



Quarterly report

2022 Q4 Report

December 31, 2022

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Major and Capital Project Plans

Operating Reserve Schedule

Capital Reserve Schedule

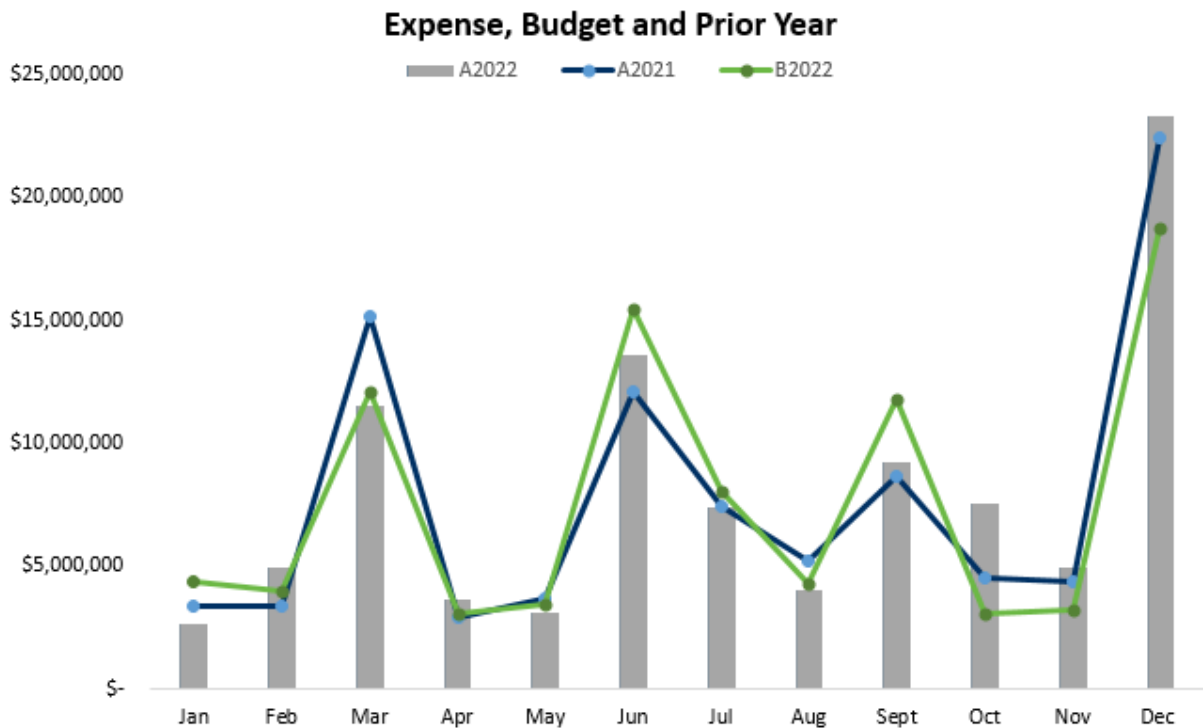
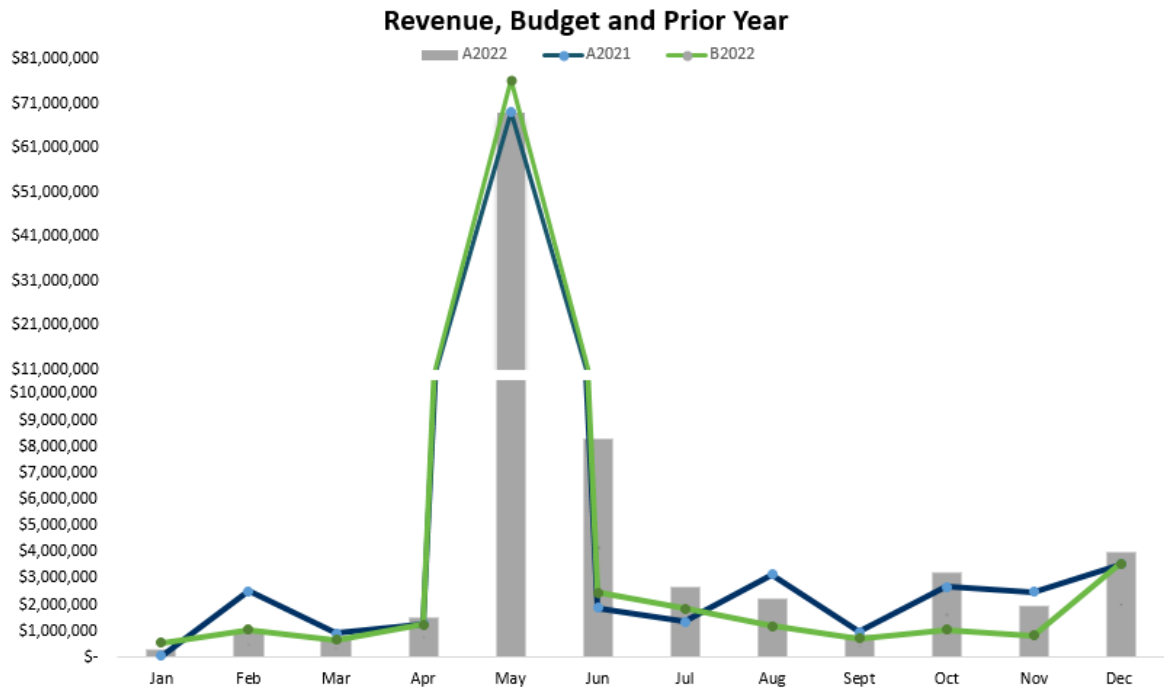
Strategic Plan and Operational Plan Indicators

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

Q4 Highlights

- Completed work on the next phase of the Nisku Spine Road (between Township Road 510 south to Highway 625) with ribbon cutting ceremony and road opening on Oct. 28.
- Council approved the 2023 interim budget on Nov. 28, which includes an operating budget of \$91.7 million and a capital budget of \$29.6 million.
- Council approved the budget to build a new fire station at the Edmonton International Airport in 2023.
- Fire Services Bylaw 23-22 was presented and adopted by Council on Dec. 13.
- Completed upgrade to energy efficient LED lighting panels in several departments in the County Centre and the Community and Operations Centre.
- Municipal Servicing Standards document completed.
- Ninety-one families have received 658 one-on-one support visits in person through the Family Resource Network.
- Thirty-six individuals have been supported through the Bridges Fetal Alcohol Spectrum Disorder program with over 1,100 one-on-one visits, including referrals to agencies to support access to food, legal aid, housing, and financial assistance.
- One hundred-forty family members attended Christmas activity events in Warburg, Thorsby, and Calmar.
- County collected \$73,694,576 (97.3%) of property taxes by Dec. 31.
- In 2022, 344 youth participated in camps and programs and 1,300 residents attended community events held by Leduc County.
- Continue to see increased attendance in our Family Fun Zone drop-in events in New Sarepta, with over 125 people attending five events in the fall.
- A Breakfast with Santa event had 250 participants, with family events and activities for all ages.
- In 2022, we received 330 development permit applications and issued 1,743 safety codes permits for a total estimated construction value of \$236.5 million.
- Public participation opportunities included:
 - Recreation and Parks Master Plan
 - Three-week campaign for the Recreation and Parks Master Plan StoryMap to collect feedback on draft plan materials (December 2022).
 - Two public hearings
 - Repeal City of Leduc/Leduc County Intermunicipal Development Plan (IDP) (December 2022).
 - Repeal County of Wetaskiwin/Leduc County IDP and Intermunicipal Collaboration Framework (December 2022).
 - Southern Country Residential Area Structure Plan

Revenues and expenditures



Real estate market activity

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

Division	VACANT LOT SALES				IMPROVED LOT SALES		
	Number of sales	Property type	Parcel size (acres)	Median value/acre	Number of sales	Property type	Median improved value
1	3	Residential parcel	2-6	\$55,800	18	Rural residential	\$682,000
	2	Farmland	55-75	\$4,870	3	New Sarepta	\$381,000
2	3	Residential parcel	2-5	\$68,770	14	Rural residential / Multi-lot	\$782,500
	3	Mid-size residential parcel	9-11	\$16,980			
3*	8	Residential lot	Lot	\$327,000	9	Rural residential / Multi-lot	\$735,000
	2	Small parcel	2-10	\$54,800			
	1	Development land	40	\$90,000	9	Royal Oaks	\$855,000
	1	Farmland	80	\$3,500	2	Nisku Hamlet	\$170,000
					1	Large rural parcel	\$671,000
4	2	Farmland	35-78	\$9,040	4	Rural residential	\$470,000
					4	Large rural parcel	\$1,345,000
5	1	Rural residential	10	\$16,970	6	Rural parcel	\$686,500
	2	Farmland	72-155	\$7,150	2	Large rural parcel	\$950,000
					2	Lake lot	\$572,500
6	1	Rural residential	1	\$107,800	2	Rural residential	\$283,350
	3	Farmland	40-160	\$3,565	1	Large rural parcel	\$899,000
					8	Lake lot	\$396,500
7	1	Rural residential	15	\$5,360	2	Rural residential	\$386,250
	3	Farmland	70-160	\$3,040	5	Large rural parcel	\$400,000
Nisku	2	Non-residential land	2-4	\$489,490	7	1-4 acre parcels with buildings	\$1,600,000
Total sales	38				99		

* Division 3 does not include Nisku Business Park

2021 Q4 Vacant Sales 28

2021 Q4 Improved Sales 78

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 continues to see more supply pressure and rental rates are starting to increase and vacancy is decreasing.

Development highlights

Project	Update
Capital Power	Construction continues on the buildings.
Circle K Store and Gas Bar	Insulation and vapour barrier completed.
Teck Alberta 14 Bay office/warehouse	Walls and roof up, interior work started.
RMA addition (offices and meeting spaces)	Wall construction has commenced.
A6 Holdings storage building	Walls and roof up, interior work to start.
Storage Vault Canada	Permit issued for interior and exterior renovations to create drive thru.
Modu Badminton Club	Work nearing completion.
Can Industrial	Walls and roof are up and insulated, interior work started.
Caza Financial	Work is complete and file is closed.
Rocor Holdings	Wall construction started.
Monarch/York Realty	Interior work commenced (Little Potato Company).
Leduc Co-op	Project is nearing completion.
Liquids Transloading	Permit is extended to allow office construction.
Pioneer Skies (Arena)	Foundation and groundwork started, some walls up.
Pioneer Skies (Bldg. 1)	Base building is almost complete. Tenant improvements to begin.
Plains West	Foundation is in.
Pioneer Skies (Bldg. 2)	Permit issued to construct base building.
Monarch Equities	Permit issued for tenant improvements for Swift Oilfield.
Pioneer Skies (Bldg. 1)	Permit issued for tenant improvements for Distribution Now.
Makloc Buildings	Permit issued to construct an addition to their facility.
Copper Tip Energy	Permit issued to construct office and shop.

Permits

Development permits	2021 Q4 Totals	2022 Q4 Totals	2022 YTD
Received	68	59	330
Issued	48	63	293
Refused	0	2	10
Closed/withdrawn	0	3	17

Building permits	2021 Q4 Totals	2022 Q4 Totals	2022 YTD
Issued	77	54	276
Est. Construction value	\$26,869,661	\$52,643,569	\$236,478,531
Fees	\$178,201	\$326,217	\$1,482,120

Safety codes permits	2021 Q4 issued	2022 Q4 issued	2022 YTD issued	2021 Q4 Fees	2022 Q4 Fees	2022 YTD Fees
Electrical	159	117	547	\$28,074	\$34,730	\$145,548
Gas	137	210	500	\$13,203	\$23,639	\$55,279
Plumbing	52	91	320	\$7,643	\$13,451	\$46,515
Private sewage	32	30	100	\$4,900	\$4,562	\$15,311
Total	380	448	1,467	\$53,820	\$76,382	\$262,653

Health and Safety

- Completion of internal Certificate of Recognition (COR) audit.
- Completed County Centre fire drill.
- Finalized approval on safety management system.

	Q4 Total	YTD
Number of incidents	10	59
Number of near misses	4	15
Number of safety meetings conducted	8	53
Number of lost time days	18	25

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

	Q4 Total	YTD
Number of complaints received	0	0

Debt Services limit



- Debt limit availability chart is based on Leduc County's draft 2022 audited financial statements. The financial statements will be finalized and approved by Council on April 11, 2023.

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 tables below highlight the actions that have been taken as of Dec. 31, 2022.

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"> 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. 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.
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"> An urban standards bylaw was approved by Council on Aug. 23.
Recreational opportunities	Develop an updated Recreation and Parks Master Plan.	<ul style="list-style-type: none"> A project was initiated in 2022 to complete this work. Public participation was conducted from July 6 to Oct. 1 to gather feedback from residents and community stakeholders. In December, a three-week campaign for the Recreation and Parks Master Plan StoryMap was completed to collect feedback on draft plan materials. Draft plan is being developed based on learnings from the public participation activities and the plan will be brought forward to Council for approval in Q2 2023.
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"> 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. A cultural day event was hosted in partnership with the Rolly View Community Association on Sept. 17. Leduc County supported six community events, hosted by local not for profits, by providing staff, equipment and resource event planning. 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.

Deep Community Connections

Goal	Actions to date
Maintain a safe county.	<ul style="list-style-type: none"> Enforcement Services conducted a total of 7,184 hot spot proactive patrols, 664 dedicated traffic stops, 1,109 patrols on banned roads and 121 cargo securement traffic stops in 2022. Leduc County advocated to the Government of Alberta's Minister of Transportation to complete safety assessments at the intersection of Highway 2A and Glen Park Road, as well as the intersection of Highway 795 and Glen Park Road. The request was approved, however, no further updates have been received at this time.
Work with community partners to meet the needs of County seniors.	<ul style="list-style-type: none"> A new senior's grant funding program was approved in the 2023 interim budget to encourage and support community initiatives for seniors that could include social programming, health and recreation activities and events that support community connectivity. A total of 54 households have accessed over 1,500 hours of subsidized housekeeping. This program supports individuals and families to continue to live in their homes in their senior years. A senior assisted transportation program will be implemented in 2023.
Develop recreation opportunities within the County.	<ul style="list-style-type: none"> A Recreation and Parks Master Plan project was initiated in 2022 to create a multi-year community vision for Leduc County. See actions identified under 2022-2023 high-priority strategies.
Promote the historic roots of Leduc County.	<ul style="list-style-type: none"> A cultural day event was hosted in partnership with the Rolly View Community Association on Sept. 17.

A Robust Economy

Goal	Actions to date
Increase investment attraction.	<ul style="list-style-type: none"> A draft Investment Strategy was discussed with Council at a 2022 workshop and will be finalized in 2023.
Build economic resilience.	<ul style="list-style-type: none"> The County received federal funding from Prairies Economic Development Canada (PrairiesCan) through the Canada Coal Transition Initiative to conduct a feasibility study on re-purposing the former Nisku Recreation Centre into a business retention and expansion facility. In 2022, work was done to repurpose the building and will be the County's platform and facility for nurturing new and diverse economic growth in the region.
Enable increased economic growth and diversification with partners' assistance.	<ul style="list-style-type: none"> In 2022, work was done to repurpose the Nisku Recreation Centre building into a Business and Entrepreneur Centre (BEC). The BEC will be the County's platform and facility for nurturing new and diverse economic growth in the region. The BEC's first event was held on Nov. 25 by the Leduc, Nisku and Wetaskiwin Regional Chamber of Commerce for the <i>2022 Growing From Here Summit</i>. This half-day summit focused on bringing together agriculture and food businesses with government and regional partners with the intention of working towards regional growth in the food sector.

Explore methods of providing increased public transportation.	<ul style="list-style-type: none"> Completed a transit needs/feasibility study for Leduc County in 2022.
Capitalize on agriculture and local food production.	<ul style="list-style-type: none"> Hosted virtual workshop, Preparing for CanadaGAP (six week series). Prepared and hosted the Know Your Farmer, Know Your Food: Ag Tour. Two tours held: July 17 and Aug. 20. There were 402 total registrations for both events. Held two <i>Getting into Horticulture: Choosing Land</i> workshops in Q4 with 100 registrants combined for both sessions. Supported Alberta Farm Fresh Producers Association and Alberta Farmers Market Association with planning and coordination for their respective conferences for 2023 (one to be held in Nisku in Q1 2023).
Create efficient transportation infrastructure that meets community needs.	<ul style="list-style-type: none"> Ongoing operating and capital investment in Leduc County's road network with a budget of \$25.8 million in 2022 and \$18.9 million in 2023. Transportation Master Plan is being finalized to be brought to Council for approval in Q2 2023.
Establish an effective transportation network to further advance economic development in Leduc County.	<ul style="list-style-type: none"> Completed work on the next phase of the Nisku Spine Road (between Township Road 510 south to Highway 625) with ribbon cutting ceremony and road opening on Oct. 28, 2022. This phase opens up more than 1,250 acres of currently vacant lands for development, which has the potential to create between 14,000 to 29,000 jobs and generate \$1.2 to \$2.3 billion in employment income.

Strong Leadership

Goal	Actions to date
Create an engaged community.	<ul style="list-style-type: none"> Ongoing organizational commitment to examine the opportunity/need for public participation for all County projects/initiatives. In 2022, 12 public hearings and 6 public participation campaigns were conducted.
Demonstrate leadership in regional initiatives and organizations.	<ul style="list-style-type: none"> Active member on the Edmonton Metropolitan Region Board, and through this involvement contributed to the development of the Regional Agriculture Master Plan that received Minister approval in Q4 2022. Council developed a draft advocacy plan in 2022. Worked with local municipalities to develop a sub-regional emergency management agreement.
Promote environmental, social and governance (ESG) principles.	<ul style="list-style-type: none"> Ongoing compilation of research to inform the development of Leduc County's ESG strategy in 2023.

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

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

3: Department Highlights

- 2023 interim budget approved by Council on Nov. 28.
- Executive Leadership Team held meetings with all departments in Q4.
- A new councillor orientation package and process was developed.
- By-election held on Dec. 12.
- A flexible work arrangement pilot program was rolled out to staff in Q4 with commencement of the program in January 2023.

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 Dec. 31 2022	Identified deliverables with status update
Leduc County signage renewal plan.	Q2 2022		Present an implementation plan to Council, based on design standards established in 2021. <ul style="list-style-type: none">Signage implementation plan presented to Council on July 5. Item was referred to 2023 budget for consideration.
In collaboration with the economic development work group, create videos to promote Leduc County.	Q1 2022		Complete a community profile and key sector promotional videos for presentation at the Leduc County Economic Development Summit. <ul style="list-style-type: none">Community profile and food processing key sector videos were finalized and presented at the summit on May 16.
	Q4 2022		Complete key sector promotional videos. <ul style="list-style-type: none">Completed a budget carry-forward to 2023.

Strategy 1.2

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

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Continued implementation of website e-services.	Q1 2022		Create a list of prioritized e-services for implementation in 2022. <ul style="list-style-type: none">Held meetings with all departments to create the list of e-services for implementation.Work plan was finalized in Q2. Reviewed with Senior Management Team and assigned to internal resources for completion in 2022.

	Q4 2022		<p>Create internal processes required to complete the 2022 priorities.</p> <ul style="list-style-type: none"> • Project team implemented the 2022 priorities. • Ongoing work will be done to enhance website functionality.
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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 Dec. 31 2022	Identified deliverables with status update
Advocacy plan established with Council.	Q2 2022		<p>Create a list of projects and key issues for discussion with other levels of governments and agencies.</p> <ul style="list-style-type: none"> • A draft plan was presented at Council workshop on Sept. 27. • Development of advocacy material has commenced based on Council's feedback. • Advocacy plan will be a living document and will be rolled out publicly in 2023.

Strategy 2.2

Work with regional partners on regional initiatives.

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

			<ul style="list-style-type: none"> Report will be presented to Council in 2023.
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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 Dec. 31 2022	Identified deliverables with status update
Develop a procedure for using representative participation techniques, such as focus groups, when suitable.	Q2 2022		Develop administrative procedure for establishing groups of citizens for representative participation techniques. <ul style="list-style-type: none"> A draft appendix to Leduc County's Public Participation Guide has been created.
	Q3 2022		Develop criteria for representative participation techniques. <ul style="list-style-type: none"> Ongoing evaluation of public participation techniques will be completed and processes enhanced as needed.
Evaluate effectiveness of live-streaming Council and governance and priorities meetings.	Q4 2022		Prepare a post one-year report for Council on the financial/operational impact and public participation for live-streamed meetings. <ul style="list-style-type: none"> Ongoing information is being gathered to inform the report. Report presented at the Nov. 1 Governance and Priorities meeting.

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 Dec. 31 2022	Identified deliverables with status update
Review of organizational structure effectiveness.	2022		Implement actions items identified in the Fleet Management Strategy. <ul style="list-style-type: none">Established a working group to complete the actions identified in the strategy.Working group developed a terms of reference, created the 2022 work plan and completed a review of a related administrative directive in Q1.Working group completing year-one priorities.
			<ul style="list-style-type: none">Completed an organizational restructure due to the retirement of the Deputy County Manager and the hiring of the General Manager of Development and Community Services.
Implement processes that will be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	2022		Implement year one actions identified in the 2021 red tape reduction initiative. <ul style="list-style-type: none">A red tape reduction report was created summarizing priorities and work that has been done to date.Ongoing commitment to evaluate processes and make improvements.

Strategy 4.2

Ongoing evaluation of fiscal management practices.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Review tax revenue sharing agreement with the City of Leduc.	Q3 2022		Revised agreement approved by both Councils. <ul style="list-style-type: none">Administrative meetings held to discuss amendments to the agreement.New agreement approved by both Councils in Q1 2023.

