
REPORT NAME

2023 Quarter 3 Reporting, ending Sept. 30, 2023.

RECOMMENDATION

That Council accept the report and attachments as information.

IMPLICATIONS

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

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

Amount of funding required: n/a

Funding source: n/a

BACKGROUND

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

The reporting includes:

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

ATTACHMENTS

- 2023 Quarter 3 Reporting



2023 Quarter 3 report

Sept. 30, 2023

Table of contents

County Highlights

Corporate Plan

Departmental quarterly reports

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

Major and Capital Project Plans

Operating Reserve Schedule

Capital Reserve Schedule

Strategic and Operational Plan and Indicators

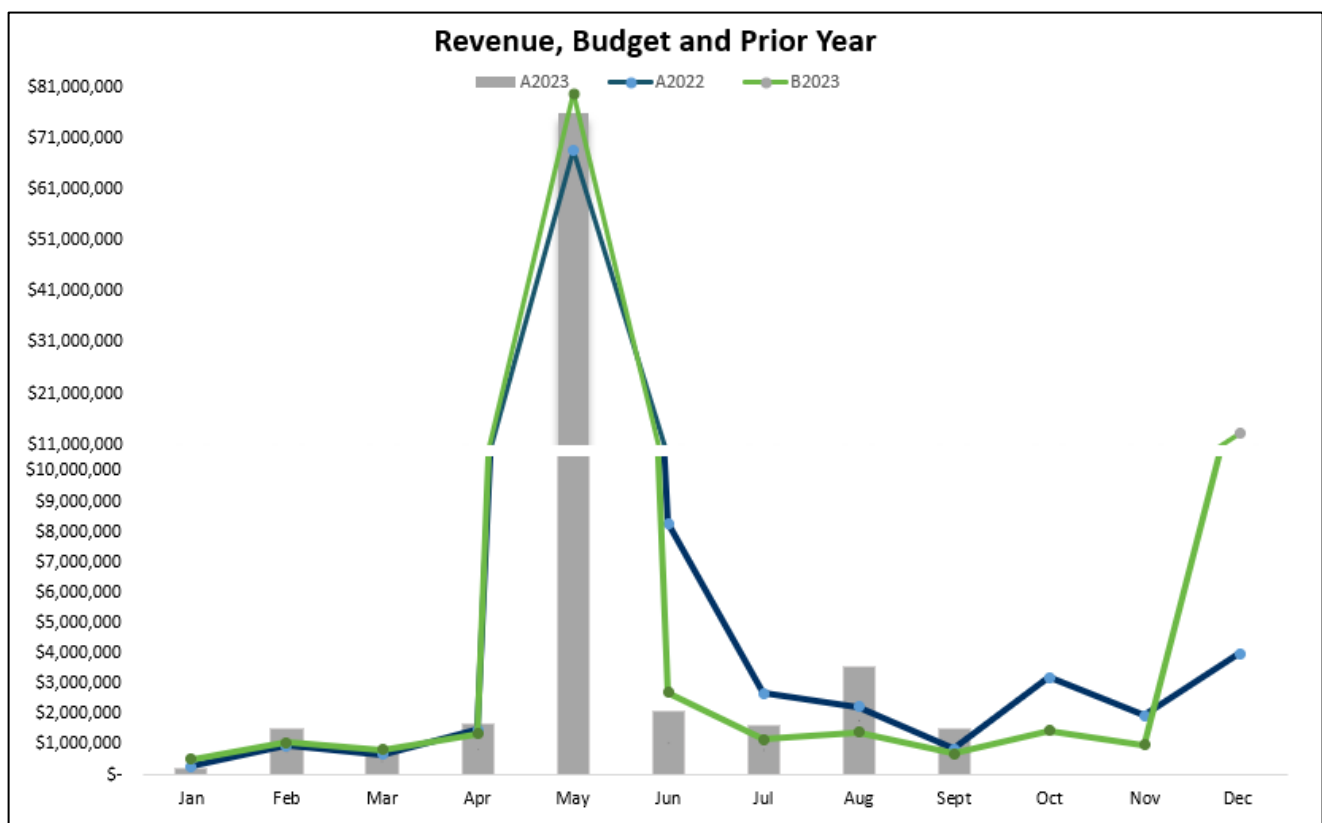
Indicator	Progress Description
	Action completed
	Action initiated
	Action not completed or initiated
	Action deferred or is no longer being worked on

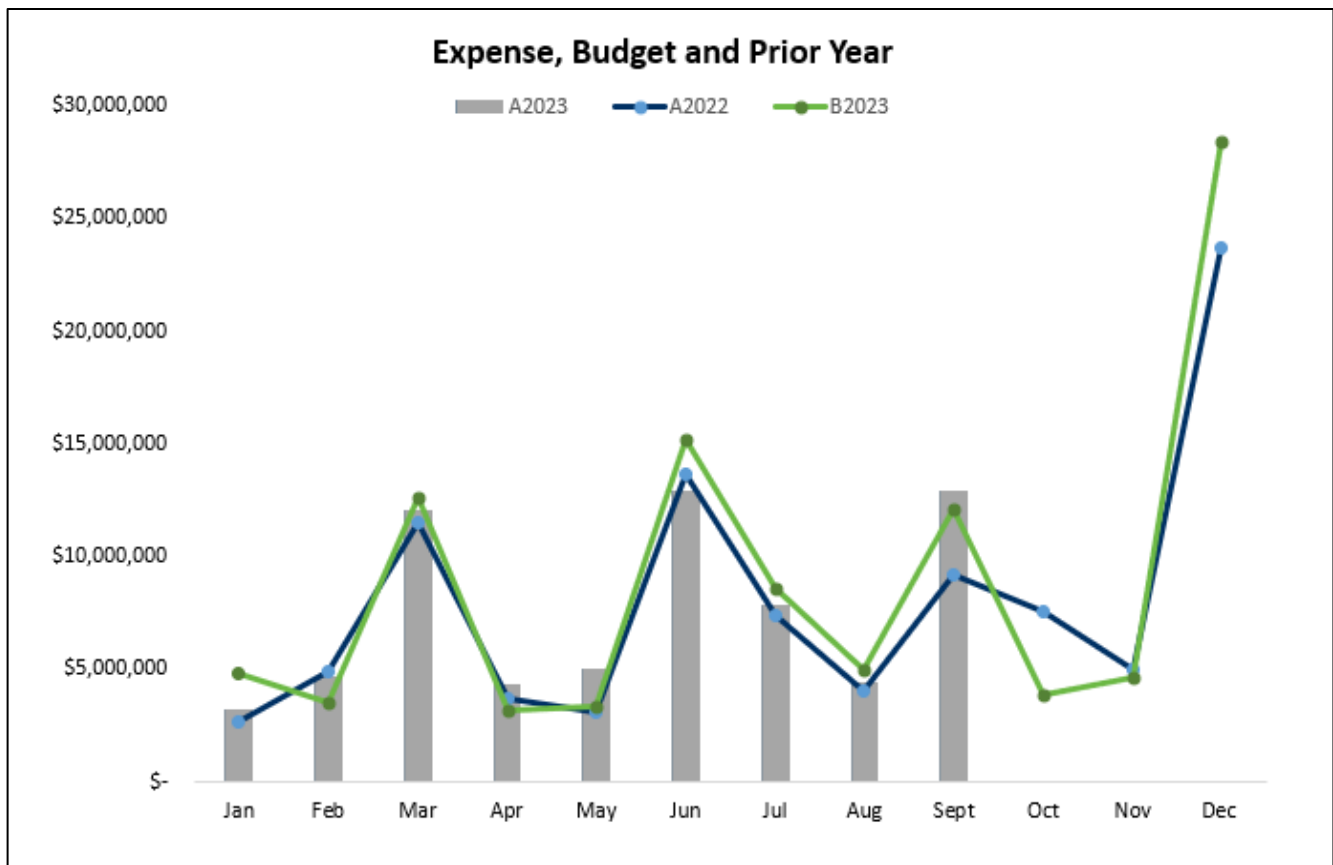
Q3 Highlights

- Citizen satisfaction survey closed on July 7 and results shared with the public on Sept. 12.
- Ongoing planning for the expansion of the full-time fire service in the Nisku Fire District. New full-time platoon chiefs started in Q3.
- *Your Say Leduc County* - Leduc County's new public participation website launched in Q2 and there are currently 227 subscribers.
- Intergovernmental relations:
 - provided nine sets of speaking notes and seven briefing packages to Council.
 - coordinated ten government relations meetings and co-hosted a meeting with Edmonton Global on hydrogen opportunities.
 - completed the Rural Municipalities of Alberta Quasi-Judicial Agencies Member survey, and submitted Rural Municipalities of Alberta (RMA) resolutions for Quasi-Judicial Agencies and High Load Corridor Protection for presentation at the Pembina River District meeting on Sept. 25. The resolutions were passed by the district.
 - Coordinated a meeting between Leduc County Council and Brian Jean, Minister of Energy and Minerals, local Members of Legislative Assembly (MLA), Edmonton Global and Invest Alberta on Aug. 15.
- Public participation opportunities included:
 - Land Use Bylaw phase two public participation: June 9 to Nov. 2, 2023
 - Second of four open houses held August 9; 52 attendees participated.
 - Input is being collected online and in-person.
 - Conducted a survey for the Newsletter Strategy from Sept. 13 to Oct. 20; 61 responses received.
 - Public hearing: two Land use bylaw amendment applications, July 11 and September 26.
 - Made in Leduc County campaign began in Q2 and ran until Aug. 31 for **Made in Leduc County** – collecting recipes for a Leduc County cookbook.
- The Township Road 510 project is substantially completed and open to traffic.
- The Pigeon Lake resurfacing projects are substantially complete and open to traffic.
- Alternative Land Use Services (ALUS) provided support to 137 additional acres for producers to restore and protect wetlands within their land for their ecological benefit. The ALUS program is a joint program between the County of Wetaskiwin and Leduc County.
- Enforced the Urban Standard Bylaw with lot clean-up/grass cutting campaign in September.
- Community Awareness events were held in Calmar, Warburg, Thorsby and New Sarepta to promote Family Community Support Services and available resources and supports to residents.
- An event for seniors had 46 participants in attendance for sessions on retirement, aging, and future planning.
- Family Resource Network has provided 329 visits for 45 families, to increase caregiver capacity and child development and well-being.

- Programs and events reached over 700 participants from direct services, including six-day camps, four special trips, five community events, and 28 drop-in park and play opportunities.
- Supported resources, equipment, and staff to 18 community events that impacted approximately 5,300 participants.
- Jubilee Campground welcomed 1,430 unique camping groups during the operating season. Comfort cabins were booked a total of 131 nights.
- Sunnybrook group campground had a total of 30 nights booked and Genesee group campground had a total of 20 nights booked.
- Received 107 development permit applications (293 YTD) and issued 562 safety codes permits in Q3 (1,363 YTD).
- Substantial work completed on our road summer programs in Q3.

Revenues and expenditures





Health and Safety

- Platoon Chief leadership-based safety training and orientation was completed.
- External Certificate of Recognition (COR) safety audit was conducted.
- Held pilot session for de-escalation training for staff.

	Q3 Total	YTD
Number of hazards identified	1	4
Number of near misses	9	20
Number of incidents	11	30
Number of safety meetings conducted	7	22
Number of lost time days	0	0

Definitions

- *Hazards* - a condition, or situation that has the potential to cause a near miss/ incident.
- *Near misses* - an unplanned event that did not result in injury, illness, or damage, but had the potential to do so.
- *Incident* - an occurrence, condition, or situation arising in the course of work that resulted in injuries, illnesses, damage to health, property, equipment, environment, or fatalities.
- *Lost time days* - total number of working days that are lost due to a work-related injury or illness.

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	6	Residential parcel	2-3	\$47,960	10	Rural residential	\$615,000
	1	Farmland	68	\$4,690	1	New Sarepta	\$150,000
	2	Development parcel	24	\$33,400	1	Large rural parcel	\$925,000
2	2	Residential parcel	5-20	\$36,460	12	Rural residential/ multi-lot	\$834,500
	1	Farmland	160	\$6,440			
3*	18	Residential lot	Lot	\$212,545	7	Rural residential/ multi-lot	\$700,000
	2	Farmland	80-160	\$6,415	1	Large rural parcel	\$561,000
					1	Royal Oaks	\$1,084,000
4	3	Farmland	35-80	\$8,700	2	Rural residential	\$535,000
					1	Large rural parcel	\$925,000
5	2	Farmland	70-75	\$8, 970	6	Rural residential	\$372,500
					1	Large rural parcel	\$1,300,000
6	2	Farmland	140-155	\$3,500	1	Rural residential	\$160,000
					5	Lake lot	\$395,000
7	1	Rural residential	3	\$20,000	6	Rural residential	\$575,000
	1	Farmland	132	\$2,300	1	Large rural parcel	\$800,000
Nisku	5	Non-residential	1-5	\$460,615	6	Non-residential	\$4,450,000
	1	Development land	55.85	\$155,105			
Total sales	47				62		

* Division 3 does not include Nisku Business Park

2022 Q3 Vacant Sales 45

2022 Q3 Improved Sales 60

Nisku lease rates

Rental rates range from \$10 to \$16 per square foot depending on property type and size of the building. The Nisku market is starting to see more supply pressure and rental rates continue to increase.

Development highlights

Project	Update
Capital Power	Construction completed on many buildings, 10 permits remain.
RMA addition (offices and meeting spaces)	Roof trusses installed, exterior walls sheathed.
Storage Vault Canada	Construction has started (demolition complete).
Rocor Holdings	Project is complete. Interior tenant improvements starting.
Liquids Transloading	Interior partitions and exterior windows are complete.
Pioneer Skies (arena)	Project nearing completion, partial occupancy granted.
Pioneer Skies (bldg. 1)	Base building is almost complete. Tenant improvements have begun.
Plains West	Steel and roof system 90% up, roof covering in progress.
Pioneer Skies (bldg. 2)	Construction nearly complete, tenant improvements have begun.
Monarch Equities	Construction complete for Swift Oilfield; awaiting final paperwork.
Makloc Buildings	Project is complete.
Copper Tip Energy	Project is complete.
Pioneer Skies (bldg. 1)	Yokohama Tire tenant improvements complete.
Capital Region SW Water Commission	Work is progressing, demolition not complete.
MTT Recycling	Foundation complete, metal building is up and roofing in progress.
Leading Manufacturing	Foundation is complete.
Pioneer Skies	Line flow tenant improvements complete.
Nisku Fire Hall at EIA	Foundation is in, walls are up, interior work started.
Vibrant Holdings	Permit issued to construct offices and shop.
Zi-tech Controls	Permit issued to construct warehouse and admin building.
MLS Property Group	Permit issued to construct office and shop.
Jay Sidhu Transport	Permit issued to construct truck maintenance and wash building.
One Properties (Amazon Warehouse)	Permit issued to construct interior alterations.
York Realty (Amazon Logistics)	Permit issued to alter canopy on west side of building.

Permits

Development permits	2022 Q3 Totals	2023 Q3 Totals	2023 YTD
Received	94	107	293
Issued	95	96	247
Refused	2	3	10
Closed/withdrawn	5	0	7

Building permits	2022 Q3 Totals	2023 Q3 Totals	2023 YTD	Fees YTD per cent of total annual budget (annual budget \$1,300,000)
Issued	81	95	248	
Est. construction value	\$167,081,511	\$63,656,387	\$105,522,486	
Fees	\$698,872	\$414,855	\$664,077	51%

Safety codes permits	2022 Q3 issued	2023 Q3 issued	2023 YTD issued	2022 Q3 Fees	2023 Q3 Fees	2023 YTD Fees	Fees YTD per cent of total annual budget (annual budget \$188,000)
Electrical	187	184	491	\$56,683	\$42,075	\$109,416	
Gas	125	158	349	\$11,583	\$16,294	\$34,913	
Plumbing	74	95	211	\$16,203	\$16,771	\$31,368	
Private sewage	38	30	64	\$5,357	\$4,587	\$9,762	
Total	424	467	1,115	\$89,826	\$79,727	\$185,459	98.64%

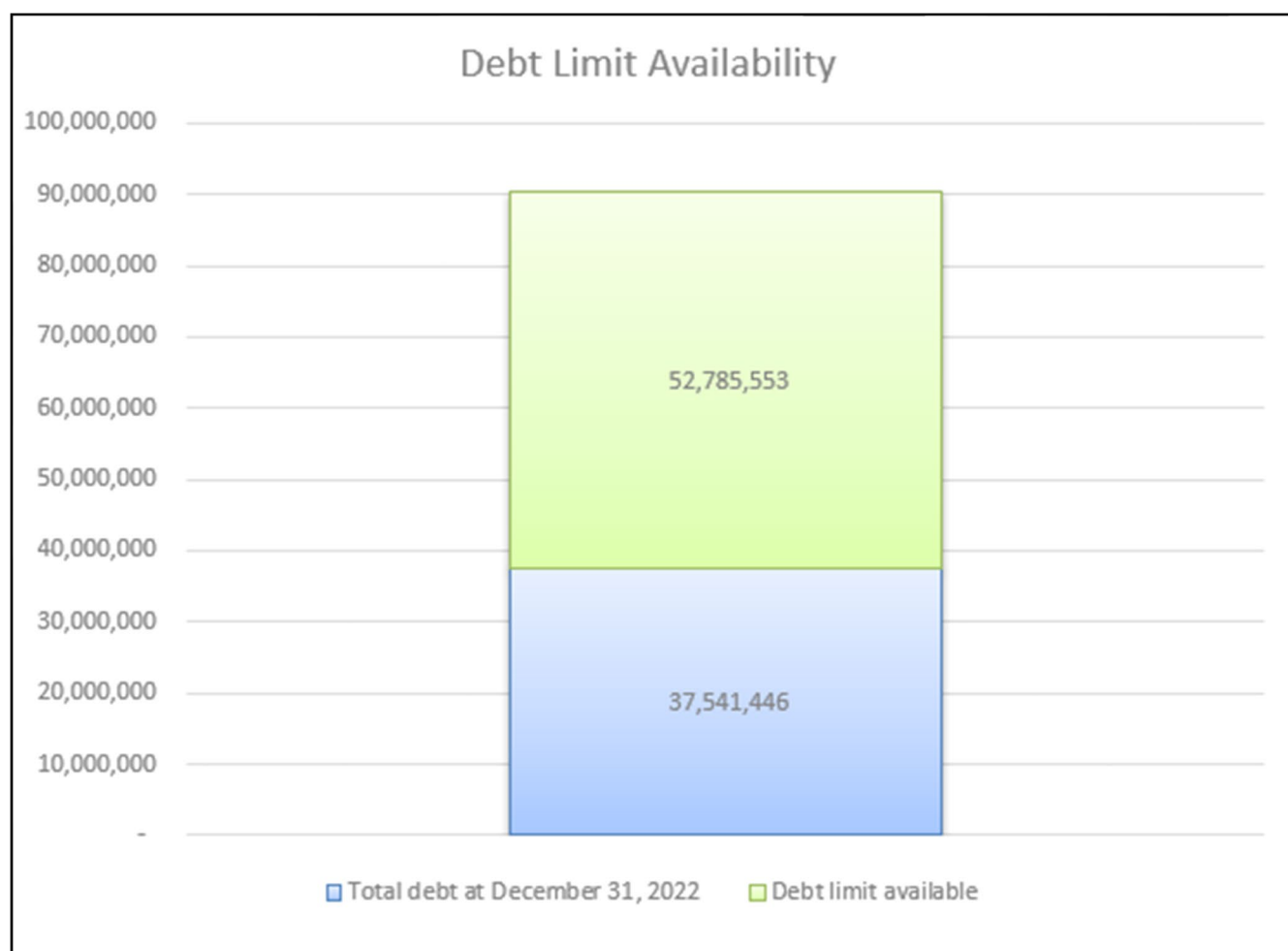
YTD (year to date)

Note: For Safety Codes permits, YTD does not include cancelled permits or fees for cancelled permits. YTD does include additional payment of fees for permits issued in previous months.

Whistleblower complaints

	Q3 Total	YTD
Number of complaints received	0	0

Debt Services limit



2022 – 2025 Strategic Plan

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

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 563 subscribers. The weekly emails share current public participation opportunities and define how the public can provide their input and participate. A citizen satisfaction survey was launched in May 2023 and results shared with the public in September. A public participation website, Your Say Leduc County, was launched in June 2023, with 227 subscribers now registered.

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"> In 2023, completed the first year of enforcing the new Urban Standards Bylaw to address the condition of vacant lots in Royal Oaks, Diamond Estates and New Sarepta. Of the 38 Municipal Government Act orders issued, only 15 vacant lots failed to comply by the due date. The clean-up of these properties was done, and the cost was invoiced to the landowners.
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, 2022 to gather feedback from residents and community stakeholders. The Recreation and Parks Master Plan was approved by Council in Q3.
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. 16, 2023. Programs and events in 2023 reached over 700 participants from direct services, including six-day camps, four special trips, five community events, and 28 drop-in park and play opportunities. Provided resources, equipment, and staff support to 18 community events that impacted approximately 5,300 participants. Two Leduc County Day events were held. One at the Rolly View Community Hall on June 14 and Glen Park Hall on June 22 and approximately 175 residents attended the events. The Family Resource Network partnered with Rundles Mission to host an Indigenous Peoples' Day event on June 21, 2023.

Deep Community Connections

Goal	Actions to date
Maintain a safe county.	<ul style="list-style-type: none"> In 2022, 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. 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 in 2022, 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

	<p>community connectivity. Applications were received from local organizations and grants in the amount of \$15,000 were approved for 2023.</p> <ul style="list-style-type: none"> • In 2022, 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 pilot program was 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. Plan was approved by Council in Q3 2023. • 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. 16, 2023. • In June 2023, Council approved grant funding for the Sunnybrook Athletic Association to support a 100-year anniversary celebration event.

A Robust Economy

Goal	Actions to date
Increase investment attraction.	<ul style="list-style-type: none"> • An Investment Strategy was approved by Council in April 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. • Various business support initiatives were implemented in Q1 2023 such as: <ul style="list-style-type: none"> ○ Launched a new business focused website – www.leduccountybusiness.com. ○ Initiated new business support programs such as peer to peer mentorship and business visitation.
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 has held several business events including the Leduc County Business Summit and the facility's grand opening in March 2023.
Explore methods of providing increased public transportation.	<ul style="list-style-type: none"> • The Leduc County Transit Needs and Feasibility Assessment was presented to Council in Q2 2023. Recommendations from the report will be discussed with Leduc Transit for costing and will be presented as part of the 2025 budget process.
Capitalize on agriculture and local food production.	<ul style="list-style-type: none"> • In 2022, 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 2022 with 100 registrants combined for both sessions.

	<ul style="list-style-type: none"> • Held two Getting into Horticulture: one workshop for Perspectives in Planning and one for Managing Pests and Problems in Horticulture Crops in Q1 2023 with 165 registrants combined for both sessions. • <i>A Taste of Leduc County</i> event with a farm-to-table dinner was held in Q3 2023, the event was sold-out with 61 participants. • The CanadaGAP webinar series was cancelled for 2023 due to a lack of interest with our partnering municipalities. A shortened and revised two-part workshop on food safety and the CanadaGAP program is being planned for Q1 2024 with our partners. The intent is to use this revised workshop as a way to gauge interest in the full CanadaGAP series.
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 \$18.3 million in 2023. • Transportation Master Plan is being finalized and will be presented to Council in a series of workshop starting December 12, 2023. • The Township Road 510 project is underway and is scheduled to be open November 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. • The design project for the next phase of connectivity for the Nisku Spine Road (Allard Avenue to 65 Avenue) is underway, being conducted jointly with the City of Leduc.

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. • Next phase of public participation for the Land Use Bylaw update continued with an open house was held on August 9.
Demonstrate leadership in regional initiatives and organizations.	<ul style="list-style-type: none"> • Active member on the Edmonton Metropolitan Region Board (EMRB), and through this involvement contributed to the review of the Edmonton Metropolitan Region Growth Plan which is scheduled to be completed in Q4 2024. • Participation in the EMRB solid waste and stormwater collaboratives. • In conjunction with the City of Leduc, represent Leduc Transit on the regional transit working group. • Council developed a draft advocacy plan in 2022. • Worked with local municipalities to develop a sub-regional emergency management agreement.

