
REPORT NAME

2023 Quarter 1 Reporting, ending March 31, 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 1 Reporting



Quarterly report

2023 Q1 report

March 31, 2023

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County Highlights

Corporate Plan

Departmental quarterly reports

- ▶ **Administration**
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 - ▶ *Corporate Services*
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- ▶ **Enforcement Services**
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- ▶ **Family and Community Support Services**
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- ▶ **Parks and Recreation**
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Major and Capital Project Plans

Operating Reserve Schedule

Capital Reserve Schedule

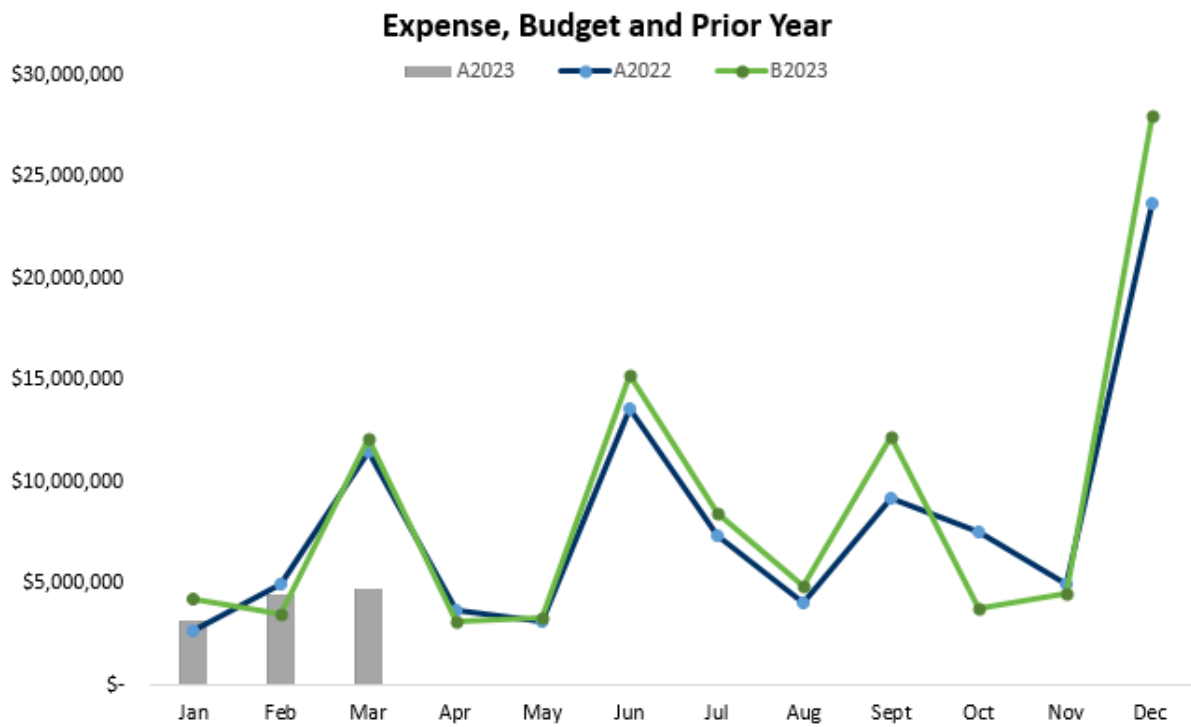
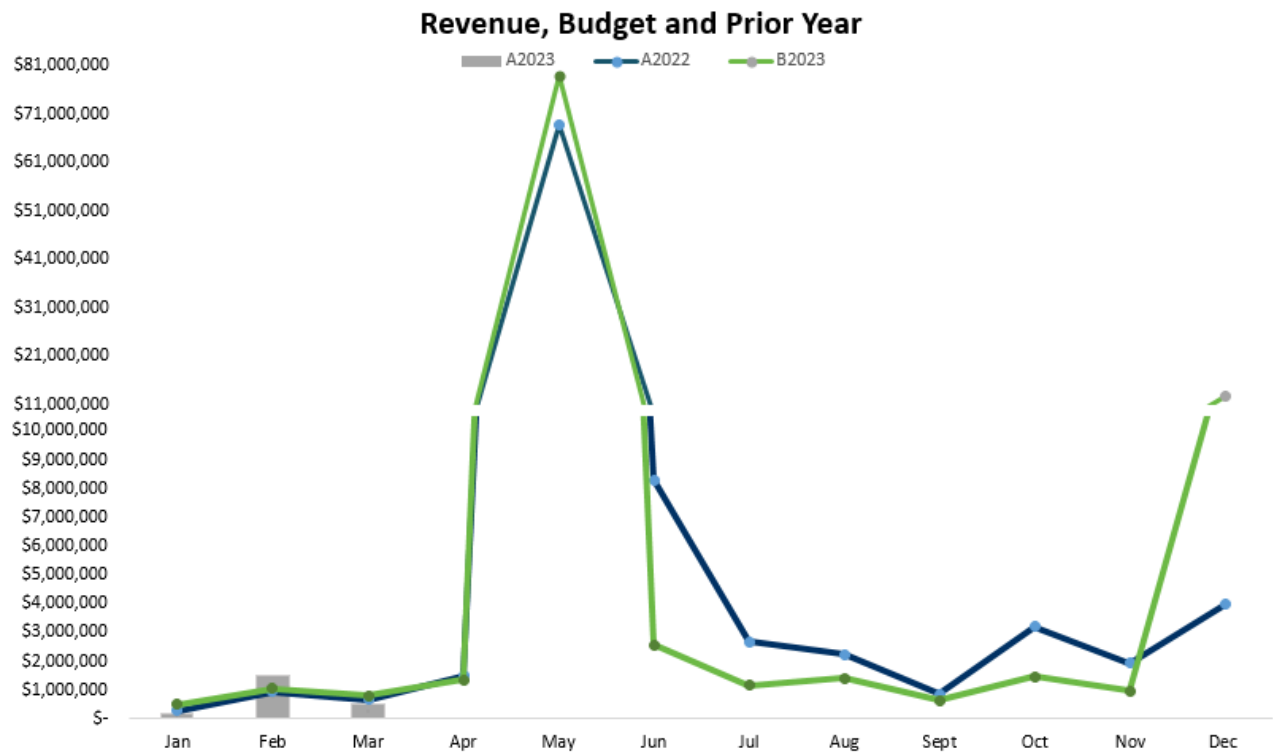
Strategic and Operational Plan and Indicators

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

Q1 Highlights

- Successfully executed the deliverables for the Prairies Economic Development Canada grant. The deliverables included the following:
 - Changed the use of the facility previously known as the Nisku Recreation Centre to a Leduc County Business and Entrepreneur Centre (BEC) and completed facility renovations.
 - Held a Leduc County Business Summit and grand opening in March 2023 for the Business and Entrepreneur Centre (BEC).
 - Launched a new business focused website – www.leduccountybusiness.com.
 - Initiated new business support programs such as peer to peer mentorship and business visitation.
- Public participation opportunities included:
 - Rural wedding and agricultural event facilities.
 - Public hearings were held for the Land Use Bylaw amendment TA22-002 and the Southern Country Residential Area Structure Plan (SCRASP).
- Received 68 development permit applications and issued 336 safety codes permits for a total estimated construction value of \$11.2 million in Q1.
- Completed the 2022/2023 Graveling program in March with 300 miles gravelled.
- Council approved the Southern Country Residential Area Structure Plan (SCRASP) on March 14.
- Awarded the contract for the Township Road 510 project.
- Council gave the first reading of the Village of Warburg/Leduc County Intermunicipal Development Plan.
- Completed a new tax share agreement between the City of Leduc and Leduc County.
- Amended the Land Use Bylaw related to rural wedding and agriculture event facilities on Feb. 14.
- Fifty residents attended two workshops hosted by a senior investigator with the Consumer Investigations Unit and RCMP, in New Sarepta and Thorsby. Attendees received an increased knowledge and awareness of scams and frauds in the community.
- A new campground online reservation system has been selected for the 2023 season and reservations will be accepted starting April 3.
- The Wizard Lake Try It Festival was held Feb. 11 with over 700 participants. This event was a result of the strong partnership of volunteers from the Wizard Lake Watershed Association.