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"> Level of service document completed.
	Q4 2022		Complete a state of infrastructure report for the organization. <ul style="list-style-type: none"> Report is substantially complete but some edits and confirmation of information needed in order to finalize. Report completed in Q1 2023.

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 Dec. 31 2022	Identified deliverables with status update
Create action plan based on staff satisfaction survey completed in Q1 2022.	Q2 2022		Action plan created. <ul style="list-style-type: none"> Action plan was created and shared with staff.
	Q4 2022		2022 actions completed. <ul style="list-style-type: none"> External consultant completed a compensation market review. Staff appreciation event held in September and Christmas party being planned in December. Benefits review completed. Flexible work arrangements examined and a pilot project being implemented in 2023. Information on the program presented to Council in Q4. Reporting back to staff on status of action plan will be completed in early 2023.

Strategy 5.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
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County Manager's Office participation and support in health and safety initiatives, such as toolbox meetings and site inspections.	Q4 2022		10 activities attended per year. <ul style="list-style-type: none"> A member of the Executive Leadership Team attends the monthly Health and Safety committee meeting.
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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 Dec. 31 2022	Identified deliverables with status update
Evaluate current practices and opportunities for new newsletter creation.	Q3 2022		Conduct research on current practices and opportunities. <ul style="list-style-type: none"> This initiative is deferred to 2023.
	Q4 2022		Complete the newsletter strategy. <ul style="list-style-type: none"> This initiative is deferred to 2023.
Create a social media strategy.	Q2 2022		Conduct a social media audit. <ul style="list-style-type: none"> Audit was completed in Q2.
	Q3 2022		Complete the social media strategy. <ul style="list-style-type: none"> Recommendations are drafted and a review is needed to finalize actions and set priorities. Strategy will be finalized in 2023.
	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 Dec. 31 2022	Identified deliverables with status update
Support the completion of Council's 2022 – 2025 strategic plan.	Q1 2022		Coordinate logistics for strategic planning session. <ul style="list-style-type: none"> Two-day planning workshop held with Council in January.

	Q2 2022		Compile and design the strategic plan. <ul style="list-style-type: none"> Council approved the plan on June 14.
	Q3 2022		Roll-out the strategic plan to citizens, businesses, and stakeholders. <ul style="list-style-type: none"> New strategic plan was featured in the Q3 County Chronicle newsletter and a new webpage developed for the County's website.

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 Dec. 31 2022	Identified deliverables with status update
Provide oversight to the transition of transit services from Leduc Transit to a new service delivery model.	Q2 2022		Complete the transit needs/feasibility study, in collaboration with the Engineering department. <ul style="list-style-type: none"> Received grant approval from the Government of Canada's Rural Transit Solution fund in April. Public participation was conducted in Q3. In-camera update scheduled with Council on Oct. 25. This initiative was impacted by the dissolution of the Edmonton Metropolitan Transit Services Commission.
	Q3 2022		Develop an implementation plan.
	Q4 2022		Implement new transit model for 2023.

County Manager's Office

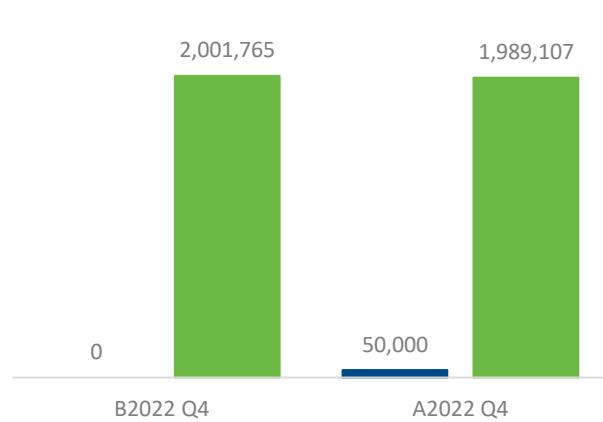
Q4 - 2022 Financial Reporting

Department Head - Duane Coleman

■ REVENUE

■ EXPENSE

% of Q4 Budget



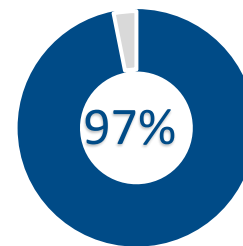
Corporate leadership
Communications

96%

102%

Variance YTD
(\$62,658)

% of Annual Budget



Corporate leadership

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Conditional grants from other government	-	50,000	50,000	0%
Total Revenue	-	50,000	50,000	0%
Earnings & benefits	1,473,994	1,415,262	(58,732)	96%
General services-contracted	339,738	377,686	37,948	111%
Goods, supplies & materials purchased	700	4,554	3,854	651%
Total Expense	1,814,432	1,797,503	(16,929)	99%
Surplus/(Deficit)	(1,814,432)	(1,747,503)	66,929	96%

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 two vacant positions in Q3.

General services-contracted

- Professional services relating to the asset management program were offset by the Federation of Canadian Municipalities grant.

County Manager's Office

Q4 - 2022 Financial Reporting

Communications

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
General services-contracted	176,533	156,735	(19,798)	89%
Goods, supplies & materials purchased	10,800	14,869	4,069	138%
Reserve transfer	-	20,000		
Total Expense	187,333	191,604	4,271	102%
Surplus/(Deficit)	(187,333)	(191,604)	(4,271)	102%

Variances

General services-contracted

- Professional services were less than anticipated.

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

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

3: Department Goals

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

4: Department Highlights

- Annual inspections are finalized and the department began market analysis to finalize the roll.

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 Dec. 31 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">• A split assessment/tax notice was considered but due to department capacity and time constraints the decision was made to defer this decision until 2023.

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 Dec. 31 2022	Identified deliverables with status update
Engage with non-residential ratepayers through property visits, discussions and requests for information (RFIs) to gain details of industry specific economic impacts.	Q2 2022		<p>Determine non-residential assessment values that reflect economic trends.</p> <ul style="list-style-type: none">• Entered into pre-roll discussions with ratepayers and tax agents to explain changes in market values for the 2021 assessment.
Evaluate sample map and mapping data and continue to partner with Economic Development and other stakeholders to develop and modify an interactive business map for the Nisku Business Park.	Q4 2022		<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"> Initial data has been collected and final data confirmation and mapping options will be reviewed in Q1 2023.
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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 Dec. 31 2022	Identified deliverables with status update
The assessors will be active members of Alberta Assessors Association (AAA).	2022		Participate in AAA committees and working groups and/or act as a facilitator and trainer at various AAA educational events. <ul style="list-style-type: none"> Manager of Assessment Services elected as President-Elect. Assessor is a member of an internal AAA committee. The AAA held their fall Symposium at the Nisku Inn Sept. 28-29. Delegates enjoyed the tour of the Nisku Business Park and three local businesses.

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 Dec. 31 2022	Identified deliverables with status update
Use a multi-department collaborative approach to complete a County owned land inventory that includes historical background, current condition and other pertinent details.	Q3 2022		A comprehensive County owned land inventory document accessible to all County departments. <ul style="list-style-type: none"> County owned land inventory is complete. A multi-department review is complete. The GIS will create a data layer in the mapping system in Q2 of 2023.

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"> • Current land management procedures are being reviewed to determine multiple department roles and responsibilities in order to optimize efficiencies. • It is anticipated that the land management strategy will be finalized in 2023.
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Goal 5

Enhanced customer experience with efficient department operational processes.

Strategy 5.1

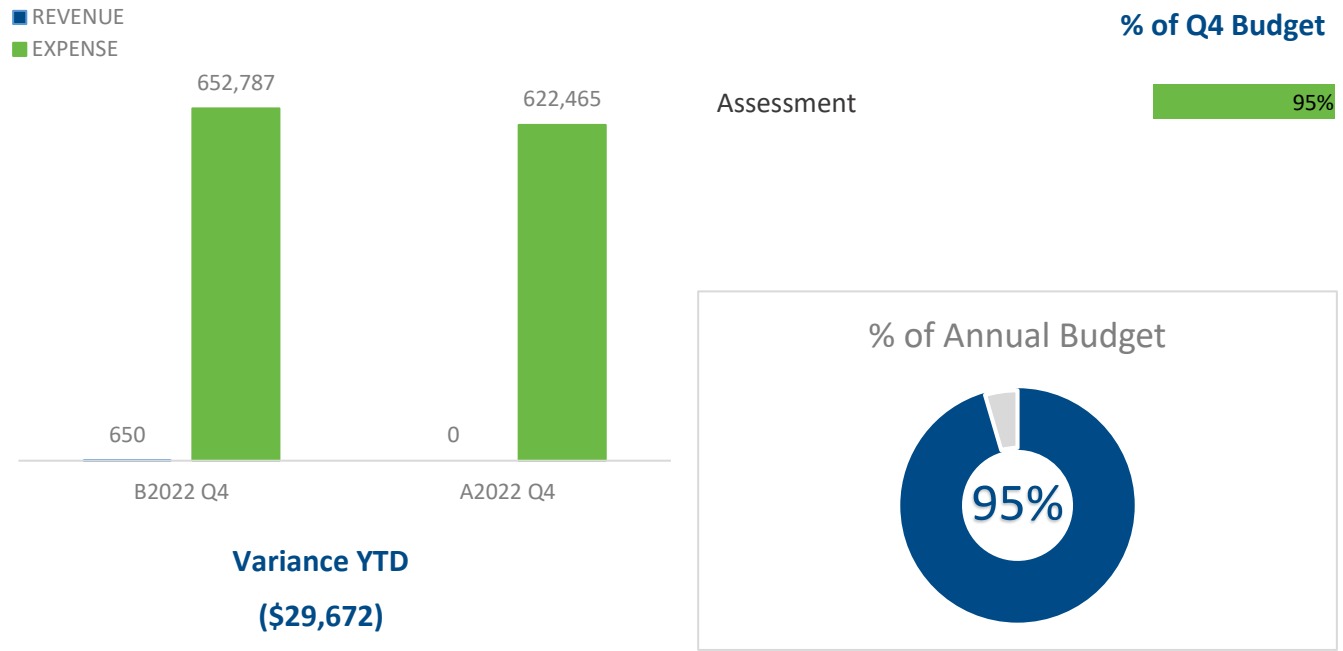
Departmental procedure and process review will focus on increasing efficiencies, improving the customer experience and reducing unnecessary red tape.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Implement an automated request for information (RFI) process that allows ratepayers to use an online process to respond to department requests.	Q2 2022		<p>Implement the CAMA lot RFI module.</p> <ul style="list-style-type: none"> • The automated residential RFI module has been installed on the CAMA lot system and is currently being tested. • The department will utilize the RFI module for the 2023 general inspections.

Assessment Services

Q4 - 2022 Financial Reporting

Department Head - Karen Burnand



Assessment

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Sales of goods & services to individuals	650	-	-	0%
Total Revenue	650	-	(650)	0%
Earnings & benefits	591,440	581,945	(9,495)	98%
General services-contracted	55,597	37,980	(17,617)	68%
Goods, supplies & materials purchased	5,750	2,540	(3,210)	44%
Total Expense	652,787	622,465	(30,322)	95%
Surplus/(Deficit)	(652,137)	(622,465)	29,672	95%

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

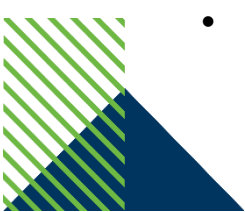
- Leads and supports the Corporate Services team's successful delivery of strategic, reliable, and valued support to the organization that aids in the achievement of strategic objectives.
- Leads the preparation, oversight, and alignment of the Corporate Services budget, ensuring responsible and appropriate 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 information.

2: Department Goals

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

3: Department Highlights

- Renewed mobility agreement for all County-owned smartphones and cellular enabled devices.
- Enabled hybrid/virtual meeting capabilities in 2 additional County boardrooms.
- Assisted Economic Development with IT and facilities projects at the Business and Entrepreneur Centre.
- Supported the gravel program with a GIS enabled application for Road Operations.
- Completed proposal process for permitting system as part of the Enterprise Content Management project.
- Completed upgrade to energy efficient LED lighting panels in several departments in County Centre and the Community and Operations Centre.
- Completed lighting and security upgrades of the Thorsby Public Works Shop.
- Completed transition to a new employee benefits provider.

4: Action Plan

Goal 1

We utilize best practices in corporate governance to support the organization's achievement of its business objectives efficiently and effectively.

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 Dec. 31 2022	Identified deliverables with status update
Identify gaps and requirements in our current leadership training.	Q1 2022		Gap analysis is completed. <ul style="list-style-type: none">• Gap analysis has been completed.
Research existing leadership development programs and opportunities that could meet the County's requirements.	Q2 2022		Program research is completed. <ul style="list-style-type: none">• Research on leadership development has been completed.
Complete strategy and recommendations for leadership development and training	Q3 2022		Strategy is completed and recommendations are approved by administration. <ul style="list-style-type: none">• Strategy and recommendations draft has begun and will be finalized in 2023.

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 Dec. 31 2022	Identified deliverables with status update
Conduct an analysis of the building reviews completed on our major facilities.	Q1 2022		Analysis of building reviews for all major facilities is completed.

			<ul style="list-style-type: none"> Building review analysis has been completed.
Complete a 10-year projection of all lifecycle components for replacement and repair.	Q2 2022		Replacement and repair 10-year projections are completed. <ul style="list-style-type: none"> Long-range life cycling of facilities is completed.
Life cycle projections are used to inform the facility budget request.	Q3 2022		Budget requests for major facility life cycle components are completed based on the Ten-year projection. <ul style="list-style-type: none"> Budgeting is completed and has been submitted.

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 Dec. 31 2022	Identified deliverables with status update
Roll out Microsoft Office 365 to all County users ensuring users have the required technology to support efficient customer service.	Q4 2022		Office programs are updated to latest Office 365 version for all County users. <ul style="list-style-type: none"> Deferred until first half of 2023 to coincide with Microsoft licensing renewal.
Complete a Geographic Information System (GIS) Strategy.	Q2 2022		Current state review of GIS and GIS enabled systems and a gap analysis are completed. <ul style="list-style-type: none"> Current state review and gap analysis are completed.
	Q3 2022		GIS Strategy is completed. <ul style="list-style-type: none"> Strategy draft has been presented to executive leadership. Strategy to be finalized in 2023.
Complete a review of Leduc County's Automatic Vehicle Location (AVL) systems.	Q1 2022		Current state review and needs assessment is completed. <ul style="list-style-type: none"> Current state review completed.
	Q2 2022		Gap analysis is completed. <ul style="list-style-type: none"> Gap analysis is completed.

	Q3 2022		Review and recommendations for AVL system completed and approved by administration. <ul style="list-style-type: none"> Review of AVL current state is completed. Recommendations to be completed in Q2 2023.
Research and recommend an agenda management system for Council and Committee meetings.	Q3 2022		Recommendation for an agenda management system is completed. <ul style="list-style-type: none"> System review has been completed. Recommendation to be completed in Q1 2023.

Strategy 2.2

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

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Enterprise content management (ECM) onboarding and data migration.	Q2 2022		Pilot department onboarding and migration of data is completed. <ul style="list-style-type: none"> Pilot department to be completed by the end of Q1 2023.
	Q4 2022		All department's onboarding and migration of data is completed. <ul style="list-style-type: none"> Onboarding and migration of data will be completed in Q2 through Q4 of 2023.
Complete replacement of permitting application and customer service database.	Q2 2022		Requirements gathering completed for permitting system and customer relationship management system. <ul style="list-style-type: none"> Requirements gathering for permitting system completed. Requirements gathering for customer service database to be completed in Q1 2023.
	Q4 2022		Implementation of new permitting system completed. <ul style="list-style-type: none"> Permitting system acquisition to be completed at the end of Q1, 2023 with implementation planned in Q2 through Q3 of 2023.
	Q4 2022		Implementation of new complaint management system.

			<ul style="list-style-type: none">• Customer/complaint management system to be implemented in 2023.
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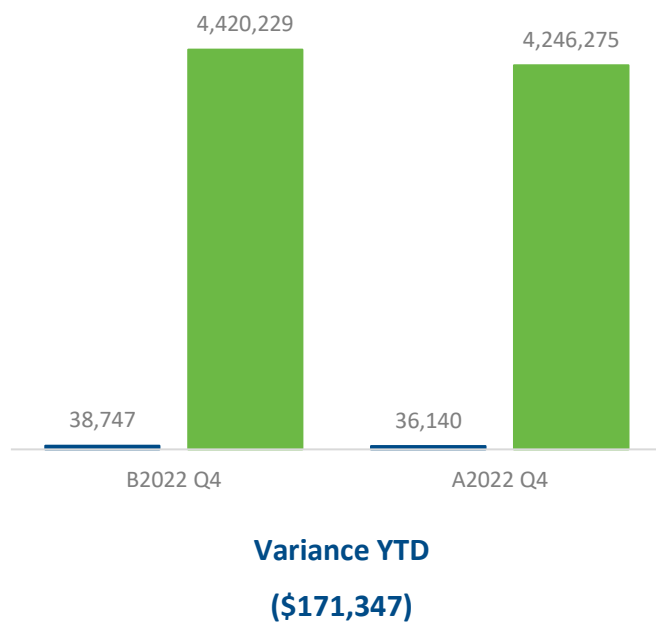
Corporate Services

Q4 - 2022 Financial Reporting

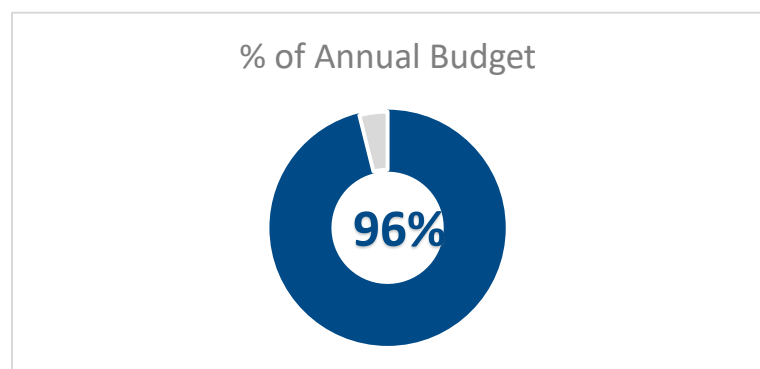
Department Head - Kent Pudlowski

■ REVENUE
■ EXPENSE

% of Q4 Budget



Leadership and administration	97%
Facilities and fleet	95%
Geographic information system (GIS)	84%
Health, safety, and wellness	75%
Human resources	110%
Information technology	94%
Records management	68%



Leadership and administration

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	3,400	1,431	(1,969)	42%
<i>Other revenue from own sources</i>	1,000	3,334	2,334	333%
Total Revenue	4,400	4,765	365	108%
<i>Earnings & benefits</i>	2,423,891	2,352,741	(71,150)	97%
<i>General services-contracted</i>	317,720	321,726	4,006	101%
<i>Goods, supplies & materials purchased</i>	5,840	3,233	(2,607)	55%
Total Expense	2,747,451	2,677,700	(69,751)	97%
Surplus/(Deficit)	(2,743,051)	(2,672,935)	70,116	97%

Variances

Earnings & benefits

- One vacant position in Q2.
- Two vacant positions in Q4.

Corporate Services

Q4 - 2022 Financial Reporting

Facilities and fleet

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	450	2,400	1,950	533%
<i>Other revenue from own sources</i>	14,412	11,250	(3,162)	78%
<i>Other transactions</i>	7,500	7,500	-	100%
Total Revenue	22,362	21,150	(1,212)	95%
<i>General services-contracted</i>	243,750	250,148	6,398	103%
<i>Goods, supplies & materials purchased</i>	221,668	209,555	(12,113)	95%
<i>Reserves, transfers & grants</i>	72,900	37,991	(34,909)	52%
<i>Financial service charges</i>	333,691	333,405	(286)	100%
Total Expense	872,009	831,099	(40,910)	95%
Surplus/(Deficit)	(849,647)	(809,949)	39,698	95%

Variances

Goods, supplies & materials purchased

- Grounds maintenance, equipment and machine parts, and float maintenance costs were less than anticipated.

Reserves, transfers & grants

- Transfer to reserves for the Nisku business sign was less than anticipated.

Geographic information system (GIS)

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Other revenue from own sources</i>	-	1,365	1,365	0%
Total Revenue	-	1,365	1,365	0%
<i>General services-contracted</i>	52,600	45,263	(7,337)	86%
<i>Purchases from other governments & agencies</i>	7,000	6,177	(823)	88%
Total Expense	59,600	51,440	(8,160)	86%
Surplus/(Deficit)	(59,600)	(50,075)	9,525	84%

Variances

No significant variances

Corporate Services

Q4 - 2022 Financial Reporting

Health, safety, and wellness

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
General services-contracted	75,225	55,747	(19,478)	74%
Goods, supplies & materials purchased	9,836	7,997	(1,839)	81%
Total Expense	85,061	63,744	(21,317)	75%
Surplus/(Deficit)	(85,061)	(63,744)	21,317	75%

Variances

General services-contracted

- Professional services costs were less than anticipated.

Human resources

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Other transactions	11,985	8,860	(3,125)	74%
Total Revenue	11,985	8,860	(3,125)	74%
General services-contracted	74,823	75,432	609	101%
Goods, supplies & materials purchased	26,325	31,064	4,739	118%
Total Expense	101,148	106,496	5,348	105%
Surplus/(Deficit)	(89,163)	(97,636)	(8,473)	110%

Variances

No significant variances

Corporate Services

Q4 - 2022 Financial Reporting

Information technology

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
General services-contracted	358,663	325,749	(32,914)	91%
Goods, supplies & materials purchased	181,100	179,771	(1,329)	99%
Total Expense	539,763	505,520	(34,243)	94%
Surplus/(Deficit)	(539,763)	(505,520)	34,243	94%

Variances

General services-contracted

- Software licensing and maintenance of equipment costs were less than anticipated.