	<ul style="list-style-type: none"> • Ongoing collaboration with our regional municipal neighbours on Intermunicipal Collaboration Frameworks, Intermunicipal Development Plans, intermunicipal cost share and service agreements.
Promote environmental, social and governance (ESG) principles.	<ul style="list-style-type: none"> • Workshops held with Council in Q3 2023 to develop Leduc County's ESG strategy. Strategy adoption is anticipated for Q1 2024.

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.
- Provides strategic communications counsel and tactical support to Council, senior leadership, and County departments.

Intergovernmental relations

- Builds relationships with all orders of government to demonstrate strong leadership and advance Leduc County priorities.
- Develops and implements an ongoing advocacy strategy for the organization and supports elected officials by providing them the necessary information to inform their advocacy work.
- Conducts environmental scans and research on intergovernmental initiatives, to inform strategy development.

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 – A robust economy Build intergovernmental relations capacity in the organization to advance Leduc County priorities and enable increased economic growth and diversification with partners' assistance.
Goal 2	Strategic priority – Strong leadership Create an engaged community.
Goal 3	Strategic priority – Strong leadership Demonstrate leadership in regional initiatives and organizations.
Goal 4	Strategic priority – Strong leadership Promote environmental, social and governance principles.
Goal 5	Strategic priority – A robust economy Build economic resilience.
Corporate leadership County Manager's Office will create a team environment that empowers individuals and groups to contribute to effective organizational management.	
Goal 6	Corporate priority Continue to build a corporate culture that inspires staff to excel in their roles and contribute to organizational success.

3: Department highlights

- Citizen satisfaction survey closed on July 7 and results shared with the public on Sept. 12.
- Ongoing planning for the expansion of the full-time fire service in the Nisku Fire District. New full-time platoon chiefs started in Q3.
- *Your Say Leduc County* - Leduc County's new public participation website launched in Q2 and there are currently 227 subscribers.
- Intergovernmental relations:
 - Provided nine sets of speaking notes and seven briefing packages to Council.
 - Coordinated ten government relations meetings and co-hosted a meeting with Edmonton Global on hydrogen opportunities.
 - Completed the Rural Municipalities of Alberta Quasi-Judicial Agencies Member survey and submitted Rural Municipalities of Alberta (RMA) resolutions for Quasi-Judicial Agencies and High

Load Corridor Protection for presentation at the Pembina River District meeting on Sept. 25. The resolutions were passed by the district.

- Coordinated a meeting between Leduc County Council and Brian Jean, Minister of Energy and Minerals, local Members of Legislative Assembly (MLA), Edmonton Global and Invest Alberta on Aug. 15.
- Sent a letter to Minister Dreeshen requesting a meeting to express the need to protect the high load corridor and discuss other transportation issues.
- Meetings held with two local MLAs.
- Two workshops held with Council in Q2 to develop Leduc County's Environmental Social Governance Strategy.
- Continued work on the preparation of the 2024 budget.

4: Action plan

Goal 1

Build intergovernmental relations capacity in the organization to advance Leduc County priorities and enable increased economic growth and diversification with partners' assistance.

Strategy 1.1

Build organizational capacity to support advancement of intergovernmental relationships and advocacy strategy.

Actions	Target dates	Status at Sept. 30, 2023	Deliverables and/or key performance indicators
Realign organizational structure to build internal capacity to fulfill this work.	Q1 2023		Recruit for intergovernmental positions. <ul style="list-style-type: none"> Conducted recruitment for the new manager position and the position was filled in March. Intergovernmental coordinator position was filled in Q2.
Enhance advocacy strategy.	Q1 2023		Communicate advocacy plan and actions to date to the public via the website. <ul style="list-style-type: none"> Work initiated to evaluate and adjust advocacy tactics as needed. Advocacy plan status update was provided at the September Governance and Priorities meeting. A draft advocacy plan will be presented to Council in Q4 for review and approval.
	Ongoing		Further develop and refine tactics to support advocacy strategy and adjust as needed to address emerging issues/realities. <ul style="list-style-type: none"> This work is ongoing, and the intergovernmental work group is

		developing briefs for Council as needed. <ul style="list-style-type: none"> • Updates are provided monthly at the Governance and Priorities meeting.
--	--	---

Goal 2

Create an engaged community.

Strategy 2.1

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

Actions	Target dates	Status at Sept. 30, 2023	Deliverables and/or key performance indicators
Conduct citizen satisfaction survey.	Q2 2023		Complete survey. <ul style="list-style-type: none"> • Survey was delivered in Q2 with 512 residents participating.
	Q3 2023		Communicate results of the survey to staff and the public. <ul style="list-style-type: none"> • Results were shared Sept. 12.
	Q3 2023		Utilize information learned from the survey to inform 2024 operational priorities and plans. <ul style="list-style-type: none"> • 2024 operational plan template updated to include a specific goal to increase citizen satisfaction with municipal services in response to the feedback received in the 2023 survey.

Strategy 2.2

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

Actions	Target dates	Status at Sept. 30, 2023	Deliverables and/or key performance indicators
Update Council's 2022 – 2025 strategic plan to revise high priority strategies.	Q3 2023		Workshop held with Council to discuss their high priority strategies for 2023-2024. <ul style="list-style-type: none"> • First workshop held with Council on June 22. • Second workshop held on July 11.
	Q4 2023		Amend the strategic plan. <ul style="list-style-type: none"> • Revised strategic plan approved by Council on Aug. 22.

	Q4 2023		Rollout the revised strategic plan to citizens, businesses, and stakeholders. <ul style="list-style-type: none"> • New strategic plan posted on the website Sept. 13. • Shared in the County Chronicle on Sept. 15. • Printed copies will be made available in Q4.
--	---------	--	---

Strategy 2.3

Continue to enhance communication practices to support an engaged community.

Actions	Target dates	Status at Sept. 30, 2023	Deliverables and/or key performance indicators
Evaluate current practices and opportunities for new newsletter creation.	Q3 2023		Conduct research on current practices and opportunities. <ul style="list-style-type: none"> • Conducting research on the current state.
	Q4 2023		Complete the newsletter strategy.
Implement new public participation tools to enhance engagement and the participant's experience.	Q2 2023		Implement public participation software. <ul style="list-style-type: none"> • New public participation website "Your Say Leduc County" went live in Q2 and a promotional campaign was initiated.

Goal 3

Demonstrate leadership in regional initiatives and organizations.

Strategy 3.1

Work with regional partners on regional initiatives.

Actions	Target dates	Status at Sept. 30, 2023	Deliverables and/or key performance indicators
Negotiate with the Village of Warburg in relation to the provision of fire services in the Warburg Fire District.	Q1 2023		A new agreement is in place. <ul style="list-style-type: none"> • An agreement was signed Oct. 11.
Continued support to the Edmonton International Airport (EIA) through the Air Services Opportunity fund.	Q4 2023		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"> • Presentation to Governance and Priorities Committee by Edmonton Global on Sept. 5.

Goal 4

Promote environmental, social and governance principles.

Strategy 4.1

Develop a Leduc County Environmental Social Governance (ESG) strategy.

Actions	Target dates	Status at Sept. 30, 2023	Deliverables and/or key performance indicators
Support the development of an ESG strategy.	Q4 2023		Three workshops held with Council to discuss the three ESG pillars and the County's ESG priorities. <ul style="list-style-type: none">• Workshops held on Aug. 22 and Sept. 26.• Workshop scheduled for Nov. 14.
Draft ESG strategy.	Q1 2024		Workshop held with Council to review draft ESG strategy.

Goal 5

Build economic resilience.

Strategy 5.1

Create effective internal processes to support an economic-friendly environment.

Actions	Target dates	Status at Sept. 30, 2023	Deliverables and/or key performance indicators
Measure changes to the non-residential assessment base value.	Q2 2023		Report to Council on changes to non-residential base value. <ul style="list-style-type: none">• Increase of 8.56 per cent (361,384,340) in non-residential assessment discussed at Council workshop on Mar. 28.

Strategy 5.2

Review of off-site levy bylaw to support infrastructure needs in the Nisku Business Park.

Actions	Target dates	Status at Sept. 30, 2023	Deliverables and/or key performance indicators
Coordinate annual review of off-site levy bylaw.	Q4 2023		Revised bylaw approved by Council. <ul style="list-style-type: none">• An administrative working group has been formed to complete this work.

Goal 6

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

Strategy 6.1

Ongoing commitment to make Leduc County a better place to work.

Actions	Target dates	Status at Sept. 30, 2023	Deliverables and/or key performance indicators
Create action plan based on employee satisfaction survey completed in Q1 2023.	Q2 2023		Action plan created. <ul style="list-style-type: none">Action plan shared with staff on May 5.
	Q4 2023		2023 actions completed. <ul style="list-style-type: none">Ongoing work being done to complete the identified actions.

Strategy 6.1

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

Actions	Target dates	Status at Sept. 30, 2023	Deliverables and/or key performance indicators
Create professional development plans for all staff.	Q2 2023		Template created. <ul style="list-style-type: none">Work has begun on the development of a template. It is anticipated to be completed in Q4.
	Q4 2023		Plans created for all full-time staff.

Strategy 6.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Sept. 30, 2023	Deliverables and/or key performance indicators
County Manager's Office participation and support in health and safety initiatives, such as toolbox meetings and site inspections.	Q4 2023		Ten activities attended per year. <ul style="list-style-type: none">Ongoing attendance by a member of the Executive Leadership Team at the monthly Joint Health and Safety Committee meetings.

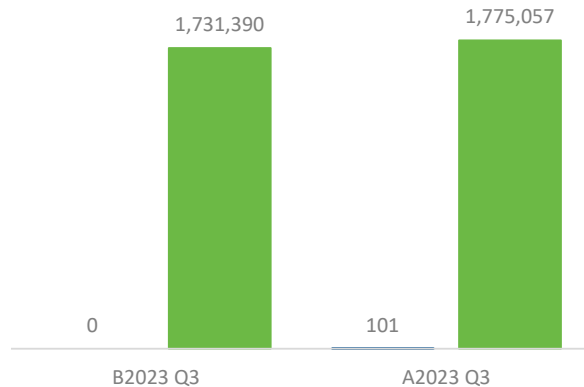
County Manager's Office

Q3 - 2023 Financial Reporting

Department Head - Duane Coleman

■ REVENUE
■ EXPENSE

% of Q3 Budget

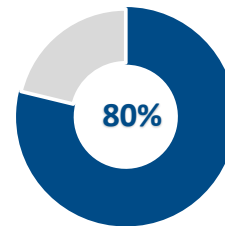


Corporate leadership
Communications



Variance YTD
\$50,184

% of Annual Budget



Corporate leadership

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	101	101	0%	0%
Total Revenue	-	-	101	101	0%	0%
<i>Earnings & benefits</i>	1,589,359	1,201,611	1,146,231	(55,380)	95%	72%
<i>General services-contracted</i>	412,741	315,297	442,902	127,605	140%	107%
<i>Goods, supplies & materials purchased</i>	3,900	3,650	2,616	(1,034)	72%	67%
Total Expense	2,006,000	1,520,558	1,591,749	71,191	105%	79%
Surplus/(Deficit)	(2,006,000)	(1,520,558)	(1,591,648)	(71,090)	105%	79%

Variance

Earnings & benefits

- Two vacant positions in Q1 and one vacant position in Q2.

General services - contracted

- Legal expenses were more than anticipated.

County Manager's Office

Q3 - 2023 Financial Reporting

Communications

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other transactions</i>	20,000	-	-	-	0%	0%
<i>Total Revenue</i>	20,000	-	-	-	0%	0%
<i>General services-contracted</i>	201,328	147,357	140,097	(7,260)	95%	70%
<i>Goods, supplies & materials purchased</i>	41,000	37,375	23,730	(13,645)	63%	58%
<i>Total Expense</i>	242,328	184,732	163,826	(20,906)	89%	68%
<i>Surplus/(Deficit)</i>	(222,328)	(184,732)	(163,826)	20,906	89%	74%

Variance

No significant variances.

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 – Deep community connections Utilize county-owned land inventory list and land management strategy to support parks and recreation initiatives.
Goal 2	Strategic priority – A robust economy Provide consistent and stable assessments that facilitate an economic development-friendly environment.
Goal 3	Strategic priority – Strong 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	Review the land management portfolio and policies and develop a formal management framework.
---------------	--

4: Department highlights

- 2023 tax year – Assessment deadline was July 18 and we received 32 official appeals.
- Request for Information (RFI) forms were mailed to the general inspection areas and the department has received a 65% return rate which is considered a good response. The department is also out completed onsite inspections.

5: Action plan

Goal 1

Utilize County-owned land inventory list and land management strategy to support parks and recreation initiatives.

Strategy 1.1

Collaborate with other departments to define possible county-owned properties that could be liquidated in order to fund parks, recreation and cultural initiatives.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Consider the liquidation of under-utilized county-owned property to fund new initiatives.	Q3 2023		<p>Bring a list of inventory properties to Council for consideration to sell.</p> <ul style="list-style-type: none">• Report to Council on March 14, to remove reserve designation for a single property for the purpose of property sale. This property was brought forward due to a request for Council to consider the sale of the property. The reserve designation has been removed and the property was advertised for sale. To date no acceptable offer has been made.• A draft land management strategy report was presented on Sept. 26, Council workshop.• The land management strategy will be presented to Council on Oct. 24.

Goal 2

Provide consistent and stable assessments that facilitate an economic development-friendly environment.

Strategy 2.1

Connect with our ratepayers to confirm property information and gain insight into local industries and businesses.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Engage with Council, internal departments and ratepayers to increase knowledge of assessment/tax impacts and market trends and pressures.	Q4 2023		Provide annual Council assessment workshop to inform and update Council on assessment, provincial policies, and market trends within Leduc County.

			<ul style="list-style-type: none"> • Reported at Council workshop on March 28, to provide update on the 2022 assessment year values. • Addressed ratepayer and tax agent assessment questions and concerns for the 2023 tax year. The assessment appeal deadline was July 18. • Received 32 assessment appeals and the assessment department is in discussion with tax representatives.
--	--	--	--

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

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

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
The Manager of Assessment Services will be the President of the Alberta Assessors Association (AAA).	2023		Lead the AAA and collaborate with association stakeholders and partners to advocate for and strengthen the practice of assessment in Alberta. <ul style="list-style-type: none"> • Participated in a national assessment panel at the Institute of Municipal Assessors Conference in Kingston, Ontario and provided an Alberta jurisdictional update.

Goal 4

Review the land management portfolio and policies and develop a formal management framework.

Strategy 4.1

Land management internal process review will focus on increasing efficiencies, improving the customer experience, and reducing unnecessary red tape.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Review land management processes, land agreements, fee structures and associated documents.	Q4 2023		Revised and/or new land management policies approved by Council. <ul style="list-style-type: none"> • Undeveloped road closure implications discussion is scheduled for Oct. 10, Council workshop.

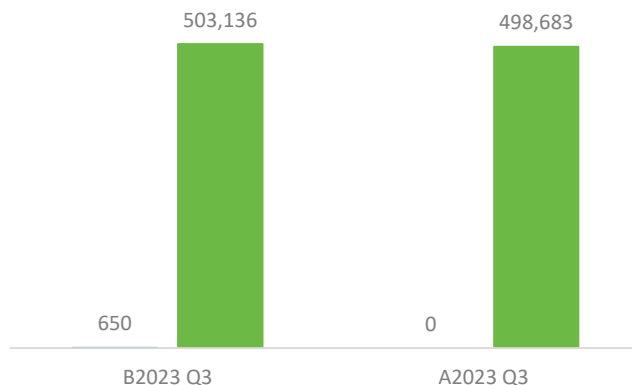
Assessment Services

Q3 - 2023 Financial Reporting

Department Head - Karen Burnand

■ REVENUE
■ EXPENSE

% of Q3 Budget

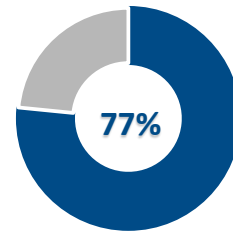


Assessment

99%

Variance YTD
(\$3,803)

% of Annual Budget



Assessment

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	650	650	-	(650)	0%	0%
Total Revenue	650	650	-	(650)	0%	0%
<i>Earnings & benefits</i>	595,545	450,669	465,940	15,271	103%	78%
<i>General services-contracted</i>	51,433	48,767	31,966	(16,801)	66%	62%
<i>Goods, supplies & materials purchased</i>	4,897	3,700	777	(2,923)	21%	16%
Total Expense	651,875	503,136	498,683	(4,453)	99%	76%
Surplus/(Deficit)	(651,225)	(502,486)	(498,683)	3,803	99%	77%

Variance

No significant variances.

1: Department services

1.1: Our mission

Corporate Services strives to provide innovative solutions, support, and services in the best interest of our customers.

1.2: Service areas

Leadership and administration

- Leads and supports the Corporate Services team's successful delivery of strategic, reliable, and valued support to the organization that aids in the achievement of strategic objectives.
- Leads the preparation, oversight, and alignment of the Corporate Services budget, ensuring responsible and appropriate use of municipal funds.
- Promotes the delivery of a consistent, customer service that is valued by our clients, Council, and our residents.
- Provides administrative support to the various business units within Corporate Services and the director, as required.
- Coordinates, tracks, reports, and provides oversight of all insurance claims for the County.
- Coordinates and provides support for employee events and recognition, corporate events, and Corporate Services team planning sessions.
- Provides custodial services in Leduc County municipal offices and ensures workspaces and common areas meet customer service standards.
- Designs, codes, and implements new computer software programs.
- Improves and supports existing systems by identifying current challenges and implementing modifications or enhancements.
- Assists with determining operational system objectives by studying business functions, gathering information, evaluating output requirements and formats, and offering best-practice solutions and recommendations for improvements across the organization.

Facilities and fleet

- Provides leadership, along with collaboration with municipal staff and external partners to ensure repairs to, maintenance of and lifecycle planning for municipal buildings.
- Supports the request for proposal process for the purchase and distribution of municipal fleet and equipment.
- Provides expertise regarding optimal space utilization, standardization of facilities systems and processes, and prioritization of facilities-related projects.

Geographic Information Systems (GIS)

- Provides support, enhancement, and maintenance in the Enterprise GIS environment.
- Provides corporate leadership and stewardship in GIS.
- Works with departments to develop new GIS-centric solutions or integration into business applications.

Health, safety and wellness

- Supports the organization by providing a comprehensive health, safety and wellness program that meets legislated requirements, is reviewed, and audited as per the legislated obligations and exists to ensure the safety of everyone.
- Leads the coordination and management of the organization's Workers' Compensation Board (WCB) and disability management programs.
- Leads, arranges and/or delivers all required and work-specific safety training.

Human resources

- Provides human resources services that meet employee needs and align with organizational goals.
- Supports the organization in attracting and retaining the right people, with the right skills, within the time frame that their services are required.
- Functions as an advocate for employees, organizational culture and human resources policies and procedures.

Information technology (IT)

- Develops and maintains IT policies, procedures, workflows, and network and business systems architecture, which promotes data governance, assurance, and security.
- Executes the procurement, maintenance and support of all hardware components, the network infrastructure, telephone, and all other equipment required for the organization to function efficiently.
- Supports and provides assistance to the end users with respect to software and the management and storage of electronic data.
- Partners with all lines of business to provide innovative, forward-thinking technology solutions to meet business and County needs.
- Works with business areas to identify business needs and/or challenges.

Information management

- Provides leadership, support, and guidance in the records management lifecycle, ensuring the efficient storage, retrieval, retention, and destruction of corporate records.
- Verify 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	Utilize best practice in corporate governance to maintain the organization's assets.
Goal 2	Support the business needs of the organization by providing safe, secure, innovative, and sustainable systems.
Goal 3	Support staff through the employee lifecycle by providing appropriate Human Resources governance.
Goal 4	Increase awareness of health and safety expectations with all stakeholders and ensure best practice procedures and practices are in place to enable a safe and healthy work environment.

3: Department highlights

- Completed the power pedestal upgrades in the County Centre east parking lot.
- Installed a new County Centre sign at the southwest corner of the building (joint project with Black Gold School Division).
- Closed a request for proposal for our building design/renovation project.
- Completed painting and update of New Sarepta Public Works Shop building exterior.
- Completed the fire panel upgrade at the services building.
- Developed new fire services terms and conditions of employment.
- Hired full-time firefighters and recruited the new class of paid on-call firefighters for Fire Services.
- Hosted our annual staff fall event with great success.
- Piloted de-escalation training for staff.
- Conducted our annual certificate of recognition (COR) health and safety audit.
- Completed replacement of our printer/copier fleet.
- Completed annual paper records destruction and archive.
- Supported staff with over 650 help desk requests for IT and GIS for the quarter.

4: Action plan

Goal 1

Utilize best practice in corporate governance to maintain the organization's assets.

Strategy 1.1

Support the asset management lifecycle for facilities and fleet.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Complete condition assessments for medium-sized facilities as per the condition assessment framework.	Q3 2023		Condition assessments for each of the 16 medium classified facilities completed. <ul style="list-style-type: none"> • Assessment template completed with draft facility. Remainder of assessments scheduled for completion in Q4.

Goal 2

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

Strategy 2.1

Implement the recommendations from the IT strategic plan and the records and digital information plan.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Complete telephony review and replacement.	Q1 2023		Recommendations for desktop and mobile phones have been completed.
	Q4 2023		Transition to new phone platform completed. <ul style="list-style-type: none">• System testing has been completed with transition scheduled for Q4.
Complete enterprise content management (ECM) onboarding and OnBase data migration.	Q3 2023		All departments' onboarding and migration of OnBase data is completed. <ul style="list-style-type: none">• Completed data migration export for pilot department.• Department OnBase data files to be migrated out of OnBase in Q4.
Complete replacement of permitting application and customer service database.	Q2 2023		Implementation of new permitting system completed. <ul style="list-style-type: none">• Workflow configurations and integrations with GIS and financial systems in progress.• Full implementation scheduled for Q2, 2024.
	Q4 2023		Implementation of new customer/citizen management system completed. <ul style="list-style-type: none">• System implementation has been deferred until 2024.

Goal 3

Support staff through the employee lifecycle by providing appropriate Human Resources governance.

Strategy 3.1

Update the Human Resources administrative directives.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Complete review and update of the Human Resources administrative directive manual.	Q3 2023		Updated manual completed. <ul style="list-style-type: none">• Human Resources administrative directive manual update is in progress.

	Q4 2023		Manual is rolled out to all staff. <ul style="list-style-type: none"> Higher priority administrative directives are drafted for rollout in Q4.
--	---------	--	---

Goal 4

Increase awareness of health and safety expectations with all stakeholders and ensure best practice procedures and practices are in place to enable a safe and healthy work environment.

Strategy 4.1

Implement a Health and Safety action plan.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Complete a Health and Safety action plan based on findings from 2022 Certification of Recognition (COR) health and safety audit.	Q1 2023		Health and Safety action plan is completed.
	Q4 2023		Health and Safety activities identified in the action plan are completed. <ul style="list-style-type: none"> Activities identified in the action plan have been completed.

Strategy 4.2

Implement a program for standardized competency tracking, certification, and training for County staff.

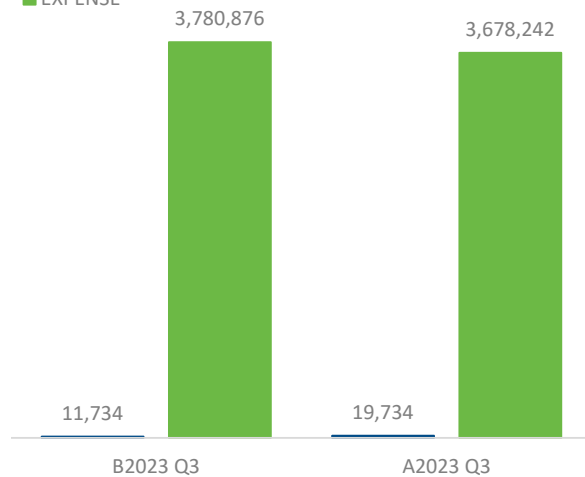
Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Install, configure, and roll out a safety management system.	Q2 2023		Complete pilot of safety management system with one department. <ul style="list-style-type: none"> Pilot of safety management system has been completed.
	Q4 2023		Complete implementation for all departments. <ul style="list-style-type: none"> Half of the County staff have been onboarded with remainder scheduled for completion in Q4.