Revenues and expenditures



Real estate market activity

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

Division	VACANT LOT SALES				IMPROVED LOT SALES		
	Number of sales	Property type	Parcel size (acres)	Median value/acre	Number of sales	Property type	Median improved value
1	1	Residential parcel	4 – 5	\$87,120	4	Rural residential	\$638,250
	2	Farmland	100 – 115	\$5,063	2	Large rural parcel	\$872,500
2	2	New Sarepta		\$190,000	3		
	1	Residential parcel	2 -3	\$106,000	9	Rural residential / Multi-lot	\$500,000
	2	Mid-size residential parcel	10 – 15	\$37,709	1	Large rural parcel	\$2,950,000
3*	2	Farmland	65 - 70	\$10,629			
	2	Residential lot	Lot	\$327,500	8	Rural residential / Multi-lot	\$673,750
	2	Small parcel	2-3	\$92,360	3	Royal Oaks	\$462,500
4	6	Farmland	80-160	\$10,500			
	2	Farmland	80-146	\$6,744	3	Rural residential	\$650,000
5	1	Residential	5	\$23,765	2	Large rural parcel	\$1,150,000
	2	Farmland	72-155	\$5,826	2	Rural parcel	\$420,000
6	2	Farmland			1	Large rural parcel	\$597,000
	1	Lake Lot	Lot	\$95,000	2	Rural residential	\$298,750
	2	Farmland	35-75	\$8,600	1	Large rural parcel	\$1,000,000
7	1	Rural residential	5	\$15,182	7	Rural residential	\$340,000
	1	Farmland	145	\$2,278	2	Large rural parcel	\$405,000
Nisku	1	Non-residential land	1-2	\$430,000	5	2-5 acre parcels with buildings	\$2,322,000
					1	Condominium	\$950,000
Total sales	29				63		

* Division 3 does not include Nisku Business Park

2022 Q1 Vacant Sales 32

2022 Q1 Improved Sales 70

Nisku lease rates

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

Development highlights

Project	Update
Capital Power	Construction continues on the buildings.
Circle K Store and Gas Bar	Interior work has started.
Teck Alberta 14 Bay office/warehouse	Exterior structure complete, interior work started.
RMA addition (offices and meeting spaces)	Structural steel complete – roof timbers have not arrived on site yet.
A6 Holdings storage building	Construction is complete.
Storage Vault Canada	Demolition is nearing completion, construction to begin soon.
Modu Badminton Club	Construction is complete.
Can Industrial	Walls and roof are up and insulated, interior work continues.
Rocor Holdings	Building is enclosed, interior work starting.
Monarch/York Realty	Construction nearing completion (Little Potato Company).
Leduc Co-op	Construction is complete.
Liquids Transloading	Office construction has commenced.
Pioneer Skies (Arena)	Ice making systems prep work and interior partitions begun.
Pioneer Skies (Bldg 1)	Base building is almost complete. Tenant improvements have begun.
Plains West	Foundation is complete.
Pioneer Skies (Bldg 2)	Base building progressing, tenant improvements to begin next quarter.
Monarch Equities	Construction complete for Swift Oilfield; awaiting final paperwork.
Pioneer Skies (Bldg 1)	Interior alterations progressing for Distribution Now.
Makloc Buildings	Foundation is in and walls/roof started.
Copper Tip Energy	Foundation is in and walls/roof started.
Pioneer Skies (Bldg 1)	Permit issued for interior tenant improvements for Yokohama Tire.
Capital Region SW Water Commission	Permit issued to construct water line booster station (demolish existing).

Permits

Development permits	2022 Q1 Totals	2023 Q1 Totals	2023 YTD
Received	60	68	68
Issued	49	41	41
Refused	5	5	5
Closed/withdrawn	4	1	1

Building permits	2022 Q1 Totals	2023 Q1 Totals	2023 YTD
Issued	45	43	43
Est. Construction value	\$8,052,481	\$11,244,045	\$11,244,045
Fees	\$57,049	\$91,284	\$91,284

Safety codes permits	2022 Q1 issued	2023 Q1 issued	2023 YTD issued	2022 Q1 Fees	2023 Q1 Fees	2023 YTD Fees
Electrical	83	134	134	\$19,693	\$32,809	\$32,809
Gas	76	103	103	\$8,589	\$10,513	\$10,513
Plumbing	62	48	48	\$5,835	\$5,487	\$5,487
Private sewage	12	8	8	\$2,255	\$1,353	\$1,353
Total	233	293	293	\$36,372	\$141,446	\$141,446

Health and Safety

- Implementation of new safety management software was completed. Pilot information is being populated to manage training and certificates of employees.
- The Health and Safety action plan for 2023 was completed.
- Fire extinguisher inspections were completed.
- Definitions for safety reporting were revised. See new definitions below.

	Q1 Total	YTD
Number of hazards identified	1	1
Number of near misses	8	8
Number of incidents	4	4
Number of safety meetings conducted	7	7
Number of lost time days	0	0

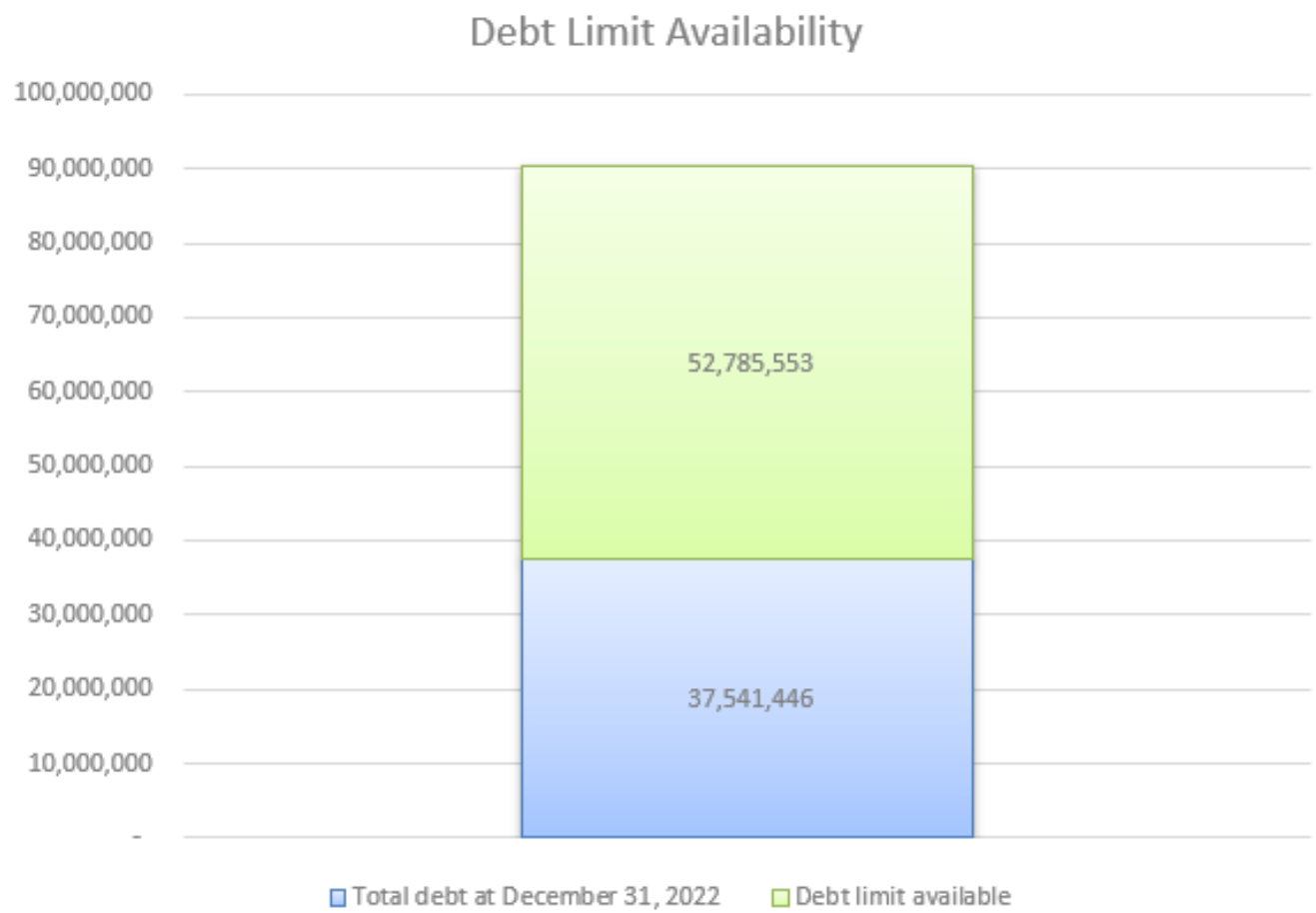
Definitions

- *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.

Whistleblower complaints

	Q1 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 Sept. 30.