Records management

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
General services-contracted	11,197	4,930	(6,267)	44%
Goods, supplies & materials purchased	4,000	5,346	1,346	134%
Total Expense	15,197	10,276	(4,921)	68%
Surplus/(Deficit)	(15,197)	(10,276)	4,921	68%

Variances

No significant variances

1: Department Services

1.1: Our mission

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

1.2: Service areas

Financial services

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

Administrative services

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

2: Strategic Priorities

Strategic priority – All

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

3: Department Goals

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

4: Department Highlights

- Council approval of the interim 2023 budget.
- Financial management of the grant for the Nisku Spine Road project.
- Prepared and processed 1,484 (2021: 1,690) tax certificates to date.
- Collected \$73,694,576 (97.3%) of property taxes by December 31.
- Council approved the Credit Card policy.

5: Action Plan

Goal 1

Enhance long-term financial and organizational sustainability.

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Continue to enhance the long-range capital plan by incorporating asset management principles.	Q4 2022		Integration of asset management principles into planning models. <ul style="list-style-type: none">• Continued participation on the Asset Management committee to align asset management processes with long-range planning.
Collaborate with the Utilities department on the utility rate review.	Q3 2022		Utility rate structure approved by Council. <ul style="list-style-type: none">• Review presented to Public Works Committee on Oct. 13.
Review the Corporate Credit Card (FS-04) policy.	Q4 2022		Policy approved by Council. <ul style="list-style-type: none">• Policy approved on Dec. 13.

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 Dec. 31 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">• Notice to our current insurance provider has been given.• An in-depth review of insurance is planned for 2023.• Request for proposal deferred to 2024.

Strategy 2.2

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

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

Goal 3

Increase service levels by expanding services offered to customers.

Strategy 3.1

Enhance customer service by expanding payment options.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Implement acceptance of credit cards for eligible revenues.	Q1 2022		Expanded options to pay by credit card. <ul style="list-style-type: none">• Credit cards accepted for select transactions.
Implementation of processes that enhance customer service.	Q3 2022		Research automatic payment options within the utility function. <ul style="list-style-type: none">• Project delayed due to changes within the financial software. Anticipated to be completed in Q2 of 2023.

Strategy 3.2

Enhance customer service by implementing additional email options.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Investigate ability to email tax and assessment notices as a supplement to current mailing practices.	Q4 2022		Research and develop an implementation plan, if warranted. <ul style="list-style-type: none">• Initial research completed.• Draft implementation plan to be developed in Q2 of 2023 for potential implementation in 2024.

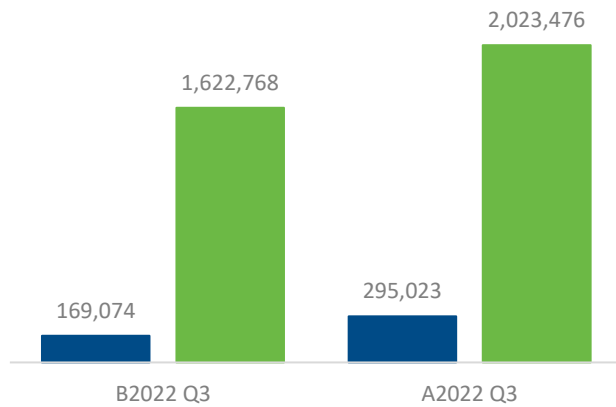
Finance

Q4 - 2022 Financial Reporting

Department Head - Natasha Wice

■ REVENUE
■ EXPENSE

% of Q4 Budget

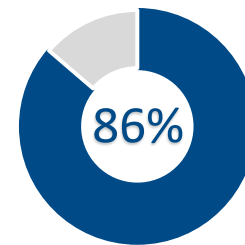


Variance YTD
\$274,759

Financial services
Administrative services

129%
36%

% of Annual Budget



Financial services

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to other governments</i>	21,070	21,071	1	100%
<i>Sales of goods & services to individuals</i>	36,650	46,747	10,097	128%
<i>Other revenue from own sources</i>	50,012	165,517	115,505	331%
<i>Other transactions</i>	59,342	59,372	30	100%
Total Revenue	167,074	292,707	125,633	175%
<i>Earnings & benefits</i>	1,045,980	1,025,202	(20,778)	98%
<i>General services-contracted</i>	140,525	132,372	(8,153)	94%
<i>Goods, supplies & materials purchased</i>	1,650	412	(1,238)	25%
<i>Reserves, transfers & grants</i>	267,500	803,300	535,800	300%
Total Expense	1,455,655	1,961,286	505,631	135%
Surplus/(Deficit)	(1,288,581)	(1,668,580)	(379,999)	129%

Variances

Other revenue from own sources

- More than anticipated revenue due to an unbudgeted sale of a Leduc County property.

Reserves, transfers & grants

- More than anticipated due to an unbudgeted transfer to the legacy fund reserve.

Finance

Q4 - 2022 Financial Reporting

Administrative services

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Other revenue from own sources</i>	2,000	2,317	317	116%
<i>Total Revenue</i>	2,000	2,317	317	116%
<i>General services-contracted</i>	105,658	115,207	9,549	109%
<i>Goods, supplies & materials purchased</i>	50,400	62,533	12,133	124%
<i>Reserves, transfers & grants</i>	-	(130,986)	(130,986)	0%
<i>Financial service charges</i>	11,055	15,436	4,381	140%
<i>Total Expense</i>	167,113	62,190	(104,923)	37%
<i>Surplus/(Deficit)</i>	(165,113)	(59,873)	105,240	36%

Variances

Goods, supplies & materials purchased

- Expenses were more than anticipated for coffee and stationery supplies due to cost increases in 2022.

Reserves, transfers & grants

- Unbudgeted year-end adjustments for tax and accounts receivable allowances.

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

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

3: Department Goals

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

- Significant effort committed to the Enterprise Content Management (ECM) project in Q4 to establish a new file structure for Agricultural Services.
- Local Food Coordinator supported Alberta Farm Fresh Producers Association and Alberta Farmers Market Association with planning and coordination for their respective conferences for 2023 (one to be held in Nisku in Q1 2023)

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 Dec. 31 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 in 2022. <ul style="list-style-type: none">• Hosted virtual workshop, Preparing for CanadaGAP (six week series).• Held two Getting into Horticulture: Choosing Land workshops in Q4 - 100 registrants combined for both sessions.
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">• Two tours held: July 17 and Aug. 20. There were 402 total registrations for both events.

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 Dec. 31 2022	Identified deliverables with status update
Control brush with selective herbicides less than 10-feet high in intersections and in the right-of-way adjacent to the road to improve driving visibility and promote efficient drainage.	Q3-Q4 2022		Spray brush in intersections and road right-of-way identified and brushed. <ul style="list-style-type: none">• Over 20 small hand-brushing locations along approaches and right-of-way identified and controlled.

Support the grading and shoulder pull program by controlling unwanted vegetation through the application of non-selective herbicides along roadsides.	Q2 2022		200 km to be completed. <ul style="list-style-type: none"> At the request of grader operators, 150 km of gravel roads were sprayed.
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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 Dec. 31 2022	Identified deliverables with status update
Continue to provide technical expertise to the Regional Agricultural Master Plan (RAMP) task force.	Q3 2022		RAMP task force supported by Leduc County to help the Edmonton Metropolitan Region Growth Plan (EMRGP) develop the RAMP Monitoring and Reporting Framework. <ul style="list-style-type: none"> RAMP received provincial approval Dec. 20, 2022.

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 Dec. 31 2022	Identified deliverables with status update
Develop training regimen for seasonal staff development and competency.	Q1 2022		Refine and document training protocols for seasonal staff orientation and equipment training. <ul style="list-style-type: none"> Working with Health and Safety, developed Tractor Competency and Sprayer Competency forms to document training for seasonal staff. Utilized Tractor and Sprayer Competency documents for seasonal staff training.

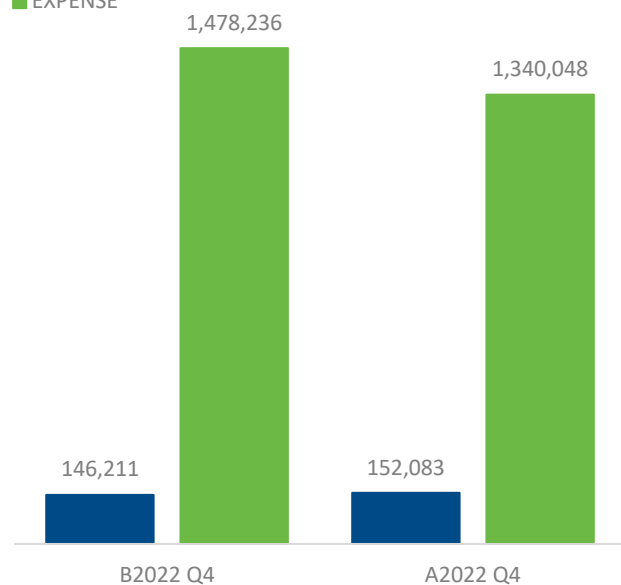
Agricultural Services

Q4 - 2022 Financial Reporting

Department Head - Garrett Broadbent

■ REVENUE

■ EXPENSE

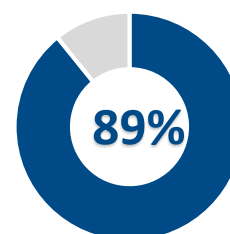


Variance YTD
(\$144,061)

% of Q4 Budget



% of Annual Budget



Leadership and administration

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	700	-	(700)	0%
Total Revenue	700	-	(700)	0%
<i>Earnings & benefits</i>	546,796	501,945	(44,851)	92%
<i>General services-contracted</i>	11,320	9,540	(1,780)	84%
<i>Goods, supplies & materials purchased</i>	1,600	421	(1,179)	26%
<i>Reserves, transfers & grants</i>	22,500	9,499	(13,001)	42%
Total Expense	582,216	521,404	(60,812)	90%
Surplus/(Deficit)	(581,516)	(521,404)	60,112	90%

Variances

Earnings & benefits

- Seasonal staff worked less hours than anticipated.
- Salaried earnings were less 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

Q4 - 2022 Financial Reporting

Agricultural drainage

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Other transactions</i>	1,500	1,500	-	100%
Total Revenue	1,500	1,500	-	100%
<i>General services-contracted</i>	8,762	3,063	(5,699)	35%
Total Expense	8,762	3,063	(5,699)	35%
Surplus/(Deficit)	(7,262)	(1,563)	5,699	22%

Variances

No significant variances.

Crop pest control

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	20,930	13,411	(7,519)	64%
<i>Goods, supplies & materials purchased</i>	6,228	4,074	(2,154)	65%
Total Expense	27,158	17,484	(9,674)	64%
Surplus/(Deficit)	(27,158)	(17,484)	9,674	64%

Variances

No significant variances.

Equipment maintenance and fabrication

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	3,000	4,485	1,485	150%
<i>Other revenue from own resources</i>	-	3,000	3,000	0%
<i>Conditional grants from other governments</i>	123,907	123,907	-	100%
Total Revenue	126,907	131,392	4,485	104%
<i>Earnings & benefits</i>	110,925	108,631	(2,294)	98%
<i>General services-contracted</i>	27,506	27,776	270	101%
<i>Goods, supplies & materials purchased</i>	72,274	72,767	493	101%
Total Expense	210,705	209,174	(1,531)	99%
Surplus/(Deficit)	(83,798)	(77,782)	6,016	93%

Variances

No significant variances.

Agricultural Services

Q4 - 2022 Financial Reporting

Local food and horticulture

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Conditional grants from other governments</i>	2,500	2,400	(100)	96%
Total Revenue	2,500	2,400	(100)	96%
<i>General services-contracted</i>	11,195	6,538	(4,657)	58%
<i>Goods, supplies & materials purchased</i>	4,550	2,734	(1,816)	60%
Total Expense	15,745	9,272	(6,473)	59%
Surplus/(Deficit)	(13,245)	(6,872)	6,373	52%

Variances

No significant variances.

Roadside vegetation management

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
<i>Earnings & benefits</i>	183,919	123,732	(60,187)	67%
<i>General services-contracted</i>	16,910	16,366	(544)	97%
<i>Goods, supplies & materials purchased</i>	167,318	185,599	18,281	111%
Total Expense	368,147	325,697	(42,450)	88%
Surplus/(Deficit)	(368,147)	(325,697)	42,450	88%

Variances

Earnings & benefits

- One vacant position in Q2 and Q3.

Goods, supplies & materials purchased

- Herbicide prices were higher than anticipated.
- More herbicide was purchased to complete the spraying program than anticipated.

Sustainable agriculture program

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	600	225	(375)	38%
<i>Other transactions</i>	8,104	4,223	(3,881)	52%
Total Revenue	8,704	4,448	(4,256)	51%
<i>General services-contracted</i>	7,700	4,241	(3,459)	55%
<i>Goods, supplies & materials purchased</i>	1,600	296	(1,304)	18%
Total Expense	9,300	4,537	(4,763)	49%
Surplus/(Deficit)	(596)	(88)	508	15%

Variances

No significant variances.

Agricultural Services

Q4 - 2022 Financial Reporting

Weed control

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	3,000	10,534	7,534	351%
Total Revenue	3,000	10,534	7,534	351%
<i>Earnings & benefits</i>	77,212	68,488	(8,724)	89%
<i>General services-contracted</i>	34,844	46,822	11,978	134%
<i>Goods, supplies & materials purchased</i>	9,075	6,745	(2,330)	74%
Total Expense	121,131	122,054	923	101%
Surplus/(Deficit)	(118,131)	(111,521)	6,610	94%

Variances

General services-contracted

- Conducted more weed notice enforcement than anticipated but this is offset by additional weed enforcement revenue.
- Vehicle rentals and insurance was higher than anticipated.

Wild animal pest control

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	900	524	(376)	58%
<i>Other revenue from own sources</i>	2,000	1,285	(715)	64%
Total Revenue	2,900	1,809	(1,091)	62%
<i>Earnings & benefits</i>	109,408	111,780	2,372	102%
<i>General services-contracted</i>	12,945	6,666	(6,279)	51%
<i>Goods, supplies & materials purchased</i>	12,719	8,916	(3,803)	70%
Total Expense	135,072	127,362	(7,710)	94%
Surplus/(Deficit)	(132,172)	(125,553)	6,619	95%

Variances

No significant variances.



1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Bylaw and animal control

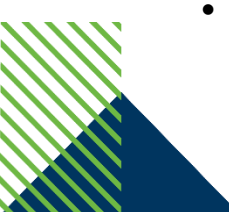
- Responds to public complaints regarding property concerns.
- Takes action to address unsightly premises determined to be detrimental to the community.
- Responds to and investigates dog control and other bylaw matters.
- Takes action to secure and, if necessary, impound dogs found to be at large.
-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

Enhanced policing

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

Regional training

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



Traffic safety

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

2: Strategic Priorities

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

3: Department Highlights

- A total of 7,184 hot spot proactive patrols conducted in 2022.
- A total of 1,109 patrols conducted on banned roads in 2022.
- A total of 121 cargo securement traffic stops made in 2022.
- Conducted 664 dedicated traffic operations in 2022.
- Sixteen unsightly property complaints investigated in 2022 and 2 files were carried over into 2023.
- Presented a draft Dog Bylaw to Council workshop in November.
- Assisted with internal health and safety audit.
- Collaborated with Planning and Development regarding kennel licensing and Land Use Bylaw revision.
- Participated in a successful Joint Forces Operation Christmas Stuff a Cruiser event in City of Leduc.
- Assisted with traffic control for the City of Leduc Santa Claus parade.
- Assisted with an Annual Country Christmas Convoy fundraising event.

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 Dec. 31 2022	Identified deliverables with status update
Educate road users through traffic enforcement and interactions and conduct high-visibility traffic operations in key areas.	Q4 2022		Conduct a minimum of 700 dedicated traffic operations per year. <ul style="list-style-type: none">Averaged 44 traffic operations per month in Q4.Completed 664 traffic operations in 2022.
Assist departments in protecting the County's road infrastructure through the enforcement of road bans.	Q3 2022		Conduct a minimum of 1,200 patrols per year on banned roads during road ban season. <ul style="list-style-type: none">Averaged 60 patrols per month in Q4.Completed 1,109 patrols on banned roads in 2022.
Support initiatives that focus on commercial vehicle safety and cargo securement.	Q4 2022		Conduct a minimum of 100 traffic stops for commercial cargo securement each year, in conjunction with the annual cargo securement awareness campaign. <ul style="list-style-type: none">Averaged 8 cargo securement operations per month in Q4.Completed 121 cargo securement/dangerous goods inspections for 2022.

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 Dec. 31 2022	Identified deliverables with status update
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	Q4 2022		Conduct 2,000 patrols in hot spots (including subdivisions) per year. <ul style="list-style-type: none">Completed 7,184 hot spot patrols in 2022.

Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Provide traffic control for parades and special events such as Wizard Lake Canada Day Parade, Leduc Black Gold Parade, Calmar Fair Days Parade and Santa Claus Parade in the City of Leduc.	Q3 2022		Participate in special events throughout the year. <ul style="list-style-type: none">• Provided traffic control for the City of Leduc Santa Claus parade.• Participated in a Joint Forces Operation for Christmas Stuff a Cruiser in the City of Leduc.

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 Dec. 31 2022	Identified deliverables with status update
Assist with traffic control and scene safety at collisions, as requested.	Q4 2022		Statistics and ongoing updates provided to Protective Services Committee. <ul style="list-style-type: none">• Assisted with an average of four emergency services events per month in Q4.
Assist police/fire/EMS and emergency management response to incidents, as requested.	Q4 2022		<ul style="list-style-type: none">• Information presented to Protective Services Committee in November.

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 Dec. 31 2022	Identified deliverables with status update
Host and instruct commercial vehicle dimension and weights enforcement course.	Q2 2022		Provide at least one commercial vehicle dimension and weights instruction course per year. <ul style="list-style-type: none">• Curriculum has been revised.• Course was delivered in April.• Accreditation in process.

Host and instruct traffic speed enforcement course.	Q3 2022		Provide one traffic speed enforcement (RADAR) course for the region per year. <ul style="list-style-type: none"> Instructed joint Radar/Lidar course with Strathcona County in May.
Assess enhanced policing service levels and agreements.	Q3 2022		Assess enhanced policing service levels and agreements during annual budget preparation. <ul style="list-style-type: none"> Coordinated costs for the school resource officer funding in the 2022-2023 school year.

Goal 3

Build and strengthen community relationships and support meaningful community engagement.

Strategy 3.1

Develop and maintain public relationships through awareness programs.

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

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 Dec. 31 2022	Identified deliverables with status update
Promote boat safety through education, compliance, and enforcement.	Q3 2022		Conduct a minimum three safe boating awareness operations, boat patrols and/or shoreline operations during the summer season. <ul style="list-style-type: none"> Conducted a total of 13 boat and lake shore operations in Q3. Boat patrol and assisted Parks with removing of buoys on Pigeon Lake.

Promote off-highway safety through education, compliance, and enforcement.	Q4 2022		<p>Conduct a minimum of three to six off-highway vehicle patrols during the summer season.</p> <ul style="list-style-type: none"> Conducted two quad operations in Q3.
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Goal 5

Respond to property concerns and promote compliance.

Strategy 5.1

Address nuisance and unsightly premises.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2022		<p>Respond to property complaints within three business days.</p> <ul style="list-style-type: none"> There was one complaint investigated in Q4 and two files remained open. In conjunction with the Urban Standards Bylaw there were seven notices given for sidewalks not cleaned in accordance with the guidelines.
Partner with Planning and Development to address growing concerns about vacant and occupied lands in country residential subdivisions.	Q2 2022		<p>Review the current Urban Standards Bylaw and present recommendations for amendment to Council.</p> <ul style="list-style-type: none"> Presented the Urban Standards Bylaw to Council for reading Aug. 23, 2022. Urban Standards Bylaw was passed by Council.
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		<p>Review the current Animal Control Bylaw and present recommendations for amendment to Council.</p> <ul style="list-style-type: none"> Presented a draft Animal Control Bylaw to Council workshop in Q3. Met with legal counsel regarding recommended revisions to draft Animal Control Bylaw.

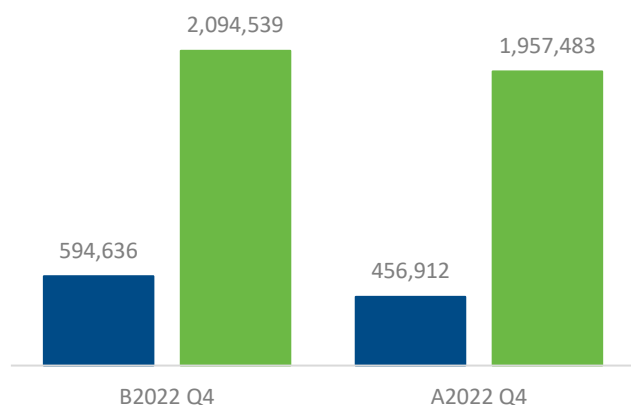
Enforcement Services

Q4 - 2022 Financial Reporting

Department Head - Clarence Nelson

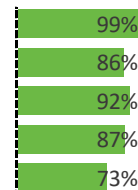
■ REVENUE
■ EXPENSE

% of Q4 Budget

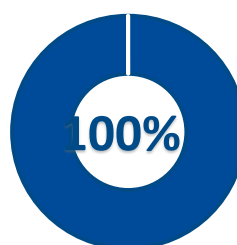


Variance YTD
\$668

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



% of Annual Budget



Leadership and administration

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Other transactions	118,742	118,742	-	100%
Total Revenue	118,742	118,742	-	100%
Earnings & benefits	777,604	782,831	5,227	101%
General services-contracted	39,345	50,202	10,857	128%
Goods, supplies & materials purchased	72,648	45,497	(27,151)	63%
Total Expense	889,597	878,529	(11,068)	99%
Surplus/(Deficit)	(770,855)	(759,787)	11,068	99%

Variances

General services-contracted

- Vehicle repair costs were more than anticipated.

