217,732	\$ 282,268		Work in progress	Project work in progress and will be completed on time.
	Total				\$ 1,500,000	\$ 1,217,732	\$ 282,268			
Subdivisions										
Beau Hills Subdivision - NW 30-50-23-W4	2022-RD-003			Rehabilitation	\$ 819,000	\$ 689,047	\$ 129,953		Work in progress	Project completed, waiting for final invoices.
Strawberry Hill Estates - NW 27-50-23-W4	2022-RD-004			Rehabilitation	\$ 615,000	\$ 465,247	\$ 149,753		Work in progress	Project started and will be completed in Q4.
Panorama Estates - NW 31-50-22-W4	2022-RD-005			Rehabilitation	\$ 639,000	\$ 13,124	\$ 625,877		Work in progress	Project started and will be completed in Q4.
	Total				\$ 2,073,000	\$ 1,167,417	\$ 905,583			
Hamlets										
New Sarepta - 2nd Street South	2022-RD-006	Center St	Center Ave	Rehabilitation	\$ 843,000	\$ 606,422	\$ 236,578		Work in progress	Project started and will be completed in Q4.
Rolly View	2022-RD-007			Rehabilitation	\$ 843,000	\$ 6,164	\$ 836,836		Work in progress	Project started and will be completed in Q4.
	Total				\$ 1,686,000	\$ 612,586	\$ 1,073,414			
Nisku										
30 Ave	2022-RD-008	5 street	4 street	Reconstruction	\$ 225,000	\$ 201,909	\$ 23,091		Work in progress	Project completed, waiting for final invoices.
5st	2022-RD-009	25 Ave	TR 510	Rehabilitation	\$ 703,000	\$ 667,418	\$ 35,582		Work in progress	Project started and will be completed in Q4.
	Total				\$ 928,000	\$ 869,327	\$ 58,673			
Nisku Spine Road										
Nisku Spine Road - TR 510 to Airport Road	2022-RD-010	TR 510	Airport road	New construction	\$ 13,800,000	\$ 9,721,310	\$ 4,078,690		Work in progress	Construction work is in progress, will be completed by Q4.
	Total				\$ 13,800,000	\$ 9,721,310	\$ 4,078,690			
Carry Forward Projects										
Township Road 510 Design (Nisku Spine Road to County Limit)	2020-RD-014				\$ 220,600	\$ 91,846	\$ 128,754		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	\$ 95,586	\$ 142,779			
	Add: 2019 - 8 St. internal borrowing repayment				\$ 260,000	\$ -	\$ 260,000			
	Total road program				\$ 20,535,365	\$ 13,683,959	\$ 6,851,407			

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



## Operating Fund Reserve Schedule

Quarter 3 Reporting

*For the period ended September 30, 2022*

	Actual balance as at Dec 31, 2021	Applied		Additions		Actual balance as at Sept 30, 2022
		2022 budget	2022 actual	2022 budget	2022 actual	
Legacy fund	4,290,000.00	500,000.00	132,665.45	-	-	4,157,334.55
Stabilization and contingency	11,408,968.59	635,300.00	-	-	-	11,408,968.59
Special purpose	7,980,640.05	932,087.00	697,858.00	112,900.00	52,052.43	7,334,834.48
Utilities	1,841,978.04	170,488.00	-	281,392.00	30,818.19	1,872,796.23
	25,521,586.68	2,237,875.00	830,523.45	394,292.00	82,870.62	24,773,933.85



## Capital Fund Reserve Schedule

Quarter 3 Reporting

For the period ended September 30, 2022

	Actual balance as at Dec 31, 2021	Applied		Additions		Actual balance as at Sept 30, 2022
		2022 budget	2022 actual	2022 budget	2022 actual	
Asset lifecycle management	16,465,410.83	3,433,005.00	26,803.50	534,500.00	-	16,438,607.33
Special purpose	404,562.69	391,000.00	303,760.00	9,950.00	-	100,802.69
Statutory	3,073,795.94	622,086.00	22,085.63	-	45,704.56	3,097,414.87
Utilities	2,375,397.23	303,030.00	-	870,032.00	39,742.87	2,415,140.10
	22,319,166.69	4,749,121.00	352,649.13	1,414,482.00	85,447.43	22,051,964.99