2022-2023 high-priority strategies

Goal	High-priority strategy	Actions to date
Engaged community	Increase communication with residents to ensure they are well informed of our services.	<ul style="list-style-type: none"> The Leduc County Resident Guide was developed and approved in 2022. The guide is distributed to residents who are new to the County and is also available on our website. A public participation email newsletter was created and is sent out on a weekly basis to approximately 582 subscribers. The weekly emails share current public participation opportunities and define how the public can provide their input and participate. A citizen satisfaction survey will be conducted in 2023.
Safe County	Develop an urban standards bylaw to set County standards so residents understand what is and isn't allowed on their property.	<ul style="list-style-type: none"> An urban standards bylaw was approved by Council in 2022. An educational mail out to residents who will be directly affected by the bylaw was sent in Q1 2023.
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. Draft plan is being developed and will be presented to Council in Q2 2023.
Engaged community	Further develop the community events strategy and work to honour local culture through community events and initiatives such as Leduc County day.	<ul style="list-style-type: none"> In 2022, Leduc County hosted 10 community events, with approximately 1,300 attendees, across the County. Events included ice cream socials, drive-in movies, seniors' concerts, a Rolly View Cultural Day, New Sarepta and Thorsby Party in the Parks, and Parks Day at Jubilee. A cultural day event was hosted in partnership with the Rolly View Community Association on Sept. 17, 2022. Thirteen Leduc County community events are planned for 2023. Examples include summer community park events, outdoor movies and seniors 'concerts. An additional 18 events are being planned or supported in collaboration with local not for profit associations. Two Leduc County Day events are being planned and will be held at the Rolly View Community Hall on June 14 and Glen Park Hall on June 22. The Family Resource Network is partnering 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, however, no further updates have been received at this time.
Work with community partners to meet the needs of County seniors.	<ul style="list-style-type: none"> A new senior's grant funding program was approved in the 2023 interim budget to encourage and support community initiatives for seniors that could include social programming, health and recreation activities and events that support community connectivity. Applications were received from local organizations and grants in the amount of \$15,000 were approved for 2023. 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 program will be implemented in 2023.
Develop recreation opportunities within the County.	<ul style="list-style-type: none"> A Recreation and Parks Master Plan project was initiated in 2022 to create a multi-year community vision for Leduc County. Plan will be presented to Council in Q2 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. 17, 2022.

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 and are outlined in the highlights section of this report.
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"> Completing a transit needs/feasibility study for Leduc County with a presentation to Council in Q2 2023.
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.
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 to be brought to Council for approval in Q2 2023. The Township Road 510 project has been awarded, and the contract for this project has been signed.
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. Design is being completed in 2023, jointly with the City of Leduc, on the next phase of connectivity for the Nisku Spine Road (Allard Avenue to 65 Avenue).

Strong Leadership

Goal	Actions to date
Create an engaged community.	<ul style="list-style-type: none"> Ongoing organizational commitment to examine the opportunity/need for public participation for all County projects/initiatives. In 2022, 12 public hearings and 6 public participation campaigns were conducted.
Demonstrate leadership in regional initiatives and organizations.	<ul style="list-style-type: none"> Active member on the Edmonton Metropolitan Region Board (EMRB), and through this involvement contributed to the review of the Edmonton Metropolitan Region Growth Plan which is scheduled to be completed in Q4 2023. 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.
Promote environmental, social and governance (ESG) principles.	<ul style="list-style-type: none"> Ongoing compilation of research to inform the development of Leduc County's ESG strategy in 2023.

1: County Manager's Office

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Corporate leadership

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

Communications

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

- Supported the economic development team to execute the deliverables of the PrairiesCan federal grant.
 - Created a new business focused website for the County – leduccountybusiness.com - with the site being launched on March 22. A communications plan was developed and executed to build awareness of the new site through the 2023 Business Summit, a mail-out, a Council workshop and internal information sessions.
 - New brand elements were created for economic development purposes and collateral developed.
- Reported back to staff on the 2022 employee satisfaction action plan and delivered the 2023 survey.
- Executive Leadership team held meetings with five departments in Q1 as part of their commitment to meet with each department twice per year.
- Finalized the asset management program's State of Infrastructure report.
- Ongoing planning for the expansion of the full-time fire service in the Nisku Fire District.

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 March 31 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.Job posting for the Intergovernmental Coordinator position was done in March.
Enhance advocacy strategy.	Q1 2023		Communicate advocacy plan and actions to date to the public via the website.
	Ongoing		Further develop and refine tactics to support advocacy strategy and adjust as needed to address emerging issues/realities.

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 March 31 2023	Deliverables and/or key performance indicators
Conduct citizen satisfaction survey.	Q2 2023		Complete survey. <ul style="list-style-type: none">Initiated project in Q1 with a procurement process to select a consultant.
	Q3 2023		Communicate results of the survey to staff and the public.
	Q3 2023		Utilize information learned from the survey to inform 2024 operational priorities and plans.

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 March 31 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.
	Q4 2023		Amend the strategic plan.
	Q4 2023		Rollout the revised strategic plan to citizens, businesses, and stakeholders.

Strategy 2.3

Continue to enhance communication practices to support an engaged community.

Actions	Target dates	Status at March 31 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.
	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">Signed an agreement with Engagement HQ and implementation has been 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 March 31 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">Draft agreement provided to the Village of Warburg in late 2022 and no response/feedback has yet been received.A meeting is scheduled with Warburg on May 15.

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.
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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 March 31 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.
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 March 31 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.

Strategy 5.2

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

Actions	Target dates	Status at March 31 2023	Deliverables and/or key performance indicators
Coordinate annual review of off-site levy bylaw.	Q4 2023		Revised bylaw approved by Council.

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 March 31 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 started and will be rolled-out to staff by May 5.
	Q4 2023		2023 actions completed.

Strategy 6.1

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

Actions	Target dates	Status at March 31 2023	Deliverables and/or key performance indicators
Create professional development plans for all staff.	Q2 2023		Template created.
	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 March 31 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

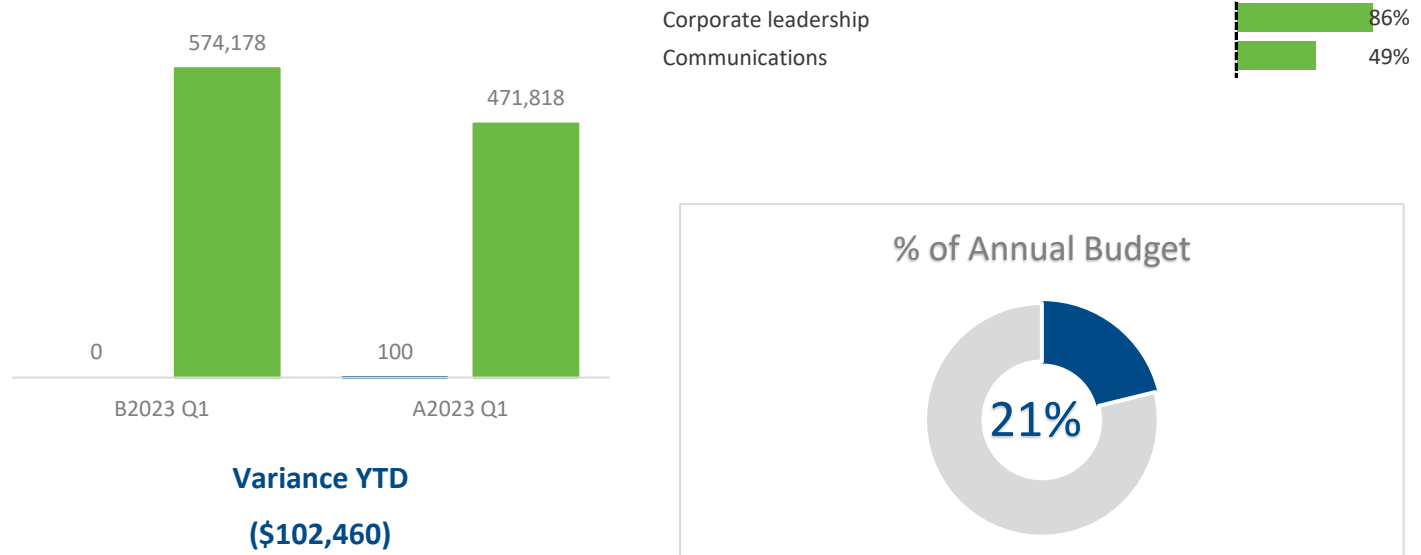
Q1 - 2023 Financial Reporting

Department Head - Duane Coleman

■ REVENUE

■ EXPENSE

% of Q1 Budget



Corporate leadership

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	100	100	0%	0%
Total Revenue	-	-	100	100	0%	0%
<i>Earnings & benefits</i>	1,589,359	409,465	347,207	(62,258)	85%	22%
<i>General services-contracted</i>	412,741	104,983	96,312	(8,671)	92%	23%
<i>Goods, supplies & materials purchased</i>	3,900	3,250	406	(2,844)	12%	10%
Total Expense	2,006,000	517,698	443,924	(73,774)	86%	22%
Surplus/(Deficit)	(2,006,000)	(517,698)	(443,824)	73,874	86%	22%

Variance

Earnings & benefits

- Two vacant positions in Q1.

County Manager's Office

Q1 - 2023 Financial Reporting

Communications

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	181,328	45,555	26,274	(19,281)	58%	14%
<i>Goods, supplies & materials purchased</i>	41,000	10,925	1,620	(9,305)	15%	4%
Total Expense	222,328	56,480	27,894	(28,586)	49%	13%
Surplus/(Deficit)	(222,328)	(56,480)	(27,894)	28,586	49%	13%

Variance

General services-contracted

- Advertising expenses were less than anticipated.
- Some of the Q1 invoices had not been received at the time of this report.