Goods, supplies & materials purchased

- Supplies and equipment and machine parts were less than anticipated.

Enforcement Services

Q4 - 2022 Financial Reporting

Bylaw and animal control

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Other revenue from own sources</i>	6,530	13,539	7,009	207%
Total Revenue	6,530	13,539	7,009	207%
<i>General services-contracted</i>	23,680	28,073	4,393	119%
<i>Goods, supplies & materials purchased</i>	240	26	(214)	11%
<i>Reserves, transfers & grants</i>	3,500	3,500	-	100%
Total Expense	27,420	31,600	4,180	115%
Surplus/(Deficit)	(20,890)	(18,061)	2,829	86%

Variances

No significant variances

Enhanced policing

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to other government</i>	60,000	24,880	(35,121)	41%
<i>Other revenue from own sources</i>	-	(4,200)	(4,200)	0%
Total Revenue	60,000	20,680	(39,321)	34%
<i>Purchases from other governments & agencies</i>	1,155,022	1,024,919	(130,103)	89%
Total Expense	1,155,022	1,024,919	(130,103)	89%
Surplus/(Deficit)	(1,095,022)	(1,004,240)	90,783	92%

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 and agencies

- Enhanced policing expenses for Black Gold School Division have been less than anticipated.
- Police funding model expenses are less than anticipated.

Enforcement Services

Q4 - 2022 Financial Reporting

Regional training

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to other governments</i>	5,604	3,500	(2,104)	62%
Total Revenue	5,604	3,500	(2,104)	62%
<i>Goods, supplies & materials purchased</i>	2,500	790	(1,710)	32%
Total Expense	2,500	790	(1,710)	32%
Surplus/(Deficit)	3,104	2,710	(394)	87%

Variances

No significant variances

Traffic safety

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Other revenue from own sources</i>	403,760	300,451	(103,309)	74%
Total Revenue	403,760	300,451	(103,309)	74%
<i>General services-contracted</i>	20,000	21,645	1,645	108%
Total Expense	20,000	21,645	1,645	108%
Surplus/(Deficit)	383,760	278,806	(104,954)	73%

Variances

Other revenue from own sources

- Decreased traffic offences, particularly commercial vehicle traffic offenses, combined with delays and disposal of many court proceedings has resulted in decreased fine revenue.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Engineering

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

2: Strategic Priorities

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

3: Department Highlights

- Road program has been completed, under budget and on time.
- Bridge program is complete.
- Nisku Spine Road has been completed, under budget and on time.
 - Nisku Spine Road ribbon cutting ceremony was held on October 28, 2022.
- From design review to construction completion, the following subdivisions were finalized: Pioneer Skies Business Park, Churchill Meadows Stages 1-3 and Irvine Creek North.
- Municipal Servicing Standards document has been completed and approved.

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 Dec. 31 2022	Identified deliverables with status update
Examine current processes that could be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	Q2 2022		Document current workflow of engineering processes and develop a prioritized list of areas for improvement. <ul style="list-style-type: none">• Workflows have been documented.
	Q2 2022		Examine workflow and modify as necessary to improve the customer experience. <ul style="list-style-type: none">• Revised workflows drafted and are being reviewed with affected departments.• Scheduled to be complete in Q1 2023.

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 Dec. 31 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 regard to third party utilities. <ul style="list-style-type: none">• Contact has been made with third party utilities to introduce them to this project.

			<ul style="list-style-type: none"> Meetings have been scheduled with third party utility companies. Report is currently scheduled for Q1 2023.
Update the municipal access agreement to enable telecommunications providers to easily install services in Nisku.	Q2 2022		<p>Updated municipal access agreement with telecommunications providers and have available for new providers.</p> <ul style="list-style-type: none"> Revised municipal access agreement has been approved by Council.

Goal 3

Improve Leduc County's transportation networks.

Strategy 3.1

Complete construction of the Nisku Spine Road.

Actions	Target dates	Status at Dec. 31 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"> All utility relocations are complete.
	Q1 2022		<p>Completion of in water component of the Blackmud Creek bridge.</p> <ul style="list-style-type: none"> Substructure is complete and the girders have been placed.
	Q2 2022		<p>Completion of traffic signals installation.</p> <ul style="list-style-type: none"> Signals installed.
	Q3 2022		<p>Completion of the Nisku Spine Road roadworks and Blackmud Creek bridge.</p> <ul style="list-style-type: none"> Project complete.

Strategy 3.2

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

Actions	Target dates	Status at Dec. 31 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"> Rural road inspections complete. Analysis is complete.

In conjunction with Road Operations and using data from the transportation master plan, and the rural roads ratings, develop a rural roads multi-year capital plan.	Q2 2022		<p>Multi-year plan created and presented to Public Works Committee.</p> <ul style="list-style-type: none"> • Data collection is complete and a series of administrative meetings are being held to develop the program. • There is a delay in integrating the information from the Transportation Master Plan as this document is currently being finalized. • Draft Transportation Master Plan due Q1 2023.
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Strategy 3.3

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

Actions	Target dates	Status at Dec. 31 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"> • Draft transportation master plan was presented to the Public Works Committee during the February meeting. <ul style="list-style-type: none"> ○ The draft transportation master plan is being reworked. • Administration to develop a draft multi-year plan by the end of Q2. <ul style="list-style-type: none"> ○ A draft five-year road plan was accepted by the Public Works Committee during the August meeting. • Draft transportation master plan due Q1 2023.
Monitor and report on the pavement network condition rating.	Q3 2022		<p>Year over year improvement on the pavement network rating. Report provided to Public Works Committee.</p> <ul style="list-style-type: none"> • Road inspections are complete, the report was presented at the September Public Works Committee meeting.
Implement and update the five-year pavement preservation plan.	Q4 2022		<p>Improved paved road network ratings and plan presented to Public Works Committee.</p>

			<ul style="list-style-type: none"> Draft five-year plan was accepted by the Public Works Committee at the August meeting.
Evaluate reclamite as a surfacing rehabilitation alternative.	Q3 2022		<p>Initial evaluation of reclamite after one year.</p> <ul style="list-style-type: none"> Inspection was carried out in June. The road surfacing treatment is performing well, however, it will require a sealant product such as chip-seal to preserve the surface to maximize longevity.

Strategy 3.4

Develop and implement a transportation master plan.

Actions	Target dates	Status at Dec 31. 2022	Identified deliverables with status update
Complete transportation master plan.	Q1 2022		<p>Transportation master plan approved by Council.</p> <ul style="list-style-type: none"> Administration is reworking the transportation master plan and a revised draft master plan will be prepared for Council's review. Draft transportation master plan due Q1 2023.

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 Dec. 31 2022	Identified deliverables with status update
Determining transit needs for Leduc County.	Q2 2022		<p>Complete the transit needs/feasibility study for Leduc County.</p> <ul style="list-style-type: none"> Have held a series of open houses for input from residents and users. A survey was completed. Project team has met with key stakeholders. Project was delayed due to Edmonton Metropolitan Transit Services Commission (EMTSC) discussions.

			<ul style="list-style-type: none"> Draft requirements, options, and costing will be available in Q1 2023.
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"> The need for a request for proposal (RFP) and implementation plan are being reviewed due to the dissolution of Edmonton Metropolitan Transit Services Commission.
	Q4 2022		Implement new transit model for 2023. <ul style="list-style-type: none"> Leduc Transit will likely remain the best option for Leduc County.

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 Dec. 31 2022	Identified deliverables with status update
Advocate to improve safety at County and provincial highway intersections, identified as high incident locations.	Q3 2022		Acknowledgment by Alberta Transportation of identified issues and an action plan to address. <ul style="list-style-type: none"> A letter was received from the Minister of Transportation approving the requested safety assessments at the intersection of Highway 2A and Glen Park Road, as well as, the intersection of Highway 795 and Glen Park Road. No further communication from Alberta Transportation administration regarding this initiative. Follow-up by staff with Alberta Transportation has not provided any further updates.
Investigate County intersections to determine safety improvements.	Q3 2022		Develop an action plan/capital plan to address. <ul style="list-style-type: none"> No additional intersections have been identified for 2022; primary concerns are the Highway 2A and Glen Park Road and the intersection of Highway 795 and Glen Park road intersections.

Goal 6

Relationships with other municipalities are maintained and strengthened.

Strategy 6.1

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

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Participate in the Edmonton Metropolitan Region Board's Solid Waste Collaborative.	Q4 2022		Determine potential for regional collaboration in regard to solid waste and recycling management. <ul style="list-style-type: none">• Project awarded for the Regional Organics Strategy: Phase 1 Current State Assessment.• A draft Solid Waste Data Strategy has been developed.
Participate in the Edmonton Metropolitan Region Board's Stormwater Collaborative.	Q4 2022		Determine potential for regional collaboration in regard to stormwater management. <ul style="list-style-type: none">• Collecting data to develop a regional approach for calculating Intensity-Duration-Frequency curves.

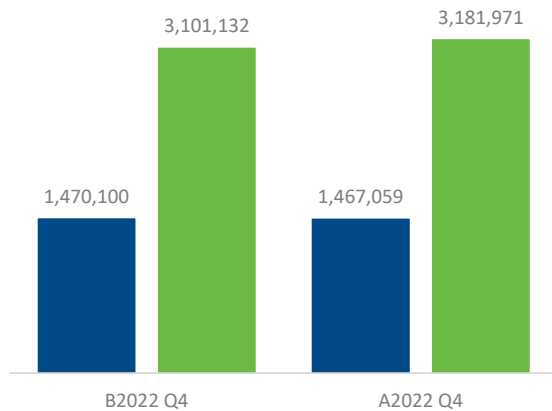
Engineering

Q4 - 2022 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

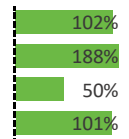
% of Q4 Budget



Variance YTD

\$83,881

Leadership and administration
Bridge program
Road data collection
Surfacing program



% of Annual Budget



Leadership and administration

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	12,000	16,200	4,200	135%
<i>Other revenue from own sources</i>	2,250	1,918	(333)	85%
<i>Other transactions</i>	1,455,850	1,457,146	1,296	100%
Total Revenue	1,470,100	1,475,264	5,164	100%
<i>Earnings & benefits</i>	911,538	881,719	(29,819)	97%
<i>General services-contracted</i>	157,016	223,655	66,639	142%
<i>Goods, supplies & materials purchased</i>	443,727	450,436	6,709	102%
<i>Financial service charges</i>	1,455,851	1,454,618	(1,233)	100%
Total Expense	2,968,132	3,010,428	42,296	101%
Surplus/(Deficit)	(1,498,032)	(1,535,165)	(37,133)	102%

Variances

Earnings & benefits

- One vacant position.

General services-contracted

- Contract engineering costs were higher than anticipated which are offset by an unfilled engineering position.

Engineering

Q4 - 2022 Financial Reporting

Bridge program

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Other revenue from own sources</i>	-	(8,205)	(8,205)	0%
Total Revenue	-	(8,205)	(8,205)	0%
<i>General services-contracted</i>	60,000	104,351	44,351	174%
Total Expense	60,000	104,351	44,351	174%
Surplus/(Deficit)	(60,000)	(112,556)	(52,556)	188%

Variances

General services-contracted

- Emergency bridge repair costs were higher than anticipated.

Road data collection

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	13,000	5,976	(7,024)	46%
<i>Goods, supplies & materials purchased</i>	-	569	569	0%
Total Expense	13,000	6,545	(6,455)	50%
Surplus/(Deficit)	(13,000)	(6,545)	6,455	50%

Variances

No significant variances

Surfacing program

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	60,000	60,648	648	101%
Total Expense	60,000	60,648	648	101%
Surplus/(Deficit)	(60,000)	(60,648)	(648)	101%

Variances

No significant variances



Family & Community Support Services 2022 Quarter 4 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

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

3: Department Highlights

- A total of 54 households have accessed over 1,500 hours of subsidized housekeeping. This program supports individuals and families to continue to live in their homes in their senior years.
- Two hundred sixty counselling sessions were subsidized, including support to 49 individuals and six couples or families.
- Ninety-one families have received 658 one-on-one support visits in person through the Family Resource Network.
- Thirty-six individuals have been supported through the Bridges FASD program with over 1,100 one-on-one visits, including referrals to agencies to support access to food, legal aid, housing, and financial assistance.
- One hundred-forty family members attended Christmas activity events in Warburg, Thorsby, and Calmar.
- Family Resource Network is currently supporting 68 families with in-home support and assistance.

4: Action Plan

Goal 1

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

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Improve resident access to services and supports.	Q3 2022		Engagement sessions will be held with residents and stakeholders to identify transportation barriers. <ul style="list-style-type: none">• A community survey was completed with 102 submissions.• Stakeholder information gathering and conversations were held with seniors and local service providers.

	Q4 2022		<p>A plan of action will be presented to Council for future year implementation.</p> <ul style="list-style-type: none"> • A presentation was presented to Council on Nov. 22. • Additional actions to reduce transportation barriers have been identified in 2023.
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Goal 2

Increased capacity building through partnerships and volunteerism.

Strategy 2.1

Fostering regional collaboration among stakeholders and partners.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Building a regional relationship among stakeholders and partners.	Q2 2022		<p>A regional awareness event will be hosted with government, businesses and not for profit service providers to improve community awareness of social supports and needs in the region.</p> <ul style="list-style-type: none"> • A social awareness luncheon was held on Sept. 16 in partnership with the Leduc, Nisku, and Wetaskiwin Regional Chamber of Commerce. Over 150 people attended.

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 Dec. 31 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"> • A plan was presented to Council on Nov. 22.

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 Dec. 31 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">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.

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 Dec. 31 2022	Identified deliverables with status update
Identify participant satisfaction with current services offered through FCSS services, Family Resource Network and the Bridges program.	Q4 2022		<p>FCSS will conduct satisfaction surveys with all program participants that engage in programming or direct client services. A report of findings will be presented to Council.</p> <ul style="list-style-type: none">Participant feedback is collected at all programs and through direct client services.The 2022 infographic will be presented to Council April 4, 2023.

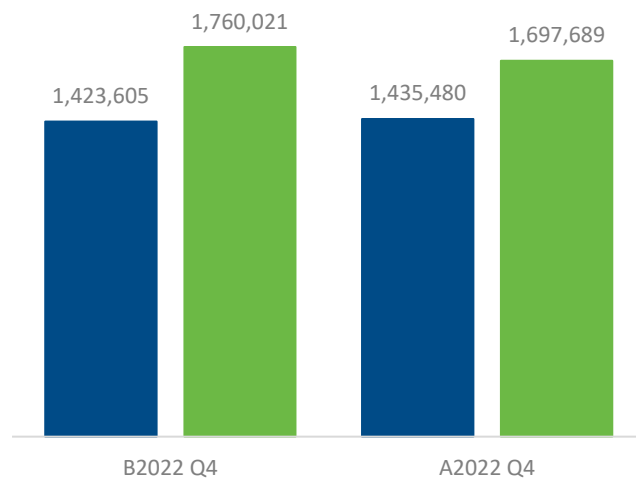
Family and Community Support Services

Q4 - 2022 Financial Reporting

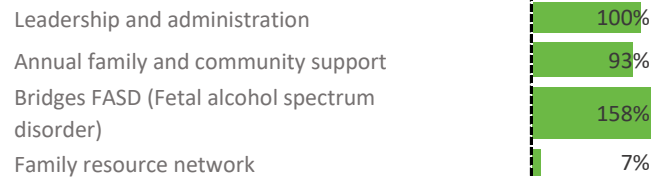
Department Head - Dean Ohnysty

■ REVENUE
■ EXPENSE

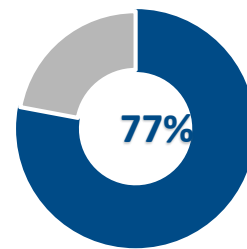
% of Q4 Budget



Variance YTD
(\$74,207)



% of Annual Budget



Leadership and administration

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Conditional grants from other governments	474,774	474,774	-	100%
Total Revenue	474,774	474,774	-	100%
Earnings & benefits	141,276	142,816	1,540	101%
General services-contracted	5,600	7,411	1,811	132%
Goods, supplies & materials purchased	2,750	488	(2,262)	18%
Total Expense	149,626	150,714	1,088	101%
Surplus/(Deficit)	325,148	324,060	(1,088)	100%

Variances

No significant variances

Family and Community Support Services

Q4 - 2022 Financial Reporting

Annual family and community support

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	1,100	-	(1,100)	0%
<i>Conditional grants from other governments</i>	-	12,596	12,596	0%
<i>Other transactions</i>	23,739	23,739	-	100%
Total Revenue	24,839	36,335	11,496	146%
<i>Earnings & benefits</i>	408,349	404,724	(3,625)	99%
<i>General services-contracted</i>	79,961	81,030	1,069	101%
<i>Goods, supplies & materials purchased</i>	9,996	5,260	(4,736)	53%
<i>Reserves, transfers & grants</i>	96,616	72,877	(23,739)	75%
Total Expense	594,922	563,891	(31,031)	95%
Surplus/(Deficit)	(570,083)	(527,556)	42,527	93%

Variances

Conditional grants from other governments

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

Reserves, transfers & grants

- Grants to other organizations were less than anticipated.

Bridges FASD (Fetal alcohol spectrum disorder)

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Conditional grants from other governments</i>	234,000	234,000	-	100%
Total Revenue	234,000	234,000	-	100%
<i>Earnings & benefits</i>	254,019	276,193	22,174	109%
<i>General services-contracted</i>	12,220	10,091	(2,129)	83%
<i>Goods, supplies & materials purchased</i>	2,400	2,293	(107)	96%
Total Expense	268,639	288,578	19,939	107%
Surplus/(Deficit)	(34,639)	(54,578)	(19,939)	158%

Variances

Earnings & benefits

- Salaries were higher than anticipated.

Family and Community Support Services

Q4 - 2022 Financial Reporting

Family resource network

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Conditional grants from other governments</i>	689,992	690,371	379	100%
<i>Total Revenue</i>	689,992	690,371	379	100%
<i>Earnings & benefits</i>	693,944	639,487	(54,457)	92%
<i>General services-contracted</i>	44,890	43,826	(1,064)	98%
<i>Goods, supplies & materials purchased</i>	8,000	11,193	3,193	140%
<i>Total Expense</i>	746,834	694,506	(52,328)	93%
<i>Surplus/(Deficit)</i>	(56,842)	(4,135)	52,707	7%

Variances

Earnings & benefits

- One vacant position in Q1 and Q2.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Emergency management

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

Fleet and facilities

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

Operations

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

Public safety/education/safety codes

- Interprets and enforces the 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 Service's paid on-call firefighters to meet national firefighting standards.
- Hosts external training at the regional fire training facility at the Nisku Fire District Station.
- Long-standing member and leader with the South Capital Regional Firefighter Training Association, which provides grant-funded training to regional departments.

2: Strategic Priorities:

Goal 1	Strategic priority – Regional leadership Formalize the new Regional Emergency Management Agency and Committee in support of Leduc County and our smaller municipalities (Warburg, Thorsby, Calmar) in compliance with the Local Authority Emergency Management Regulation (LAEMR).
Goal 2	Strategic priority – Regional leadership Enhance regional borderless fire services delivery model.

3: Department Goals

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

4: Department Highlights

- Fire Services Bylaw 23-22 was presented and adopted by Council on Dec. 13.
- During 2023 interim budget process, Council approved the funds to build a new fire station at the Edmonton International Airport.

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 Dec. 31 2022	Identified deliverables with status update
Amend the Leduc County sub-regional Emergency Management Agency agreement.	Q2 2022		An updated agreement approved by all participating municipalities. <ul style="list-style-type: none">• Agreement drafted and bylaw being reviewed by group.• Refocused on a mutual aid model rather than the previously proposed model. Meeting scheduled for Q2 2023 to further investigate alternate model.
Complete an implementation plan with regional partners.	Q3 2022		Emergency Management Plan implemented by regional partners. <ul style="list-style-type: none">• Emergency management plan will not be completed in 2022.

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

Goal 3

Revise the Fire Services Bylaw 12-12.

Strategy 3.1

Revise the Fire Services Bylaw 12-12.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Revise the current Fire Services Bylaw 12-12.	Q2 2022		New bylaw approved by Council. <ul style="list-style-type: none">• Fire Services Bylaw 12-12 presented in Council workshop for initial review on March 22.• Draft Burning Bylaw presented in Council workshop on March 22.• Burning Bylaw 13-22 passed on May 10.• Revised Fire Services Bylaw scheduled to be presented to workshop on Oct. 11.• Bylaw 23-22 Fire Services and repeal Bylaw 12-12 approved by Council on Dec. 13.
Review of administrative directives and procedures to align with current operational practices and new bylaw.	Q4 2022		Amended documents created, as needed. <ul style="list-style-type: none">• Developed list of potential directives and procedures that should be developed for the department.