Corporate Services

Q3 - 2023 Financial Reporting

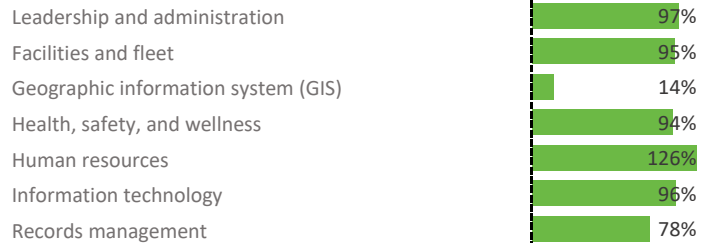
Department Head - Kent Pudlowski

■ REVENUE
■ EXPENSE

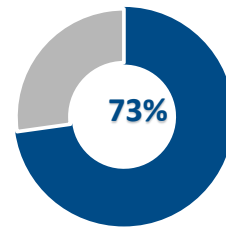


Variance YTD
(\$110,634)

% of Q3 Budget



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	1,800	1,350	2,307	957	171%	128%
<i>Other revenue from own sources</i>	1,000	700	2,481	1,781	354%	248%
Total Revenue	2,800	2,050	4,788	2,738	234%	171%
<i>Earnings & benefits</i>	2,903,022	2,190,083	2,163,617	(26,466)	99%	75%
<i>General services-contracted</i>	364,241	269,814	236,262	(33,552)	88%	65%
<i>Goods, supplies & materials purchased</i>	3,440	2,615	1,815	(800)	69%	53%
Total Expense	3,270,703	2,462,512	2,401,694	(60,818)	98%	73%
Surplus/(Deficit)	(3,267,903)	(2,460,462)	(2,396,907)	63,555	97%	73%

Variances

Earnings & benefits

- Wellness benefits for County staff were not fully utilized at the time of this report.

General services-contracted

- Insurance premiums were less than budgeted.

Corporate Services

Q3 - 2023 Financial Reporting

Facilities and fleet

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,400	1,800	1,200	(600)	67%	50%
<i>Other revenue from own sources</i>	10,512	7,884	13,681	5,797	174%	130%
Total Revenue	12,912	9,684	14,881	5,197	154%	115%
<i>General services-contracted</i>	257,975	212,579	232,701	20,122	109%	90%
<i>Goods, supplies & materials purchased</i>	226,794	165,360	128,208	(37,152)	78%	57%
<i>Reserves, transfers & grants</i>	72,900	-	-	-	0%	0%
<i>Financial service charges</i>	333,691	166,845	161,782	(5,063)	97%	48%
Total Expense	891,360	544,784	522,691	(22,093)	96%	59%
Surplus/(Deficit)	(878,448)	(535,100)	(507,810)	27,290	95%	58%

Variances

General services-contracted

- HVAC maintenance and janitorial services at the Business and Entrepreneur Centre were unbudgeted.

Goods, supplies & materials purchased

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

Geographic information system (GIS)

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	65	65	0%	0%
Total Revenue	-	-	65	65	0%	0%
<i>General services-contracted</i>	11,500	11,500	1,600	(9,900)	14%	14%
<i>Purchases from other Governments & Agencies</i>	-	-	97	97	0%	0%
Total Expense	11,500	11,500	1,697	(9,803)	15%	15%
Surplus/(Deficit)	(11,500)	(11,500)	(1,632)	9,868	14%	14%

Variances

No significant variances.

Health, safety, and wellness

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	79,316	58,935	51,999	(6,936)	88%	66%
<i>Goods, supplies & materials purchased</i>	5,070	4,140	7,164	3,024	173%	141%
Total Expense	84,386	63,075	59,164	(3,911)	94%	70%
Surplus/(Deficit)	(84,386)	(63,075)	(59,164)	3,911	94%	70%

Variances

No significant variances.

Corporate Services

Q3 - 2023 Financial Reporting

Human resources

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	71,134	58,747	83,567	24,820	142%	117%
Goods, supplies & materials purchased	29,025	25,750	22,935	(2,815)	89%	79%
Total Expense	100,159	84,497	106,502	22,005	126%	106%
Surplus/(Deficit)	(100,159)	(84,497)	(106,502)	(22,005)	126%	106%

Variances

General services-contracted

- Contracted human resources expenses were more than anticipated.

Information technology

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	549,578	489,343	475,676	(13,667)	97%	87%
Goods, supplies & materials purchased	121,900	115,700	103,399	(12,301)	89%	85%
Total Expense	671,478	605,043	579,075	(25,968)	96%	86%
Surplus/(Deficit)	(671,478)	(605,043)	(579,075)	25,968	96%	86%

Variances

No significant variances.

Records management

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	6,615	4,965	3,483	(1,482)	70%	53%
Goods, supplies & materials purchased	6,000	4,500	3,936	(564)	87%	66%
Total Expense	12,615	9,465	7,419	(2,046)	78%	59%
Surplus/(Deficit)	(12,615)	(9,465)	(7,419)	2,046	78%	59%

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.

Goal 1

Strong Leadership
Promote environmental, social and governance principles.

3: Department goals

Goal 2	Enhance long-term financial and organizational sustainability.
Goal 3	Support the business needs of the organization to assist enhancing a robust economy through risk mitigation and advancing innovative solutions.

4: Department highlights

- Continued work with departments to prepare the interim 2024 budget.
- Implemented changes to salaried pay frequency and taxable benefits.
- Researched and worked with departments to meet the new Asset Retirement Obligation accounting standard.
- Continued work on the Disaster Recovery Program grant application in conjunction with Fire Services.

5: Action plan

Goal 1

Promote environmental, social and governance principles.

Strategy 1.1

Increase service levels by expanding services offered to customers.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Implement the Clean Energy Improvement Program to advance Leduc County's Environmental Social Governance (ESG) strategy.	Q4 2023		Implementation of a Clean Energy Improvement Program. <ul style="list-style-type: none">• Conversations with Alberta Municipalities, who is the designated program administrator for the Clean Energy Improvement Program, have commenced.

Goal 2

Enhance long-term financial and organizational sustainability.

Strategy 2.1

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

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Continue to enhance the long-range capital plan by incorporating asset management principles.	Q4 2023		Integration of asset management plan principles into decision-making processes to inform the budget. <ul style="list-style-type: none">• Information from the State of the Infrastructure report is being analyzed as part of the long-range financial plan.

			<ul style="list-style-type: none"> Data collected during the fleet condition assessments has been utilized to establish the 2024 fleet replacement budget.
Review Leduc County's sustainability ratios.	Q3 2023		Ratios are evaluated and understood. <ul style="list-style-type: none"> A workshop was completed in Q3.
Review the Debt Management policy.	Q4 2023		Policy approved by Council. <ul style="list-style-type: none"> Work on the policy has begun and it is scheduled for review at the Municipal Policy Review committee in Q4.

Goal 3

Support the business needs of the organization to assist in enhancing a robust economy through risk mitigation and advancing innovative solutions.

Strategy 3.1

Reducing risk and costs to the organization through the development of centralized procurement.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Review the Procurement policy.	Q4 2023		Policy approved by Council if changes are required. <ul style="list-style-type: none"> Procurement coordinator hired in Q4 and policy review being completed.
Evaluate the current state of procurement within the organization and identify areas of efficiency.	Q4 2023		Multi-year plan to implement efficiencies throughout the County.
Review the current merchant services agreement.	Q4 2023		Findings from the review will inform a request for proposal in 2024.
In collaboration with Corporate Services, review the current insurance coverage and complete a financial analysis.	Q4 2023		Analysis completed and utilized to inform the insurance request for proposal in 2024.

Strategy 3.2

Enhance customer service by providing more locations to make payments for County services.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Support implementation of point-of-sale systems in other departments, where warranted.	Q4 2023		Additional point of sale terminals added. <ul style="list-style-type: none">• Point of sale terminals have been installed for use in Road Operations and Agricultural Services departments.

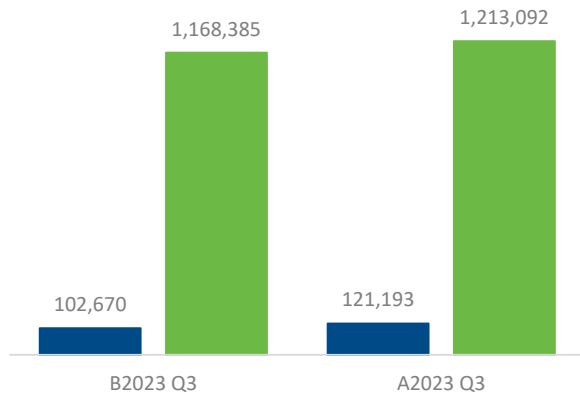
Finance

Q3 - 2023 Financial Reporting

Department Head - Natasha Wice

■ REVENUE ■ EXPENSE

% of Q3 Budget



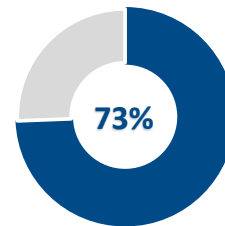
Financial services
Administrative services

106%

74%

Variance YTD
\$26,183

% of Annual Budget



Financial services

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to other government</i>	21,070	20,320	20,321	1	100%	96%
<i>Sales of goods & services to individuals</i>	44,650	33,224	44,299	11,075	133%	99%
<i>Other revenue from own sources</i>	50,012	38,509	54,861	16,352	142%	110%
<i>Other transactions</i>	9,342	9,342	-	(9,342)	0%	0%
Total Revenue	125,074	101,395	119,481	18,086	118%	96%
<i>Earnings & benefits</i>	1,253,937	895,645	970,549	74,904	108%	77%
<i>General services-contracted</i>	144,798	141,859	145,912	4,053	103%	101%
<i>Goods, supplies & materials purchased</i>	2,277	1,900	361	(1,539)	19%	16%
Total Expense	1,401,012	1,039,404	1,116,822	77,418	107%	80%
Surplus/(Deficit)	(1,275,938)	(938,009)	(997,341)	(59,332)	106%	78%

Variances

Earnings and benefits

- Wastewater staff allocation was budgeted for Q3 but the entry was not completed at the time of this report.

Finance

Q3 - 2023 Financial Reporting

Administrative services

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	1,700	1,275	1,713	438	134%	101%
<i>Total Revenue</i>	1,700	1,275	1,713	438	134%	101%
<i>General services-contracted</i>	115,858	68,648	41,307	(27,341)	60%	36%
<i>Goods, supplies & materials purchased</i>	60,900	47,703	40,811	(6,892)	86%	67%
<i>Financial service charges</i>	16,800	12,630	14,151	1,521	112%	84%
<i>Total Expense</i>	193,558	128,981	96,269	(32,712)	75%	50%
<i>Surplus/(Deficit)</i>	(191,858)	(127,706)	(94,557)	33,149	74%	49%

Variances

General services - contracted

- Less postage than anticipated.
- Some membership invoices were not received at the time of this report.

1: Department services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Leadership and administration

- Provides programs to residents to support agricultural production within Leduc County, with positive effects to the environment.
- Recognizes and champions the importance of agriculture for its economic, environmental and community contributions and commits 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 rights-of-way by providing clear sightlines, controlling invasive plant species, improving drainage, and reducing the potential for snow traps in the winter.

Sustainable agriculture program

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

Weed control

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

Wild animal pest control

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

2: Strategic priorities

Goal 1	Strategic priority – Deep community connections Maintain a safe County.
Goal 2	Strategic priority – A robust economy Capitalize on agriculture and local food production.

3: Department goals

Goal 3	Serve residents with continual improvement of department services.
---------------	--

4: Department highlights

- Significant weather extremes adversely affected seasonal vegetation management programs. Excessive moisture in Q3 resulted in several days of mowing and spraying lost due to poor conditions. Equipment breakdowns further delayed operations, although mowing and spraying were completed as per program guidelines.
- Alternative Land Use Services (ALUS) provided support to 137 additional acres for producers to restore and protect wetlands within their land for their ecological benefit. The ALUS program is a joint program between the County of Wetaskiwin and Leduc County.
- Eight hundred and forty-eight unique weed inspections were reported on in Q3 using revised inspection procedure.

5: Action plan

Goal 1

Maintain a safe County.

Strategy 1.1

Control problem vegetation along county roadsides and intersections to improve traffic safety.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Inspect and identify problem vegetation such as tall grass and brush within Leduc County intersections and road rights-of-ways to improve driver visibility and promote efficient drainage.	Q3 2023		Establish priority list and complete control of problem vegetation areas. <ul style="list-style-type: none">• Sixteen sites identified and brushed. Sites to be sprayed in Q2 2024.

Goal 2

Capitalize on agriculture and local food production.

Strategy 2.1

Implement a minimum of one new promotional initiative per year for agricultural producers to highlight their products to local and regional markets and consumers.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Continue the Know your Farmer; Know your Food Ag Tour for local agriculture producers to showcase their operations and products.	Q3 2023		Support local producers in the development of two local agriculture tour events. <ul style="list-style-type: none">• Farm-to-table dinner, farm tour and pop-up market held Aug. 12 with 61 participants (sold out event).
Create networking opportunities for producers to improve awareness of local food resources within the region.	Q4 2023		Develop a Christmas market event for local producers. <ul style="list-style-type: none">• An event is being planned for Dec. 9.

Goal 3

Serve residents with continual improvement of department services.

Strategy 3.1

Review and update internal processes.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Refine current weed inspection procedure to support consistent inspection and enforcement.	Q1 2023		A written internal procedure utilized by all staff. <ul style="list-style-type: none">• Training of revised procedure provided to seasonal staff and staff have trialed inspection process with positive results.
Establish clear guidelines to identify the parameters that trigger enforcement actions.	Q3 2023		Increase in compliance with issued weed notices. <ul style="list-style-type: none">• Twenty-one weed notices were issued. 100% compliance achieved prior to enforcement being required.
Refine current clubroot inspection procedure to support consistent inspection and enforcement.	Q1 2023		A written internal procedure utilized by all staff. <ul style="list-style-type: none">• Six hundred and forty-eight canola fields were inspected for clubroot in Q3.

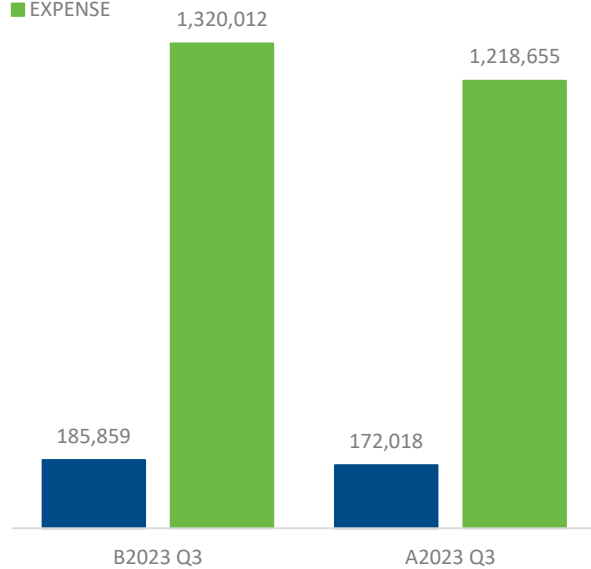
Agricultural Services

Q3 - 2023 Financial Reporting

Department Head - Garrett Broadbent

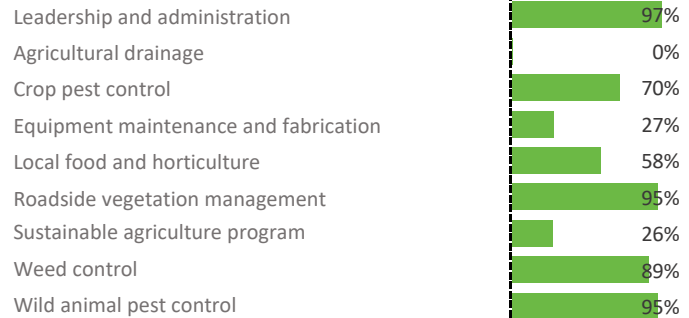
■ REVENUE

■ EXPENSE

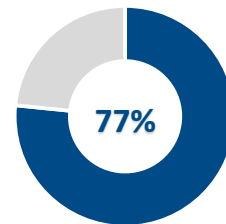


Variance YTD
(\$87,516)

% of Q3 Budget



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	600	300	700	400	233%	117%
Total Revenue	600	300	700	400	233%	117%
<i>Earnings & benefits</i>	566,309	435,849	430,318	(5,531)	99%	76%
<i>General services-contracted</i>	11,030	6,905	3,992	(2,913)	58%	36%
<i>Goods, supplies & materials purchased</i>	1,600	1,600	1,039	(561)	65%	65%
<i>Reserves, transfers & grants</i>	15,500	10,500	8,499	(2,001)	81%	55%
Total Expense	594,439	454,854	443,848	(11,006)	98%	75%
Surplus/(Deficit)	(593,839)	(454,554)	(443,148)	11,406	97%	75%

Variances

No significant variances.

Agricultural Services

Q3 - 2023 Financial Reporting

Agricultural drainage

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other transactions</i>	1,500	-	-	-	0%	0%
Total Revenue	1,500	-	-	-	0%	0%
<i>General services-contracted</i>	8,765	8,759	10	(8,749)	0%	0%
Total Expense	8,765	8,759	10	(8,749)	0%	0%
Surplus/(Deficit)	(7,265)	(8,759)	(10)	8,749	0%	0%

Variances

No significant variances.

Crop pest control

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	22,026	21,369	15,039	(6,330)	70%	68%
<i>Goods, supplies & materials purchased</i>	6,990	5,515	3,730	(1,785)	68%	53%
Total Expense	29,016	26,884	18,769	(8,115)	70%	65%
Surplus/(Deficit)	(29,016)	(26,884)	(18,769)	8,115	70%	65%

Variances

No significant variances.

Equipment maintenance and fabrication

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,000	-	-	-	0%	0%
<i>Conditional grants from other governments</i>	165,959	165,959	166,247	288	100%	100%
Total Revenue	168,959	165,959	166,247	288	100%	98%
<i>Earnings & benefits</i>	114,950	87,526	87,744	218	100%	76%
<i>General services-contracted</i>	30,311	26,802	25,766	(1,036)	96%	85%
<i>Goods, supplies & materials purchased</i>	89,247	71,532	57,881	(13,651)	81%	65%
<i>Financial service charge</i>	-	-	294	294	0%	0%
Total Expense	234,508	185,860	171,686	(14,174)	92%	73%
Surplus/(Deficit)	(65,549)	(19,901)	(5,439)	14,462	27%	8%

Variances

No significant variances.

Agricultural Services

Q3 - 2023 Financial Reporting

Local food and horticulture

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	2,400	2,400	984	(1,416)	41%	41%
Total Revenue	2,400	2,400	984	(1,416)	41%	41%
<i>General services-contracted</i>	11,254	6,920	5,071	(1,849)	73%	45%
<i>Goods, supplies & materials purchased</i>	4,250	3,750	706	(3,044)	19%	17%
Total Expense	15,504	10,670	5,777	(4,893)	54%	37%
Surplus/(Deficit)	(13,104)	(8,270)	(4,793)	3,477	58%	37%

Variances

No significant variances.

Roadside vegetation management

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	191,318	191,318	142,294	(49,024)	74%	74%
<i>General services-contracted</i>	16,722	14,802	18,987	4,185	128%	114%
<i>Goods, supplies & materials purchased</i>	189,271	185,684	210,301	24,617	113%	111%
Total Expense	397,311	391,804	371,582	(20,222)	95%	94%
Surplus/(Deficit)	(397,311)	(391,804)	(371,582)	20,222	95%	94%

Variances

Earnings & benefits

- Seasonal staff worked less hours than anticipated.

Goods, supplies & materials purchased

- Herbicide purchases were higher than anticipated to complete the spraying program.
- Equipment repairs were higher than anticipated.

Sustainable agriculture program

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	600	300	-	(300)	0%	0%
<i>Other transactions</i>	3,881	-	-	-	0%	0%
Total Revenue	4,481	300	-	(300)	0%	0%
<i>General services-contracted</i>	7,890	3,550	554	(2,996)	16%	7%
<i>Goods, supplies & materials purchased</i>	1,650	1,000	565	(435)	57%	34%
Total Expense	9,540	4,550	1,119	(3,431)	25%	12%
Surplus/(Deficit)	(5,059)	(4,250)	(1,119)	3,131	26%	22%

Variances

No significant variances.

Agricultural Services

Q3 - 2023 Financial Reporting

Weed control

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	14,000	14,000	1,500	(12,500)	11%	11%
<i>Total Revenue</i>	14,000	14,000	1,500	(12,500)	11%	11%
<i>Earnings & benefits</i>	79,297	79,297	68,995	(10,302)	87%	87%
<i>General services-contracted</i>	44,373	44,169	29,717	(14,452)	67%	67%
<i>Goods, supplies & materials purchased</i>	9,549	9,130	8,362	(768)	92%	88%
<i>Total Expense</i>	133,219	132,596	107,075	(25,521)	81%	80%
<i>Surplus/(Deficit)</i>	(119,219)	(118,596)	(105,575)	13,021	89%	89%

Variances

No significant variances.

Wild animal pest control

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	900	900	476	(424)	53%	53%
<i>Other revenue from own sources</i>	2,000	2,000	2,110	110	106%	106%
<i>Total Revenue</i>	2,900	2,900	2,586	(314)	89%	89%
<i>Earnings & benefits</i>	112,478	85,783	88,260	2,477	103%	78%
<i>General services-contracted</i>	12,572	8,806	5,215	(3,591)	59%	41%
<i>Goods, supplies & materials purchased</i>	13,823	9,445	5,314	(4,131)	56%	38%
<i>Total Expense</i>	138,873	104,034	98,789	(5,245)	95%	71%
<i>Surplus/(Deficit)</i>	(135,973)	(101,134)	(96,203)	4,931	95%	71%

Variances

No significant variances.



1: Department services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Bylaw and animal control

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

Enhanced policing

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



Regional training

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

Traffic safety

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

2: Strategic priorities

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

3: Department highlights

- Participated in Wizard Lake Boat Parade on Canada Day.
- Participated in a commercial vehicle joint forces traffic operation on Range Road 263 between Township Road 490 and Highway 39 in July.
- Assisted with Black Gold School's Resource Officer coordination.
- Successful Radar/Lidar operation in Rolly View in July and August.
- Load securement operation on Range Road 263 and Township Road 490 in August resulting in warnings and permitting issues.
- Stop sign violation operation conducted at Highway 795 and Township Road 490 in July and August.
- Assisted Parks with parking complaints at Wizard Lake resulting in numerous parking charges.
- Assisted with traffic control for the Calmar Days parade in August.
- Successful quad patrol at Coal Lake in August.
- Radar/Lidar operation on Spine Road in August resulting in numerous charges.

- Completed Royal Oaks Urban Standard lot clean-up/grass cutting campaign in September.
- Initiated the process of hiring a Community Peace Officer in September.
- Instructed a radar/lidar course to officers in Fort McMurray in September.

4: Action plan

Goal 1

Promote and enhance traffic safety.

Strategy 1.1

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

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Educate road users through traffic enforcement and interactions and conduct high-visibility traffic operations in key areas.	2023		Conduct a minimum of 700 dedicated traffic operations per year. <ul style="list-style-type: none"> • Averaged 36 traffic operations per month in Q3.
Assist departments in protecting of the County's road infrastructure through the enforcement of road bans.	2023		Conduct a minimum of 1,200 patrols per year on banned roads during road ban season. <ul style="list-style-type: none"> • Averaged 43 patrols per month in Q3.
Support initiatives that focus on commercial vehicle safety, cargo securement, and dangerous goods.	2023		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 14 cargo securement operations per month in Q3.