Goods, supplies & materials purchased

- Less promotional items purchased than anticipated.

1: Department services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Assessment

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

2: Strategic priorities

Goal 1	Strategic priority – 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.
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4: Department highlights

- Declared 2022 Assessment Roll to Municipal Affairs.
- Received and reviewed the Designated Industrial Properties (DIP) assessment from the Provincial Assessor.
- Held pre-roll discussions with rate payers and tax agents.

5: Action plan

Goal 1

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 March 31 2023	Deliverables and/or key performance indicators
Consider the liquidation of under-utilized county-owned property to fund new initiatives.	Q3 2023		Bring a list of inventory properties to Council for consideration to sell. <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.

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 March 31 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.

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 March 31 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.

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 March 31 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.

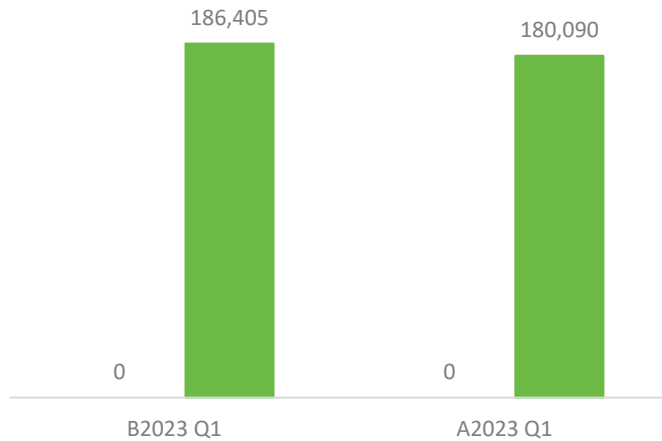
Assessment Services

Q1 - 2023 Financial Reporting

Department Head - Karen Burnand

■ REVENUE
■ EXPENSE

% of Q1 Budget

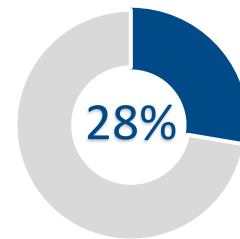


Assessment

97%

Variance YTD
(\$6,315)

% of Annual Budget



Assessment

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	650	-	-	-	0%	0%
Total Revenue	650	-	-	-	0%	0%
<i>Earnings & benefits</i>	595,545	151,671	152,388	717	100%	26%
<i>General services-contracted</i>	51,433	33,879	27,571	(6,308)	81%	54%
<i>Goods, supplies & materials purchased</i>	4,650	855	131	(724)	15%	3%
Total Expense	651,628	186,405	180,090	(6,315)	97%	28%
Surplus/(Deficit)	(650,978)	(186,405)	(180,090)	6,315	97%	28%

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.

Records 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 configuration of the new safety management software (bistrainer).
- Secured new telephone service provider (Zoom) for desktop and landlines.
- Began recruitment for full-time Fire Services positions.
- Assumed administration of benefits services for the County.
- Purchased new agenda management system (eScribe).
- Purchased permitting system (Tyler Technologies).
- Completed pilots of Office 365 and multifactor authentication.
- Completed security upgrades, drainage, and gutter work at the Thorsby Public Works Shop.
- Completed fire extinguisher inspection and certification for the County.
- Updated all County first aid kits to new occupational health and safety standards.

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 March 31 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.

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 March 31 2023	Deliverables and/or key performance indicators
Complete telephony review and replacement.	Q1 2023		Recommendations for desktop and mobile phones completed. <ul style="list-style-type: none">Recommendations for desktop and mobile phones have been completed.
	Q4 2023		Transition to new phone platform completed.
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 validation of software configuration against functional requirements.Completed technical process for movement of department records from OnBase to new system (Laserfiche).
Complete replacement of permitting application and customer service database.	Q2 2023		Implementation of new permitting system completed. <ul style="list-style-type: none">Completed negotiations with vendor and awarded contract for new permitting system software in Q1.
	Q4 2023		Implementation of new customer/citizen management system completed.

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 March 31 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 has begun.
	Q4 2023		Manual is rolled out to all staff.

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 March 31 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. <ul style="list-style-type: none">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 begun.

Strategy 4.2

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

Actions	Target dates	Status at March 31 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 begun.
	Q4 2023		Complete implementation for all departments.

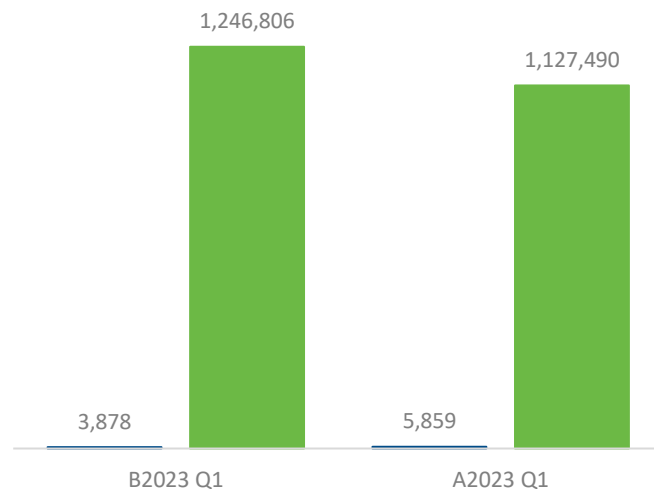
Corporate Services

Q1 - 2023 Financial Reporting

Department Head - Kent Pudlowski

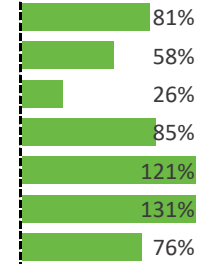
■ REVENUE
■ EXPENSE

% of Q1 Budget

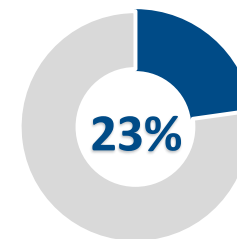


Variance YTD
(\$121,297)

Leadership and administration
Facilities and fleet
Geographic information system (GIS)
Health, safety, and wellness
Human resources
Information technology
Records management



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	1,800	450	56	(394)	12%	3%
<i>Other revenue from own sources</i>	1,000	200	271	71	136%	27%
Total Revenue	2,800	650	327	(323)	50%	12%
<i>Earnings & benefits</i>	2,803,022	736,758	588,217	(148,541)	80%	21%
<i>General services-contracted</i>	364,241	89,228	78,647	(10,581)	88%	22%
<i>Goods, supplies & materials purchased</i>	3,440	965	76	(889)	8%	2%
Total Expense	3,170,703	826,951	666,940	(160,011)	81%	21%
Surplus/(Deficit)	(3,167,903)	(826,301)	(666,612)	159,689	81%	21%

Variances

Earnings & benefits

- WCB invoice had not been received at the time of this report.
- Hourly pay for March had not been processed at the time of this report.

General services-contracted

- Insurance expenses were less than anticipated.

Corporate Services

Q1 - 2023 Financial Reporting

Facilities and fleet

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,400	600	-	(600)	0%	0%
<i>Other revenue from own sources</i>	10,512	2,628	5,467	2,839	208%	52%
Total Revenue	12,912	3,228	5,467	2,239	169%	42%
<i>General services-contracted</i>	257,975	57,672	27,950	(29,722)	48%	11%
<i>Goods, supplies & materials purchased</i>	226,710	43,235	34,097	(9,138)	79%	15%
<i>Reserves, transfers & grants</i>	72,900	-	-	-	0%	0%
<i>Financial service charges</i>	333,691	-	-	-	0%	0%
Total Expense	891,276	100,907	62,047	(38,860)	61%	7%
Surplus/(Deficit)	(878,364)	(97,679)	(56,580)	41,099	58%	6%

Variances

General services-contracted

- Some of the Q1 invoices had not been received at the time of this report.
- Shop lighting repairs and overhead door inspections that were budgeted in Q1 will be completed in Q2.

Goods, supplies & materials purchased

- Some of the Q1 invoices had not been received at the time of this report.
- Electricity and natural gas expenses were less than anticipated.

Geographic information system (GIS)

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 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	6,000	1,600	(4,400)	27%	14%
Total Expense	11,500	6,000	1,600	(4,400)	27%	14%
Surplus/(Deficit)	(11,500)	(6,000)	(1,535)	4,465	26%	13%

Variances

General services-contracted

- Contracted mapping services budgeted in Q1 will be completed in Q2.