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 Dec. 31 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">• Action plan drafted and under review.
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. <ul style="list-style-type: none">• Strategic plan drafted and under review.

Goal 5

Provide firefighter training at pre-pandemic levels.

Strategy 5.1

Revise and implement training program for 2022.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Resume pre-pandemic training program as per International Fire Service Training Association's (IFSTA) training manual.	Q2 2022		Training program objectives completed. <ul style="list-style-type: none">• In-person training resumed at all stations.• 2022 recruit class graduated.
Continue Officer development programming in the winter months to provide consistent leadership to support firefighters.	Q2 2022		Officer training program completed. <ul style="list-style-type: none">• ICS 300 completed by two officers.• Training program has been finalized and is being delivered on an ongoing basis.

Goal 6

Provide team-building opportunities for our firefighters.

Strategy 6.1

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

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Hold staff appreciation events for all district fire stations.	Q3 2022		Events held. <ul style="list-style-type: none">• Barbecues held at all district fire stations.
Host team-building events.	Q2 2022		Team building events held. <ul style="list-style-type: none">• Supported Volunteer Fire Fighter Associations with annual events.• Firefighters' family barbecue events cancelled in December and rescheduled for spring 2023.

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 Dec. 31 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">• New material has been ordered for distribution during Fire Prevention Week in Q4.• Material distributed during Fire Prevention Week.
Conduct fire safety presentations.	Q3 2022		Presentations held. <ul style="list-style-type: none">• Fire safety presented to school groups.• Hosted PARTY program at New Sarepta.• Hosted Emergency Preparedness Week barbecues at Thorsby and New Sarepta fire stations.

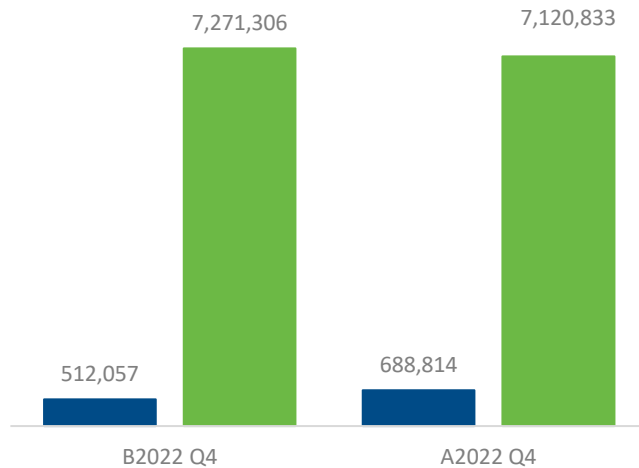
Fire Services

Q4 - 2022 Financial Reporting

Department Head - Keven Lefebvre

■ REVENUE
■ EXPENSE

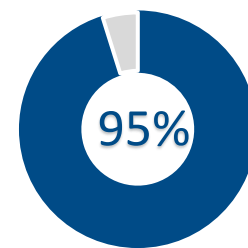
% of Q4 Budget



Variance YTD
(\$327,230)

Leadership and administration	96%
Emergency management	82%
Fleet and facilities	103%
Operations	87%
Public safety, education and safety codes	88%
Training	75%

% of Annual Budget



Leadership and administration

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to other governments</i>	163,450	133,291	(30,159)	82%
<i>Sales of goods & services to individuals</i>	2,000	21,528	19,528	1076%
<i>Other revenue from own sources</i>	4,000	52,046	48,046	1301%
Total Revenue	169,450	206,864	37,414	122%
<i>Earnings & benefits</i>	1,141,107	1,134,839	(6,268)	99%
<i>General services-contracted</i>	102,162	77,730	(24,432)	76%
<i>Purchases from other governments & agencies</i>	98,600	64,811	(33,789)	66%
<i>Goods, supplies & materials purchased</i>	23,152	17,013	(6,139)	73%
<i>Reserves, transfers & grants</i>	3,021,264	2,954,912	66,352	98%
<i>Financial service charges</i>	341,842	340,742	(1,100)	100%
Total Expense	4,728,128	4,590,046	(138,081)	97%
Surplus/(Deficit)	(4,558,678)	(4,383,183)	175,495	96%

Variances

Sales of goods & services to other governments

- The number of responses for the Town of Calmar were less than anticipated.

Sales of goods & services to individuals

- Vehicle accident cost recovery was higher than anticipated in Nisku.

Other revenue from own sources

- Unbudgeted insurance revenue.

Fire Services

Q4 - 2022 Financial Reporting

General services-contracted

- Subscriptions, conferences, advertising and phone expenses were less than anticipated.

Purchases from other government & agencies

- The Warburg cost share was less than anticipated.

Reserves, transfers & grants

- Contract firefighting services were less than anticipated.

Emergency management

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to other governments</i>	20,000	22,901	2,901	115%
<i>Other revenue from own sources</i>	17,457	13,183	(4,274)	76%
Total Revenue	37,457	36,084	(1,373)	96%
<i>General services-contracted</i>	95,850	73,371	(22,479)	77%
<i>Goods, supplies & materials purchased</i>	9,500	18,260	8,760	192%
Total Expense	105,350	91,631	(13,719)	87%
Surplus/(Deficit)	(67,893)	(55,547)	12,346	82%

Variances

General services-contracted

- Repairs and maintenance to grounds and buildings were less than anticipated.
- Professional services were less than anticipated.

Fleet and facilities

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Other revenue from own sources</i>	57,100	89,026	31,926	156%
Total Revenue	57,100	89,026	31,926	156%
<i>General services-contracted</i>	324,948	342,570	17,622	105%
<i>Goods, supplies & materials purchased</i>	596,181	639,476	43,294	107%
Total Expense	921,129	982,046	60,917	107%
Surplus/(Deficit)	(864,029)	(893,020)	(28,991)	103%

Variances

Other revenue from own sources

- Unbudgeted insurance revenue.

General services-contracted

- Building and equipment repairs were more than anticipated.
- Equipment rentals were more than anticipated but were offset by the unbudgeted insurance revenue.

Goods, supplies & materials purchased

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

Fire Services

Q4 - 2022 Financial Reporting

Operations

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to other governments</i>	46,300	55,442	9,142	120%
<i>Sales of goods & services to individuals</i>	176,500	286,918	110,418	163%
Total Revenue	222,800	342,361	119,561	154%
<i>Earnings & benefits</i>	1,349,206	1,297,665	(51,541)	96%
<i>General services-contracted</i>	1,000	948	(52)	95%
<i>Purchases from other governments & agencies</i>	65,000	83,559	18,559	129%
<i>Goods, supplies & materials purchased</i>	9,250	9,050	(200)	98%
Total Expense	1,424,456	1,391,221	(33,235)	98%
Surplus/(Deficit)	(1,201,656)	(1,048,861)	152,795	87%

Variances

Sales of goods & services to individuals

- Vehicle accident cost recovery was higher than anticipated.

Earnings & benefits

- Salaries were less than anticipated.

Public safety, education and safety codes

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	2,000	76	(1,924)	4%
<i>Goods, supplies & materials purchased</i>	5,500	6,553	1,053	119%
Total Expense	7,500	6,629	(871)	88%
Surplus/(Deficit)	(7,500)	(6,629)	871	88%

Variances

No significant variances

Training

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to other governments</i>	25,000	14,480	(10,520)	58%
<i>Sales of goods & services to individuals</i>	250	-	(250)	0%
Total Revenue	25,250	14,480	(10,770)	57%
<i>General services-contracted</i>	47,000	32,799	(14,201)	70%
<i>Goods, supplies & materials purchased</i>	37,744	26,461	(11,284)	70%
Total Expense	84,744	59,260	(25,484)	70%
Surplus/(Deficit)	(59,494)	(44,780)	14,714	75%

Variances

Reduced training site usage therefore revenues and expenses were less than anticipated.

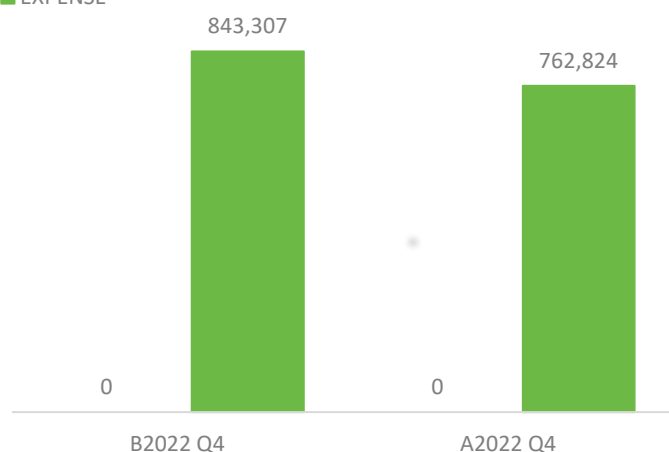
Legislative

Q4 - 2022 Financial Reporting

Department Head - Natasha Wice

■ REVENUE
■ EXPENSE

% of Q4 Budget

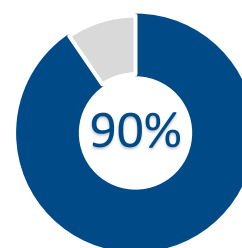


Legislative

90%

Variance YTD
(\$80,483)

% of Annual Budget



Legislative

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
<i>Earnings & benefits</i>	718,492	692,670	(25,822)	96%
<i>General services-contracted</i>	113,055	67,751	(45,304)	60%
<i>Goods, supplies & materials purchased</i>	11,760	2,403	(9,357)	20%
Total Expense	843,307	762,824	(80,483)	90%
Surplus/(Deficit)	(843,307)	(762,824)	80,483	90%

Variances

Earnings & benefits

- One vacant position in Q3.

General services - contracted

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

1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Parks service areas

Campgrounds

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

Day-use

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

Recreation service areas

Cost shares

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

Community development

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

Library support

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

2: Strategic Priorities

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

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

4: Department Highlights

- A revised recreation cost share agreement was finalized with City of Beaumont, in support of services for 2022, 2023 and 2024.
- In 2022, 344 youth participated in camps and programs and 1,300 residents attended community events held by Leduc County.
- We continue to see increased attendance in our Family Fun Zone drop-in events in New Sarepta, with over 125 people attending five events in the fall.
- A Breakfast with Santa event had 250 participants, with family events and activities for all ages.
- The annual Luminary event at Rundles Mission hosted 50 participants. Activities included ice carving, maple syrup snow candy and live entertainment.

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 Dec. 31 2022	Identified deliverables with status update
Develop a multi-year community vision for recreation and parks services in Warburg and Thorsby.	Q1 2022		Leduc County, Warburg and Thorsby will apply to the province to secure funding through the Alberta Collaboration Grant. <ul style="list-style-type: none"> • Funding for this project was declined. We continue to identify opportunities to support Warburg and Thorsby with recreation needs identification.
	Q4 2022		Once grant funding is secured, a community recreation visioning document will be completed for Warburg, Thorsby and surrounding service areas. <ul style="list-style-type: none"> • Funding for this project was declined. We continue to identify opportunities

			to support Warburg and Thorsby with recreation needs identification.
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"> • Community and stakeholder engagement is now complete. • Key findings and recommendations were presented to Council on Nov. 24. • Additional information was shared with the public in Q4, and a draft plan will be presented to Council in Q2 2023.

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 Dec. 31 2022	Identified deliverables with status update
Develop a plan to improve lakeshore use and communication.	Q2 2022		<p>A revised lakeshore reserve management policy approved by Council.</p> <ul style="list-style-type: none"> • A draft program was reviewed with the Municipal Policy Review Committee on Nov. 24. • Further information will be added for committee review in Q1 2023.
	Q3 2022		<p>A process for dock and boatlift authorization will be established and communicated to County residents that reside in lake communities.</p> <ul style="list-style-type: none"> • A draft policy will be presented to the Municipal Policy Review Committee on March 23, 2023.

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 Dec. 31 2022	Identified deliverables with status update
Identify community need and interests in residential trail and park use in the Vista communities.	Q2 2022		Resident engagement sessions held to identify community needs for residential trail and park development in the Linda, Kayda and Brenda Vista communities. <ul style="list-style-type: none">• A community survey was sent to all residents with 29 respondents.• A community meeting was held on May 7 with attendance of 15 residents to provide additional feedback to administration.
	Q4 2022		A community plan presented to Council. <ul style="list-style-type: none">• A draft community plan was presented to Council Workshop on Oct. 25.• The community plan was mailed to residents in Jan. 2023.

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 Dec. 31 2022	Identified deliverables with status update
Identify program and facility participant satisfaction with recreation and campground services.	Q3 2022		Participant surveys will be available for all program, event, and campground visitors. <ul style="list-style-type: none">• All recreation programs conducted participant surveys to gather their feedback.
	Q4 2022		A summary of finding and conclusions presented to the Parks and Recreation Advisory Committee. <ul style="list-style-type: none">• A summary of findings was presented to the Parks and Recreation Advisory Committee.

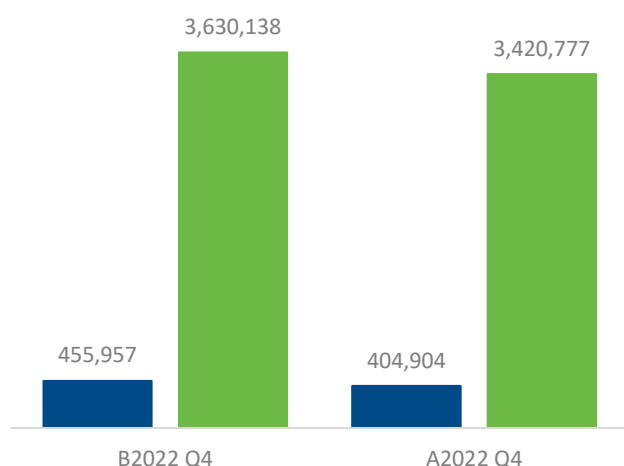
Parks and Recreation

Q4 - 2022 Financial Reporting

Department Head - Dean Ohnysty

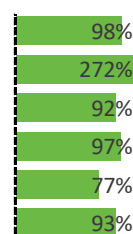
■ REVENUE
■ EXPENSE

% of Q4 Budget

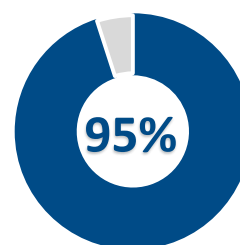


Variance YTD
(\$158,308)

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



% of Annual Budget



Leadership and administration

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Sales of goods & services to individuals	-	5,000	5,000	0%
Other revenue from own sources	14,340	10,895	(3,445)	76%
Total Revenue	14,340	15,895	1,555	111%
Earnings & benefits	555,857	535,024	(20,833)	96%
General services-contracted	42,517	47,948	5,431	113%
Goods, supplies & materials purchased	5,550	5,838	288	105%
Reserves, transfers & grants	9,950	10,895	945	109%
Financial service charges	419,660	418,911	(749)	100%
Total Expense	1,033,534	1,018,616	(14,918)	99%
Surplus/(Deficit)	(1,019,194)	(1,002,721)	16,473	98%

Variances

No significant variances

Parks and Recreation

Q4 - 2022 Financial Reporting

Campground

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	378,500	293,851	(84,649)	78%
<i>Other revenue from own sources</i>	1,700	29,805	28,105	1753%
Total Revenue	380,200	323,656	(56,544)	85%
<i>Earnings & benefits</i>	162,812	149,073	(13,739)	92%
<i>General services-contracted</i>	109,323	58,759	(50,564)	54%
<i>Goods, supplies & materials purchased</i>	79,100	50,444	(28,656)	64%
<i>Financial service charges</i>	7,000	5,658	(1,342)	81%
Total Expense	358,235	263,934	(94,301)	74%
Surplus/(Deficit)	21,965	59,722	37,757	272%

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. The 2023 budget has been updated to reflect the new model.

General services - contracted and goods, supplies & materials purchased

- A new unbudgeted operating model and agreement is being piloted for Centennial Park on Joseph Lake. The 2023 budget has been updated to reflect the new model.
- Maintenance of buildings, equipment and grounds has been less than anticipated at Jubilee Park.

Goods, supplies & materials purchased

- A new unbudgeted operating model and agreement is being piloted for Centennial Park on Joseph Lake. The 2023 budget has been updated to reflect the new model.

Day use

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	6,400	9,490	3,090	148%
<i>Other revenue from own sources</i>	5,000	9,440	4,440	189%
Total Revenue	11,400	18,930	7,530	166%
<i>Earnings & benefits</i>	92,373	77,893	(14,480)	84%
<i>General services-contracted</i>	72,322	70,366	(1,956)	97%
<i>Goods, supplies & materials purchased</i>	33,850	43,448	9,598	128%
Total Expense	198,545	191,708	(6,837)	97%
Surplus/(Deficit)	(187,145)	(172,778)	14,367	92%

Variances

Earnings & benefits

- Hourly earnings were less than anticipated.

Parks and Recreation

Q4 - 2022 Financial Reporting

Cost shares

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
<i>Reserves, transfers & grants</i>	1,720,450	1,669,148	(51,302)	97%
Total Expense	1,720,450	1,669,148	(51,302)	97%
Surplus/(Deficit)	(1,720,450)	(1,669,148)	51,302	97%

Variances

Reserves, transfers & grants

- Cost shares were less than anticipated.

Community development

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	21,000	17,407	(3,594)	83%
Total Revenue	21,000	17,407	(3,594)	83%
<i>Earnings & benefits</i>	126,974	93,044	(33,930)	73%
<i>General services-contracted</i>	61,698	41,891	(19,807)	68%
<i>Goods, supplies & materials purchased</i>	21,502	27,218	5,716	127%
Total Expense	210,174	162,153	(48,021)	77%
Surplus/(Deficit)	(189,174)	(144,747)	44,427	77%

Variances

Earnings & 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

Q4 - 2022 Financial Reporting

Library support

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Other transactions</i>	29,017	29,017	(0)	100%
Total Revenue	29,017	29,017	(0)	100%
<i>General services-contracted</i>	61,500	55,951	(5,549)	91%
<i>Goods, supplies & materials purchased</i>	200	-	(200)	0%
<i>Reserves, transfers & grants</i>	47,500	47,500	-	100%
Total Expense	109,200	103,451	(5,749)	95%
Surplus/(Deficit)	(80,183)	(74,434)	5,749	93%

Variances

No significant variances.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Development services

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

Economic development

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

Regional and long range planning

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

Safety codes

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

2: Strategic Priorities

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

3: Department Goals

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

4: Department Highlights

- Received 59 development permit applications and issued 502 safety codes permits in Q4.
- For the year, we have received 330 development permit applications and issued 1,743 safety codes permits for a total estimated construction value of \$236.5 million.
- Held final online engagement for the revised Southern Country Residential Area Structure Plan (SCRASP) and council gave the first reading.
- Business and Entrepreneur Centre has hosted business events and houses the economic development staff.
- Business survey completed with 325 local businesses providing feedback and their perspective on the economic charter.
- Supported County elected officials at 8 Edmonton Metropolitan Region Board - Board and Committee meetings in Q4 and a total of 49 in 2022.
- Administration continued detailed background work necessary to advance the land use bylaw review project.
- City of Leduc/Leduc County Intermunicipal Development Plan was repealed.
- The outstanding fencing in Royal Oaks has been completed. The contractor completed the sidewalks in Royal Oaks.
- Regional Agriculture Master Plan was approved by the Minister.
- Intermunicipal Development Plan with The County of Wetaskiwin was repealed.

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 Dec. 31 2022	Identified deliverables with status update
Support mayor and councillors participating in board activities, committees and decision-making.	Ongoing		Provide regular regional issues briefings to the Governance & Priorities Committee. <ul style="list-style-type: none">Regional issues briefing delivered monthly to the Governance and Priorities Committee in Q4.

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 Dec. 31 2022	Identified deliverables with status update
Organize and conduct the Leduc County 2022 Economic Development Summit.	Q1 2022		Economic Development Summit held. <ul style="list-style-type: none">Summit successfully conducted in May in order to avoid scheduling conflicts in Q1.
In collaboration with the County Manager's Office, produce two promotional videos highlighting Leduc County's priority employment sectors.	Q4 2022		Two videos produced and deployed into appropriate marketing streams. <ul style="list-style-type: none">The two videos have not been produced. Available staff resources were redirected to ensure a successful launch of the Business and Entrepreneur Centre project.

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 Dec. 31 2022	Identified deliverables with status update
Undertake a Business Retention and Expansion (BRE) pilot project (subject to grant approval).	Q2 2022		Renovations to the Nisku Recreation Centre facility completed. <ul style="list-style-type: none">• Renovations are complete.• BRE activities are ongoing.
	Q4 2022		Formal Business Retention & Expansion (BRE) program in place in accordance with the parameters of the pilot project. <ul style="list-style-type: none">• BRE program initiation underway and will be ongoing with BRE Economic Development officer position.
	Q4 2022		Interim report to Council to inform on the progress and learnings to date from the operation of the pilot project. <ul style="list-style-type: none">• The report was presented to the Governance and Priorities Committee March 7, 2023 with a consultant and administration.

Strategy 2.3

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

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Produce an updated Economic Development Strategy to identify a vision and specific objectives for the County's economic development program.	Q3 2022		Council approval of a new Economic Development Strategy. <ul style="list-style-type: none">• Draft strategy framework created and workshop held with Council in Q1 2022.• Updated strategy discussed with Council in an October workshop.• Scheduled for Council's review in Q2 2023.
Incorporate LEAN principles into development approval processes to ensure maximum process efficiency.	Q4 2022		Process improvements implemented. <ul style="list-style-type: none">• Workshop completed.• Process improvements are implemented.