Strategy 1.2

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

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	2023		Conduct 2,000 patrols in hot spots (including subdivisions) per year. <ul style="list-style-type: none"> • Averaged 589 proactive patrols per month in Q3.

Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Provide traffic control for parades and special events such as Wizard Lake Canada Day Parade, Leduc Black Gold Parade, Calmar Fair Days Parade and Santa Claus Parade in the City of Leduc.	2023		Participate in special events throughout the year. <ul style="list-style-type: none">• Participated in Wizard Lake Boat Parade on Canada Day.• Assisted with traffic control for the Calmar Days parade in August.

Goal 2

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

Strategy 2.1

Respond to emergency public safety occurrences.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Assist with traffic control and scene safety at collisions, as requested.	2023		Statistics and ongoing updates provided to Protective Services Committee. <ul style="list-style-type: none">• Assisted with an average of three emergency services events per month in Q3.
Assist police/fire/EMS and emergency management response to incidents, as requested.	2023		

Strategy 2.2

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

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Host and instruct commercial vehicle dimension and weights enforcement course.	Q3 2023		Provide one dimension and weights instruction course per year. <ul style="list-style-type: none">• Hosted and instructed the dimension and weights and dimension's course in April.• Accreditation forecasted for 2024.
Host and instruct traffic speed enforcement course.	Q3 2023		Provide one RADAR course for the region per year. <ul style="list-style-type: none">• Provided a third radar/lidar course in September.

Assess enhanced policing service levels and agreements.	Q3 2023		Assess enhanced policing service levels and agreements during annual budget preparation. <ul style="list-style-type: none"> Coordinated the remaining contract for the RCMP School Resource Officer services ending June 30, 2024.
---	---------	--	---

Goal 3

Build and strengthen community relationships and support meaningful community engagement.

Strategy 3.1

Develop and maintain public relationships through awareness programs.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Participate in and support community special events, open houses, school presentations, and other engagement opportunities in collaboration with other departments and agencies.	Q4 2023		Summary of activities provided to Protective Services Committee (five times annually). <ul style="list-style-type: none"> Provided Q3 to Protective Services Committee Sept. 27.
Annual evaluation of the Community Peace Officer Performance Plan.	Q4 2023		Evaluate the Community Peace Officer Performance Plan, recommend amendments to Council based on KPIs and projections for the following year. <ul style="list-style-type: none"> Revised the plan to reflect updated key performance indicators, new strategies, and percentages of resources allocated for each strategy.

Goal 4

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

Strategy 4.1

Deliver summer boat/off-highway vehicle patrol program.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Promote boat safety through education, compliance, and enforcement.	Q3 2023		Conduct a minimum three safe boating awareness operations, boat patrols and/or shoreline operations in the summer months. <ul style="list-style-type: none"> Conducted an average of six safe boating awareness operations on shore and in water in Q3.
Promote off-highway safety through education, compliance, and enforcement.	Q4 2023		Conduct a minimum of three off-highway vehicle patrols in the summer months.

			<ul style="list-style-type: none"> Conducted three off-highway quad patrols in Q3.
--	--	--	---

Goal 5

Respond to property concerns and promote compliance.

Strategy 5.1

Address nuisance and unsightly premises.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2023		<p>Respond to property complaints within three business days.</p> <p>Bring nuisance properties into compliance before winter.</p> <ul style="list-style-type: none"> In Q3 a total of 20 complaints were investigated and six files remain open.
Partner with Planning and Development to address concerns about vacant and occupied lands in country residential subdivisions.	Q2 2023		<p>Execute Urban Standards Bylaw public information campaign prior to the summer 2023 season.</p> <ul style="list-style-type: none"> Completed Royal Oaks Urban Standard lot clean-up/grass cutting campaign in September.
Partner with Planning and Development to address growing concerns about unauthorized dog kennels in the County.	Q2 2022		<p>Review the current Animal Control Bylaw and present recommendations to Council.</p> <ul style="list-style-type: none"> Presented proposed Dog Control Bylaw at Council workshop in May and June.

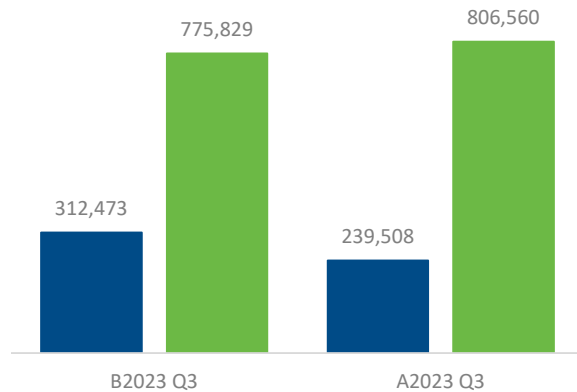
Enforcement Services

Q3 - 2023 Financial Reporting

Department Head - Clarence Nelson

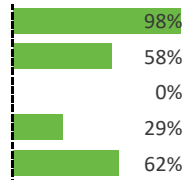
■ REVENUE
■ EXPENSE

% of Q3 Budget

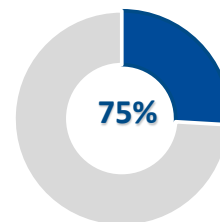


Variance YTD
\$103,696

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



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	804,213	609,279	607,042	(2,237)	100%	75%
General services-contracted	41,760	32,456	46,830	14,374	144%	112%
Goods, supplies & materials purchased	123,875	96,485	72,139	(24,346)	75%	58%
Total Expense	969,848	738,220	726,011	(12,209)	98%	75%
Surplus/(Deficit)	(969,848)	(738,220)	(726,011)	12,209	98%	75%

Variances

Goods, supplies & materials purchased

- Fuel, equipment, and machine parts were less than anticipated.

Enforcement Services

Q3 - 2023 Financial Reporting

Bylaw and animal control

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	7,280	5,451	20,134	14,683	369%	277%
Total Revenue	7,280	5,451	20,134	14,683	369%	277%
<i>General services-contracted</i>	24,240	18,180	26,108	7,928	144%	108%
<i>Goods, supplies & materials purchased</i>	240	180	-	(180)	0%	0%
<i>Reserves, transfers & grants</i>	3,500	3,500	3,500	-	100%	100%
Total Expense	27,980	21,860	29,608	7,748	135%	106%
Surplus/(Deficit)	(20,700)	(16,409)	(9,474)	6,935	58%	46%

Variances

No significant variances.

Enhanced policing

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to other government</i>	70,000	-	22,952	22,952	0%	33%
Total Revenue	70,000	-	22,952	22,952	0%	33%
<i>Purchases from other governments & agencies</i>	1,654,604	-	32,964	32,964	0%	2%
Total Expense	1,654,604	-	32,964	32,964	0%	2%
Surplus/(Deficit)	(1,584,604)	-	(10,012)	(10,012)	0%	1%

Variances

Sales of goods & services to other governments

- Reimbursement for the school resource officer was budgeted in Q4 but invoiced in Q3 to coincide with the invoice received from the Government of Alberta.

Purchases from other governments & agencies

- The school resource officer was budgeted in Q4 as the Government of Alberta usually sends one invoice for enhanced policing annually. However, in 2023, the Government of Alberta invoiced the school resource officer position to the end of Q2.

Enforcement Services

Q3 - 2023 Financial Reporting

Regional training

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to other governments</i>	5,604	4,203	2,100	(2,103)	50%	37%
Total Revenue	5,604	4,203	2,100	(2,103)	50%	37%
<i>Goods, supplies & materials purchased</i>	1,000	748	1,091	343	146%	109%
Total Expense	1,000	748	1,091	343	146%	109%
Surplus/(Deficit)	4,604	3,455	1,009	(2,446)	29%	22%

Variances

No significant variances.

Traffic safety

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	403,760	302,819	194,322	(108,497)	64%	48%
Total Revenue	403,760	302,819	194,322	(108,497)	64%	48%
<i>General services-contracted</i>	20,000	15,001	16,886	1,885	113%	84%
Total Expense	20,000	15,001	16,886	1,885	113%	84%
Surplus/(Deficit)	383,760	287,818	177,436	(110,382)	62%	46%

Variances

Other revenue from own sources

- Fine revenue was less than anticipated in part due to the vacancy of a peace officer position and a delay in the provincial collection of fines issued in 2022 and 2023.



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
 - 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 department's engineering needs.

Transit

- Manages the County's Transit system to provide effective transit service while meeting users' needs.
- Engages with other transit authorities to provide seamless transit service to our users.

2: Strategic priorities

Goal 1	Strategic priority – A Robust Economy Explore methods of providing increased public transportation.
Goal 2	Strategic priority – A Robust Economy Increase investment attraction.
Goal 3	Strategic priority – A Robust Economy Create efficient transportation infrastructure that meets community needs.
Goal 4	Strategic priority – Strong Leadership Demonstrate leadership in regional initiatives and organizations.



3: Department highlights

- The Sunnybrook lagoon renewal project is completed.
- The 15 Avenue storm pond outfall replacement design assignment is completed.
- The Nisku west pump station upgrade contract has been awarded and construction is underway.
- The Township Road 510 bridge construction is completed.
- The New Sarepta reservoir, pumphouse, and bulk water station upgrade design is 90% completed and tender preparation is underway.
- The East Vistas water transmission line design is 60% completed.

4: Action plan

Goal 1

Explore methods of providing increased public transportation.

Strategy 1.1

Establish and monitor a new transit service given the anticipated termination of Leduc Transit and the commencement of the Edmonton Metropolitan Transit Services Commission in early 2023.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Implement a new transit service for Leduc County.	Q1 2023		<p>Transit service in place.</p> <ul style="list-style-type: none">• With the dissolution of the Edmonton Metropolitan Transit Services Commission (EMTSC) and the continuation of the Leduc transit joint venture a new transit service is not required.• We will focus on addressing underserved areas.• Two reports were provided in Q2: one on “What We Heard” and a second on the options and costs for expansion of transit to meet the needs and demands.• A new initiative for increased transit service based on the report recommendations will be submitted for 2024 budgetary consideration.

Goal 2

Increase investment attraction.

Strategy 2.1

In conjunction with Utilities, complete work to enable Nisku to be “business ready” for any potential new economic development opportunities.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Work with third party utility (natural gas, electricity) companies to determine available capacities for servicing industry.	Q1 2023		Report on the inventory, status, and limitations regarding third party utilities. <ul style="list-style-type: none">A report on the findings to date was presented to the Public Works Committee (PWC) meeting in August 2023.

Goal 3

Create efficient transportation infrastructure that meets community needs.

Strategy 3.1

Complete construction of the Township Road 510 project.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Complete construction of Township Road 510.	Q1 2023		Contract award. <ul style="list-style-type: none">Contracted awarded.
	Q3 2023		Completion of the Township Road 510 roadworks and Irvine Creek bridge. <ul style="list-style-type: none">Roadway is scheduled to be completed Oct. 15.Work delayed due to weather and is scheduled to be completed Nov. 15.

Strategy 3.2

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

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Monitor and report on the rural road network condition rating.	Q3 2023		Completion of rural road inspections. <ul style="list-style-type: none">Inspections have been completed.
	Q4 2023		Report showing year-over-year improvement in the rural road network

			<p>rating. Report provided to Public Works Committee (PWC).</p> <ul style="list-style-type: none"> Report will be presented at the December PWC meeting.
--	--	--	---

Strategy 3.3

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

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Monitor and report on the pavement network condition rating.	Q3 2023		<p>Year over year improvement on the pavement network rating. Report provided to Public Works Committee.</p> <ul style="list-style-type: none"> Report was presented at the September PWC meeting.
Implement and update the five-year pavement preservation plan.	Q4 2023		<p>Improved paved road network ratings and plan presented to Public Works Committee.</p> <ul style="list-style-type: none"> Initial presentation of the five-year pavement plan was presented during the July Public Works Committee meeting. Five-year pavement plan was approved at the August PWC meeting subject to budgetary consideration.
Evaluate reclamite as a surfacing rehabilitation alternative.	Q3 2023		<p>Evaluation of reclamite pilot areas.</p> <ul style="list-style-type: none"> Report was presented at the August PWC meeting on the success of the reclamite trials.

Strategy 3.4

Implement a transportation master plan.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Complete transportation master plan.	Q1 2023		<p>Transportation master plan approved by Council.</p> <ul style="list-style-type: none"> Presentation of the revised draft transportation master plan for review at a workshop scheduled for December 2023 and January 2024. Meetings with the Executive Leadership Team (ELT) to review the

			<p>transportation master plan are underway.</p> <ul style="list-style-type: none"> The first Council workshop to review the revised Transportation Master Plan is scheduled for Dec. 12.
--	--	--	---

Goal 4

Demonstrate leadership in regional initiatives and organizations.

Strategy 4.1

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

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Participate in the Edmonton Metropolitan Region Board's Solid Waste Collaborative.	Q4 2023		<p>Determine potential for regional collaboration regarding solid waste and recycling management.</p> <ul style="list-style-type: none"> The solid waste data strategy was approved on April 13. The solid waste data model has been expanded to include five years of municipal waste data and estimates of privately managed residential and non-residential waste in the region. Stakeholder engagement to inform a Regional Organics Strategy is underway. In-person sessions are scheduled for September 2023. An Industrial, Commercial, Institutional (ICI) Waste Characterization Study Project Charter was completed and will be submitted to the Board to approve project funding.
Participate in the Edmonton Metropolitan Region Board's Stormwater Collaborative.	Q4 2023		<p>Determine potential for regional collaboration regarding stormwater management.</p> <ul style="list-style-type: none"> Validated the likelihood and consequence scores and relative metrics for the risk model. Provided spatial data to populate the model. Received an update on the flood risk assessment.

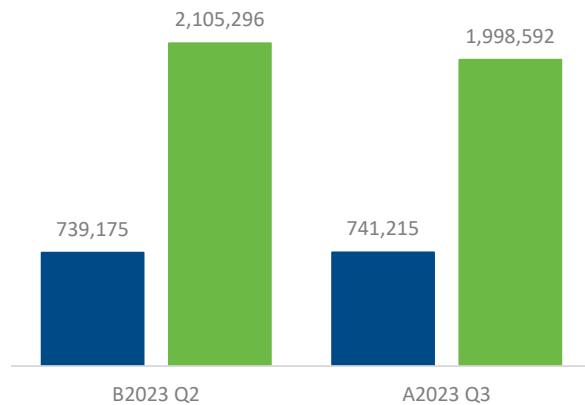
Engineering

Q3 - 2023 Financial Reporting

Department Head - Des Mryglod

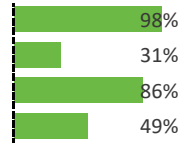
■ REVENUE
■ EXPENSE

% of Q3 Budget

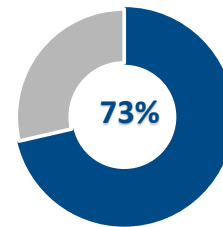


Variance YTD
(\$108,744)

Leadership and administration
Bridge program
Road data collection
Surfacing program



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	12,000	9,000	13,270	4,270	147%	111%
<i>Other revenue from own sources</i>	2,250	2,250	20	(2,230)	1%	1%
<i>Other transactions</i>	1,455,850	727,925	727,925	-	100%	50%
Total Revenue	1,470,100	739,175	741,215	2,040	100%	50%
<i>Earnings & benefits</i>	996,513	753,623	758,239	4,616	101%	76%
<i>General services-contracted</i>	167,597	138,177	94,611	(43,566)	68%	56%
<i>Goods, supplies & materials purchased</i>	452,154	341,570	359,320	17,750	105%	79%
<i>Financial service charges</i>	1,455,851	727,926	727,926	-	100%	50%
Total Expense	3,072,115	1,961,296	1,940,097	(21,199)	99%	63%
Surplus/(Deficit)	(1,602,015)	(1,222,121)	(1,198,882)	23,239	98%	75%

Variances

General services-contracted

- Conferences were not attended by staff due to work obligations.
- Ad-hoc engineering and consulting expenditures were less than anticipated.

Engineering

Q3 - 2023 Financial Reporting

Bridge program

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	90,000	85,000	26,367	(58,633)	31%	29%
Total Expense	90,000	85,000	26,367	(58,633)	31%	29%
Surplus/(Deficit)	(90,000)	(85,000)	(26,367)	58,633	31%	29%

Variances

General services-contracted

- Five emergency bridge repairs are currently underway and will be completed and invoiced in Q4.

Road data collection

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	9,000	9,000	7,704	(1,296)	86%	86%
Total Expense	9,000	9,000	7,704	(1,296)	86%	86%
Surplus/(Deficit)	(9,000)	(9,000)	(7,704)	1,296	86%	86%

Variances

No significant variances.

Surfacing program

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	60,000	50,000	13,914	(36,086)	28%	23%
Goods, supplies & materials purchased	-	-	10,510	10,510	0%	0%
Total Expense	60,000	50,000	24,424	(25,576)	49%	41%
Surplus/(Deficit)	(60,000)	(50,000)	(24,424)	25,576	49%	41%

Variances

General services-contracted

- The project was budgeted in Q2 to Q4 but started in Q2. The project is scheduled to be completed and invoiced in Q4.



Family and Community Support Services

2023 Quarter 3 report



1: Department services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Leadership and administration

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

Annual Family and Community Support Services (FCSS) Program

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

Bridges FASD (Fetal Alcohol Spectrum Disorder)

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

Family Resource Network (FRN)

- 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 one to eighteen years old. Shares information related to parenting and child development and connections to other supports in the community.



2: Department goals

Goal 1	Strategic priority – Deep community connections Reduce social isolation for seniors and older adults.
Goal 2	Strategic priority – Deep community connections Improve access to assisted transportation services for seniors.
Goal 3	Strategic priority – Deep community connections Promote safe and inclusive communities for all residents.
Goal 4	Strategic priority – Deep community connections Increase youth awareness of health services and mental health supports.

3: Department highlights

- Housekeeping subsidy program has served 44 households to date in 2023.
- Counselling subsidy program has completed 38 individual intakes, one family intake and one couple intake to date in 2023.
- A social awareness luncheon on the topic of belonging was held in partnership with Leduc, Nisku and Wetaskiwin Regional Chamber of Commerce with over 120 participants.
- Community Awareness events were held in Calmar, Warburg, Thorsby and New Sarepta to promote FCSS services and available resources and supports to residents.
- An event for seniors had 46 participants in attendance for sessions on retirement, aging and future planning.
- Bridges FASD program has supported 34 individuals and provided 229 in-home and community visits to support stability and enhance quality of life for participants.
- FRN has provided 329 visits for 45 families, to increase caregiver capacity and child development and well being.
- Two Hundred twelve family members have attended drop-in programs over this quarter; this includes Devon and Thorsby drop-in, and the Warburg summer program.

4: Action plan

Goal 1

Reduce social isolation for seniors and older adults.

Strategy 1.1

Provide funding to support the development of seniors programming and events that promote increased social and physical activities.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Offer grant assistance to local community groups towards senior and older adult social and health related programs and events.	Q1 2023		Grant funding availability will be advertised to local not for profit organizations to support programs and events for seniors in the region.

			<ul style="list-style-type: none"> Advertising and application acceptance occurred throughout the month of January. Fifteen community groups were approved for support.
	Q4 2023		<p>Ten to 15 community events held by not-for-profit organizations, supported by the County's new grant program, that promote increased social involvement and improved health to seniors and older adults.</p> <ul style="list-style-type: none"> Events and programs are being held across the region.

Goal 2

Improve access to assisted transportation services for seniors.

Strategy 2.1

Develop and implement an assisted transportation program for Leduc County seniors.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
A senior assisted transportation program will be implemented.	Q2 2023		<p>A subsidy program will be developed that will assist seniors with supported transportation services.</p> <ul style="list-style-type: none"> A program plan was finalized for fall implementation.
	Q4 2023		<p>A pilot transportation service will be created to support County seniors.</p> <ul style="list-style-type: none"> Administration and Drive Happiness continue to recruit volunteer drivers. Program promotion and participation has started.

Goal 3

Promote safe and inclusive communities for all residents in alignment with the Leduc County Social Framework.

Strategy 3.1

Improved community awareness and understanding of diversity and inclusion within Leduc County.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Residents of Leduc County will have an increased knowledge and understanding of inclusion and diversity to better support their community.	Q4 2023		Six community workshops and events will be offered to residents to further increase awareness of inclusion and diversity in Leduc County.

			<ul style="list-style-type: none"> • Five community workshops held in Q3. • A Red Shoes walk was held with residents and participants of the Bridges FASD program, to support community awareness and promote inclusion in the community.
--	--	--	---

Goal 4

Increase youth awareness of health services and mental health supports.

Strategy 4.1

Promote available resources and supports to youth in Leduc County.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Leduc County youth will have an increased knowledge of supports and services that are available to them.	Q4 2023		<p>Five community workshops, seven community presentations and ten youth engagement activities will be held to improve youth awareness of supports and services available to them. Examples include, mental health awareness, self-care, coping with stress, crisis management and suicide prevention.</p> <ul style="list-style-type: none"> • Family Resource Network staff have received additional training through our partnership with Community Helpers. Workshops and information sessions are currently being planned. • Youth suicide prevention training information has been shared with schools and community partners across the region.

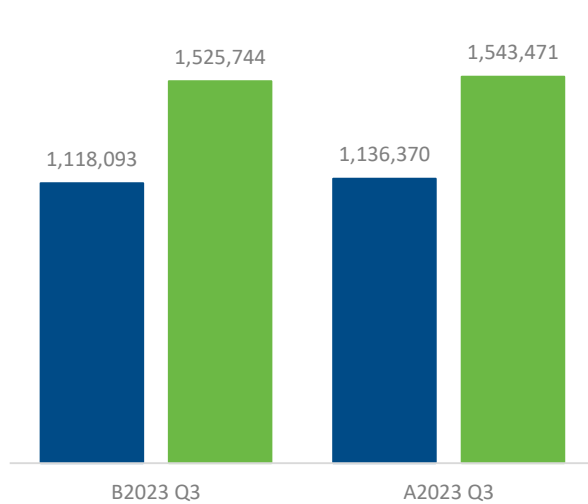
Family and Community Support Services

Q3 - 2023 Financial Reporting

Department Head - Dean Ohnysty

■ REVENUE
■ EXPENSE

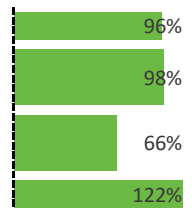
% of Q2 Budget



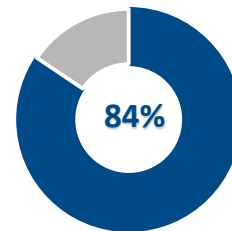
Variance YTD
(\$550)

Leadership and administration
Annual family and community support

Bridges FASD (Fetal alcohol spectrum disorder)
Family resource network



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	-	-	442	442	0%	0%
<i>Conditional grants from other governments</i>	474,774	356,079	358,131	2,052	101%	75%
<i>Other transactions</i>	50,000	50,000	50,000	-	100%	100%
Total Revenue	524,774	406,079	408,573	2,494	101%	78%
<i>Earnings & benefits</i>	149,037	112,429	113,748	1,319	101%	76%
<i>General services-contracted</i>	6,860	5,276	11,641	6,365	221%	170%
<i>Goods, supplies & materials purchased</i>	1,750	1,562	440	(1,122)	28%	25%
<i>Reserves, transfers & grants</i>	103,000	103,000	105,500	2,500	102%	102%
Total Expense	260,647	222,267	231,328	9,061	104%	89%
Surplus/(Deficit)	264,127	183,812	177,244	(6,568)	96%	67%

Variances

No significant variances.