Corporate Services

Q1 - 2023 Financial Reporting

Health, safety, and wellness

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	79,316	18,415	14,116	(4,299)	77%	18%
<i>Goods, supplies & materials purchased</i>	5,070	1,380	2,637	1,257	191%	52%
Total Expense	84,386	19,795	16,753	(3,042)	85%	20%
Surplus/(Deficit)	(84,386)	(19,795)	(16,753)	3,042	85%	20%

Variances

No significant variances.

Human resources

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	71,134	25,012	32,254	7,242	129%	45%
<i>Goods, supplies & materials purchased</i>	29,025	5,625	4,903	(722)	87%	17%
Total Expense	100,159	30,637	37,157	6,520	121%	37%
Surplus/(Deficit)	(100,159)	(30,637)	(37,157)	(6,520)	121%	37%

Variances

No significant variances.

Corporate Services

Q1 - 2023 Financial Reporting

Information technology

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	549,578	254,341	326,002	71,661	128%	59%
<i>Goods, supplies & materials purchased</i>	121,900	5,025	14,602	9,577	291%	12%
Total Expense	671,478	259,366	340,604	81,238	131%	51%
Surplus/(Deficit)	(671,478)	(259,366)	(340,604)	(81,238)	131%	51%

Variances

General services-contracted

- Some software licensing was budgeted in Q2 but invoiced in Q1.

Records management

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	6,615	1,650	1,136	(514)	69%	17%
<i>Goods, supplies & materials purchased</i>	6,000	1,500	1,253	(247)	84%	21%
Total Expense	12,615	3,150	2,389	(761)	76%	19%
Surplus/(Deficit)	(12,615)	(3,150)	(2,389)	761	76%	19%

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

- Numerous 2022 year-end reports presented to Council.
- The external auditor completed all on-site work.
- Completed 2022 year-end remunerations reconciliations and 384 T4s.

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 March 31 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">• Initial conversations and planning of the program has 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 March 31 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.
Review Leduc County's sustainability ratios.	Q3 2023		Ratios are evaluated and understood.
Review the Debt Management policy.	Q4 2023		Policy approved by Council.

Goal 3

Support the business needs of the organization to assist 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 March 31 2023	Deliverables and/or key performance indicators
Review the Procurement policy.	Q4 2023		Policy approved by Council, if changes are required.
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 March 31 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.

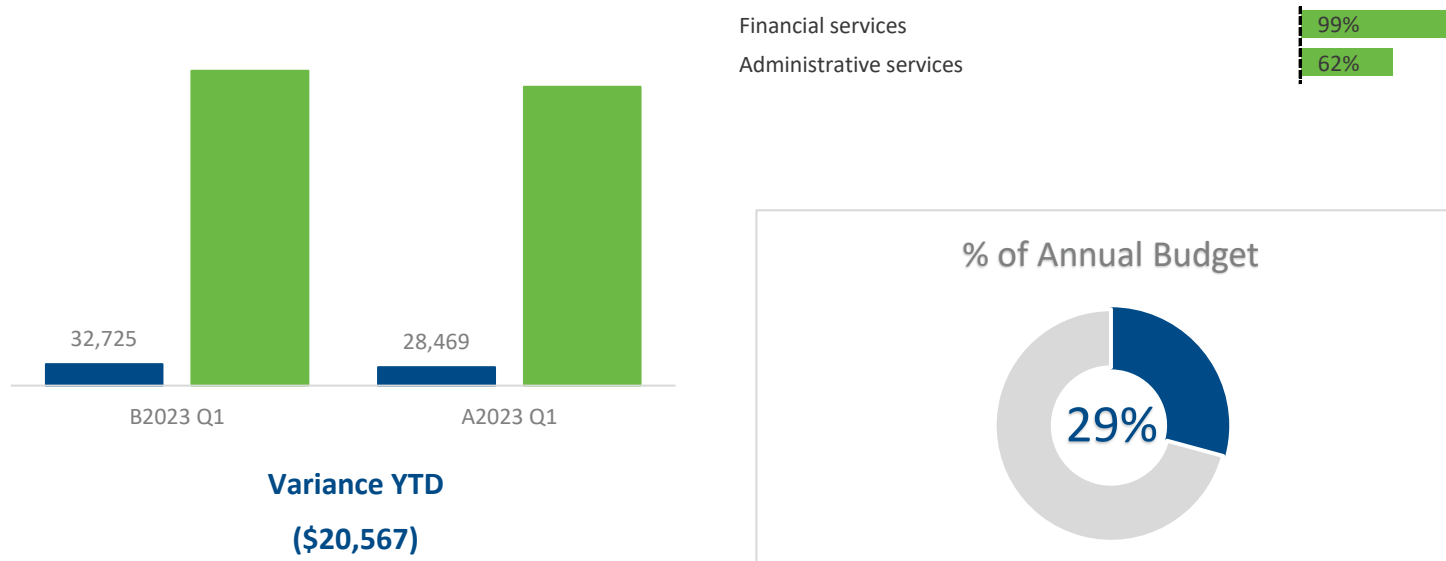
Finance

Q1 - 2023 Financial Reporting

Department Head - Natasha Wice

■ REVENUE ■ EXPENSE

% of Q1 Budget



Financial services

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	21,070	750	750	-	100%	4%
<i>Sales of goods & services to individuals</i>	44,650	11,047	7,253	(3,794)	66%	16%
<i>Other revenue from own sources</i>	50,012	20,503	20,087	(416)	98%	40%
<i>Other transactions</i>	9,342	-	-	-	0%	0%
Total Revenue	125,074	32,300	28,091	(4,209)	87%	22%
<i>Earnings & benefits</i>	1,253,937	315,595	309,094	(6,501)	98%	25%
<i>General services-contracted</i>	144,798	122,147	121,351	(796)	99%	84%
<i>Goods, supplies & materials purchased</i>	2,277	1,250	80	(1,170)	6%	4%
Total Expense	1,401,012	438,992	430,525	(8,467)	98%	31%
Surplus/(Deficit)	(1,275,938)	(406,692)	(402,434)	4,258	99%	32%

Variances

No significant variances.

Finance

Q1 - 2023 Financial Reporting

Administrative services

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	1,700	425	378	(47)	89%	22%
<i>Total Revenue</i>	1,700	425	378	(47)	89%	22%
<i>General services-contracted</i>	148,858	21,588	14,175	(7,413)	66%	10%
<i>Goods, supplies & materials purchased</i>	60,900	17,401	10,553	(6,848)	61%	17%
<i>Financial service charges</i>	16,800	4,155	2,060	(2,095)	50%	12%
<i>Total Expense</i>	226,558	43,144	26,787	(16,357)	62%	12%
<i>Surplus/(Deficit)</i>	(224,858)	(42,719)	(26,409)	16,310	62%	12%

Variances

General services-contracted

- Memberships have been less than anticipated.



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

Agricultural drainage

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

Crop pest control

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

Equipment maintenance and fabrication

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

Local food and horticulture

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

- Is a conduit for information relating to horticultural pests and disease issues affecting trees and garden vegetables.
- Advocate and supports agricultural educational opportunities for residents.

Roadside vegetation management

- Manages roadside vegetation using chemical and mechanical control techniques that target undesired vegetation.
- Ensures the safety and quality of road 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.
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4: Department highlights

- Preparation with local producers to develop a Q3 2023 Farm-to-Table dinner event with select farm tours to promote local food within Leduc County.
- Created a new internal process for consistent weed inspection and notice implementations.
- The Alberta Farm Fresh Producers of Alberta Farm to Market to Table Conference that was to be held in Q1 2023 was cancelled for the 2023 season due to planning difficulties. Administration has since been providing planning support to assist with having the conference return in 2024.
- The Pest Management Regulatory Agency (PMRA) of Canada has made several re-evaluation decisions for commonly used pesticides that will affect agricultural producers. Administration is relaying this information to producers to ensure they are aware of these changes.

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 March 31 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.

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 March 31 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 and farm tour planning in development for Q3 delivery.
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.

Goal 3

Serve residents with continual improvement of department services.

Strategy 3.1

Review and update internal processes.

Actions	Target dates	Status at March 31 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">• Prepared a Strength Weaknesses Opportunities Threats (SWOT) analysis for the weed inspection procedure and gathered information from other municipalities on their processes. Utilized this information to inform the development of a new procedure for 2023.• New internal procedure developed and will be utilized beginning in Q2. Amendments will be made, if needed.
Establish clear guidelines to identify the parameters that trigger enforcement actions.	Q3 2023		Increase in compliance with issued weed notices.
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">• Internal procedure developed and will be utilized beginning in Q2. Amendments will be made, if needed.