Goal 3

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

Strategy 3.1

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

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

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 Dec. 31 2022	Identified deliverables with status update
Update the County's Land Use Bylaw.	Q1 2022		Adoption of Land Use Bylaw amendments to align with recent amendments to the <i>Municipal Government Act</i> . <ul style="list-style-type: none">The project schedule has been amended to account for delays due to staffing resource challenges and emerging priorities.Revised project charter and schedule approved by Council in September.
	Q3 2022		Completion of the main round of stakeholder and public engagement and review of all district regulations. <ul style="list-style-type: none">Initial public engagement completed in 2021.District regulation review in progress.

			<ul style="list-style-type: none"> 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.
	Q4 2022		<p>Completion of a rough first draft of a new bylaw produced for internal review.</p> <ul style="list-style-type: none"> In progress; rough draft being compiled, in accordance with approved project charter.
Completion of a new Council policy to guide the County's participation in the siting of new telecommunications towers.	Q3 2022		<p>New policy adopted by Council.</p> <ul style="list-style-type: none"> Not completed due to other priorities.
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"> In early Q3 an overview of the model process was presented to Council in relation to Southern Country Residential Area Structure Plan. For consistent practice, procedure or policy will be drafted 2023.
Carry out an interim review of the County's Municipal Development Plan.	Q3 2022		<p>Background report presented to Council.</p> <ul style="list-style-type: none"> Background report discussed at a Council workshop in Q1 2023. Project charter approved by Council in Q3 2022.
	Q4 2022		<p>Draft amendments prepared.</p> <ul style="list-style-type: none"> Regional Agriculture Master Plan was approved by the Minister in Q4. Revised project charter presented to council on March 14, 2023. Project work will be initiated in Q1 2023.

Strategy 4.2

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

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Completion of the Nisku Local Area Redevelopment Plan (LARP).	Q2 2022		<p>New LARP completed and adopted by Council.</p> <ul style="list-style-type: none"> Project has been delayed in order to incorporate the results of

			<p>infrastructure assessment projects in Nisku and the Transportation Masterplan to ensure that the ARP aligns with the most up to date servicing information.</p> <ul style="list-style-type: none"> • Project completion anticipated in summer of 2023.
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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 Dec. 31 2022	Identified deliverables with status update
Update the Safety Codes Bylaw.	Q3 2022		<p>Updated bylaw completed and adopted by Council.</p> <ul style="list-style-type: none"> • Drafted for internal review; will be advanced to Council for consideration in Q2 2023.
Creation of a Safety Codes Directive and Procedure Manual.	Q2 2022		<p>New manual approved and rolled out to staff.</p> <ul style="list-style-type: none"> • Drafted for internal review; anticipated for completion in Q2 2023.

Planning and Development

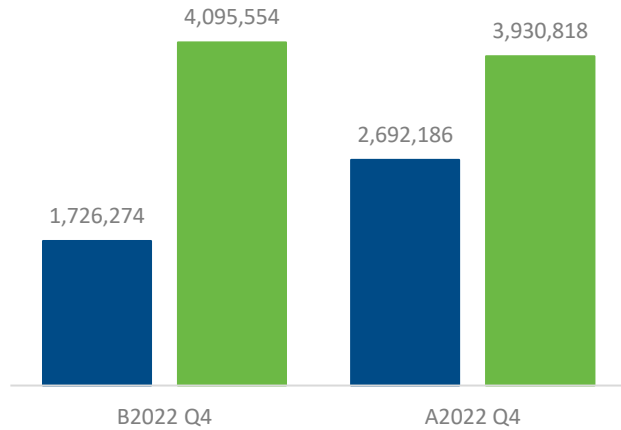
Q4 - 2022 Financial Reporting

Department Head - Grant Bain

■ REVENUE

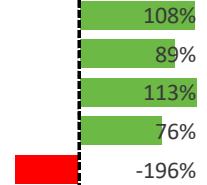
■ EXPENSE

% of Q4 Budget

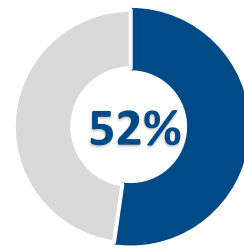


Variance YTD
(\$1,130,648)

Leadership and administration
Development services
Economic development
Regional and long range planning
Safety codes



% of Annual Budget



Leadership and administration

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
Earnings & benefits	458,646	497,059	38,413	108%
General services-contracted	4,444	(4,951)	(9,395)	-111%
Goods, supplies & materials purchased	700	1,332	632	190%
Financial service charges	15,000	21,300	6,300	142%
Total Expense	478,790	514,740	35,950	108%
Surplus/(Deficit)	(478,790)	(514,740)	(35,950)	108%

Variances

Earnings & benefits

- Additional earnings and benefits are offset by grant funding in economic development.

Planning and Development

Q4 - 2022 Financial Reporting

Development services

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	92,000	162,851	70,851	177%
<i>Other revenue from own sources</i>	80,000	77,766	(2,234)	97%
Total Revenue	172,000	240,617	68,617	140%
<i>Earnings & benefits</i>	886,811	881,934	(4,877)	99%
<i>General services-contracted</i>	22,233	11,996	(10,237)	54%
<i>Goods, supplies & materials purchased</i>	900	1,383	483	154%
Total Expense	909,944	895,313	(14,631)	98%
Surplus/(Deficit)	(737,944)	(654,696)	83,248	89%

Variances

Sales of goods and services to individuals

- The number of development projects were higher than anticipated.

General services-contracted

- Advertising, conventions, and mileage were less than anticipated.

Economic development

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Conditional grants from other governments</i>	58,274	188,624	130,350	324%
<i>Other transactions</i>	500,000	500,000	-	100%
Total Revenue	558,274	688,624	130,350	123%
<i>General services-contracted</i>	12,748	146,704	133,956	1151%
<i>Purchases from other governments & agencies</i>	110,000	114,109	4,109	104%
<i>Goods, supplies & materials purchased</i>	500	968	468	194%
<i>Reserves, transfers & grants</i>	500,000	500,000	-	100%
Total Expense	623,248	761,782	138,534	122%
Surplus/(Deficit)	(64,974)	(73,157)	(8,183)	113%

Variances

Conditional grants from other governments

- Grant funding for operating costs was reclassified from major and capital projects.

General services - contracted

- Strategic counsel expenses were unbudgeted but they have been offset by grant funding.

Planning and Development

Q4 - 2022 Financial Reporting

Regional and long range planning

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
<i>Earnings & benefits</i>	717,506	531,221	(186,285)	74%
<i>General services-contracted</i>	14,626	13,620	(1,006)	93%
<i>Purchases from other government & agencies</i>	48,782	48,782	-	100%
<i>Goods, supplies & materials purchased</i>	1,500	550	(950)	37%
Total Expense	782,414	594,172	(188,242)	76%
Surplus/(Deficit)	(782,414)	(594,172)	188,242	76%

Variances

Earnings & benefits

- One vacant position in Q1, and two vacant positions in Q2 and Q3.

Safety codes

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to other government</i>	4,500	5,280	780	117%
<i>Sales of goods & services to individuals</i>	3,500	4,537	1,037	130%
<i>Other revenue from own sources</i>	988,000	1,753,128	765,128	177%
Total Revenue	996,000	1,762,944	766,944	177%
<i>Earnings & benefits</i>	1,186,129	1,104,821	(81,308)	93%
<i>General services-contracted</i>	114,429	59,602	(54,827)	52%
<i>Goods, supplies & materials purchased</i>	600	388	(212)	65%
Total Expense	1,301,158	1,164,811	(136,347)	90%
Surplus/(Deficit)	(305,158)	598,133	903,291	-196%

Variances

Other revenue from own sources

- Building permit revenue has been higher than anticipated due to larger projects with higher construction value than expected.

Earnings & benefits

- One vacant position filled in Q2.
- One vacant position in Q4.

General services-contracted

- The need for contracted services was less than anticipated.

Public transit

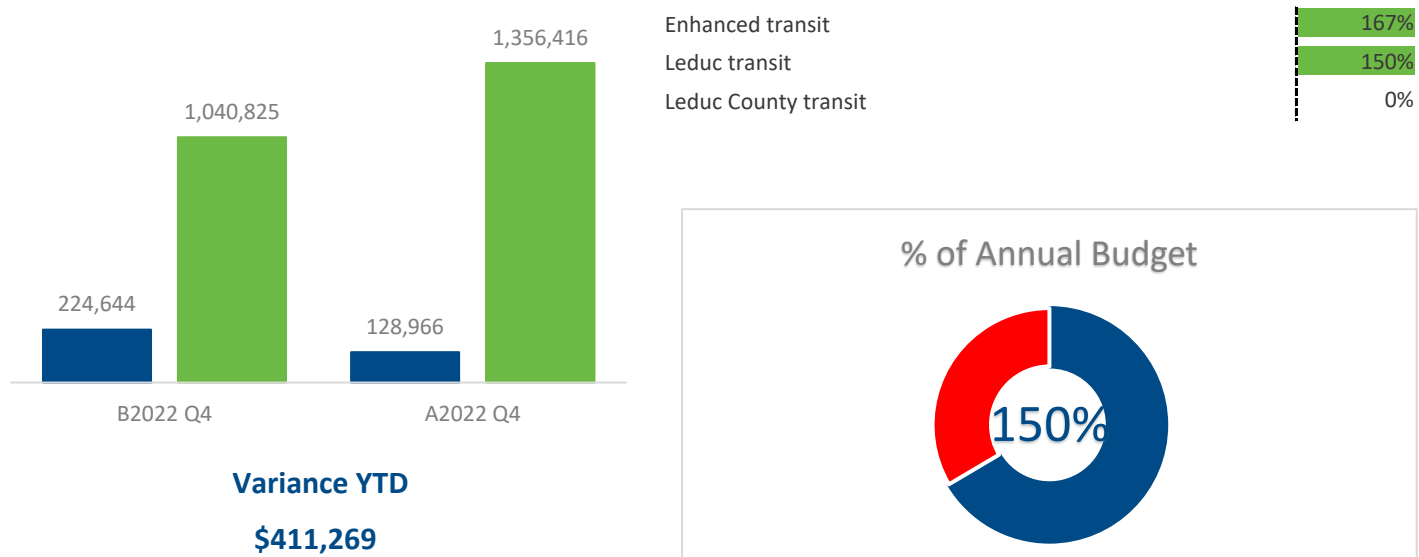
Q4 - 2022 Financial Reporting

Department Head - Des Mryglod

■ Revenue

■ Expense

% of Q4 Budget



Enhanced transit

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	102,531	110,431	7,900	108%
<i>Purchases from other governments & agencies</i>	102,530	232,597	130,067	227%
Total Expense	205,061	343,027	137,966	167%
Surplus/(Deficit)	(205,061)	(343,027)	(137,966)	167%

Variances

Purchases from other governments & agencies

- Enhanced transit expenses were higher than anticipated.

Public transit

Q4 - 2022 Financial Reporting

Leduc transit

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to other governments</i>	139,644	111,359	(28,285)	80%
<i>Sales of goods & services to individuals</i>	10,000	17,607	7,607	176%
Total Revenue	149,644	128,966	(20,678)	86%
<i>General services-contracted</i>	26	22	(4)	86%
<i>Purchases from other governments & agencies</i>	736,706	1,013,183	276,477	138%
<i>Goods, supplies & materials purchased</i>	1,000	-	(1,000)	0%
<i>Financial service charges</i>	100	184	84	184%
Total Expense	737,832	1,013,389	275,557	137%
Surplus/(Deficit)	(588,188)	(884,423)	(296,235)	150%

Variances

Sales of goods & services to other governments

- Ridership was less than anticipated.

Purchases from other governments & agencies

- Leduc transit costs were higher than anticipated.

Leduc County transit

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
<i>Earnings & benefits</i>	22,932	-	(22,932)	0%
Total Expense	22,932	-	(22,932)	0%
Surplus/(Deficit)	(22,932)	-	22,932	0%

Variances

Earning & benefits

- Transit support in 2022 was provided by external consultants, decision on recruitment timeline for this position will be done in 2023.

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

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

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

4: Department Highlights

- Inspection and analysis of gravel road conditions is complete and presented to the Public Works Committee (PWC).
- Replaced 96 culverts to date.
- Gravel program began Nov. 1 with 24 gravel haulers contracted for the 2022/2023 winter program.
 - Remainder of the 2022 program completed Nov. 18.
 - Contractor Safety Orientation was held on Oct. 25.
- Road bans were lifted Dec. 15.

5: Action Plan

Goal 1

Improve Leduc County's transportation networks.

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Implement the fourth year of the Rural Roads Initiative Program (RRI).	Q4 2022		Improve network rating by completing 23 km of shoulder pulls, 35 miscellaneous area repairs and 15 roadside ditch improvements. <ul style="list-style-type: none">• Completed 22km of shoulder pulls.• 27 miscellaneous area repairs completed for the season.• Completed 15 Roadside ditch improvements.
Consistency in road grading across our gravel road network: <ul style="list-style-type: none">• Four per cent crown standard during summer operations.	Q4 2022		Report to Public Works Committee (PWC) on fuel consumption, grader blade usage, and road crown.

<ul style="list-style-type: none"> Two per cent crown standard during winter operations. 			<ul style="list-style-type: none"> Report presented to PWC in November.
Evaluate gravelling program to examine its effectiveness and opportunities for improvements.	Q3 2022		<p>Report to Public Works Committee.</p> <ul style="list-style-type: none"> Meeting held on May 10 with all stakeholders. Discussed haul rates at the September PWC meeting. Enhanced the safety plan for the program. 2022/2023 winter gravelling program commenced Nov. 1.
Continue the annual vegetation management programs that support road grading and sightline improvements for the travelling public.	Q3 2022		<p>Complete 20 hand brushing projects, three intersection quadrants brushing projects and continue the annual mulching program.</p> <ul style="list-style-type: none"> Program continued into Q4 and the winter season. Completed 56 roadside locations. Completed five intersections. Hand cleared 12 locations within subdivisions entrances.

Strategy 1.2

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

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Major asphalt and cold mix repair program.	Q4 2022		<p>Complete repairs on asphalt failures on main roads, one subdivision rejuvenation and one reclamite trial.</p> <ul style="list-style-type: none"> Evaluated locations and acquired pricing. There are no subdivision rejuvenations scheduled for 2022. Program began Sept. 10 and was completed at the end of October. Additional funding for Chubocha Highway was approved by Council on Sept. 27 and work on this section was completed Oct. 25 and 26.
Summer asphalt and cold mix maintenance program.	Q3 2022		Complete street sweeping, line painting and crack sealing programs.

			<ul style="list-style-type: none"> • Street sweeping began May 16 and was completed June 19. • Crack sealing began June 24. <ul style="list-style-type: none"> ○ Priority roads have been completed. ○ Remainder of program will not be completed this year. • Line painting began Sept. 8. <ul style="list-style-type: none"> ○ Majority of pavement marking was completed. ○ Some shoulder marking was unable to be completed prior to snowfall due to contractor ability to deliver service.
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Strategy 1.3

Review current processes to gain efficiencies.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Examine current processes that could be done differently to gain efficiencies, provide an improved customer experience and reduce red tape.	Q2 2022		<p>Complete a process review on manual entry of gravel slips in conjunction with the Finance department.</p> <ul style="list-style-type: none"> • Reviewed process with the Finance department. • Electronic version for entry of gravel slips is ready for trial. • Completed trial runs in October prior to officially rolling out the new process for the 2022-2023 program Nov. 1. • Initiative has resulted in a streamlined process and time efficiencies.

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 Dec. 31 2022	Identified deliverables with status update
Collaborate with Corporate Services to establish training framework for Road Operations staff.	Q1 2022		<p>Complete framework.</p> <ul style="list-style-type: none"> • Completed the framework.
	Q2 2022		Complete training plan.

			<ul style="list-style-type: none"> Completed the training plan.
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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 Dec. 31 2022	Identified deliverables with status update
Supplement the current residential dust suppression application process with an online process.	Q2 2022		Dust suppression online application process available for the 2022 program. <ul style="list-style-type: none"> Online application form and process was developed and ready to go live for April 1. Online application form and payment process was open from April 1 to May 15. Through the online portal, 143 applications were submitted.

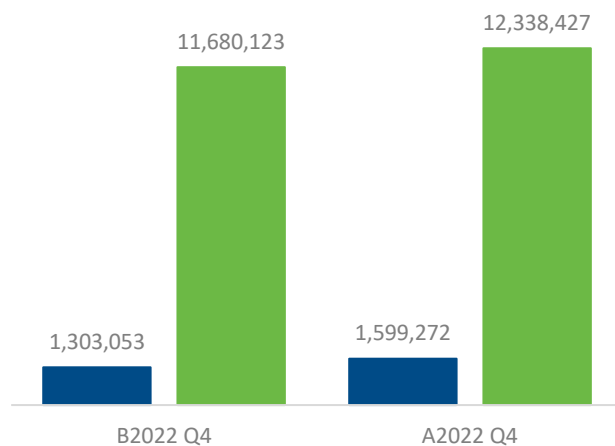
Road Operations

Q4 - 2022 Financial Reporting

Department Head - Garrett Broadbent

■ Revenue
■ Expense

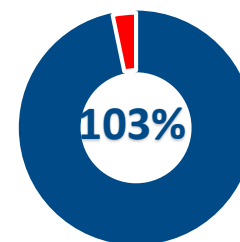
% of Q4 Budget



Variance YTD
\$362,084

Leadership and administration	106%
Dust suppression	105%
Gravelling	96%
Pavement repair and maintenance	101%
Road maintenance	114%
Signage	80%

% of Annual Budget



Leadership and administration

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to other governments</i>	31,379	38,934	7,555	124%
<i>Sales of goods & services to individuals</i>	16,500	34,035	17,535	206%
<i>Other revenue from own sources</i>	40,000	192,113	152,113	480%
<i>Other transactions</i>	32,000	48,260	16,260	151%
Total Revenue	119,879	313,342	193,463	261%
<i>Earnings & benefits</i>	3,728,304	3,821,333	93,029	102%
<i>General services-contracted</i>	736,800	571,416	(165,384)	78%
<i>Goods, supplies & materials purchased</i>	1,187,296	1,662,809	475,513	140%
<i>Reserves, transfers & grants</i>	40,000	161,791	121,791	404%
Total Expense	5,692,400	6,217,355	524,955	109%
Surplus/(Deficit)	(5,572,521)	(5,904,013)	(331,492)	106%

Variances

Other revenue from own sources

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

Road Operations

Q4 - 2022 Financial Reporting

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 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	225,000	298,808	73,808	133%
Total Revenue	225,000	298,808	73,808	133%
<i>General services-contracted</i>	44,950	98,852	53,902	220%
<i>Goods, supplies & materials purchased</i>	641,250	684,290	43,040	107%
Total Expense	686,200	783,142	96,942	114%
Surplus/(Deficit)	(461,200)	(484,334)	(23,134)	105%

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

- Calcium expenses were more than anticipated due to a higher number of applications than expected.

Gravelling

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Conditional grants from other governments</i>	497,174	497,174	-	100%
<i>Other transactions</i>	460,000	460,000	-	100%
Total Revenue	957,174	957,174	-	100%
<i>General services-contracted</i>	1,794,316	1,927,867	133,551	107%
<i>Goods, supplies & materials purchased</i>	1,787,972	1,539,651	(248,321)	86%
Total Expense	3,582,288	3,467,518	(114,770)	97%
Surplus/(Deficit)	(2,625,114)	(2,510,344)	114,770	96%

Variance

General services - contracted and goods, supplies & materials purchased

- Fuel surcharge costs were higher than anticipated due to higher fuel costs than budgeted.

Goods, supplies & materials purchased

- Gravel purchases were less than anticipated.

Road Operations

Q4 - 2022 Financial Reporting

Pavement repair and maintenance

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Other revenue from own sources</i>	-	26,675	26,675	0%
Total Revenue	-	26,675	26,675	0%
<i>General services-contracted</i>	750,710	784,977	34,267	105%
<i>Goods, supplies & materials purchased</i>	50,624	51,313	688	101%
Total Expense	801,334	836,289	34,955	104%
Surplus/(Deficit)	(801,334)	(809,614)	(8,280)	101%

Variance

Other revenue from own sources

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

General Services- contracted.

- One major culvert install was required in Nisku which was unbudgeted.

Road maintenance

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	327,200	428,941	101,741	131%
<i>Goods, supplies & materials purchased</i>	547,500	568,070	20,570	104%
Total Expense	874,700	997,011	122,311	114%
Surplus/(Deficit)	(874,700)	(997,011)	(122,311)	114%

Variance

General services - contracted

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

Signage

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	1,000	3,273	2,273	327%
Total Revenue	1,000	3,273	2,273	327%
<i>Goods, supplies & materials purchased</i>	43,200	37,112	(6,089)	86%
Total Expense	43,200	37,112	(6,089)	86%
Surplus/(Deficit)	(42,201)	(33,839)	8,362	80%

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

Goal 1	Strategic priority – Economic development Develop and implement a fiscally responsible service area expansion option for rural water and wastewater.
Goal 2	Strategic priority – Economic development Investigate alternative strategies to maintain affordable Leduc County utility rates.