Family and Community Support Services

Q3 - 2023 Financial Reporting

Annual family and community support

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	-	-	600	600	0%	0%
<i>Conditional grants from other governments</i>	-	-	-	-	0%	0%
Total Revenue	-	-	600	600	0%	0%
<i>Earnings & benefits</i>	427,621	322,980	323,995	1,015	100%	76%
<i>General services-contracted</i>	93,750	71,474	58,752	(12,722)	82%	63%
<i>Goods, supplies & materials purchased</i>	8,300	6,651	7,873	1,222	118%	95%
<i>Reserves, transfers & grants</i>	87,877	87,877	87,627	(250)	100%	100%
Total Expense	617,548	488,982	478,247	(10,735)	98%	77%
Surplus/(Deficit)	(617,548)	(488,982)	(477,647)	11,335	98%	77%

Variances

No significant variances.

Bridges FASD (Fetal alcohol spectrum disorder)

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	259,360	194,520	209,700	15,180	108%	81%
Total Revenue	259,360	194,520	209,700	15,180	108%	81%
<i>Earnings & benefits</i>	284,875	216,274	220,951	4,677	102%	78%
<i>General services-contracted</i>	11,220	8,670	9,460	790	109%	84%
<i>Goods, supplies & materials purchased</i>	4,400	3,100	1,568	(1,532)	51%	36%
Total Expense	300,495	228,044	231,980	3,936	102%	77%
Surplus/(Deficit)	(41,135)	(33,524)	(22,280)	11,244	66%	54%

Variances

No significant variances.

Family resource network

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	689,992	517,494	517,498	4	100%	75%
Total Revenue	689,992	517,494	517,498	4	100%	75%
<i>Earnings & benefits</i>	723,230	547,614	556,324	8,710	102%	77%
<i>General services-contracted</i>	45,090	31,573	36,370	4,797	115%	81%
<i>Goods, supplies & materials purchased</i>	9,400	7,264	9,222	1,958	127%	98%
Total Expense	777,720	586,451	601,916	15,465	103%	77%
Surplus/(Deficit)	(87,728)	(68,957)	(84,419)	(15,462)	122%	96%

Variances

No significant variances.

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

2: Strategic priorities

Goal 1	Strategic priority – Deep community connections Maintain a safe County.
Goal 2	Strategic priority – A robust economy Provide fire services to support the growth of the Nisku Business Park, YEG Edmonton International Airport and the region.
Goal 3	Strategic priority – Strong leadership Demonstrate leadership in regional initiatives and organizations.

3: Department highlights

- Platoon Chiefs began employment in July and received a 3-week onboarding process. They began supporting the full-time and paid on-call firefighters 24/7 in August.
- Terms and conditions of employment for the full-time firefighters were developed.
- Recruitment for paid on-call firefighters was held with 22 new recruits moving forward in the process.
- Collaborating with Edmonton International Airport (YEG) to develop a mutual aid agreement which is in the final stages of approval following legal review.

4: Action plan

Goal 1

Maintain a safe County.

Strategy 1.1

Distribute public education resources at community events to build emergency preparedness and resiliency within the community.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or Key performance indicators
Fire safety and emergency preparedness presentations at community events and schools in the County.	Q2 2023		Provide 40 fire prevention presentations to students within Leduc County fire services response area. <ul style="list-style-type: none">• Trauma and Risk Reduction in Youth – similar to the PARTY program presented to youth in Calmar and New Sarepta.• Eight fire safety presentations held at stations to school groups and a Girl Guide of Canada group.
Provide emergency preparedness information to public and businesses within Leduc County.	Q2 2023		Host two emergency preparedness open houses for Leduc County residents and businesses. <ul style="list-style-type: none">• Emergency Preparedness week events cancelled due to wildfires.

Goal 2

Provide fire services to support the growth of the Nisku Business Park, YEG Edmonton International Airport and the region.

Strategy 2.1

Develop new infrastructure to support new, growing, and existing businesses.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or Key performance indicators
Construct a fire station.	Q4 2023		Fire station construction is completed.

			<ul style="list-style-type: none"> • Site access, lot grading, building pad and storm retention system completed. • Exterior walls erected, interior walls framed, drywall started.
--	--	--	---

Goal 3

Demonstrate leadership in regional initiatives and organizations.

Strategy 3.1

Establish a sub-regional emergency management partnership with the municipalities within Leduc County that can manage an event or a response in any of the participating municipalities.

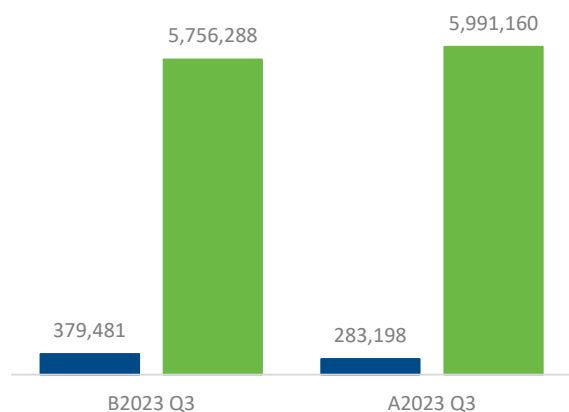
Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or Key performance indicators
Sign a sub-regional emergency management agreement with all participating municipalities.	Q2 2023		A signed agreement ratified by all parties. <ul style="list-style-type: none"> • Sub-regional meeting held in Q2 and a Memorandum of Understanding was presented for consideration. • Separate agreements prepared for each sub-regional partner to be reviewed.
Train together as a sub-regional group.	Q2 2023		Three training events were held. <ul style="list-style-type: none"> • Training was not completed as agreement is not in place. • Training will not be held in 2023.

Fire Services

Q3 - 2023 Financial Reporting

Department Head - Keven Lefebvre

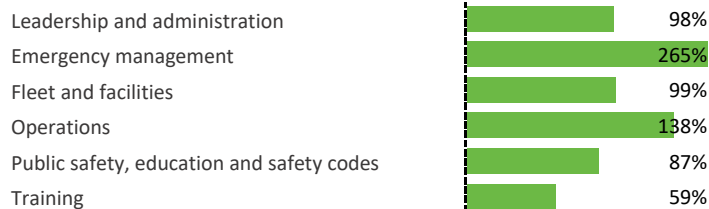
■ REVENUE
■ EXPENSE



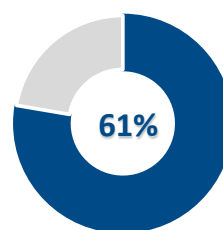
Variance YTD

\$331,155

% of Q3 Budget



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to other governments</i>	168,000	114,003	96,049	(17,954)	84%	57%
<i>Sales of goods & services to individuals</i>	58,800	6,597	6,925	328	105%	12%
<i>Other revenue from own sources</i>	4,000	2,997	3,968	971	132%	99%
Total Revenue	230,800	123,597	106,942	(16,655)	87%	46%
<i>Earnings & benefits</i>	1,460,967	1,063,286	931,806	(32,637)	88%	64%
<i>General services-contracted</i>	104,217	84,583	66,257	(18,326)	78%	64%
<i>Purchases from other governments &</i>	75,000	22,500	23,142	642	103%	31%
<i>Goods, supplies & materials purchased</i>	19,850	16,378	9,710	(6,668)	59%	49%
<i>Reserves, transfers & grants</i>	3,104,204	2,329,653	2,397,373	67,720	103%	77%
<i>Financial service charges</i>	341,842	222,118	210,351	(11,767)	95%	62%
Total Expense	5,106,080	3,738,518	3,638,639	(99,879)	97%	71%
Surplus/(Deficit)	(4,875,280)	(3,614,921)	(3,531,697)	83,224	98%	72%

Variances

Earnings & benefits

- One position vacant in Q2 and Q3.

Reserves, transfers and grants

- Edmonton Regional Airports Authority under billed the County in 2022 for fire services and issued an invoice in 2023 to correct the 2022 billing.

Fire Services

Q3 - 2023 Financial Reporting

Emergency management

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to other government</i>	20,000	10,000	-	(10,000)	0%	0%
<i>Other revenue from own sources</i>	13,750	10,314	11,677	1,363	113%	85%
Total Revenue	33,750	20,314	11,677	(8,637)	57%	35%
<i>General services-contracted</i>	93,170	72,923	155,814	82,891	214%	167%
<i>Goods, supplies & materials purchased</i>	24,611	18,944	45,633	26,689	241%	185%
Total Expense	117,781	91,867	201,447	109,580	219%	171%
Surplus/(Deficit)	(84,031)	(71,553)	(189,771)	(118,218)	265%	226%

Variances

General services - contracted

- Rental of equipment was higher than anticipated due to wildfires. A portion of the wildfire costs are anticipated to be recovered through the Disaster Recovery Program.

Goods, supplies & materials purchased

- Equipment and supplies were higher than anticipated due to wildfires. A portion of the wildfire costs are anticipated to be recovered through the Disaster Recovery Program.

Fleet and facilities

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	57,852	43,389	55,492	12,103	128%	96%
Total Revenue	57,852	43,389	55,492	12,103	128%	96%
<i>General services-contracted</i>	361,918	269,506	329,813	60,307	122%	91%
<i>Goods, supplies & materials purchased</i>	700,703	553,899	496,604	(57,295)	90%	71%
Total Expense	1,062,621	823,405	826,417	3,012	100%	78%
Surplus/(Deficit)	(1,004,769)	(780,016)	(770,925)	9,091	99%	77%

Variances

General services - contracted

- Higher rates of vehicle failure resulted in more repairs than anticipated. More of the repairs had to be outsourced due to the vacancy of one mechanic position.
- Equipment rentals were more than anticipated but offset by insurance revenue.
- Building maintenance costs were more than anticipated.
- The land lease for the Nisku South District Fire Station has been less than anticipated.

Goods, supplies & materials purchased

- Natural gas, electricity, water and wastewater utilities have been less than anticipated.
- Fuel and lubes have been less than anticipated.

Fire Services

Q3 - 2023 Financial Reporting

Operations

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to other governments</i>	46,500	-	-	-	0%	0%
<i>Sales of goods & services to individuals</i>	220,000	165,006	91,769	(73,237)	56%	42%
Total Revenue	266,500	165,006	91,769	(73,237)	56%	34%
<i>Earnings & benefits</i>	1,489,677	961,196	1,212,300	152,261	126%	81%
<i>General services-contracted</i>	1,000	1,000	1,012	12	101%	101%
<i>Purchases from other governments & agencies</i>	75,000	56,250	58,534	2,284	104%	78%
<i>Goods, supplies & materials purchased</i>	12,250	9,207	6,361	(2,846)	69%	52%
Total Expense	1,577,927	1,027,653	1,278,207	250,554	124%	81%
Surplus/(Deficit)	(1,311,427)	(862,647)	(1,186,438)	(323,791)	138%	90%

Variances

Sales of goods & services to individuals

- Motor vehicle collision responses were less than anticipated.

Earnings & benefits

- Wildfire hours were more than anticipated.
- Three positions started earlier than anticipated in Q3.
- More hours worked than budgeted to meet fire services requirements.

Public safety, education and safety codes

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	900	-	200	200	0%	22%
<i>Goods, supplies & materials purchased</i>	5,500	4,113	3,398	(715)	83%	62%
Total Expense	6,400	4,113	3,598	(515)	87%	56%
Surplus/(Deficit)	(6,400)	(4,113)	(3,598)	515	87%	56%

Variances

No significant variances.

Fire Services

Q3 - 2023 Financial Reporting

Training

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to other governments</i>	20,000	15,003	5,146	(9,857)	34%	26%
<i>Conditional grants from other governments</i>	12,172	12,172	12,172	-	100%	100%
Total Revenue	32,172	27,175	17,318	(9,857)	64%	54%
<i>General services-contracted</i>	57,300	41,135	23,812	(17,323)	58%	42%
<i>Goods, supplies & materials purchased</i>	41,221	29,597	19,040	(10,557)	64%	46%
Total Expense	98,521	70,732	42,852	(27,880)	61%	43%
Surplus/(Deficit)	(66,349)	(43,557)	(25,534)	18,023	59%	38%

Variances

No significant variances.

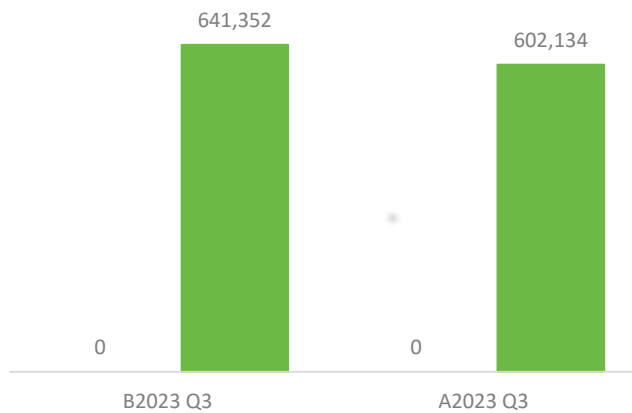
Legislative

Q3 - 2023 Financial Reporting

Department Head - Natasha Wice

■ REVENUE
■ EXPENSE

% of Q3 Budget

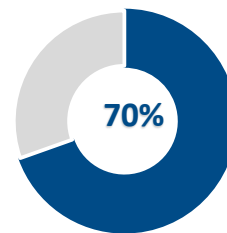


Legislative

94%

Variance YTD
(\$39,218)

% of Annual Budget



Legislative

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	740,522	548,536	540,328	(8,208)	99%	73%
<i>General services-contracted</i>	113,256	86,996	59,759	(27,237)	69%	53%
<i>Goods, supplies & materials purchased</i>	11,760	5,820	2,047	(3,773)	35%	17%
Total Expense	865,538	641,352	602,134	(39,218)	94%	70%
Surplus/(Deficit)	(865,538)	(641,352)	(602,134)	39,218	94%	70%

Variances

General services - contracted

- Conference registration and 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 – Strong leadership Improve customer access to campgrounds reservation bookings.
Goal 2	Strategic priority – Deep community connections Develop recreation opportunities in Leduc County.
Goal 3	Strategic priority – Deep community connections Engage community through rural cultural celebration.
Goal 4	Strategic priority – Deep community connections Implement a new, shared vision for parks and recreation in Leduc County.
Goal 5	Strategic priority – Deep community connections Continue efforts to expand future park space within New Sarepta.

3: Department highlights

- Programs and events reached over 700 participants from direct services, including six-day camps, four special trips, five community events, and 28 drop-in park and play opportunities.
- Supported resources, equipment, and staff to 18 community events that impacted approximately 5,300 participants.
- Hosted the second annual Culture Days Festival in collaboration with Rolly View Community Association on Sept. 16.
- Community Initiative grant applications accepted from Sept. 1 to Sept. 30, and received 52 applications from community groups and associations.
- Grant resources and letters of support were provided to four community associations applying for the New Horizons for Seniors grant program.
- Jubilee Campground welcomed 1,430 unique camping groups during the operating season. Comfort cabins were booked a total of 131 nights.
- Sunnybrook group campground had a total of 30 nights booked and Genesee group campground had a total of 20 nights booked.
- In 2023, 108 acres of parks were maintained averaging 15 cuts and over 1,600 acres mowed.

4: Action plan

Goal 1

Improve customer access to campgrounds reservation bookings.

Strategy 1.1

Implement online reservation services for Jubilee Park, Genesee Group and Sunnybrook Group campgrounds.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
An online reservation system will be implemented to support campground	Q2 2023		Implement an online reservation service for the 2023 camping season.

reservations services for Leduc County campgrounds.			<ul style="list-style-type: none"> Online reservations started on April 3.
	Q4 2023		Complete a review of this service to identify impact on services and campground revenues.

Goal 2

Develop recreation opportunities in Leduc County.

Strategy 2.1

Continual improvement and revitalization of park areas.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Work with the residents of New Sarepta and area to identify community needs for improvements to Yardley Jones Park in New Sarepta.	Q2 2023		Develop and implement an engagement plan to gather resident feedback. <ul style="list-style-type: none"> An engagement plan was completed in May and included a public survey for initial resident feedback. A meeting was held with the New Sarepta Historical Society to gather input and discuss future partnerships.
	Q4 2023		A park improvement plan presented to Council. <ul style="list-style-type: none"> A park improvement plan was supported by Council. Administration is working to identify partners for grants to support project implementation.

Goal 3

Engage community through rural cultural celebration.

Strategy 3.1

Further develop the community events strategy and work to honor local history through community events and initiatives such as Leduc County Day.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Plan and host a Leduc County Day event that promotes the rich history of Leduc County.	Q3 2023		Two community events were held that promote Leduc County. <ul style="list-style-type: none"> Two events were held in June at Rolly View and Glen Park community halls. Approximately 175 residents attended both events.

Goal 4

Implement a new, shared vision for parks and recreation in Leduc County.

Strategy 4.1

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

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Develop a multi-year community vision for recreation and parks in Leduc County.	Q1 2023		Recreation and parks master plan approved by Council. <ul style="list-style-type: none">The Recreation and Parks Master plan was approved by Council.
Develop an implementation plan based on the findings in the master plan.	Q3 2023		Utilize the implementation plan to inform a 2024 budget ask for identified priorities. <ul style="list-style-type: none">The implementation plan was used to inform 2024 projects and initiatives.

Goal 5

Continue efforts to expand future park space within New Sarepta.

Strategy 5.1

Secure land for future park development.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Continue discussions with identified landowners for a potential land acquisition for the purpose of future park opportunities in New Sarepta.	Q2 2023		Report to Council for consideration of land acquisition. <ul style="list-style-type: none">A land purchase negotiation was supported by Council.Administration is working with the owner to subdivide to support a future land purchase.

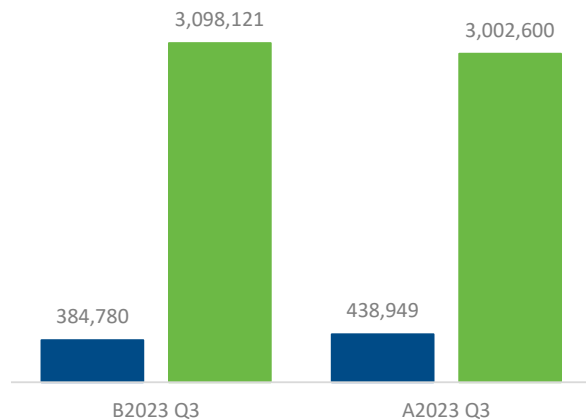
Parks and Recreation

Q3 - 2023 Financial Reporting

Department Head - Dean Ohnysty

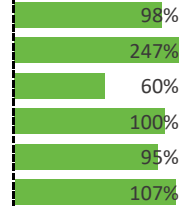
■ REVENUE
■ EXPENSE

% of Q3 Budget

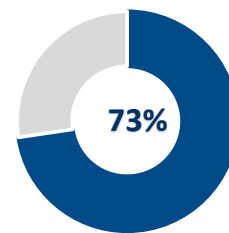


Variance YTD
(\$142,374)

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



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	14,280	14,280	17,848	3,568	125%	125%
Total Revenue	14,280	14,280	17,848	3,568	125%	125%
<i>Earnings & benefits</i>	564,202	426,857	420,893	(5,964)	99%	75%
<i>General services-contracted</i>	42,248	34,572	28,198	(6,374)	82%	67%
<i>Goods, supplies & materials purchased</i>	6,280	4,882	7,072	2,190	145%	113%
<i>Reserves, transfers & grants</i>	406,688	42,408	50,071	7,663	118%	12%
<i>Financial service charges</i>	419,660	210,440	202,228	(8,212)	96%	48%
Total Expense	1,439,078	719,159	708,461	(10,698)	99%	49%
Surplus/(Deficit)	(1,424,798)	(704,879)	(690,613)	14,266	98%	48%

Variances

No significant variances.

Parks and Recreation

Q3 - 2023 Financial Reporting

Campground

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	298,000	294,468	326,588	32,120	111%	110%
<i>Other revenue from own sources</i>	31,300	24,346	24,677	331	101%	79%
Total Revenue	329,300	318,814	351,265	32,451	110%	107%
<i>Earnings & benefits</i>	156,658	156,658	155,303	(1,355)	99%	99%
<i>General services-contracted</i>	61,446	56,092	45,852	(10,240)	82%	75%
<i>Goods, supplies & materials purchased</i>	68,051	64,635	47,954	(16,681)	74%	70%
<i>Financial service charges</i>	5,500	5,262	12,772	7,510	243%	232%
Total Expense	291,655	282,647	261,881	(20,766)	93%	90%
Surplus/(Deficit)	37,645	36,167	89,383	53,216	247%	237%

Variances

Sales of goods and services to individuals

- Campground bookings were higher than anticipated due to the new online reservation system and good weekend weather.

Day use

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	7,800	7,800	9,009	1,209	115%	115%
<i>Other revenue from own sources</i>	5,000	5,000	12,200	7,200	244%	244%
<i>Other transactions</i>	22,086	22,086	22,086	-	100%	100%
Total Revenue	34,886	34,886	43,294	8,408	124%	124%
<i>Earnings & benefits</i>	90,331	90,331	66,272	(24,059)	73%	73%
<i>General services-contracted</i>	81,958	77,348	56,121	(21,227)	73%	68%
<i>Goods, supplies & materials purchased</i>	49,474	46,680	28,606	(18,074)	61%	58%
Total Expense	221,763	214,359	150,998	(63,361)	70%	68%
Surplus/(Deficit)	(186,877)	(179,473)	(107,704)	71,769	60%	58%

Variances

Earnings & benefits

- Seasonal staff started later than anticipated.

General services-contracted

- Grounds maintenance and professional services budgeted in Q3 will be spent in Q4.
- Invoices for rental of equipment and rental of vehicles had not been received at the time of this report.

Parks and Recreation

Q3 - 2023 Financial Reporting

Cost shares

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Reserves, transfers & grants	1,648,000	1,582,000	1,580,097	(1,903)	100%	96%
Total Expense	1,648,000	1,582,000	1,580,097	(1,903)	100%	96%
Surplus/(Deficit)	(1,648,000)	(1,582,000)	(1,580,097)	1,903	100%	96%

Variances

No significant variances.

Community development

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Sales of goods & services to individuals	19,250	16,800	19,978	3,178	119%	104%
Total Revenue	19,250	16,800	19,978	3,178	119%	104%
Earnings & benefits	124,998	105,432	101,095	(4,337)	96%	81%
General services-contracted	69,776	60,457	59,953	(504)	99%	86%
Goods, supplies & materials purchased	34,013	27,367	26,743	(624)	98%	79%
Total Expense	228,787	193,256	187,790	(5,466)	97%	82%
Surplus/(Deficit)	(209,537)	(176,456)	(167,812)	8,644	95%	80%

Variances

No significant variances.

Library support

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	57,000	57,000	64,624	7,624	113%	113%
Goods, supplies & materials purchased	200	200	-	(200)	0%	0%
Reserves, transfers & grants	49,500	49,500	49,500	-	100%	100%
Total Expense	106,700	106,700	114,124	7,424	107%	107%
Surplus/(Deficit)	(106,700)	(106,700)	(114,124)	(7,424)	107%	107%

Variances

No significant variances.

1: Department services

1.1: Our mission

Planning and Development strives to support the development of a robust economy in Leduc County by facilitating positive change in the community, delivering quality development services to our customers, and building and maintaining 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.
- Maintains an up to date land use regulation framework and 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 Investment 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 administrative resources in support of the County's involvement in the Edmonton Metropolitan Region Board and committees related to the Board.
- 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 – A robust economy Enable increased economic growth and diversification.
Goal 2	Strategic priority – A robust economy Build economic resilience within the County.
Goal 3	Strategic priority – Strong Leadership Continue to lead the County's efforts in regional collaboration and intermunicipal partnerships.

3: Department goals

Goal 4	Maintain a policy and regulatory framework that is relevant, responsive, and reflects Council's strategic vision.
Goal 5	Continue to be leaders in safety codes in Alberta.

4: Department highlights

- Received 107 development permit applications (293 YTD) and issued 562 safety codes permits in Q3 (1,363 YTD).
- Project charter for the 510 LASP has been approved by Council. McElhanney has been retained for Engineering support.
- Administration continued working with the vendor to implement the new electronic permitting and licensing software.
- Administration finalized details for the next phase of public engagement for the Land Use Bylaw (LUB) project; the second open house was held on Aug. 9.
- First reading for the updated QEII Local Area Structure Plan (LASP) was approved by Council.