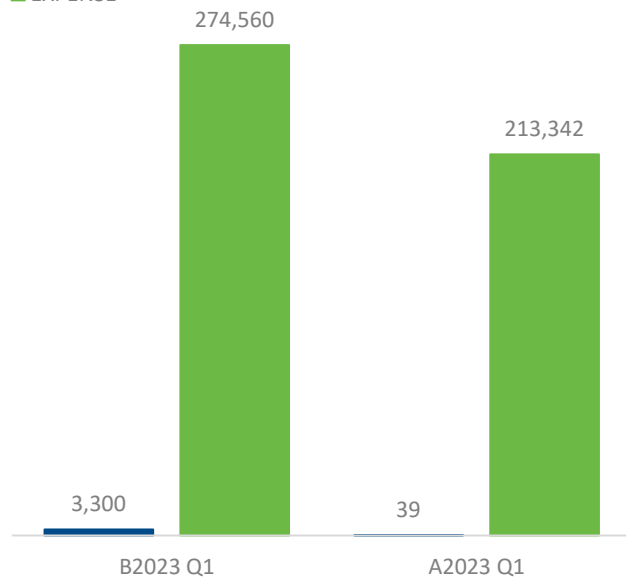
Agricultural Services

Q1 - 2023 Financial Reporting

Department Head - Garrett Broadbent

■ REVENUE

■ EXPENSE

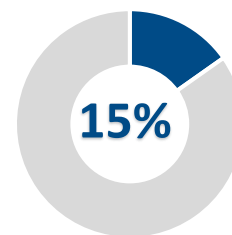


Variance YTD
(\$57,957)

% of Q1 Budget



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	600	300	-	(300)	0%	0%
Total Revenue	600	300	-	(300)	0%	0%
<i>Earnings & benefits</i>	566,308	130,441	124,069	(6,372)	95%	22%
<i>General services-contracted</i>	11,030	4,295	1,728	(2,567)	40%	16%
<i>Goods, supplies & materials purchased</i>	1,600	-	180	180	0%	11%
<i>Reserves, transfers & grants</i>	15,500	10,500	1,750	(8,750)	17%	11%
Total Expense	594,438	145,236	127,727	(17,509)	88%	21%
Surplus/(Deficit)	(593,838)	(144,936)	(127,727)	17,209	88%	22%

Variances

Reserves, transfers & grants

- Payments to grant recipients were budgeted in Q1 but will be completed at a later date.

Agricultural Services

Q1 - 2023 Financial Reporting

Agricultural drainage

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 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	1,503	3	(1,500)	0%	0%
Total Expense	8,765	1,503	3	(1,500)	0%	0%
Surplus/(Deficit)	(7,265)	(1,503)	(3)	1,500	0%	0%

Variances

No significant variances.

Crop pest control

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	22,026	3,183	267	(2,916)	8%	1%
<i>Goods, supplies & materials purchased</i>	6,650	150	-	(150)	0%	0%
Total Expense	28,676	3,333	267	(3,066)	8%	1%
Surplus/(Deficit)	(28,676)	(3,333)	(267)	3,066	8%	1%

Variances

No significant variances.

Agricultural Services

Q1 - 2023 Financial Reporting

Equipment maintenance and fabrication

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,000	-	-	-	0%	0%
<i>Conditional grants from other governments</i>	123,907	-	-	-	0%	0%
Total Revenue	126,907	-	-	-	0%	0%
<i>Earnings & benefits</i>	114,950	29,712	24,730	(4,982)	83%	22%
<i>General services-contracted</i>	30,311	16,884	7,094	(9,790)	42%	23%
<i>Goods, supplies & materials purchased</i>	83,032	22,480	6,000	(16,480)	27%	7%
Total Expense	228,293	69,076	37,824	(31,252)	55%	17%
Surplus/(Deficit)	(101,386)	(69,076)	(37,824)	31,252	55%	37%

Variances

General services-contracted

- Repairs and maintenance for vehicles and equipment was less than anticipated.
- Groundwater annual report was less than anticipated.

Goods, supplies & materials purchased

- Equipment and machine parts and tire expenses were less than anticipated.
- March fuel invoices had not been received at the time of this report.

Local food and horticulture

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Conditional grants from other governments</i>	2,400	2,400	-	(2,400)	0%	0%
Total Revenue	2,400	2,400	-	(2,400)	0%	0%
<i>General services-contracted</i>	11,254	5,840	532	(5,308)	9%	5%
<i>Goods, supplies & materials purchased</i>	4,250	750	63	(687)	8%	1%
Total Expense	15,504	6,590	595	(5,995)	9%	4%
Surplus/(Deficit)	(13,104)	(4,190)	(595)	3,595	14%	5%

Variances

Conditional grants from other governments

- The CanadaGAP webinar was budgeted in Q1 but was postponed to Q4.

General services-contracted

- Workshops hosted in Q1 were virtual rather than in person so expenses were less than anticipated.
- The CanadaGAP webinar was budgeted in Q1 but was postponed to Q4.

Agricultural Services

Q1 - 2023 Financial Reporting

Roadside vegetation management

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	191,318	-	-	-	0%	0%
<i>General services-contracted</i>	16,722	6,184	1,687	(4,497)	27%	10%
<i>Goods, supplies & materials purchased</i>	185,766	3,359	1,718	(1,641)	51%	1%
Total Expense	393,806	9,543	3,405	(6,138)	36%	1%
Surplus/(Deficit)	(393,806)	(9,543)	(3,405)	6,138	36%	1%

Variances

General Services-contracted

- Repairs and maintenance to equipment was lower than anticipated.

Sustainable agriculture program

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	600	300	-	300	0%	0%
Total Revenue	600	300	-	(300)	0%	0%
<i>General services-contracted</i>	7,890	2,310	433	(1,878)	19%	5%
<i>Goods, supplies & materials purchased</i>	1,650	1,000	-	(1,000)	0%	0%
Total Expense	9,540	3,310	433	(2,878)	13%	5%
Surplus/(Deficit)	(8,940)	(3,010)	(433)	2,578	14%	5%

Variances

No significant variances.

Agricultural Services

Q1 - 2023 Financial Reporting

Weed control

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	14,000	-	-	-	0%	0%
Total Revenue	14,000	-	-	-	0%	0%
<i>Earnings & benefits</i>	79,298	-	-	-	0%	0%
<i>General services-contracted</i>	44,373	204	11,258	11,054	5519%	25%
<i>Goods, supplies & materials purchased</i>	8,700	-	-	-	0%	0%
Total Expense	132,371	204	11,258	11,054	5519%	9%
Surplus/(Deficit)	(118,371)	(204)	(11,258)	(11,054)	5519%	10%

Variances

General services-contracted

- Program subscription fees for weed inspection software were budgeted for in Q2, but paid in Q1.

Wild animal pest control

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	900	300	-	(300)	0%	0%
<i>Other revenue from own sources</i>	2,000	-	39	39	0%	2%
Total Revenue	2,900	300	39	(261)	13%	1%
<i>Earnings & benefits</i>	112,478	28,872	28,766	(106)	100%	26%
<i>General services-contracted</i>	12,572	2,892	2,411	(481)	83%	19%
<i>Goods, supplies & materials purchased</i>	13,750	4,000	654	(3,346)	16%	5%
Total Expense	138,800	35,764	31,831	(3,933)	89%	23%
Surplus/(Deficit)	(135,900)	(35,464)	(31,793)	3,671	90%	23%

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 chargers 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

- Facilitated and completed all requirements for annual officer safety training.
- Presented proposed Dog Control Bylaw at Council workshop.
- Collaborated with Fire Services with burning complaint process.
- Hosted the annual regional court services meeting to discuss changes, challenges and solutions to regional issues pertaining to prosecution and court proceedings.
- Conducted an educational mailout to residents who will be directly affected by the Urban Standards Bylaw.
- Collaborated with Agricultural Services and Parks & Recreation to prepare for the enforcement of the Urban Standards Bylaw.
- Facilitated Incident Command System 300 staff training.
- Instructed a Radar/Lidar course to Peace Officers in Alberta.
- Participated in the Edmonton Police Service regimental funeral.

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 March 31 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 52 traffic operations per month in Q1.
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 38 patrols per month in Q1.
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 12 cargo securement operations per month in Q1.

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 March 31 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 296 proactive patrols per month in Q1.

Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at March 31 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	2023		Participate in special events throughout the year.

Parade, Calmar Fair Days Parade and Santa Claus Parade in the City of Leduc.			
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Goal 2

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

Strategy 2.1

Respond to emergency public safety occurrences.

Actions	Target dates	Status at March 31 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.
Assist police/fire/EMS and emergency management response to incidents, as requested.	2023		<ul style="list-style-type: none"> Assisted with an average of four emergency services events per month in Q1.

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 March 31 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"> Revised the course curriculum. Class is forecasted for delivery in Q2.
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 one Radar/Lidar course in March.
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"> Processed \$1-million invoice for annual RCMP police funding model.

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 March 31 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.	2023		Summary of activities provided to Protective Services Committee (five times annually). <ul style="list-style-type: none">• Provided 2022-year end summary to Protective Services Committee Feb. 8.
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 March 31 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.
Promote off-highway safety through education, compliance, and enforcement.	Q4 2023		Conduct a minimum of three off-highway vehicle patrols in the summer months.