Goal 3	Strategic priority – Regional leadership Relationships with other municipalities are maintained and strengthened.
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3: Department Goals

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

4: Department Highlights

- Kavanagh Lagoon refurbishment project is completed, except for the access road renewal.
- Metal bins collection awarded; new bins being rolled out.
- Utility rate review 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.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Support community initiatives for smaller scale water/wastewater treatment and servicing options for the higher density rural areas.	Q3 2022		<p>Aid residents of Vantage Point to help them navigate the provincial process to find resolution for communal wastewater servicing approval.</p> <ul style="list-style-type: none"> • Provided a briefing note to Minister Wilson with project scope and funding request. • No response to date from Minister Wilson.
	Q3 2022		<p>Aid residents of Wildland Meadows to implement a wastewater treatment system via a local improvement tax.</p> <ul style="list-style-type: none"> • Approval received from Alberta Environment and Parks (AEP). • Working through variance and local improvement process. <ul style="list-style-type: none"> ○ Set back variance has been issued for the wastewater system.

			<ul style="list-style-type: none"> • Operations agreement has been reviewed by Council. • Development permit has been issued for the wastewater treatment system.
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Strategy 1.2

Identify water and wastewater system growth opportunities.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Complete a utilities assessment for growth hamlets.	Q2 2022		<p>Determine available capacities, utility-servicing strategies, upgrade requirements, phasing and project costing for the hamlets of Rolly View, Kavanagh and New Sarepta.</p> <ul style="list-style-type: none"> • Draft report is being reviewed internally. • To be completed in Q1 2023.

Goal 2

Investigate alternative strategies to maintain affordable Leduc County utility rates.

Strategy 2.1

Optimize utility operations.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Continue the collection of utilities infrastructure inventory and conditions assessments.	Q3 2022		<p>Continue to collect current data on our Nisku water and wastewater infrastructure to build our data set. This will be prioritized by the wastewater basins that have potential inflow and infiltration issues to assist in the development of a mitigation plan.</p> <ul style="list-style-type: none"> • Above ground water infrastructure data has been captured. • Target for 2022 for wastewater infrastructure was two basins, half of one basin was completed.
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"> • All identified 2022 mitigations were completed.
Complete an update of the utility rates.	Q3 2022		Updated utility rates schedule for 2023 budget.

			<ul style="list-style-type: none"> A utility rate review was completed with Council; the utility rate system will remain the same.
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Strategy 2.2

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

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Determine potential limitations for water and wastewater capacity within Nisku.	Q2 2022		Complete analysis on available water and wastewater capacity within Nisku. <ul style="list-style-type: none"> Project scope has increased to accommodate the Nisku Redevelopment Study. Project is estimated to be completed by Q1 2023.

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 Dec. 31 2022	Identified deliverables with status update
Develop the framework for intermunicipal collaboration and interactions, focused on mutual aid and assistance.	Q4 2022		Develop a mutual aid and assistance agreement with Sturgeon County. <ul style="list-style-type: none"> Agreement is complete.
	Q4 2022		Investigate partnership opportunities for shared waste management and recycling services with Calmar, Devon, Thorsby, and Warburg. <ul style="list-style-type: none"> Met with the Town of Thorsby and follow up meeting has not been arranged.

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 Dec. 31 2022	Identified deliverables with status update
Improve efficiencies for internal processes for the Utilities group.	Q3 2022		A prioritized list of process improvements.

			<ul style="list-style-type: none"> A list of process improvements has been developed and administration is currently prioritizing.
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Goal 5

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

Strategy 5.1

Develop a detailed stormwater management facility maintenance program.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Complete stormwater quality testing within Nisku Business Park to establish a baseline for storm water parameters.	Q3 2022		Baseline for Nisku stormwater parameters documented. <ul style="list-style-type: none"> Storm pond water quality testing has been completed. Comparison analysis will be completed in Q1 2023.

Strategy 5.2

Investigate implementing a stormwater utility.

Actions	Target dates	Status at Dec. 31 2022	Identified deliverables with status update
Complete gap analysis on stormwater systems.	Q2 2022		Analysis of any shortfall in stormwater conveyance, treatment maintenance and management responsibilities. <ul style="list-style-type: none"> Compiled the regulatory requirement. Completion delayed to Q2 2023.

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 Dec. 31 2022	Identified deliverables with status update
Implement the recommendations of the strategic waste management plan.	Q3 2022		Implement the recommendations of the strategic waste management action plan. <ul style="list-style-type: none"> Implementation of a tonnage cap complete. Removal of commercial haulers from the County's billing has been completed. Enrolled in Clean Farms Twine Recycling Program.

			<ul style="list-style-type: none">• Metal bin contacted awarded, bins being rolled out.
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Utilities - Water distribution

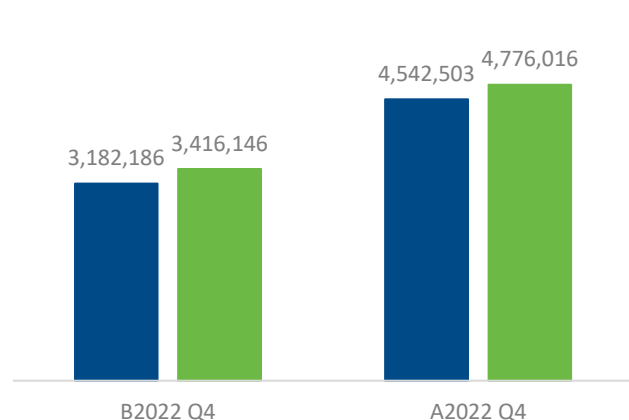
Q4 - 2022 Financial Reporting

Department Head - Des Mryglod

■ REVENUE

■ EXPENSE

% of Q4 Budget

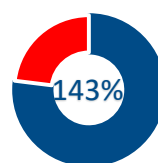


Variance YTD
(\$0)

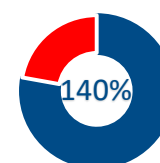
Water distribution

100%

% of Annual Budget -
Revenue



% of Annual Budget -
Expense



Water distribution

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	2,762,629	3,464,069	701,440	125%
<i>Other revenue from own sources</i>	269,608	923,832	654,224	343%
<i>Other transactions</i>	149,949	154,155	4,206	103%
Total Revenue	3,182,186	4,542,056	1,359,870	143%
<i>Earnings & benefits</i>	532,029	472,845	(59,184)	89%
<i>General services-contracted</i>	500,721	650,190	149,469	130%
<i>Purchases from other governments & agencies</i>	1,124,782	1,584,181	459,399	141%
<i>Goods, supplies & materials purchased</i>	215,818	315,477	99,659	146%
<i>Reserves, transfers & grants</i>	605,077	1,315,620	710,543	217%
<i>Financial service charges</i>	437,719	437,703	(16)	100%
Total Expense	3,416,146	4,776,016	1,359,870	140%
Surplus/(Deficit)	(233,960)	(233,960)	0	100%

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 sources

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

Utilities - Water distribution

Q4 - 2022 Financial Reporting

Earnings & benefits

- One vacant position in Q4.

General services-contracted

- The amount of work requested as part of the contracted services agreement was more than anticipated.

Purchases from other governments & agencies

- Water purchases were higher than anticipated due to higher than anticipated metered sales in Nisku Business Park.
- The amount of work requested as part of the contracted services agreement was more than anticipated.

Goods, supplies & materials purchased

- The amount of work requested as part of the contracted services agreement was more than anticipated.

Reserves, transfers & grants

- Transfers to reserves were higher than anticipated as a result of higher than expected metered sales and unbudgeted contract revenue.

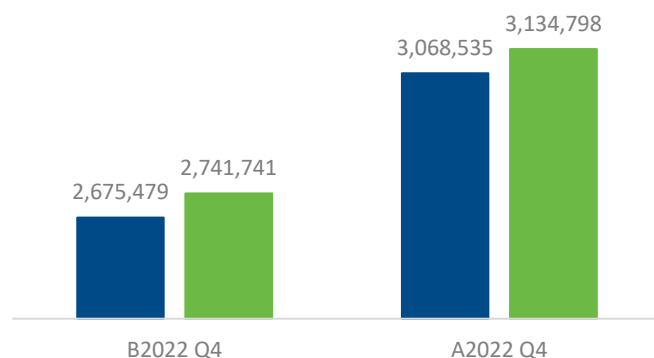
Utilities - Wastewater collection

Q4 - 2022 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Q4 Budget

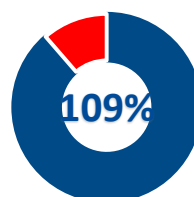


Wastewater collection

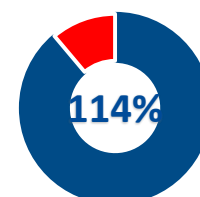
100%

Variance YTD
\$0

% of Annual Budget
- Revenue



% of Annual Budget -
Expense



Wastewater collection

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	2,220,211	2,602,869	382,658	117%
<i>Other revenue from own sources</i>	284,780	325,288	40,508	114%
<i>Other transactions</i>	170,488	140,378	(30,110)	82%
Total Revenue	2,675,479	3,068,535	393,056	115%
<i>Earnings & benefits</i>	366,153	330,008	(36,145)	90%
<i>General services-contracted</i>	205,552	177,670	(27,882)	86%
<i>Purchases from other governments & agencies</i>	1,352,410	1,746,290	393,880	129%
<i>Goods, supplies & materials purchased</i>	62,963	76,613	13,650	122%
<i>Reserves, transfers & grants</i>	548,023	597,577	49,554	109%
<i>Financial service charges</i>	206,640	206,640	0	100%
Total Expense	2,741,741	3,134,798	393,057	114%
Surplus/(Deficit)	(66,262)	(66,262)	(0)	100%

Variances

Sales of goods & services to individuals

- Sales were higher than anticipated in Nisku Business Park.

Other revenue from own sources

- Higher penalty revenue than anticipated.
- Interest on investments was higher than anticipated.

Other transactions

- Transfers from reserves to fund major projects was less than anticipated.

Earnings & benefits

- One vacant position in Q4.

Purchases from other governments & agencies

- Water purchases were higher than anticipated due to higher than anticipated metered sales.

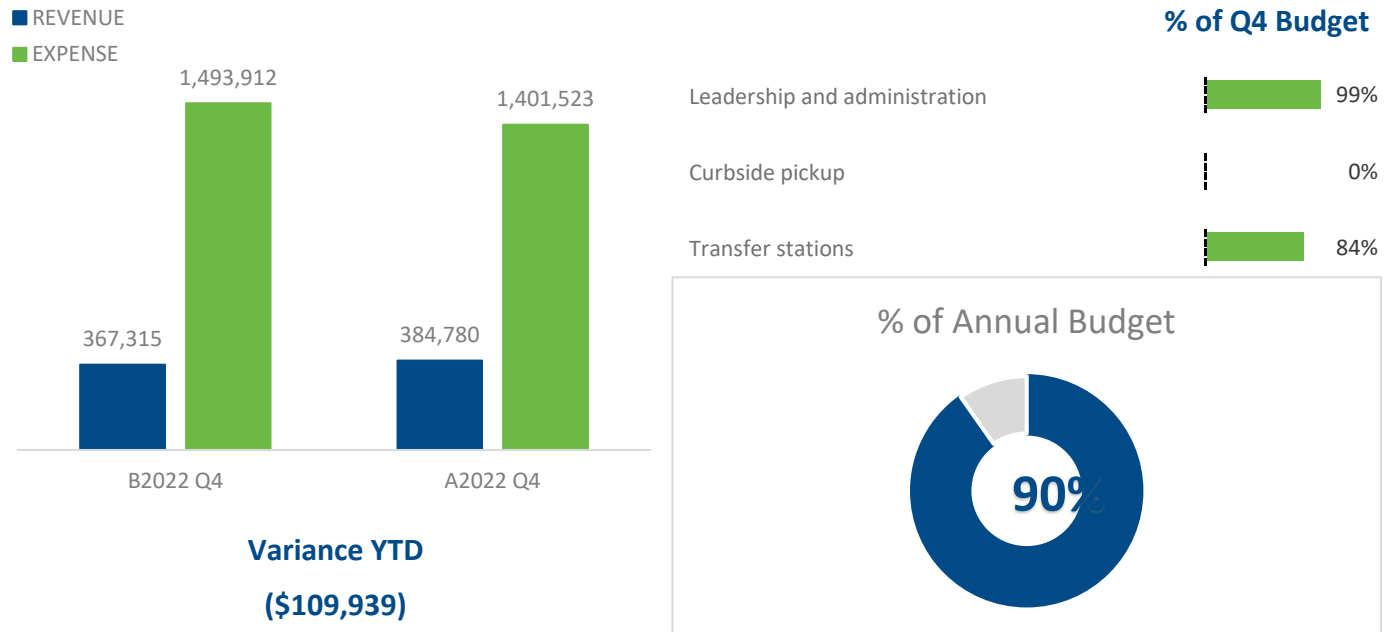
Reserves, transfers & grants

- Transfers to reserves were higher than anticipated as a result of higher than expected metered sales and unbudgeted contract revenue.

Utilities - Waste management

Q4 - 2022 Financial Reporting

Department Head - Des Mryglod



Leadership and administration

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Other revenue from own sources</i>	1,400	3,260	1,860	233%
<i>Conditional grants from other governments</i>	242,771	242,771	-	100%
Total Revenue	244,171	246,031	1,860	101%
<i>Earnings & benefits</i>	382,192	390,402	8,210	102%
<i>General services-contracted</i>	74,341	82,391	8,050	111%
<i>Purchases from other governments & agencies</i>	263,306	242,349	(20,957)	92%
<i>Goods, supplies & materials purchased</i>	3,793	4,350	557	115%
<i>Reserves, transfers & grants</i>	-	132	132	0%
Total Expense	723,632	719,624	(4,008)	99%
Surplus/(Deficit)	(479,461)	(473,593)	5,868	99%

Variances

Purchases from other governments & agencies

- Residential landfill charges and building debris costs were less than anticipated; likely due to the tonnage cap implemented in 2022.

Utilities - Waste management

Q4 - 2022 Financial Reporting

Curbside pickup

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to individuals</i>	113,732	117,064	3,332	103%
Total Revenue	113,732	117,064	3,332	103%
<i>Earnings & benefits</i>	28,551	24,926	(3,625)	87%
<i>General services-contracted</i>	56,747	52,724	(4,023)	93%
<i>Reserves, transfers & grants</i>	28,434	39,397	10,963	139%
Total Expense	113,732	117,064	3,332	103%
Surplus/(Deficit)	-	(0)	(0)	0%

Variances

Reserves, transfers & grants

- Revenues were higher than anticipated and expenses were less than anticipated resulting in a higher transfer to reserves than budgeted.

Transfer stations

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Sales of goods & services to other governments</i>	5,004	9,000	3,996	180%
<i>Other revenue from own sources</i>	4,408	12,684	8,276	288%
Total Revenue	9,412	21,684	12,272	230%
<i>General services-contracted</i>	451,725	403,848	(47,877)	89%
<i>Purchases from other governments & agencies</i>	195,139	151,567	(43,572)	78%
<i>Goods, supplies & materials purchased</i>	9,683	9,333	(350)	96%
Total Expense	656,547	564,749	(91,799)	86%
Surplus/(Deficit)	(647,135)	(543,064)	104,071	84%

Variances

General services-contracted

- Metal recycling was implemented later than expected which resulted in less bin rental expenses than anticipated.

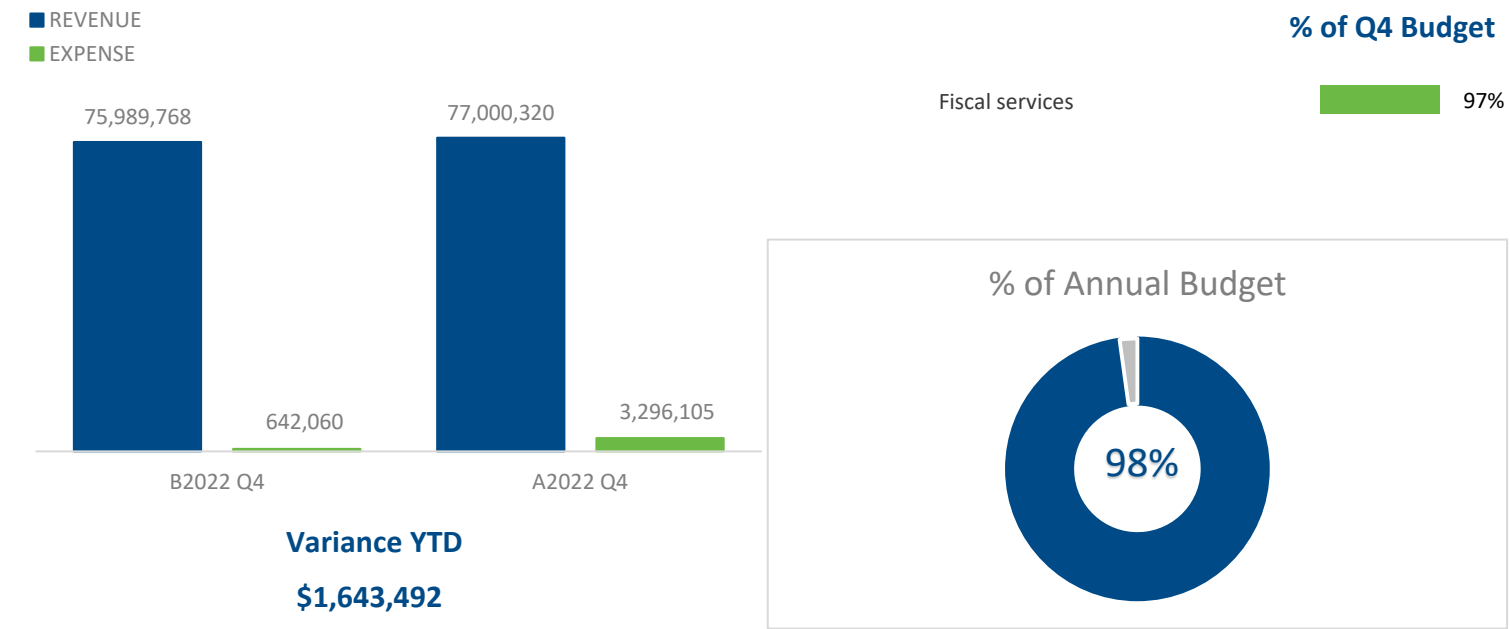
Purchases from other governments & agencies

- Residential landfill charges and building debris costs were less than anticipated; likely due to the tonnage cap implemented in 2022.

Fiscal Services

Q4 - 2022 Financial Reporting

Department Head - Natasha Wice



Fiscal services

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
<i>Taxes</i>	74,580,596	74,638,735	58,139	100%
<i>Taxes-grant in lieu</i>	124,210	123,891	(319)	100%
<i>Other revenue from own sources</i>	574,867	1,530,263	955,396	266%
<i>Unconditional grants from other governments</i>	86,260	83,960	(2,300)	97%
<i>Other transactions</i>	623,836	623,472	(364)	100%
Total Revenue	75,989,768	77,000,320	1,010,552	101%
<i>Reserves, transfers & grants</i>	-	2,970,000	2,970,000	0%
<i>Financial service charges</i>	264,836	264,472	(364)	100%
<i>Other transactions-general</i>	377,224	331,633	(45,591)	88%
Total Expense	642,060	3,566,105	2,924,045	555%
Surplus/(Deficit)	75,347,708	73,434,216	(1,913,492)	97%

Variances

Other revenue from own sources

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

Reserves, transfers & grant

- Transfer year-end surplus to reserves.

Investment Summary

As at December 31, 2022

Interest received	\$	1,002,174
Gain/(loss) on sale of investments	\$	-
	\$	<u>1,002,174</u>

CIBC Portfolio Breakdown	Purchase Price
Temporary and short-term (less than 1 year)	\$ 26,295
Medium term (between 1 - 10 years)	\$ 36,239,073
Long-term (10+ years)	\$ 5,141,408
	\$ <u>41,406,776</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 investments that remain well diversified by issuer and maturity. The maturity schedule is setup as a ladder and is currently distributed between 1-13 years to reduce the sensitivity to fluctuations in interest rates. Portfolio yields remains very strong with locked-in rates of 1.49% to 8.50% as we were able to take advantage of the rapidly increasing yields in 2022. As inflation begins to cool in 2023 and interest rates peak, the portfolio is well positioned to capture excess gains if rates begin to move lower, but remains fully capable of taking advantage of higher yields should rates continue to rise in the interim.