5: Action plan

Goal 1

Enable increased economic growth and diversification.

Strategy 1.1

Grow business incubation opportunities to accelerate and explore growth in the Nisku area through the creation of a business resource centre.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or Key performance indicators
Complete PrairiesCan funded pilot project to establish and operate the Business and Entrepreneur Centre (BEC) project.	Q2 2023		Complete and report on year one of the business accelerator/incubator component of the project. <ul style="list-style-type: none">The PrairiesCan funded project was completed March 31, with the final report due June 30.

Strategy 1.2

Develop a robust business retention and expansion (BRE) program for the County.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or Key performance indicators
Start up a business retention and expansion program.	Q2 2023		Complete and report on year one of the BRE program. <ul style="list-style-type: none">Program completed January.

Goal 2

Build economic resilience within the County.

Strategy 2.1

Building and maintain key strategic relationships in the Edmonton Metropolitan Region and beyond to increase the brand of Leduc County and support investment attraction efforts.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or Key indicators
Plan and execute the 2023 Leduc County Economic Development Summit.	Q2 2023		2023 Leduc County Economic Development Summit held. <ul style="list-style-type: none">Summit held March 24.

Goal 3

We will continue to advance the County's efforts in regional collaboration and intermunicipal partnerships.

Strategy 3.1

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

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or Key performance indicators
Support mayor and councillors participating in board activities, committees, and decision-making.	Ongoing		Provide monthly regional issues briefings to the Governance and Priorities Committee. <ul style="list-style-type: none">• Provided two updates in Q3.

Strategy 3.2

Maintain current intermunicipal frameworks with our neighbor communities.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or Key performance indicators
Review and update the Intermunicipal Development Plans (IDPs) and Intermunicipal Collaboration Frameworks (ICFs) with the Towns of Calmar and Thorsby and the Village of Warburg.	Q3 2023		Reviews of IDPs and ICFs complete and updated documents adopted where applicable. <ul style="list-style-type: none">• April 25, Council approved third reading to repeal bylaw 04-23 and replace the Leduc County/Village of Warburg IDP and repeal the ICF bylaw 05-23 and approve by resolution.• June 13, Council approved third reading to repeal bylaw 11-23 and replace the Leduc County/Town of Calmar IDP and repeal the ICF bylaw 12-23 and approve by resolution.• June 13, Council approved third reading to repeal bylaw 12-23 and replace the Leduc County/Town of Thorsby IDP and repeal the ICF bylaw 14-23 and approve by resolution.

Goal 4

Maintain a policy and regulatory framework that is relevant, responsive, and reflects Council's strategic vision.

Strategy 4.1

Update the County's land use regulations.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or Key performance indicators
Update the County's Land Use Bylaw.	Q3 2023		Complete detailed, phased review and rewrite of specific land use categories. <ul style="list-style-type: none">• Legislative sections completed in January.• Referral regulations completed in March.• Enforcement sections completed in April.• Industrial district review/rewrite finalized in Q3.• Urban regulations under review.• Ag regulations under review.• Dwelling types and regulations will be finalized in Q4.
	Q1 - Q4 2023		Conduct public participation activities to gather input from across the County. <ul style="list-style-type: none">• Held open house in August at Sandholm Community Centre.• Additional open houses scheduled for Nov. 20, in Rolly View, Nov. 21, in New Sarepta, and Nov. 22, in Telfordville.
	Ongoing		Provide reports and updates to Council through a series of interactive workshops. <ul style="list-style-type: none">• Legislative workshop completed in January.• Referral regulation workshop completed in March.• Public engagement strategy workshop was held June 1.• Nisku Business Park regulations workshop held Sept. 28.• Additional Council workshop scheduled in December.

Strategy 4.2

Update the County's policy framework that guides development and growth in the County.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or Key performance indicators
Create a new area structure plan for the unplanned area of North Nisku.	Q3 2023		<p>Provide a report to council summarizing the background and analysis component of the project.</p> <ul style="list-style-type: none">• Administration has initiated meetings with landowners and stakeholders.• Administration delivered the background report to Council. McElhanney was retained as consultants to complete the technical work required.• Project charter was adopted by Council in September 2023.
Completion of the Central Nisku Area Redevelopment Plan.	Q3 2023		<p>Adoption of the plan by Council.</p> <ul style="list-style-type: none">• On hold pending the utilities study and transportation master plan, anticipating adoption of the Local Area Redevelopment Plan (LARP) in Q1 2024.
Carry out interim review of the Leduc County Municipal Development Plan.	Q3 2023		<p>Report to Council for consideration of first reading.</p> <ul style="list-style-type: none">• Administration held workshop discussions with Council in Q1, Q2, and Q3.• Revisions to Municipal Development Plan from Council workshop discussions in Q3.• First reading of Municipal Development Plan to Council in Q1, 2024 due to realigning timelines in conjunction with the Land Use Bylaw review. Three open houses planned for November.
	Q3 2023		<p>Regional Evaluation Framework (REF) submission to Edmonton Metropolitan Region Board for evaluation of alignment with Regional Growth Plan.</p> <ul style="list-style-type: none">• Submission following second reading Q1, 2024.

	Q4 2023		Report to Council for consideration of adoption. <ul style="list-style-type: none"> Anticipated in Q2, 2024.
--	---------	--	--

Goal 5

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

Strategy 5.1

Safety codes staff, when practical, will continue to participate in regional and provincial committees and work groups.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or Key performance indicators
Safety Codes Officers (SCOs) to serve on external committees.	Ongoing		Contribution and access to a stronger SCO network. <ul style="list-style-type: none"> The Safety Codes Council (SCC) reached out looking for subject matter experts for plumbing course development, rainwater harvesting and water reuse. Next private sewage sub-council meeting in November (Q4). Next electrical utilities sub-council meeting in October (Q4).

Planning and Development

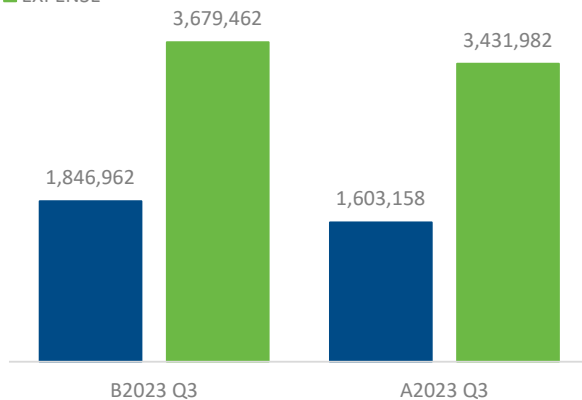
Q3 - 2023 Financial Reporting

Department Head - Grant Bain

■ REVENUE

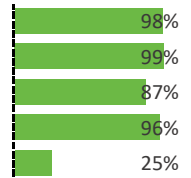
■ EXPENSE

% of Q3 Budget

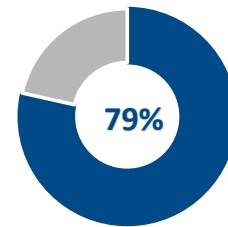


Variance YTD
(\$3,676)

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



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	773	-	0%	0%
Total Revenue	-	-	773	773	0%	0%
<i>Earnings & benefits</i>	284,438	214,674	203,596	(11,078)	95%	72%
<i>General services-contracted</i>	6,600	6,104	6,059	(45)	99%	92%
<i>Goods, supplies & materials purchased</i>	900	723	1,688	965	234%	188%
<i>Reserves, transfers & grants</i>	10,000	10,000	10,000	-	100%	100%
<i>Financial service charges</i>	19,000	14,916	21,805	6,889	146%	115%
Total Expense	320,938	246,417	243,148	(3,269)	99%	76%
Surplus/(Deficit)	(320,938)	(246,417)	(242,375)	4,042	98%	76%

Variances

No significant variances.

Planning and Development

Q3 - 2023 Financial Reporting

Development services

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	92,000	69,175	54,415	(14,760)	79%	59%
<i>Other revenue from own sources</i>	80,000	59,999	66,721	6,722	111%	83%
Total Revenue	172,000	129,174	121,136	(8,038)	94%	70%
<i>Earnings & benefits</i>	938,077	709,811	745,535	35,724	105%	79%
<i>General services-contracted</i>	72,440	66,993	20,985	(46,008)	31%	29%
<i>Goods, supplies & materials purchased</i>	3,733	3,480	1,345	(2,135)	39%	36%
Total Expense	1,014,250	780,284	767,865	(12,419)	98%	76%
Surplus/(Deficit)	(842,250)	(651,110)	(646,729)	4,381	99%	77%

Variances

Earnings & benefits

- One temporary position was added in Q2 and Q3 to meet the demand in Development Services.

General services-contracted

- Professional services were less than anticipated but offset by increases in earnings and benefits.
- Invoices for other professional services had not been received at the time of this report.

Economic development

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	5,000	5,000	-	(5,000)	0%	0%
<i>Other revenue from own sources</i>	21,500	13,437	5,886	(7,551)	44%	27%
<i>Conditional grants from other government</i>	64,000	64,000	59,520	(4,480)	93%	93%
<i>Other transactions</i>	500,000	500,000	500,000	-	100%	100%
Total Revenue	590,500	582,437	565,406	(17,031)	97%	96%
<i>Earnings & benefits</i>	514,856	389,542	343,279	(46,263)	88%	67%
<i>General services-contracted</i>	82,654	62,066	24,601	(37,465)	40%	30%
<i>Purchases from other governments & agencies</i>	115,000	115,000	109,963	(5,037)	96%	96%
<i>Goods, supplies & materials purchased</i>	7,700	5,872	2,070	(3,802)	35%	27%
<i>Reserves, transfers & grants</i>	598,592	598,592	598,592	-	100%	100%
Total Expense	1,318,802	1,171,072	1,078,505	(92,567)	92%	82%
Surplus/(Deficit)	(728,302)	(588,635)	(513,099)	75,536	87%	70%

Variances

Earnings & benefits

- One vacant position in Q1.

General services - contracted

- Operating expenses for the Business and Entrepreneur Centre were budgeted under Planning and Development but actuals have been posted in Corporate Services.

Planning and Development

Q3 - 2023 Financial Reporting

Regional and long range planning

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	541,458	409,131	400,974	(8,157)	98%	74%
General services-contracted	22,146	17,462	7,358	(10,104)	42%	33%
Purchases from other government &	48,782	48,782	49,994	1,212	102%	102%
Goods, supplies & materials purchased	1,500	1,500	390	(1,110)	26%	26%
Total Expense	613,886	476,875	458,716	(18,159)	96%	75%
Surplus/(Deficit)	(613,886)	(476,875)	(458,716)	18,159	96%	75%

Variances

No significant variances.

Safety codes

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Sales of goods & services to other government	4,500	3,000	4,387	1,387	146%	97%
Sales of goods & services to individuals	3,500	2,600	10,160	7,560	391%	290%
Other revenue from own sources	1,489,048	1,129,751	901,297	(228,454)	80%	61%
Total Revenue	1,497,048	1,135,351	915,844	(219,507)	81%	61%
Earnings & benefits	1,194,956	904,587	830,355	(74,232)	92%	69%
General services-contracted	119,212	93,524	52,481	(41,043)	56%	44%
Goods, supplies & materials purchased	6,953	6,703	912	(5,791)	14%	13%
Total Expense	1,321,121	1,004,814	883,748	(121,066)	88%	67%
Surplus/(Deficit)	175,927	130,537	32,096	(98,441)	25%	18%

Variances

Other revenue from own sources

- Permit revenue was less than anticipated in Q3 but is expected to increase in Q4.

Earnings & benefits

- One vacant position in Q1 and Q2.

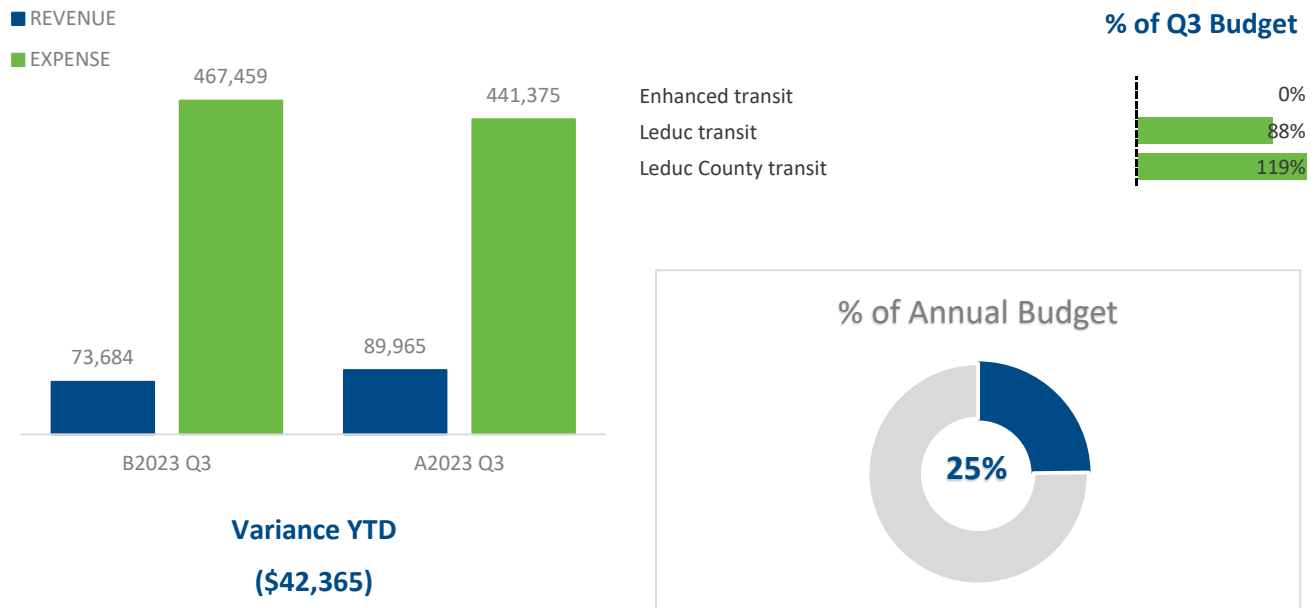
General services-contracted

- Contracted safety codes officer expenses were less than anticipated.

Public Transit

Q3 - 2023 Financial Reporting

Department Head - Des Mryglod



Enhanced transit

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	200,300	-	-	-	0%	0%
Purchases from other governments & agencies	200,300	-	-	-	0%	0%
Total Expense	400,600	-	-	-	0%	0%
Surplus/(Deficit)	(400,600)	-	-	-	0%	0%

Variances

No significant variances.

Public Transit

Q3 - 2023 Financial Reporting

Leduc transit

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to other governments</i>	82,682	62,012	74,206	12,194	120%	90%
<i>Sales of goods & services to individuals</i>	14,500	11,672	15,759	4,087	135%	109%
Total Revenue	97,182	73,684	89,965	16,281	122%	93%
<i>General services-contracted</i>	24	18	9,998	-	55543%	41657%
<i>Purchases from other governments & agencies</i>	598,307	447,782	408,379	(39,403)	91%	68%
<i>Goods, supplies & materials purchased</i>	1,000	750	-	(750)	0%	0%
<i>reserves, transfers & grants</i>	489,594	-	-	-	0%	0%
<i>Financial service charges</i>	185	140	739	599	528%	400%
Total Expense	1,089,110	448,690	419,116	(29,574)	93%	38%
Surplus/(Deficit)	(991,928)	(375,006)	(329,151)	45,855	88%	33%

Variances

Purchases from other governments & agencies

- The Q3 cost share invoice from the City of Leduc had not been received at the time of this report.

Leduc County transit

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	24,691	18,769	22,259	3,490	119%	90%
Total Expense	24,691	18,769	22,259	3,490	119%	90%
Surplus/(Deficit)	(24,691)	(18,769)	(22,259)	(3,490)	119%	90%

Variances

No significant variances.

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 (1,726 km)

- rural roads initiative (shoulder pulls, miscellaneous spot 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 (409 km)

- major asphalt repair
 - summer maintenance (crack sealing, street sweeping, pothole/injection 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 – A Robust Economy Create efficient transportation infrastructure that meets community needs.
---------------	--

3: Department goals

Goal 2	Expand asset management practices to include heavy equipment.
Goal 3	Serve residents and visitors with continuous improvement of department services.

4: Department highlights

- Completed the following summer program work:
 - Street sweeping – began May 6 and was completed May 27.
 - Dust control, first round – began May 30 and was completed June 12.
 - Dust control, second round – began August 14 and was completed Aug. 31.
 - Crack sealing – began May 24 and was completed Aug. 17.
 - Line painting – began June 15 and was completed Sept. 1.
 - Rural roads initiative – began June 22 and will be completed early Q4.
 - Approximately 3,200 lineal metres of shoulder pulls.
 - Approximately 950 lineal metres of bank stabilization.
 - Approximately 1,400 lineal metres of spot repairs.
 - Approximately 800 lineal metres of drainage work.

5: Action plan

Goal 1

Create efficient transportation infrastructure that meets community needs.

Strategy 1.1

Use the 2020 Gravel Road Strategy, data from the 2018 Rural Roads study and annual condition assessments to guide road maintenance programs.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Implement the fifth year of the Rural Road Initiative (RRI).	Q4 2023		Improve the network by completing 35 miscellaneous spot repairs and 15 roadside drainage ditch improvements. <ul style="list-style-type: none">Major spot repair program began June 22 and completed Aug. 4.Minor spot repairs are ongoing.<ul style="list-style-type: none">Sixteen spots to date have been completed in-house.

			<ul style="list-style-type: none"> Eight roadside drainage ditch improvements of 2,450 total metres have been completed.
Establish a signpost replacement plan for future year implementation.	Q2 2023		<p>A new standard established, and condition assessment of current inventory completed to inform a 2024 implementation plan budget ask.</p> <ul style="list-style-type: none"> Draft program being developed and will be considered as a 2025 new initiative.

Strategy 1.2

In conjunction with the Engineering department's 2022 road surface evaluation and rating, complete annual maintenance of the County's asphalt and cold mix surfaces to provide safe and well-maintained roads.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Complete the major asphalt and cold mix repair program.	Q4 2023		<p>Complete major repairs on asphalt failures on main roads.</p> <ul style="list-style-type: none"> Service contract signed. Program began July 5 and will be completed early Q4.
Complete reclamite projects.	Q4 2023		<p>Complete year three of our three-year reclamite trial on Township Road 503 and complete one last link road with reclamite.</p> <ul style="list-style-type: none"> 2023 program planning underway. Township Road 503 to be completed following the communal sewage work in Wildland Meadows. <ul style="list-style-type: none"> Repair work following the haul has been completed. Second reclamite lift and chip seal to be completed in 2024. Range Road 240A south of Highway 623 planned for Q3. <ul style="list-style-type: none"> Reclamite completed Aug. 2. Township Road 480 (South Wizard Lake Road) chip seal planned for Q3. <ul style="list-style-type: none"> Will be completed early Q4
Complete the summer asphalt and cold mix maintenance program.	Q4 2023		Complete the street sweeping program, the line painting program, the crack sealing program.

			<ul style="list-style-type: none"> Street sweeping program began May 6 and completed May 27. Crack sealing program began May 24 and completed Aug. 17. Line painting program began June 15 and completed Sept. 1.
Evaluate and compare traditional pothole patching program and injection patcher program.	Q3 2023		<p>Based on findings, develop program plan for each type of maintenance activity.</p> <ul style="list-style-type: none"> Pothole patching started the week of March 20. <ul style="list-style-type: none"> Have completed over 150 pothole repairs to date. Injection patching started June 27. <ul style="list-style-type: none"> Have completed 278 road hazards and 2,195 metres of cracking. Both the traditional pothole patching and the injection patching are proven to be necessary to maintain asphalt roads.

Goal 2

Expand asset management practices to include heavy equipment.

Strategy 2.1

Complete an asset management plan for heavy equipment.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Enhance asset management program to include a heavy equipment asset class.	Q3 2023		<p>A heavy equipment asset management plan approved by the Asset Management Committee.</p> <ul style="list-style-type: none"> Heavy equipment condition assessments will be completed by end of October.

Goal 3

Serve residents and visitors with continuous improvement of department services.

Strategy 3.1

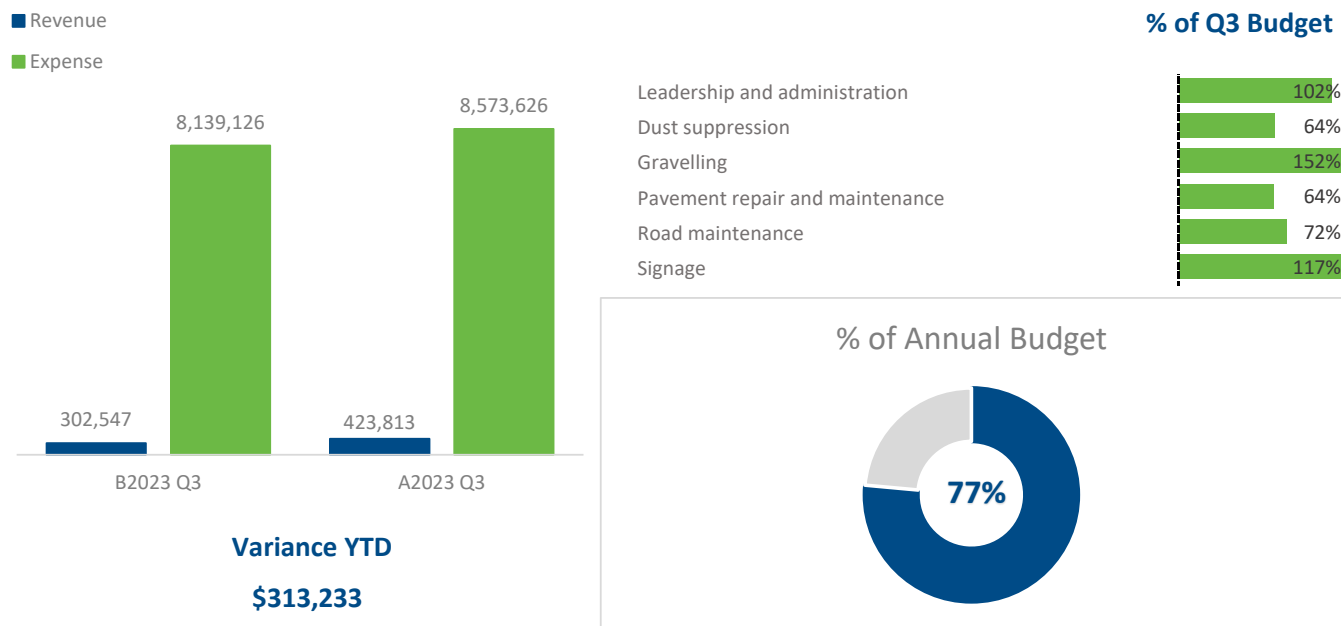
Review current processes to gain efficiencies.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Review data from the 2022 dust control online form submissions and promote the use of the online forms for 2023.	Q3 2023		Increase number of online dust control applications received by 11 per cent from 29 per cent to 40 per cent. <ul style="list-style-type: none">• Thirty-three per cent of dust control applications were submitted online for 2023.
Establish an urban residential snow removal policy.	Q2 2023		An urban residential snow removal policy approved by Council. <ul style="list-style-type: none">• Policy has been drafted and will be presented at Municipal Policy Review Committee on Oct. 26.