Goal 5

Respond to property concerns and promote compliance.

Strategy 5.1

Address nuisance and unsightly premises.

Actions	Target dates	Status at March 31 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		Respond to property complaints within three business days. Bring nuisance properties into compliance before winter. <ul style="list-style-type: none">• A total of two property complaints were carried over from 2022.• In Q1 a total of 10 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		Execute Urban Standards Bylaw public information campaign prior to the summer 2023 season. <ul style="list-style-type: none">• Conducted an educational mailout to residents who will be directly affected by the Urban Standards Bylaw.• Collaborated with Agricultural Services and Parks & Recreation to prepare for the enforcement of the Urban Standards Bylaw.
Partner with Planning and Development to address growing concerns about unauthorized dog kennels in the County.	Q2 2022		Review the current Animal Control Bylaw and present recommendations to Council. <ul style="list-style-type: none">• Presented proposed Dog Control Bylaw at Council workshop on Jan. 24 and Mar. 28.

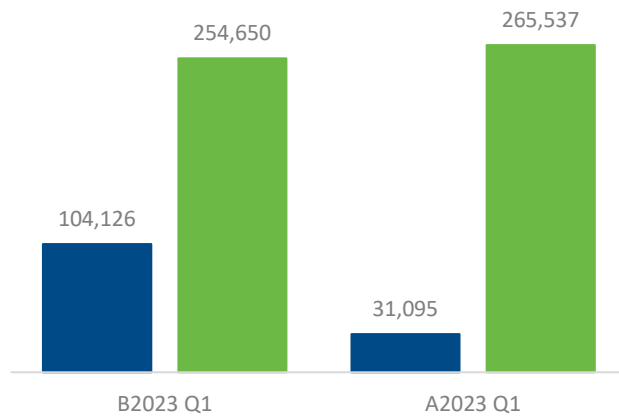
Enforcement Services

Q1 - 2023 Financial Reporting

Department Head - Clarence Nelson

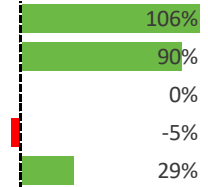
■ REVENUE
■ EXPENSE

% of Q1 Budget

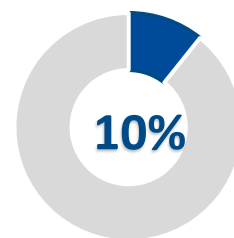


Variance YTD
\$83,918

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



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	804,213	204,252	205,184	932	100%	26%
General services-contracted	41,760	13,203	12,403	(800)	94%	30%
Goods, supplies & materials purchased	120,784	25,827	40,567	14,740	157%	34%
Total Expense	966,757	243,282	258,154	14,872	106%	27%
Surplus/(Deficit)	(966,757)	(243,282)	(258,154)	(14,872)	106%	27%

Variances

Goods, supplies & materials purchased

- More in-car video camera expenses than anticipated.

Enforcement Services

Q1 - 2023 Financial Reporting

Bylaw and animal control

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	7,280	1,787	81	(1,706)	5%	1%
<i>Total Revenue</i>	7,280	1,787	81	(1,706)	5%	1%
<i>General services-contracted</i>	24,240	6,060	3,970	(2,090)	66%	16%
<i>Goods, supplies & materials purchased</i>	240	60	-	(60)	0%	0%
<i>Reserves, transfers & grants</i>	3,500	-	-	-	0%	0%
<i>Total Expense</i>	27,980	6,120	3,970	(2,150)	65%	14%
<i>Surplus/(Deficit)</i>	(20,700)	(4,333)	(3,889)	444	90%	19%

Variances

No significant variances.

Enhanced policing

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other government</i>	70,000	-	-	-	0%	0%
<i>Total Revenue</i>	70,000	-	-	-	0%	0%
<i>Purchases from other governments & agencies</i>	1,654,604	-	-	-	0%	0%
<i>Total Expense</i>	1,654,604	-	-	-	0%	0%
<i>Surplus/(Deficit)</i>	(1,584,604)	-	-	-	0%	0%

Variances

No significant variances.

Enforcement Services

Q1 - 2023 Financial Reporting

Regional training

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	5,604	1,401	-	(1,401)	0%	0%
Total Revenue	5,604	1,401	-	(1,401)	0%	0%
<i>Goods, supplies & materials purchased</i>	1,000	249	52	(197)	21%	5%
Total Expense	1,000	249	52	(197)	21%	5%
Surplus/(Deficit)	4,604	1,152	(52)	(1,204)	-5%	-1%

Variances

No significant variances.

Traffic safety

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	403,760	100,938	31,014	(69,924)	31%	8%
Total Revenue	403,760	100,938	31,014	(69,924)	31%	8%
<i>General services-contracted</i>	20,000	4,999	3,360	(1,639)	67%	17%
Total Expense	20,000	4,999	3,360	(1,639)	67%	17%
Surplus/(Deficit)	383,760	95,939	27,654	(68,285)	29%	7%

Variances

Other revenue from own sources

- Fine revenue for March had not been received at the time of this report.



1: Department services

1.1: Our mission

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

1.2: Service areas

Engineering

- Develops and implements capital infrastructure maintenance and upgrade plans using prudent and appropriate asset management practices, completes the necessary infrastructure data collection to support the program development to generate:
 - a multi-year surfacing program; and
 - a multi-year bridge program.
- Leads the project management of the Utilities department engineering projects.
- In conjunction with Road Operations, Agricultural Services and Planning & Development, investigates drainage concerns and develops plans to address issues.
- Reviews and approves design for developments and subdivisions within the County.
- Reviews and approves all applications for third-party utility activities.
- Administers the County's Road use agreements.
- Supports all County 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 2023 roads program contract was awarded at a value of \$3,221,431 (not including Township Road 510).
- The 2023 bridge program contract was awarded at a value of \$2,139,843.
- The Township Road 510 project contract was awarded at a value of \$9,000,000.
- The Sunnybrook lagoon tender was closed.
- The Nisku west pumphouse tender was posted.

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 March 31 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 under-served areas.• Two reports will be available 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.

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 March 31 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">An initial meeting to address capacity limitations in north Nisku has been held with natural gas and power providers.A report on the findings to date will be prepared for the Public Works Committee (PWC) meeting in Q2.

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 March 31 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.

Strategy 3.2

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

Actions	Target dates	Status at March 31 2023	Deliverables and/or key performance indicators
Monitor and report on the rural road network condition rating.	Q3 2023		Completion of rural road inspections.
	Q4 2023		Report showing year-over-year improvement in the rural road network rating. Report provided to Public Works Committee (PWC).

Strategy 3.3

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

Actions	Target dates	Status at March 31 2023	Deliverables and/or key performance indicators
Monitor and report on the pavement network condition rating.	Q3 2023		Year over year improvement on the pavement network rating. Report provided to Public Works Committee.
Implement and update the five-year pavement preservation plan.	Q4 2023		Improved paved road network ratings and plan presented to Public Works Committee.
Evaluate reclamite as a surfacing rehabilitation alternative.	Q3 2023		Evaluation of reclamite pilot areas.

Strategy 3.4

Implement a transportation master plan.

Actions	Target dates	Status at March 31 2023	Deliverables and/or key performance indicators
Complete transportation master plan.	Q1 2023		Transportation master plan approved by Council. <ul style="list-style-type: none">• Presentation of the revised draft Transportation Master Plan for review at a workshop is planned for Q2.

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 March 31 2023	Deliverables and/or key performance indicators
Participate in the Edmonton Metropolitan Region Board's Solid Waste Collaborative.	Q4 2023		Determine potential for regional collaboration regarding solid waste and recycling management. <ul style="list-style-type: none">• Development of solid waste data strategy is underway, developing a framework on how solid waste data will be collected, stored, managed, shared, and used.• Started the Current State Analysis of Regional Organics analysis.