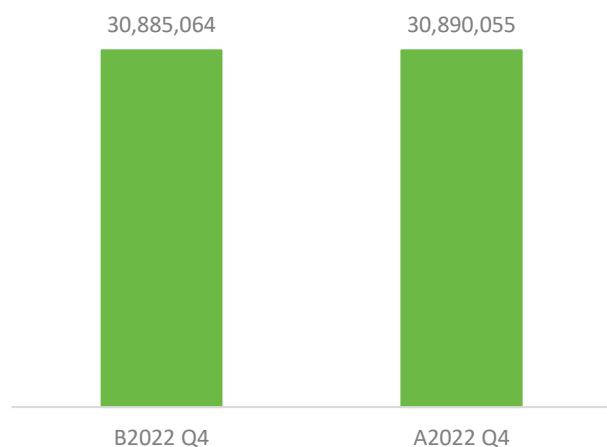
Requisitions expenditures

Q4 - 2022 Financial Reporting

Department Head - Natasha Wice

■ EXPENSE

% of Q4 Budget

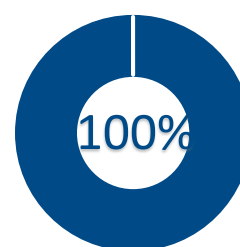


Variance YTD
\$4,991

Requisitions

100%

% of Annual Budget



Requisitions

Account	2022 budget	2022 Q4 actual	Variance (\$)	% of Q4 budget
Total Revenue	-	-	-	0%
Reserves, transfers & grants	30,885,064	30,890,055	4,991	100%
Total Expense	30,885,064	30,890,055	4,991	100%
Surplus/(Deficit)	(30,885,064)	(30,890,055)	(4,991)	100%

Variances

No significant variances

2022 Major Project and Capital Project Plan
Quarter 4 Reporting - Funding and Expenditures Summary
For the period ending December 31, 2022

Major Project and Capital Project Summary	Budget	Changes After Final Budget Approval	Actual	Variance
Total	29,894,955	1,431,829	27,619,422	3,707,362
Total Expenditures	29,894,955	1,431,829	27,619,422	3,707,362

Completed Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes				
Tax - General	4,767,089	-	4,133,665	633,424
Grants				
Alberta Municipal Water/Wastewater Partnership	228,093	-	237,013	(8,920)
Canada Community Building Fund (Formerly named Gas Tax Fund)	1,576,907	-	1,512,519	64,388
Municipal Sustainability Initiative (MSI) Capital	2,621,661	134,000	2,514,824	240,837
Municipal Stimulus Program	110,239	-	113,880	(3,641)
Strategic Transportation Infrastructure Program (STIP)	-	-	100,500	(100,500)
Western Economic Diversification Canada Grant	11,730,000	-	14,348,221	(2,618,221)
Other				
Reserves	3,444,766	-	3,328,013	116,753
Sale/Trade-In	39,500	-	77,994	(38,494)
Sale/Trade-In Transfer to Reserve	(39,500)	-	(77,994)	38,494
Total Funding	24,478,755	134,000	26,288,635	(1,675,880)

Work In Progress Project Funding Summary	Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes				
Tax - General	685,000	-	213,227	471,773
Grants				
Municipal Sustainability Initiative (MSI) Capital	787,500	-	24,156	763,344
Municipal Stimulus Program	83,521	-	86,280	(2,759)
Rural Transit Solutions Fund	50,000	-	50,000	-
Western Economic Diversification Canada Grant	-	1,006,160	400,390	605,770
Fees & Rates				
Utility Reserves	85,000	-	72,316	12,684
Other				
Debenture	2,000,000	-	-	2,000,000
Reserves	1,725,179	291,669	484,418	1,532,430
Sale/Trade-In	230,000	-	-	230,000
Sale/Trade-In Transfer to Reserve	(230,000)	-	-	(230,000)
Total Funding	5,416,200	1,297,829	1,330,787	5,383,242



2022 Major Project Plan
Quarter 4 Reporting - Funding and Expenditures Summary
For the period ending December 31, 2022

Major Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Major Projects	1,983,750	1,006,160	1,752,569	1,237,341
Total Expenditures		1,983,750	1,006,160	1,752,569	1,237,341

Completed Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	497,500	-	214,172	283,328
Other					
	Reserves	773,050	-	691,806	81,244
Total Funding		1,270,550	-	905,978	364,572

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	115,000	-	65,491	49,509
Grants					
	Rural Transit Solutions Fund	50,000	-	50,000	-
	Western Economic Diversification Canada Grant	-	1,006,160	400,390	605,770
Other					
	Reserves	548,200	-	330,711	217,489
Total Funding		713,200	1,006,160	846,592	872,768

Project Number	Project Name	2022 Total Budget	Total Expenses as at December 30, 2022	Total Variance	Project Indicator	Status	Status Update
2022-MP-001	Kavanagh landfill reclamation	\$ 21,900	\$ 22,878	\$ (978)		Complete	Yearly report completed and submitted to Alberta Environment in Jan 2023. Project over budget due to unforeseen testing.
2022-MP-003	Update to growth projections	\$ 45,000	\$ -	\$ 45,000		Complete	Project complete.
2022-MP-004	2022 - 2026 Leduc County Strategic Plan	\$ 27,500	\$ 19,997	\$ 7,503		Complete	Project complete.
2022-MP-005	Beaumont Sport and Recreation Centre contribution - Payment four of five	\$ 500,000	\$ 500,000	\$ -		Complete	Project complete.
2022-MP-006	Recreation cost share capital contributions	\$ 350,000	\$ 134,867	\$ 215,133		Complete	Project complete.
2022-MP-007	Transit needs assessment/feasibility study	\$ 75,000	\$ 51,206	\$ 23,794		Work in progress	Final report underway. Project carried forward to 2023.
2022-MP-008	Recreation and Parks master plan	\$ 100,000	\$ 79,808	\$ 20,192		Work in progress	Contract awarded and will be completed in Q2 2023. Project carried forward to 2023.
2021-MP-008 2022-MP-009	Central Nisku Local Area Redevelopment Plan (CNLARP) (formerly Nisku Area Redevelopment Plan) - Year two and three	\$ 63,500	\$ 30,194	\$ 33,306		Work in progress	Project delayed due to the need to complete additional technical analysis. Estimated to be completed in Q2 2023. Project carried forward to 2023.
2022-MP-019	Agricultural Impact Assessment (AIA) for the Central Nisku Local Area Redevelopment Plan (CNLARP)	\$ 7,300	\$ 6,570	\$ 730		Complete	Project complete.
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. Project carried forward to 2023.
2022-MP-011	Nisku and East Vistas utilities capacity assessment	\$ 50,000	\$ 52,869	\$ (2,869)		Complete	Work is currently underway and is expected to continue into Q2 2023. An updated project profile document and funding request will be presented in 2023 final budget.
2022-MP-012	Building lifecycle maintenance - Nisku District North Fire Station and Nisku Public Works Shop	\$ 67,500	\$ 29,044	\$ 38,456		Complete	Project complete.
2022-MP-013	Building lifecycle maintenance - Services Building and County Centre - cost share	\$ 66,950	\$ 40,819	\$ 26,131		Complete	Project complete.
2022-MP-014	Facility security enhancements - Thorsby Public Works Shop and Thorsby District Fire Station	\$ 29,000	\$ 35,439	\$ (6,439)		Complete	Project over budget due to material costs being more than anticipated.
2022-MP-015	Jubilee park day-use improvement	\$ 40,000	\$ 38,049	\$ 1,951		Complete	Project complete.
2022-MP-016	Agenda management system	\$ 20,000	\$ -	\$ 20,000		Work in progress	Vendor demonstration and selection process extended into 2023 versus the December 2022 target. Estimated to be completed in Q4 2023. Project carried forward to 2023.
2022-MP-017	Automatic Vehicle Location (AVL) system	\$ 25,000	\$ -	\$ 25,000		Complete	Further analysis required to determine best value for technology implementation. No external costs incurred as work was completed with internal resources. Implementation project will be brought forward in the future.

Project Number	Project Name	2022 Total Budget	Total Expenses as at December 30, 2022	Total Variance	Project Indicator	Status	Status Update
2022-MP-018 2021-MP-010	Implementation of Enterprise Content Management (ECM) solution	\$ 240,000	\$ 216,370	\$ 23,630		Work in progress	Additional time is required to conduct analysis of current platform and migrate content to new platform. Project carried forward to 2023.
2019-MP-017	Leduc County branding	\$ 10,000	\$ 8,781	\$ 1,219		Complete	Project complete.
2020-MP-015	Southern Country Residential Area Structure Plan (SCRASP)	\$ 15,700	\$ 8,978	\$ 6,722		Work in progress	Project was given second and third reading on March 14, 2023 and was completed in Q1 2023.
2021-MP-006	Land Use Bylaw update	\$ 10,400	\$ -	\$ 10,400		Work in progress	No external expenses incurred in 2022.
2021-MP-016	Business Entrepreneurial Centre (BEC) (formerly Business Retention and Expansion Centre)	\$ 1,180,160	\$ 437,538	\$ 742,622		Work in progress	Building renovation is complete, and grand opening is on March 24, 2023. Project carried forward to 2023.
2021-MP-019	Nisku District South Fire Station at Community Operations Centre	\$ 20,000	\$ 16,665	\$ 3,335		Complete	Project complete.
Total		\$ 2,989,910	\$ 1,752,569.44	\$ 1,237,341			

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



2022 Capital Project Plan
Quarter 4 Reporting - Funding and Expenditures Summary
For the period ending December 31, 2022

Capital Project Summary		Budget	Changes After Final Budget Approval	Actual	Variance
	Other Capital Projects	5,887,840	425,669	2,026,069	4,287,440
	Road Program	20,535,365	-	22,773,626	(2,238,261)
	Bridge Program	1,488,000	-	1,067,157	420,843
Total Expenditures		27,911,205	425,669	25,866,852	2,470,022

Completed Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	4,269,589	-	3,919,493	350,096
Grants					
	Alberta Municipal Water/Wastewater Partnership	228,093	-	237,013	(8,920)
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,576,907	-	1,512,519	64,388
	Municipal Sustainability Initiative (MSI) Capital	2,621,661	134,000	2,514,824	240,837
	Municipal Stimulus Program	110,239	-	113,880	(3,641)
	Strategic Transportation Infrastructure Program (STIP)	-	-	100,500	(100,500)
	Western Economic Diversification Grant	11,730,000	-	14,348,221	(2,618,221)
Other					
	Reserves	2,671,716	-	2,636,207	35,509
	Sale/Trade-In	39,500	-	77,994	(38,494)
	Sale/Trade-In Transfer to Reserve	(39,500)	-	(77,994)	38,494
Total Funding		23,208,205	134,000	25,382,657	(2,040,452)

Work In Progress Project Funding Summary		Budget	Changes After Final Budget Approval	Actual	Savings/(Over) Expenditures
Municipal Taxes					
	Tax - General	570,000	-	147,736	422,264
Grants					
	Municipal Sustainability Initiative (MSI) Capital	787,500	-	24,156	763,344
	Municipal Stimulus Program	83,521	-	86,280	(2,759)
Fees & Rates					
	Utility Reserves	85,000	-	72,316	12,684
Other					
	Debenture	2,000,000	-	-	2,000,000
	Reserves	1,176,979	291,669	153,707	1,314,941
	Sale/Trade-In	230,000	-	-	230,000
	Sale/Trade-In Transfer to Reserve	(230,000)	-	-	(230,000)
Total Funding		4,703,000	291,669	484,195	4,510,474



2022 Capital Project Plan
Quarter 4 Reporting
For the period ending December 31, 2022

Project Number	Project Name	2022 Total Budget	Total Expenses as at December 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	\$ 389,341.00	\$ 659		Complete	Project complete.
2022-CP-002	Replacement of a fire engine	\$ 412,500	\$ -	\$ 412,500		Work in progress	Engine has been ordered. Awaiting the invoice. Estimated to be completed in Q4 2023. Project carried forward to 2023.
2022-CP-003	Gravel box for tandem truck	\$ 48,000	\$ 47,970.00	\$ 30		Complete	Project complete.
2022-CP-004	Tandem gravel/plow/sanding truck	\$ 365,000	\$ -	\$ 365,000		Work in progress	Truck has been ordered, awaiting arrival. Estimated delivery date is Q2 2023. Project carried forward to 2023.
2022-CP-005	Motor grader replacement	\$ 520,000	\$ -	\$ 520,000		Work in progress	Grader has been ordered, awaiting arrival. Estimated delivery date is Q2 2023. Project carried forward to 2023.
2022-CP-006	Motor grader replacement	\$ 520,000	\$ -	\$ 520,000		Work in progress	Grader has been ordered, awaiting arrival. Estimated delivery date is Q2 2023. Project carried forward to 2023.
2022-CP-007	Nisku west pump station upgrade - design	\$ 85,000	\$ 72,315.63	\$ 12,684		Work in progress	Detailed design on this project is underway. Estimated to be completed in Q1 2023. Project carried forward to 2023.
2022-CP-008	Kavanagh wastewater lagoon renewals - construction	\$ 809,000	\$ 659,320.86	\$ 149,679		Complete	Project complete.
2022-CP-010	Replacement of a 15' rotary mower	\$ 38,500	\$ 43,815.00	\$ (5,315)		Complete	Equipment purchase was more than anticipated.
2022-CP-011	Mower replacement	\$ 25,000	\$ 23,535.00	\$ 1,465		Complete	Old unit will be sold in 2023.
2022-CP-012	2022 bridge program	\$ 1,488,000	\$ 1,067,157.04	\$ 420,843		Work in progress	See bridge program details.
2022-CP-013	2022 road program	\$ 20,297,000	\$ 22,647,602.15	\$ (2,350,602)		Complete	See road program details.
2022-CP-014	Wildland Meadows wastewater system project	\$ 821,000	\$ 3,480.00	\$ 817,520		Work in progress	Alberta Environment and Parks approval is granted, local improvement plan approved by Council on February 28, 2023. Project carried forward to 2023.
2022-CP-015	Wildland Meadows roadway surfacing project	\$ 1,200,000	\$ -	\$ 1,200,000		Work in progress	Local improvement plan approved by Council on February 28, 2023. Project carried forward to 2023.
2022-CP-017	Non-potable water point purchase	\$ 20,000	\$ 20,000.00	\$ -		Complete	Project complete.
2022-CP-016	Nisku Water facilities fence improvements	\$ 15,000	\$ 4,653.05	\$ 10,347		Complete	Project complete.
2022-CP-018	Replacement of a Parks utility vehicle	\$ 15,940	\$ 15,036.00	\$ 904		Complete	Project complete.
2021-CP-001	Nisku Septage Receiving Station (Transfer Station) Improvements	\$ 183,900	\$ 121,431.22	\$ 62,469		Work in progress	Project complete, an asphalt apron will be added to prevent damage to the concrete pad. Estimated to be completed in Q2 2023. Project carried forward to 2023.
2021-CP-003	New Sarepta Wastewater Lift Station Replacement - Construction	\$ 243,000	\$ 173,675.41	\$ 69,325		Complete	Project complete.
2021-CP-005	Purchase new tandem gravel/plow/sanding truck	\$ 310,000	\$ 303,760.00	\$ 6,240		Complete	Project complete.
2020-RD-014	Township Road 510 Design (Nisku Spine Road to County Limit)	\$ 220,600	\$ 115,076.14	\$ 105,524		Work in progress	Project in final stage of design and will be completed in Q2 2023. Project carried forward to 2023.



2022 Capital Project Plan
 Quarter 4 Reporting
 For the period ending December 31, 2022

Project Number	Project Name	2022 Total Budget	Total Expenses as at December 30, 2022	Total Cost Variance	Project Indicator	Status	Status Update
2021-RD-014	Nisku Spine Road - From Township Road 510 To Airport Road (Phase 1B(ii) and phase 2) - Land purchase	\$ 17,765	\$ 10,948.00	\$ 6,817		Complete	Project complete.
2022-CP-019	Royal Oaks Estates infrastructure deficiencies	\$ 291,669	\$ 147,735.82	\$ 143,933		Work in progress	Landscaping and a small amount of fencing was not able to be completed in 2022; those components will be completed in Q3 2023. Project carried forward to 2023.
Total		\$ 28,336,874	\$ 25,866,852.32	\$ 2,470,022			

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



2022 Bridge Program
Quarter 4 Reporting
For the period ending December 31, 2022

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

BF 02099 TWP 492 BTW RR 13 and HWY 778	2022-BF-001	380 (est. 2021)	NW 10-49-1-W5	3 span bridge	Rehabilitation	45 m	\$ 579,000	\$ 558,539.22	\$ 20,461		Complete	Project complete.
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	\$ 55,170.55	\$ 11,829		Complete	Project complete.
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	\$ 61,794.30	\$ 9,206		Complete	Project complete.
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	\$ 146,054.00	\$ (2,054)		Complete	Project over budget due to additional concrete girder repairs required.
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	\$ 138,610.27	\$ 15,390		Complete	Project complete.
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	\$ 35,495.50	\$ 3,505		Complete	Project complete.
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	\$ 47,337.00	\$ 11,663		Complete	Project complete.
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	\$ 24,156.20	\$ 350,844		Work in progress	Project delayed due to a Right of Way acquisition from Town of Calmar, project carried forward to 2023.

Total bridge program = \$ 1,488,000 \$ 1,067,157.04 \$ 420,843

* 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. Bridge is included as part of the 2023 program.
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Changes after final approved

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



2022 Road Program
Quarter 4 Reporting
For the period ending December 31, 2022

Project Number	From	To	Work Description	2022 Final Budget	Total Expenses as at December 30, 2022	Variance	Project Indicator	Status	Status Update
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Major Roads

Design Engineering for 2023	2022-RD-001		Design	\$ 50,000	\$ 52,010.00	\$ (2,010)		Complete	Project over budget due to extra work required for 2023 designs.
Total				\$ 50,000	\$ 52,010.00	\$ (2,010)			

Rural Roads

Rural Road Initiative	2022-RD-002			\$ 1,500,000	\$ 1,457,585.03	\$ 42,415		Complete	Project complete.
Total				\$ 1,500,000	\$ 1,457,585.03	\$ 42,415			

Subdivisions

Beau Hills Subdivision - NW 30-50-23-W4	2022-RD-003		Rehabilitation	\$ 819,000	\$ 648,046.81	\$ 170,953		Complete	Project complete.
Strawberry Hill Estates - NW 27-50-23-W4	2022-RD-004		Rehabilitation	\$ 615,000	\$ 591,434.74	\$ 23,565		Complete	Project complete.
Panorama Estates - NW 31-50-22-W4	2022-RD-005		Rehabilitation	\$ 639,000	\$ 608,367.99	\$ 30,632		Complete	Project complete.
Total				\$ 2,073,000	\$ 1,847,849.54	\$ 225,150			

Hamlets

New Sarepta - 2nd Street South	2022-RD-006	Center St	Center Ave	Rehabilitation	\$ 843,000	\$ 809,746.02	\$ 33,254		Complete	Project complete.
Rolly View	2022-RD-007			Rehabilitation	\$ 843,000	\$ 811,866.40	\$ 31,134		Complete	Project complete.
Total					\$ 1,686,000	\$ 1,621,612.42	\$ 64,388			

Nisku

30 Ave	2022-RD-008	5 street	4 street	Reconstruction	\$ 225,000	\$ 201,908.62	\$ 23,091		Complete	Project complete.
5st	2022-RD-009	25 Ave	TR 510	Rehabilitation	\$ 703,000	\$ 667,418.30	\$ 35,582		Complete	Project complete.
Total					\$ 928,000	\$ 869,326.92	\$ 58,673			

Nisku Spine Road

Nisku Spine Road - TR 510 to Airport Road (Note 1)	2022-RD-010	TR 510	Airport road	New construction	\$ 13,800,000	\$ 16,539,218.24	\$ (2,739,218)		Complete	Variance due to grant funds received in 2021 that were not included in the 2022 budget.
Total					\$ 13,800,000	\$ 16,539,218.24	\$ (2,739,218)			

Carry Forward Projects

Township Road 510 Design (Nisku Spine Road to County Limit)	2020-RD-014			\$ 220,600	\$ 115,076.14	\$ 105,524		Work in progress	Project in final stage of design, and carried forward to 2023.
Nisku Spine Road - From Township Road 510 To Airport Road (Phase 1B(ii) and phase 2) - Land Purchase	2021-RD-014			\$ 17,765	\$ 10,948.00	\$ 6,817		Complete	Project complete.
Total Carry Forward Projects				\$ 238,365	\$ 126,024.14	\$ 112,341			



2022 Road Program
Quarter 4 Reporting
For the period ending December 31, 2022

Project Number	From	To	Work Description	2022 Final Budget	Total Expenses as at December 30, 2022	Variance	Project Indicator	Status	Status Update
Add: 2019 - 8 St. internal borrowing repayment				\$ 260,000	\$ 260,000.00	\$ -			
Total road program				\$ 20,535,365	\$ 22,773,626.29	\$ (2,238,261)			

Note 1:
 Nisku Spine Road - TR 510 to Airport Road

	2021		2022		Total	
	Budget	Actual	Budget	Actual	Budget	Actual
Budget	23,470,000	4,041,472	13,800,000	16,539,218	23,470,000	20,580,690
Funding						
Grant	17,700,000	3,134,719	11,730,000	14,348,221	17,700,000	17,482,941
Reserve	5,770,000	906,752	2,070,000	2,190,997	5,770,000	3,097,749
	23,470,000	4,041,472	13,800,000	16,539,218	23,470,000	20,580,690

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



Operating Fund Reserve Schedule

For the period ended December 31, 2022

	Actual balance as at Dec 31, 2021	Applied		Additions		Actual balance as at Dec 31, 2022
		2022 budget	2022 actual	2022 budget	2022 actual	
Legacy fund	4,290,000.00	500,000.00	500,000.00	-	530,000.00	4,320,000.00
Stabilization and contingency	11,408,968.59	635,300.00	538,947.73	-	1,009,815.31	11,879,836.17
Special purpose	7,980,640.05	932,087.00	822,580.35	112,900.00	1,269,282.04	8,427,341.74
Utilities	1,841,978.04	170,488.00	-	281,392.00	196,736.36	2,038,714.40
	25,521,586.68	2,237,875.00	1,861,528.08	394,292.00	3,005,833.71	26,665,892.31



Capital Fund Reserve Schedule

For the period ended December 31, 2022

	Actual balance as at Dec. 31, 2021	Applied		Additions		Actual balance as at Dec. 31, 2022
		2022 budget	2022 actual	2022 budget	2022 actual	
Asset lifecycle management	16,465,410.83	3,433,005.00	2,828,602.58	534,500.00	1,071,951.50	14,708,759.75
Special purpose	404,562.69	391,000.00	373,480.00	9,950.00	650,895.00	681,977.69
Statutory	3,073,795.94	622,086.00	601,893.63	-	548,234.84	3,020,137.15
Utilities	2,375,397.23	303,030.00	171,915.02	870,032.00	1,745,264.55	3,948,746.76
	22,319,166.69	4,749,121.00	3,975,891.23	1,414,482.00	4,016,345.89	22,359,621.35