Road Operations

Q3 - 2023 Financial Reporting

Department Head - Garrett Broadbent



Leadership and administration

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to other governments</i>	36,117	9,117	3,019	(6,098)	33%	8%
<i>Sales of goods & services to individuals</i>	16,500	12,750	8,100	(4,650)	64%	49%
<i>Other revenue from own sources</i>	40,000	30,000	12,216	(17,784)	41%	31%
<i>Other transactions</i>	32,000	25,002	32,691	7,689	131%	102%
Total Revenue	124,617	76,869	56,026	(20,843)	73%	45%
<i>Earnings & benefits</i>	4,074,292	3,056,302	2,884,119	(172,183)	94%	71%
<i>General services-contracted</i>	393,525	299,335	584,214	284,879	195%	148%
<i>Purchases from other governments & agencies</i>	-	-	247	247	0%	0%
<i>Goods, supplies & materials purchased</i>	1,442,688	971,303	963,235	(8,068)	99%	67%
<i>Reserves, transfers & grants</i>	40,000	30,000	6,906	(23,094)	23%	17%
<i>Financial service charges</i>	-	-	36	36	0%	0%
Total Expense	5,950,505	4,356,940	4,438,757	81,817	102%	75%
Surplus/(Deficit)	(5,825,888)	(4,280,071)	(4,382,730)	(102,659)	102%	75%

Road Operations

Q3 - 2023 Financial Reporting

Variances

Earnings & benefits

- One vacant position in Q1, Q2 and Q3.
- Less hours worked in Q3 than budgeted to meet service requirements.

General services - contracted

- Repairs and maintenance for machinery, equipment, and vehicles were more than anticipated.
- Equipment rentals were higher than anticipated.
- Professional services were higher than anticipated but there is an offsetting decrease in earnings and benefits.

Reserves, transfers and grants

- The aggregate levy transfer to reserves had not been completed at the time of this report.

Dust suppression

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	225,000	225,000	364,906	139,906	162%	162%
Total Revenue	225,000	225,000	364,906	139,906	162%	162%
<i>General services-contracted</i>	30,000	30,000	118,552	88,552	395%	395%
<i>Goods, supplies & materials purchased</i>	579,200	579,200	493,657	(85,543)	85%	85%
Total Expense	609,200	609,200	612,209	3,009	100%	100%
Surplus/(Deficit)	(384,200)	(384,200)	(247,303)	136,897	64%	64%

Variance

Sales of goods & services to individuals

- Received a higher number of dust suppression applications than anticipated.

General services-contracted

- With a larger number of applications, more contracted water trucks were needed than anticipated.

Goods, supplies & materials purchased

- Final invoice for dust control materials had not been received at the time of this report.

Road Operations

Q3 - 2023 Financial Reporting

Gravelling

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	-	-	511	511	0%	0%
<i>Conditional grants from other governments</i>	497,174	-	-	-	0%	0%
Total Revenue	497,174	-	511	511	0%	0%
<i>General services-contracted</i>	1,762,262	932,130	1,320,295	388,165	142%	75%
<i>Goods, supplies & materials purchased</i>	1,347,043	673,521	1,123,969	450,448	167%	83%
Total Expense	3,109,305	1,605,651	2,444,265	838,614	152%	79%
Surplus/(Deficit)	(2,612,131)	(1,605,651)	(2,443,754)	(838,103)	152%	94%

Variance

General services- contracted

- Gravelling was budgeted in Q1 and Q4 but the 2022/2023 gravelling program was completed in Q1 to Q3. The 2023/2024 winter gravelling program will begin in January of 2024.

Goods, supplies & materials purchased

- Gravelling was budgeted in Q1 and Q4 but the 2022/2023 gravelling program was completed in Q1 to Q3. The 2023/2024 winter gravelling program will begin in January of 2024.

Pavement repair and maintenance

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	837,000	837,000	507,364	(329,636)	61%	61%
<i>Goods, supplies & materials purchased</i>	50,561	10,540	32,065	21,525	304%	63%
Total Expense	887,561	847,540	539,429	(308,111)	64%	61%
Surplus/(Deficit)	(887,561)	(847,540)	(539,429)	308,111	64%	61%

Variance

General services-contracted

- The major asphalt repair program will be completed and invoiced in Q4.

Good, supplies & materials purchased

- Purchased \$22k of asphalt hot mix for rural patching in Q3 which was unbudgeted.

Road Operations

Q3 - 2023 Financial Reporting

Road maintenance

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	327,200	257,068	203,483	(53,585)	79%	62%
<i>Goods, supplies & materials purchased</i>	583,950	425,400	290,052	(135,348)	68%	50%
Total Expense	911,150	682,468	493,534	(188,934)	72%	54%
Surplus/(Deficit)	(911,150)	(682,468)	(493,534)	188,934	72%	54%

Variance

General services-contracted

- The September invoice for contract grading had not been received at the time of this report.
- Monthly invoices for contract grading were less than anticipated.
- Equipment rentals were less than anticipated.

Goods, supplies & materials purchased

- Salt and sand was ordered in Q3 but the invoices had not been received at the time of this report.

Signage

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	1,000	678	2,370	1,692	350%	237%
Total Revenue	1,000	678	2,370	1,692	350%	237%
<i>Goods, supplies & materials purchased</i>	40,000	37,327	45,433	8,106	122%	114%
Total Expense	40,000	37,327	45,433	8,106	122%	114%
Surplus/(Deficit)	(39,000)	(36,649)	(43,062)	(6,413)	117%	110%

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 – A Robust Economy Increase investment attraction.
Goal 2	Strategic priority – A Robust Economy Build economic resilience.

3: Department goals

Goal 3	Improve Leduc County solid waste and recycling services.
---------------	--

4: Department highlights

- Sunnybrook wastewater lagoon renewal, phase 1 is complete.
- Both flush points in the Sunnybrook wastewater collection system are installed and the system has been flushed.
- The UBER water line at the Edmonton International Airport (YEG) has been replaced and commissioned.
- The lift station 2 forcemain switchover at the Edmonton International Airport (YEG) has been completed.
- Work commenced at the Nisku West reservoir, with completion of this project scheduled for late Q4 2023.
- A water main valve installed on 4 St., and north 22 Ave. has been completed to assist with the isolation of the reservoir project. A water main leak has been discovered in close proximity and is being addressed.

5: Action plan

Goal 1

Increase investment attraction.

Strategy 1.1

In conjunction with Engineering, complete work to enable Nisku to be “business ready” for any potential new economic development opportunities.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Determine potential limitations for water and wastewater capacity within Nisku.	Q1 2023		Complete analysis on available water and wastewater capacity within Nisku. <ul style="list-style-type: none">• The report is completed and will be presented at the October Public Works Committee Meeting.
Based on the water and wastewater capacity analysis, develop a prioritized action and funding plan to address limitations.	Q3 2023		Prioritized action and funding plan to address water and wastewater capacity limitations within Nisku. <ul style="list-style-type: none">• Work will begin on the action and funding plans after the Public Works Committee meeting. This work will continue into Q2 2024.

Goal 2

Build economic resilience.

Strategy 2.1

Implement Wildland Meadows wastewater treatment system local improvement plan.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Construct the Wildland Meadows wastewater treatment system.	Q3 2023		Construction of the Wildland Meadows wastewater treatment system. <ul style="list-style-type: none">Project is significantly complete and is scheduled to be commissioned in mid Q4.

Strategy 2.2

Continue to support communal water and wastewater systems.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Support community initiatives for smaller scale water/wastewater treatment and servicing options for the higher density rural areas.	Q3 2023		Continue to advocate for the residents of Vantage Point and Highlands subdivisions to connect their wastewater collection systems to the Looma lagoon. <ul style="list-style-type: none">In 2022, briefing notes regarding the utilization of the Looma lagoon by Highlands and Vantage Pointe subdivisions have been submitted to Minister Wilson, with a request for funding.Discussions have indicated that grant funding is not possible, other alternatives are being explored by administration.

Strategy 2.3

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

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Complete gap analysis on stormwater systems.	Q1 2023		Analysis of any shortfall in stormwater conveyance, treatment maintenance and management responsibilities. <ul style="list-style-type: none">Gap analysis has been completed and presented to Public Works Committee.

			<ul style="list-style-type: none"> The next steps are to identify projects and potential funding options. This will be part of the 2024 operational plan.
--	--	--	--

Goal 3

Improve Leduc County solid waste and recycling services.

Strategy 3.1

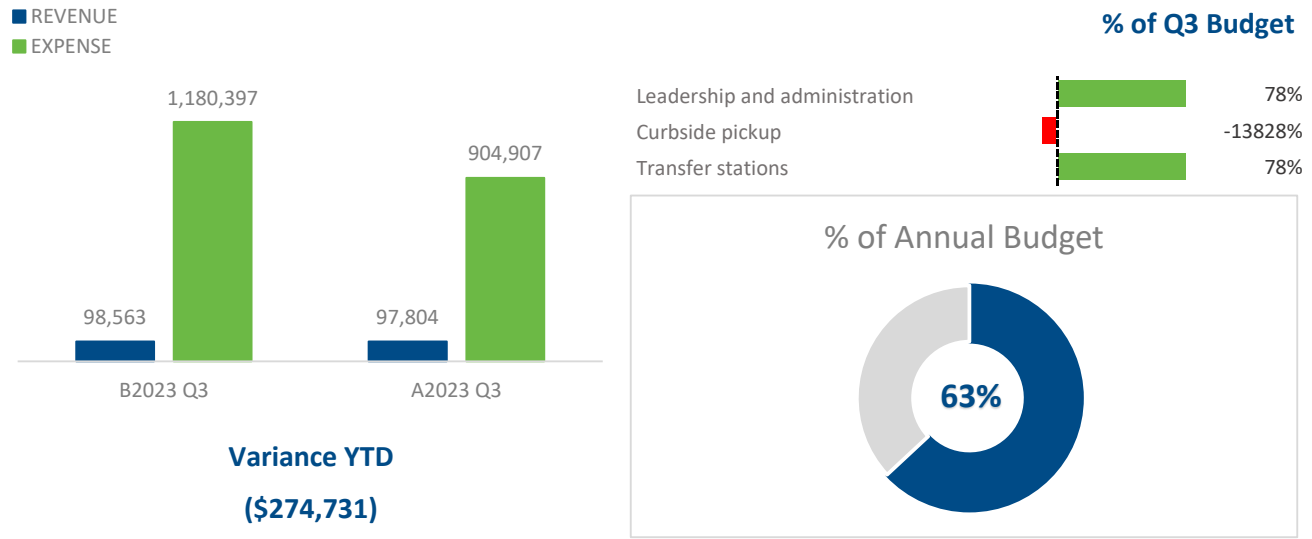
Enact the recommendations of the strategic waste management plan.

Actions	Target dates	Status at Sept. 30 2023	Deliverables and/or key performance indicators
Implement the recommendations of the strategic waste management plan.	Q2 2023		Examine impact of three tonne cap implemented at the Leduc and District Regional Waste Management facility. <ul style="list-style-type: none"> Information was presented at the June Public Works Committee meeting. The year end volume impact will be analyzed and presented at the February 2024 Public Works Committee meeting.
	Q2 2023		Investigate costs and feasibility of implementing scan card system or other technologies for transfer station access cards. <ul style="list-style-type: none"> No progress to date, this deliverable will be moved to Q1 2024.
	Q3 2023		Investigate cost/resource implications/feasibility of expanded agricultural plastic recycling services. <ul style="list-style-type: none"> No progress to date, this deliverable will be moved to Q1 2024.

Utilities - Waste management

Q3 - 2023 Financial Reporting

Department Head - Des Mryglod



Leadership and administration

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Other revenue from own sources	500	378	1,526	1,148	404%	305%
Conditional grants from other governments	242,771	-	-	-	0%	0%
Total Revenue	243,271	378	1,526	1,148	404%	1%
Earnings & benefits	391,659	291,840	310,172	18,332	106%	79%
General services-contracted	35,937	33,192	12,580	(20,612)	38%	35%
Purchases from other governments &	407,053	237,798	116,490	(121,308)	49%	29%
Goods, supplies & materials purchased	9,568	7,174	5,718	(1,456)	80%	60%
Reserves, transfers & grants	-	-	584	584	0%	0%
Total Expense	844,217	570,004	445,544	(124,460)	78%	53%
Surplus/(Deficit)	(600,946)	(569,626)	(444,017)	125,609	78%	74%

Variances

General services-contracted

- Design for transfer station upgrade was budgeted in Q2 but will be deferred to a future year as the scope of the project has changed.

Purchases from other governments & agencies

- August and September landfill invoices had not been received at the time of this report.
- Landfill expenses were less than anticipated due to the impact of the tonnage cap.

Utilities - Waste management

Q3 - 2023 Financial Reporting

Curbside pickup

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	121,992	91,269	84,538	(6,731)	93%	69%
Total Revenue	121,992	91,269	84,538	(6,731)	93%	69%
<i>Earnings & benefits</i>	27,413	24,906	8,056	(16,850)	32%	29%
<i>General services-contracted</i>	60,129	45,101	39,832	(5,269)	88%	66%
<i>Goods, supplies & materials purchased</i>	-	-	5	5	0%	0%
<i>Reserves, transfers & grants</i>	34,450	21,527	-	(21,527)	0%	0%
Total Expense	121,992	91,534	47,893	(43,641)	52%	39%
Surplus/(Deficit)	-	(265)	36,645	36,910	-13828%	0%

Variances

Reserves, transfers & grants

- The transfer to reserves had not been completed at the time of this report.

Transfer stations

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to other government</i>	5,004	3,753	3,000	(753)	80%	60%
<i>Other revenue from own sources</i>	4,216	3,163	8,740	5,577	276%	207%
Total Revenue	9,220	6,916	11,740	4,824	170%	127%
<i>General services-contracted</i>	491,696	370,478	273,594	(96,884)	74%	56%
<i>Purchases from other governments &</i>	184,493	138,583	127,640	(10,943)	92%	69%
<i>Goods, supplies & materials purchased</i>	11,935	9,798	10,236	438	104%	86%
Total Expense	688,124	518,859	411,470	(107,389)	79%	60%
Surplus/(Deficit)	(678,904)	(511,943)	(399,731)	112,212	78%	59%

Variances

General services-contracted

- August and September processing, transportation and bin rental invoices had not been received at the time of this report.
- Metal bin rentals and transportation were less than anticipated.
- Repairs to buildings, engineering structures, machinery, equipment and grounds at the transfer stations were less than anticipated.

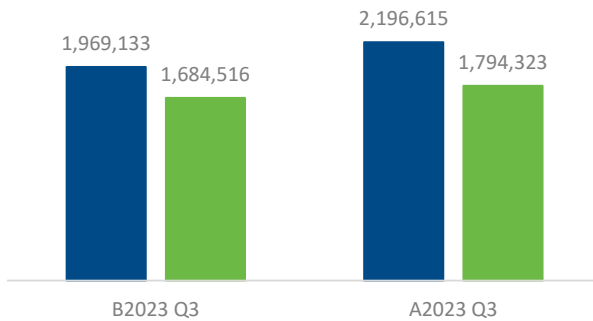
Utilities - Wastewater collection

Q3 - 2023 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Q3 Budget



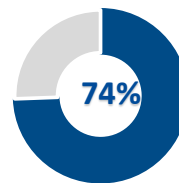
Wastewater collection



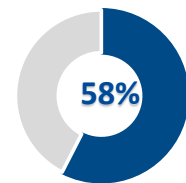
141%

Variance YTD
(\$117,675)

% of Annual Budget
- Revenue



% of Annual Budget
- Expense



Wastewater collection

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,687,809	1,769,268	2,022,258	252,990	114%	75%
<i>Other revenue from own sources</i>	263,483	199,865	174,358	(25,507)	87%	66%
<i>Other transactions</i>	-	-	-	-	0%	0%
Total Revenue	2,951,292	1,969,133	2,196,615	227,482	112%	74%
<i>Earnings & benefits</i>	403,263	317,734	221,839	(95,895)	70%	55%
<i>General services-contracted</i>	294,477	244,508	130,686	(113,822)	53%	44%
<i>Purchases from other governments & agencies</i>	1,624,036	985,344	1,284,340	298,996	130%	79%
<i>Goods, supplies & materials purchased</i>	64,246	48,568	57,658	9,090	119%	90%
<i>Reserves, transfers & grants</i>	565,270	-	19,184	19,184	100%	3%
<i>Financial service charges</i>	166,462	88,362	80,615	(7,747)	91%	48%
Total Expense	3,117,754	1,684,516	1,794,323	109,807	107%	58%
Surplus/(Deficit)	(166,462)	284,617	402,292	117,675	141%	-242%

Utilities - Wastewater collection

Q3 - 2023 Financial Reporting

Variances

Sales of goods & services to individuals

- Water sales were higher than anticipated in Nisku Business Park.
- The August and September utility invoices had not been posted at the time of this report.

Other revenue from own sources

- Contracted services revenues were less than anticipated.

Earnings & benefits

- Two vacant positions in Q1, one vacant position in Q2 and Q3.

General services-contracted

- Repairs and maintenance to engineered structures, engineering fees, consulting fees and rental of vehicles and equipment were less than anticipated.

Purchases from other governments & agencies

- Wastewater transmission and treatment costs were higher than anticipated and are offset by wastewater revenues.

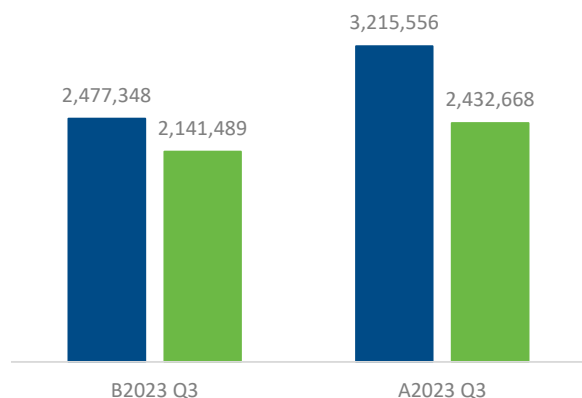
Utilities - Water distribution

Q3 - 2023 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Q3 Budget

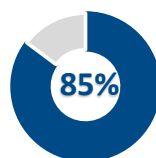


Water distribution

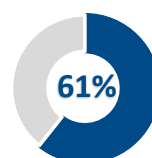
233%

Variance YTD
(\$447,029)

% of Annual Budget -
Revenue



% of Annual Budget -
Expense



Water distribution

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,162,745	2,066,414	2,534,853	468,439	123%	80%
<i>Other revenue from own sources</i>	461,254	335,960	605,729	269,769	180%	131%
<i>Other transactions</i>	149,949	74,974	74,974	-	100%	50%
Total Revenue	3,773,948	2,477,348	3,215,556	738,208	130%	85%
<i>Earnings & benefits</i>	555,515	436,545	309,646	(126,899)	71%	56%
<i>General services-contracted</i>	515,858	324,131	264,784	(59,347)	82%	51%
<i>Purchases from other governments & agencies</i>	1,373,902	956,797	1,282,620	325,823	134%	93%
<i>Goods, supplies & materials purchased</i>	219,916	161,794	301,663	139,869	186%	137%
<i>Reserves, transfers & grants</i>	904,990	43,125	58,314	15,189	135%	6%
<i>Financial service charges</i>	437,727	219,097	215,641	(3,456)	98%	49%
Total Expense	4,007,908	2,141,489	2,432,668	291,179	114%	61%
Surplus/(Deficit)	(233,960)	335,859	782,888	447,029	233%	-335%

Utilities - Water distribution

Q3 - 2023 Financial Reporting

Variances

Sales of goods & services to individuals

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

Other revenue from own sources

- Contracted service revenues were higher than anticipated.

Earnings & benefits

- Two vacant positions in Q1 and one vacant position in Q2 and Q3.
- Seasonal staff started later than anticipated.

General services-contracted

- Repairs to engineering structures, vehicles, machinery and equipment were less than anticipated.
- Vehicle and equipment rentals were less than anticipated.

Purchases from other governments & agencies

- Water purchases were higher than anticipated as sales were higher than anticipated.

Goods, supplies & materials purchased

- Equipment and machine parts were higher than anticipated but were offset by contracted services revenue.

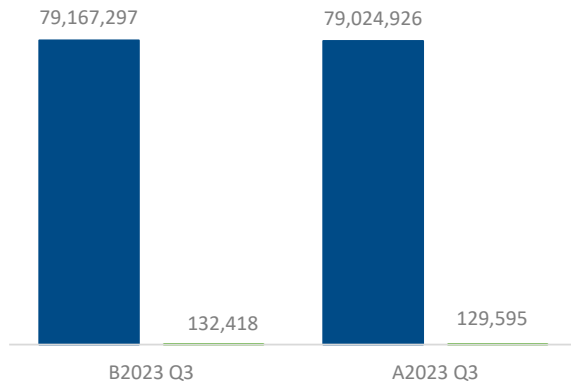
Fiscal Services

Q3 - 2023 Financial Reporting

Department Head - Natasha Wice

■ REVENUE
■ EXPENSE

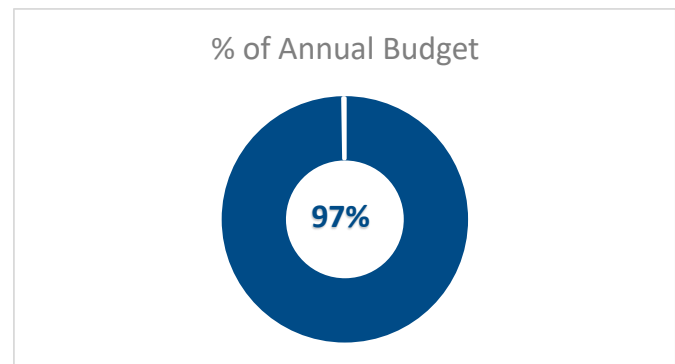
% of Q3 Budget



Fiscal services

100%

Variance YTD
\$139,548



Fiscal services

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Taxes	78,010,374	78,490,074	78,338,635	(151,439)	100%	100%
Taxes-grant in lieu	123,889	123,889	121,443	(2,446)	98%	98%
Other revenue from own sources	480,476	332,916	345,145	12,229	104%	72%
Unconditional grants from other governments	88,000	88,000	90,331	2,331	103%	103%
Other transactions	264,836	132,418	129,372	(3,046)	98%	49%
Total Revenue	78,967,575	79,167,297	79,024,926	(142,371)	100%	100%
Financial service charges	264,836	132,418	129,372	(3,046)	98%	49%
Other transactions-general	3,773	-	223	223	0%	6%
Total Expense	268,609	132,418	129,595	(2,823)	98%	48%
Surplus/(Deficit)	78,698,966	79,034,879	78,895,331	(139,548)	100%	100%

Variances

Taxes

- Reduction in taxes collected due to assessment revisions and subsequent impact on taxes.

Investment Summary

As at September 30, 2023

Interest received	\$	704,315
Gain/(loss) on sale of investments	\$	-
	\$	<u>704,315</u>

CIBC Portfolio Breakdown	Purchase Price	% of portfolio
Temporary and short-term (less than 1 year)	\$ 31,318	0%
Medium term (between 1 - 10 years)	\$ 36,364,873	88%
Long-term (10+ years)	\$ 5,141,408	12%
	<u>\$ 41,537,599</u>	

CIBC statement

The investment portfolio remains fully compliant with the approved investment policy and Municipal Government Act. The portfolio is comprised of fully guaranteed bonds that remain well diversified by issuer and maturity. The maturity schedule is set up as a bond ladder and is currently distributed between 1-12 years to reduce the sensitivity to fluctuations in interest rates. The current rates remain very strong with locked-in rates of 1.49% to 8.50%. The expected return is projected to increase as maturities and interest payments are received and reinvested into the higher rate environment. As interest rates have started to peak and inflation has started to come down, the portfolio is well positioned to capture excess-gains when rates begin to move lower and remains fully capable of taking advantage of higher yields should rates continue to rise in the interim.

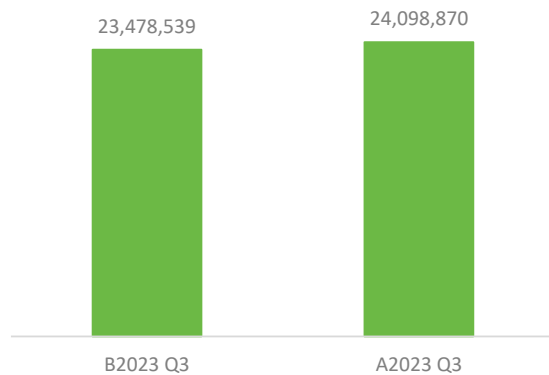
Requisitions expenditures

Q3 - 2023 Financial Reporting

Department Head - Natasha Wice

■ EXPENSE

% of Q3 Budget

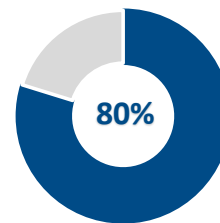


Variance YTD
\$620,331

Requisitions

103%

% of Annual Budget



Requisitions

Account	2023 budget	2023 Q3 budget	2023 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Reserves, transfers & grants</i>	30,207,098	23,478,539	24,098,870	620,331	103%	80%
Total Expense	30,207,098	23,478,539	24,098,870	620,331	103%	80%
Surplus/(Deficit)	(30,207,098)	(23,478,539)	(24,098,870)	(620,331)	103%	80%

Variances

Reserves, transfers & grants

- The 2023 mill rates and requisitioned amounts were not finalized within the Government of Alberta at the time of invoicing, therefore the Q3 invoice was based on prior years' amounts.



2023 Major Project and Capital Project Plan
Quarter 3 Reporting - Funding and Expenditures Summary
For the period ending September 30, 2023

Major Project and Capital Project Summary		Budget	Actual	Variance
	Total	37,115,735	18,260,819	18,854,916
Total Expenditures		37,115,735	18,260,819	18,854,916

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	574,600	548,881	25,719
Grants				
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	605,648	605,648	-
Other				
	Reserves	3,696,052	3,664,455	31,597
	Utility Reserves	329,000	252,510	76,490
	Sale/Trade-In	226,000	1,557	224,443
	Sale/Trade-In Transfer to Reserve	(220,000)	-	(220,000)
Total Funding		5,211,300	5,073,051	138,249

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	5,220,008	1,025,523	4,194,485
Grants				
	Municipal Sustainability Initiative (MSI) Capital	4,138,192	2,544,432	1,593,760
	Municipal Sustainability Initiative (MSI) Operating	237,681	140,330	97,351
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,206,025	247,611	958,414
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	217,059	-	217,059
Other				
	Debenture (Local improvement)	800,000	643,686	156,314
	Debenture	9,000,000	3,066,144	5,933,856
	Utility Reserves	1,372,618	89,928	1,282,690
	Reserves	8,702,753	5,380,115	3,322,638
	Sale/Trade-In	248,000	-	248,000
	Sale/Trade-In Transfer to Reserve	(211,500)	-	(211,500)
	Others	125,349	50,000	75,349

	Offsite levy	250,000	-	250,000
Total Funding		31,306,185	13,187,768	18,118,417

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	140,000	-	140,000
Grants				
	Municipal Sustainability Initiative (MSI) Operating	25,000	-	25,000
Other				
	Reserves	433,250	-	433,250
Total Funding		598,250	-	598,250



2023 Major Project Plan
Quarter 3 Reporting - Funding and Expenditures Summary
For the period ending September 30, 2023

Major Project Summary		Budget	Actual	Variance
	Major Projects	3,352,950	1,876,170	1,476,780
Total Expenditures		3,352,950	1,876,170	1,476,780

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	475,000	470,243	4,757
Grants				
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	605,648	605,648	-
Other				
	Reserves	255,552	178,125	77,427
	Utility Reserves	45,000	42,053	2,947
Total Funding		1,381,200	1,296,069	85,131

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	468,360	251,593	216,767
Grants				
	Municipal Sustainability Initiative (MSI) Operating	237,681	140,330	97,351
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	217,059	-	217,059
Other				
	Reserves	450,400	188,178	262,222
Total Funding		1,373,500	580,101	793,399

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	140,000	-	140,000
Grants				
	Municipal Sustainability Initiative (MSI) Operating	25,000	-	25,000
Other				
	Reserves	433,250	-	433,250
Total Funding		598,250	-	598,250

Project Name	2023 Final Budget	Total expenses as at September 30, 2023	Total Variance	Project Indicator	Status	Status Update
Kavanagh landfill reclamation - Year five of five	\$ 23,000	\$ 898	22,102		Work in progress	Ground water testing and berm inspection completed. Final report will be submitted to Alberta Environment in Q4 2023.
Intersection Sparrow Drive and Hwy 625 assessment	\$ 20,000	\$ 19,800	200		Work in progress	Project is 90% complete, recommendations were presented at the October Public Works Committee. Project will be completed in Q4, 2023.
Municipal Development Plan interim review	\$ 15,000	\$ -	15,000		Work in progress	No funds are expected to be used until the public engagement stage. Project now expected to be complete in Q1 2024 due to realignment of schedule to ensure consistency with the Land Use Bylaw Update.
Recreation cost share capital contributions	\$ 350,000	\$ 187,280	162,720		Work in progress	A summary of 2023 projects was presented to Council in Q1, 2023.
Beaumont Sport and Recreation Centre contribution - Payment five of five	\$ 400,000	\$ -	400,000		No activity	Payment will be made in Q4, 2023.
2023 Citizen Satisfaction Survey	\$ 35,000	\$ 23,400	11,600		Work in progress	Survey is complete and results shared with the public in September, internal costs remain to be allocated to the project and will be done in Q4.
Enterprise Content Management (ECM) - CRM permitting systems	\$ 570,000	\$ 238,590	331,410		Work in progress	Base configuration of enterprise content management solution is complete. Permitting system configuration is in progress. Customer relationship management software purchase/ implementation deferred to 2024.
North Nisku Local Area Structure Plan	\$ 140,000	\$ -	140,000		Work in progress	Preliminary meetings have been conducted with stakeholders, project will start in Q3, 2023. Currently in the project planning stage.
Building lifecycle maintenance - Black Gold cost share	\$ 152,500	\$ 101,498	51,002		Work in progress	Installation of power plugs and transformers was 80% complete by the end of Q3 and the project will be completed in Q4, 2023.
Building lifecycle maintenance	\$ 110,000	\$ 110,542	(542)		Completed	

Project Name	2023 Final Budget	Total expenses as at September 30, 2023	Total Variance	Project Indicator	Status	Status Update
Nisku salt shed overhead door	\$ 40,000	\$ -	40,000		No activity	Project will not be started in 2023 due to significant cost increase for materials.
Labour force analysis	\$ 100,000	\$ -	100,000		No activity	
Replacement of Firefighter Self Contained Breathing Apparatus (SCBA) - Year three of four	\$ 365,000	\$ 359,701	5,299		Completed	
Sunnybrook flush point installation	\$ 39,000	\$ 49,319	(10,319)		Completed	Additional excavation was necessary due to the change in the location of the south flush point.
Transit needs assessment/feasibility study	\$ 23,750	\$ 15,199	8,552		Completed	
Recreation and Parks master plan	\$ 20,150	\$ 20,108	42		Completed	
Central Nisku Local Area Redevelopment Plan (CNLARP) (formerly Nisku Area Redevelopment Plan) - Year two and three	\$ 33,250	\$ -	33,250		No activity	Project on hold, waiting for the Nisku and East Vistas utilities capacity assessment report.
Growth hamlets utilities capacity assessment	\$ 2,500	\$ 2,421	79		Completed	
Agenda management system	\$ 20,000	\$ 19,960	40		Completed	
Southern Country Residential Area Structure Plan (SCRASP)	\$ 6,700	\$ 10,022	(3,322)		Completed	Project over budget due to additional public engagement required.
Records and Digital Information Plan - Year one implementation	\$ 6,600	\$ 6,600	-		Completed	
Business and Entrepreneur Centre (BEC) (formerly Business Retention and Expansion Centre)	\$ 742,500	\$ 660,144	82,356		Completed	
Land use bylaw update	\$ 18,000	\$ 8,635	9,365		Work in progress	Two open houses have been completed. Three open houses are scheduled in Q4. Council workshops have commenced and regulation review is underway. Regulations written in new format with ongoing Council and public feedback.
Financial software review	\$ 25,000	\$ -	25,000		Work in progress	Meetings with the consultant are completed. The gap analysis and needs assessment reports were received in Q4.
County Centre - renovation design	\$ 50,000	\$ -	50,000		Work in progress	Request for proposal was completed with contract awarded in Q4. On track for completion in Q4 2023.



2023 Major Project Plan
Quarter 3 Reporting
For the period ending September 30, 2023

Project Name	2023 Final Budget	Total expenses as at September 30, 2023	Total Variance	Project Indicator	Status	Status Update
Nisku and East Vistas utilities capacity assessment	\$ 45,000	\$ 42,053	2,947		Completed	
Total	\$ 3,352,950	\$ 1,876,170	\$ 1,476,780			

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



2023 Capital Project Plan
Quarter 3 Reporting - Funding and Expenditures Summary
For the period ending September 30, 2023

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	17,811,600	8,842,247	8,969,353
	Road Program	13,811,435	7,405,220	6,406,215
	Bridge Program	2,139,750	137,182	2,002,568
Total Expenditures		33,762,785	16,384,649	17,378,136

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	99,600	78,638	20,962
Other				
	Reserves	3,440,500	3,486,330	(45,830)
	Utility Reserves	284,000	210,457	73,543
	Sale/Trade-In	226,000	1,557	224,443
	Sale/Trade-In Transfer to Reserve	(220,000)		(220,000)
Total Funding		3,830,100	3,776,982	53,118

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	4,751,648	773,929	3,977,719
Grants				
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,206,025	247,611	958,414
	Municipal Sustainability Initiative (MSI) Capital	4,138,192	2,544,432	1,593,760
	Municipal Stimulus Program			-
	Strategic Transportation Infrastructure Program (STIP)			-
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)			-
Other				
	Debenture (Local improvement)	800,000	643,686	156,314
	Debenture	9,000,000	3,066,144	5,933,856
	Utility Reserves	1,372,618	89,928	1,282,690
	Reserves	8,252,353	5,191,937	3,060,416
	Sale/Trade-In	248,000	-	248,000
	Sale/Trade-In Transfer to Reserve	(211,500)	-	(211,500)
	Others	125,349	50,000	75,349
	Offsite levy	250,000	-	250,000
Total Funding		29,932,685	12,607,667	17,325,018



2023 Capital Project Plan

Quarter 3 Reporting

For the period ending September 30, 2023

Project #	Project Name	2023 Final Budget	Total expenses as at September 30, 2023	Total Variance	Project Indicator	Status	Status Update
2023-CP-001	New Sarepta reservoir, pumphouse and bulk water station upgrade - Design	\$ 230,000	\$ 89,928	140,072		Work in progress	Design is 90% complete. Tender is being prepared. Project will be completed in Q4, 2023.
2023-CP-002	Centennial Park campground playground replacement	\$ 60,000	\$ 58,338	1,662		Completed	
2023-CP-003	Sand spreader stands	\$ 100,000	\$ 79,995	20,005		Work in progress	The stands were delivered in Q3 and the concrete pad will be poured in Q4. Project will be completed in Q4, 2023.
2023-CP-004 2022-CP-002	Replacement of a fire engine	\$ 849,000	\$ 425,851	423,149		Work in progress	Anticipated delivery date is Q4, 2023.
2023-CP-006	Genesee gravel property, remnant of NW1/4 33-50-3-W5M	\$ 2,000,000	\$ 2,001,175	(1,175)		Completed	Over budget due to title insurance premium.
2023-CP-007	Replacement of utility light truck - Unit 1530	\$ 63,000	\$ 60,778	2,222		Completed	
2023-CP-008	Replacement of utility light truck - Unit 1710	\$ 63,000	\$ 60,778	2,222		Completed	
2023-CP-009	Motor grader replacement	\$ 616,500	\$ -	616,500		Work in progress	Anticipated delivery date is Q4, 2024.
2023-CP-010	Motor grader replacement	\$ 616,500	\$ -	616,500		Work in progress	Anticipated delivery date is Q4, 2024.
2023-CP-011	Nisku west pump station upgrade - Construction	\$ 1,450,000	\$ 234,847	1,215,153		Work in progress	Contract awarded. Issues in isolating the reservoir from the distribution system has caused delays but the project is scheduled to be complete by the end of Q4 2023. The generator for this project will be delayed until Q2 2024 due to supply chain issues.
2023-CP-012	Sunnybrook wastewater lagoon renewal - Construction (Phase 1)	\$ 102,000	\$ 90,457	11,543		Completed	
2023-CP-013	Folder inserter	\$ 32,600	\$ 30,300	2,300		Completed	
2023-CP-014	Royal Oaks Estates infrastructure deficiencies	\$ 250,000	\$ 179,263	70,737		Work in progress	Asphalt and landscaping work is completed. Additional deficiencies were identified (landscaping, fencing and sidewalk). Wood fence and landscaping on 63 Ave NE is completed. Sidewalk work is underway. Chain-link fencing in some locations are under review.
2023-CP-015	15 avenue storm pond outfall replacement - Engineering	\$ 30,000	\$ 13,000	17,000		Completed	
2023-CP-016	2023 Bridge program	\$ 2,139,750	\$ 137,182	2,002,568		Work in progress	See bridge program summary.
2023-CP-017	2023 Road program	\$ 13,811,435	\$ 7,405,220	6,406,215		Work in progress	See road program summary.



2023 Capital Project Plan

Quarter 3 Reporting

For the period ending September 30, 2023

Project #	Project Name	2023 Final Budget	Total expenses as at September 30, 2023	Total Variance	Project Indicator	Status	Status Update
2023-CP-018	Jubilee Park day use improvements	\$ 125,000	\$ 58,338	66,662		Work in progress	Playground installed in Q3. Remaining day use improvements to be completed in Q4.
2023-CP-019	Signage implementation	\$ 252,000	\$ -	252,000		Work in progress	Project completion in 2023 is uncertain at this time.
2023-CP-020	Nisku District South Fire Station	\$ 7,850,000	\$ 3,294,983	4,555,017		Work in progress	Fire station building anticipated to be completed by Q4, 2023.
2023-CP-021	East water transmission line - Nisku - Design	\$ 250,000	\$ -	250,000		Work in progress	Design is 60% complete. Project is anticipated to be completed by Q4, 2023.
2023-CP-022	Light duty sand spreader and snowplow	\$ 30,000	\$ -	30,000		Work in progress	Vendor has provided price on sander and blade will be installed in Q4, 2023.
2023-CP-023	Urban servicing	\$ 545,000	\$ 58,375	486,625		Work in progress	Utility multi-use compact tractor and winter attachment were delivered in Q2. Wheel loader front-mounted snow blower was ordered and will be delivered in Q4. Tandem axle gravel truck ordered and will be delivered by the end of Q2, 2024.
2022-CP-004	Tandem gravel/plow/sanding truck	\$ 365,000	\$ 363,550	1,450		Completed	
2022-CP-005	Motor grader replacement	\$ 520,000	\$ 518,900	1,100		Completed	
2022-CP-006	Motor grader replacement	\$ 520,000	\$ 518,900	1,100		Completed	
2022-CP-007	Nisku west pump station upgrade - design	\$ 12,500	\$ 12,500	-		Completed	
2022-CP-014	Wildland Meadows wastewater system project	\$ 817,500	\$ 643,686	173,814		Work in progress	Project is underway and is 80% complete. Anticipated completion date in Q4, 2023.
2021-CP-001	Nisku Septage Receiving Station (Transfer Station) Improvements	\$ 62,000	\$ 48,305	13,695		Completed	
Total		\$ 33,762,785	\$ 16,384,649	\$ 17,378,136			

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



2023 Road Program

Quarter 3 Reporting
For the period ending September 30, 2023

Project #	Traffic Volume (AADT*)	From	Work Description	2023 Final Budget	Total Expenses as at September 30, 2023	Variance	Project Indicator	Status	Status Update
-----------	------------------------	------	------------------	-------------------	---	----------	-------------------	--------	---------------

Major Roads

Design Engineering for 2024 major roads	2023-RD-001			Design	\$ 50,000	\$ -	\$ 50,000		Work in progress	Project will start after the preliminary 2024 budget is reviewed.
Township Road 510	2023-RD-002	8,070	Nisku Spine Road	Re-construction	\$ 9,000,000	\$ 3,066,144	\$ 5,933,856		Work in progress	The final lift was completed and the road was opened to traffic in Q4, 2023. The project will be carried forward to 2024 due to inclement weather. Carry forward work will include a shared use path, roadside drainage work, seeding and landscaping.
Total					\$ 9,050,000	\$ 3,066,144	\$ 5,983,856			

Rural Roads

Township Road 502 (Chubocha Hwy)	2023-RD-003	445	RR 272	Rehabilitation	\$ 750,330	\$ 721,690	\$ 28,640		Work in progress	Project is complete, awaiting final invoice.
Township Road 481 (Jubilee)	2023-RD-004	568	Hwy 795	Full Rehabilitation	\$ 780,100	\$ 702,100	\$ 78,000		Work in progress	Project is complete, awaiting final invoice.
Last Link Program	2023-RD-005	338 420 - Summer peak	Hwy 795	Maintenance	\$ 280,000	\$ 67,573	\$ 212,427		Work in progress	The surfacing of range road 240A was completed in Q3 and the chipseal for Township Road 480 will be done in Q4. The project will be completed in Q4, 2023.
Rural Road Initiative	2023-RD-006				\$ 1,000,000	\$ 617,546	\$ 382,454		Work in progress	Project is on track and will be completed in Q4, 2023.
Total					\$ 2,810,430	\$ 2,108,909	\$ 701,521			

Subdivisions

Lakeshore Drive and United Street (Mission Beach), Township Road 474	2023-RD-007	110, and 233 at RR 15		Rehabilitation	\$ 835,130	\$ 762,587	\$ 72,543		Work in progress	Construction started in Q3, 2023 and will be completed in Q4 2023.
Gillwood Beach	2023-RD-008	84		Repair	\$ 160,375	\$ 162,759	\$ (2,384)		Work in progress	Construction started in Q3, 2023 and will be completed in Q4 2023.
Total					\$ 995,505	\$ 925,345	\$ 70,160			

Nisku

Nisku Spine Road Design - 50% cost share with City of Leduc	2023-RD-009		Airport Road	Design	\$ 150,000	\$ -	\$ 150,000		Work in progress	Detailed design started in Q3. Project will be carried forward to 2024.
Nisku Spine Road and 41 Ave intersection - left turn bay design and construction	2023-RD-010	483	41 Ave	Construction	\$ 390,000	\$ -	\$ 390,000		Work in progress	Engineering design is completed, coordinating with City of Edmonton for their signal construction. Construction will be carried forward to 2024.
Total					\$ 540,000	\$ -	\$ 540,000			

Carry forward projects

Township Road 510 Design (Nisku Spine Road to County Limit)	2022-RD-014			Design	\$ 105,500	\$ 31,629	\$ 73,871		Work in progress	Four lane design in progress, will be completed in Q4, 2023.
Land expropriation - Nisku Spine Road	2012-103			Land expropriation	\$ 310,000	\$ 1,273,192	\$ (963,192)		Completed	Settlement reached for expropriation.
Total					\$ 415,500	\$ 1,304,821	\$ (889,321)			

Total road program **\$ 13,811,435** **\$ 7,405,220** **\$ 6,406,215**

*AADT - Annual average daily traffic

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



2023 Bridge Program

Quarter 3 Reporting
For the period ending September 30, 2023

Project #	Existing Surface	Work Description	Length of the project	2023 Final Budget	Total Expenses as at September 30, 2023	Variance	Project Indicator	Status	Status Update	Funding source
-----------	------------------	------------------	-----------------------	-------------------	---	----------	-------------------	--------	---------------	----------------

In order of priority

BF 72211 Range Road 15 between Township Road 484 and 490	2023-BF-001	Culvert	Replacement	35m	\$ 460,000	\$ 39,452	\$ 420,548		Work in progress	Engineering in progress, right of way acquisition is underway. Project will be carried forward to 2024.	CCBF**
BF 72265 Range Road 264 between Township Road 500 and 502	2023-BF-002	Bridge Structure	Maintenance	27m	\$ 320,140	\$ 4,277	\$ 315,863		Work in progress	Engineering in progress, right of way acquisition is underway. Project will be carried forward to 2024.	Tax
BF 08509 Township Road 500 between Range Road 43 and 42	2023-BF-003	Culvert	Maintenance	18m	\$ 72,278	\$ 2,560	\$ 69,718		Work in progress	Tender awarded, project started in Q3, 2023, and will be completed in Q4, 2023.	Tax
BF 85317 Township Road 492 between Range Road 24 and 25	2023-BF-004	Culvert	Replacement	35m	\$ 400,000	\$ 39,434	\$ 360,566		Work in progress	Engineering in progress, right of way acquisition is underway. Project will be carried forward to 2024.	CCBF
BF 00905 Township Road 490 between Range Road 255 and 260	2023-BF-005	Bridge Structure	Maintenance	38m	\$ 185,650	\$ 5,966	\$ 179,684		Work in progress	Bridge maintenance work will be completed in Q4 2023 but road paving will be carried forward to 2024.	CCBF
BF 08512 Range Road 264 between Township Road 490 and 492	2023-BF-006	Bridge Structure	Maintenance	28m	\$ 60,344	\$ 5,978	\$ 54,366		Work in progress	Tender awarded, project started in Q3, 2023, and will be completed in Q4, 2023.	Tax
BF 06940 Township Road 484 between Range Road 265 and 271	2023-BF-007	Bridge Structure	Maintenance	26m	\$ 117,292	\$ 4,320	\$ 112,972		Work in progress	Tender awarded, project started in Q3, 2023, and will be completed in Q4, 2023.	Tax
BF 70082 Township Road 482 between Range Road 12 and 13	2023-BF-008	Bridge Structure	Maintenance	28m	\$ 67,381	\$ 4,645	\$ 62,736		Work in progress	Tender awarded, project started in Q3, 2023, and will be completed in Q4, 2023.	Tax
BF 74970 Range Road 12 north of intersection with Township Road 500	2023-BF-009	Culvert	Maintenance	15m	\$ 73,967	\$ 3,878	\$ 70,089		Work in progress	Tender awarded, project started in Q3, 2023, and will be completed in Q4, 2023.	Tax
BF 13993 Township Road 482 between Range Road 22 and 23	2023-BF-010	Culvert	Maintenance	12m	\$ 31,948	\$ 4,814	\$ 27,134		Work in progress	Tender awarded, project started in Q3, 2023, and will be completed in Q4, 2023.	Tax
Total				\$ 1,789,000	\$ 115,324	\$ 1,673,676					

Carry forward projects

BF 75572 RR 271 BTW TR 494 and Hwy 39	2022-BF-008	Bridge culvert	Replacement	35m	\$ 350,750	\$ 21,858	\$ 328,892		Work in progress	Engineering in progress, right of way acquisition is underway. Project will be carried forward to 2024.	MSI
---------------------------------------	-------------	----------------	-------------	-----	------------	-----------	------------	--	------------------	---	-----

Total carry forward \$ 350,750 \$ 21,858 \$ 328,892

Total bridge projects **\$2,139,750** **\$ 137,182** **\$2,002,568**

* AADT - Annual average daily traffic

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



Operating Fund Reserve Schedule

Quarter 3 Reporting

For the period ended September 30, 2023

	Actual balance as at Dec. 31, 2022	Applied 2023 actual	Additions 2023 actual	Actual balance as at Sep. 30, 2023
Legacy fund	4,320,000.00	-	-	4,320,000.00
Stabilization and contingency	12,149,836.17	-	-	12,149,836.17
Special purpose	8,427,341.74	50,000.00	20,822.68	8,398,164.42
Utilities	2,038,714.40	-	26,586.74	2,065,301.14
	26,935,892.31	50,000.00	47,409.42	26,933,301.73

(2,590.58)

Net change in reserves



Capital Fund Reserve Schedule

Quarter 3 Reporting

For the period ended September 30, 2023

	Actual balance as at Dec. 31, 2022	Applied 2023 actual	Additions 2023 actual	Actual balance as at Sep. 30, 2023
Asset lifecycle management	14,708,759.75	-	-	14,708,759.75
Special purpose	681,977.69	-	-	681,977.69
Statutory	3,020,137.15	22,085.63	1,065,450.19	4,063,501.71
Utilities	3,948,746.76	-	51,495.32	4,000,242.08
	22,359,621.35	22,085.63	1,116,945.51	23,454,481.23

1,094,859.88

Net change in reserves