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"> • Reviewed work on the Flood Risk Assessment • Reviewed the Stormwater Action Plan.
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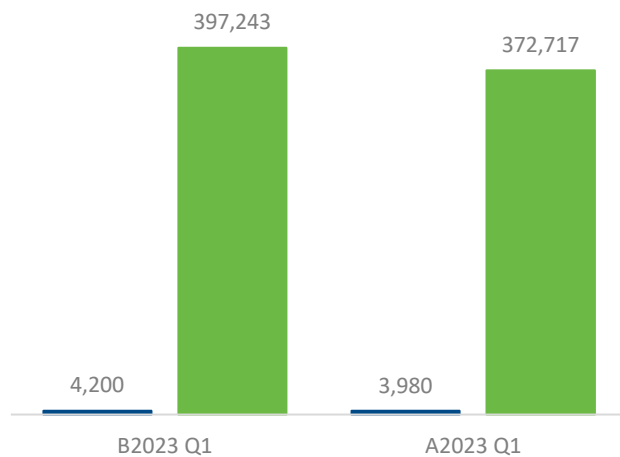
Engineering

Q1 - 2023 Financial Reporting

Department Head - Des Mryglod

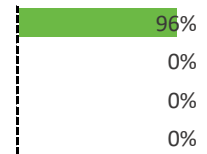
■ REVENUE
■ EXPENSE

% of Q1 Budget

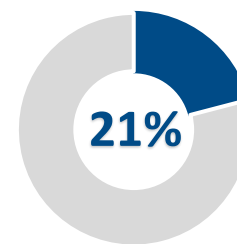


Variance YTD
(\$24,306)

Leadership and administration
Bridge program
Road data collection
Surfacing program



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	12,000	3,000	3,960	960	132%	33%
<i>Other revenue from own sources</i>	2,250	1,200	20	(1,180)	2%	1%
<i>Other transactions</i>	1,455,850	-	-	-	0%	0%
Total Revenue	1,470,100	4,200	3,980	(220)	95%	0%
<i>Earnings & benefits</i>	996,513	254,628	251,864	(2,764)	99%	25%
<i>General services-contracted</i>	167,597	17,334	8,642	(8,692)	50%	5%
<i>Goods, supplies & materials purchased</i>	452,154	115,281	112,210	(3,071)	97%	25%
<i>Financial service charges</i>	1,455,851	-	-	-	0%	0%
Total Expense	3,072,115	387,243	372,717	(14,526)	96%	12%
Surplus/(Deficit)	(1,602,015)	(383,043)	(368,737)	14,306	96%	23%

Variances

No significant variances.

Engineering

Q1 - 2023 Financial Reporting

Bridge program

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	90,000	5,000	-	(5,000)	0%	0%
Total Expense	90,000	5,000	-	(5,000)	0%	0%
Surplus/(Deficit)	(90,000)	(5,000)	-	5,000	0%	0%

Variances

General services-contracted

- Bridge contracted services were budgeted to begin in Q1 but will begin in Q2.

Road data collection

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	9,000	5,000	-	(5,000)	0%	0%
Goods, supplies & materials purchased	-	-	-	-	0%	0%
Total Expense	9,000	5,000	-	(5,000)	0%	0%
Surplus/(Deficit)	(9,000)	(5,000)	-	5,000	0%	0%

Variances

General services-contracted

- The subscription invoice for digital speed signs had not been received at the time of this report.

Surfacing program

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	60,000	-	-	-	0%	0%
Total Expense	60,000	-	-	-	0%	0%
Surplus/(Deficit)	(60,000)	-	-	-	0%	0%

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

- 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

- In total, ten community workshops were held with 115 participants.
- A Mental Health in Agriculture workshop was held with 16 residents participating in a four-hour workshop.
- The third annual virtual Blue Monday variety show hosted 22 participants with a focus on mental health.
- Fifty residents attended two workshops hosted by a senior investigator with the Consumer Investigations Unit and RCMP, in New Sarepta and Thorsby. Attendees received an increased knowledge and awareness of scams and frauds in the community.
- A partnership has been enhanced with the Village of Warburg, to transport residents to FRN programs that are being offered in other communities.
- One hundred fifty-one family members have dropped into the Thorsby FRN site in Q1, to engage with staff and access family games and crafts.
- Thirty-two new referrals have been received to date for in-home family support.

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 March 31 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		Ten to fifteen 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.
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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 March 31 2023	Deliverables and/or key performance indicators
A senior assisted transportation program will be implemented.	Q2 2023		A subsidy program will be developed that will assist seniors with supported transportation services. <ul style="list-style-type: none"> A program plan will be presented to Council on May 9.
	Q4 2023		A pilot transportation service will be created to support County seniors.

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 March 31 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"> Two community workshops are planned in Q2. An event is being planned for Indigenous Peoples Day on June 21, in partnership with Rundles Mission.

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 March 31 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.

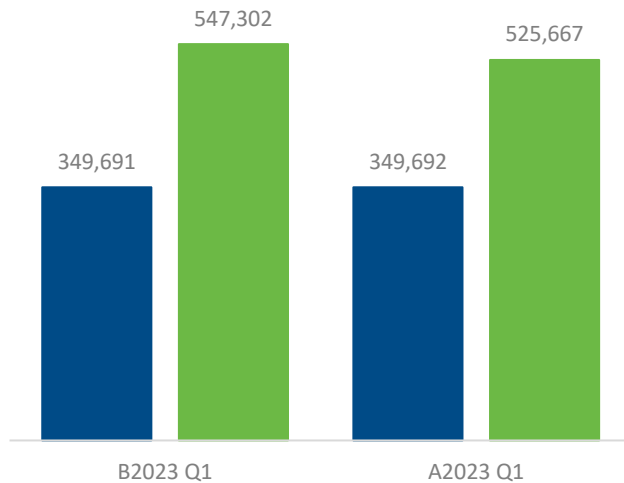
Family and Community Support Services

Q1 - 2023 Financial Reporting

Department Head - Dean Ohnysty

■ REVENUE
■ EXPENSE

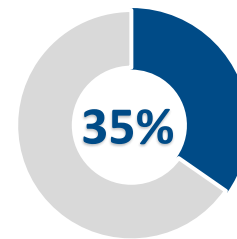
% of Q1 Budget



Variance YTD
\$21,636

Leadership and administration	41%
Annual family and community support	92%
Bridges FASD (Fetal alcohol spectrum disorder)	91%
Family resource network	134%

% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Conditional grants from other governments	474,774	118,693	118,693	-	100%	25%
Other transactions	50,000	-	-	-	0%	0%
Total Revenue	524,774	118,693	118,693	-	100%	23%
Earnings & benefits	149,037	38,096	37,872	(224)	99%	25%
General services-contracted	6,860	1,805	-	(1,805)	0%	0%
Goods, supplies & materials purchased	1,750	186	440	254	236%	25%
Reserves, transfers & grants	103,000	103,000	90,500	(12,500)	88%	88%
Total Expense	260,647	143,087	128,812	(14,275)	90%	49%
Surplus/(Deficit)	264,127	(24,394)	(10,119)	14,275	41%	-4%

Variances

Reserves, transfers & grants

- The grant to STARS was budgeted in Q1 but paid in Q2 to align with their year-end.

Family and Community Support Services

Q1 - 2023 Financial Reporting

Annual family and community support

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	427,621	107,604	102,130	(5,474)	95%	24%
General services-contracted	93,750	19,283	11,889	(7,394)	62%	13%
Goods, supplies & materials purchased	8,300	875	1,939	1,064	222%	23%
Reserves, transfers & grants	87,877	15,000	14,750	(250)	98%	17%
Total Expense	617,548	142,762	130,708	(12,054)	92%	21%
Surplus/(Deficit)	(617,548)	(142,762)	(130,708)	12,054	92%	21%

Variances

General services-contracted

- Program expenses budgeted in Q1 will be spent in Q2 and Q3.

Bridges FASD (Fetal alcohol spectrum disorder)

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Conditional grants from other governments	234,000	58,500	58,500	-	100%	25%
Total Revenue	234,000	58,500	58,500	-	100%	25%
Earnings & benefits	284,875	72,474	71,901	(573)	99%	25%
General services-contracted	11,220	2,576	1,687	(889)	65%	15%
Goods, supplies & materials purchased	4,400	200	144	(56)	72%	3%
Total Expense	300,495	75,250	73,732	(1,518)	98%	25%
Surplus/(Deficit)	(66,495)	(16,750)	(15,232)	1,518	91%	23%

Variances

No significant variances.

Family and Community Support Services

Q1 - 2023 Financial Reporting

Family resource network

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Conditional grants from other governments</i>	689,992	172,498	172,499	1	100%	25%
<i>Total Revenue</i>	689,992	172,498	172,499	1	100%	25%
<i>Earnings & benefits</i>	723,230	182,343	182,112	(231)	100%	25%
<i>General services-contracted</i>	45,090	2,060	7,155	5,095	347%	16%
<i>Goods, supplies & materials purchased</i>	9,400	1,800	1,648	(152)	92%	18%
<i>Total Expense</i>	777,720	186,203	190,916	4,713	103%	25%
<i>Surplus/(Deficit)</i>	(87,728)	(13,705)	(18,417)	(4,712)	134%	21%

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

- Request for proposal for building of new Fire Station at Edmonton Airport was posted and awarded.
- Posted for recruitment of new full-time firefighters, station captains and platoon chief positions.
- Fire Guardian banquet held to thank residents for their service of issuing burning permits for Leduc County during permit season.

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 March 31 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.
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.

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 March 31 2023	Deliverables and/or Key performance indicators
Construct a fire station.	Q4 2023		Fire station construction is completed. <ul style="list-style-type: none">Request for proposal posted and awarded to Scott Builders.Lease with Edmonton Airports drafted and under review.

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 March 31 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 booked for Q2.
Train together as a sub-regional group.	Q2 2023		Three training events were held.

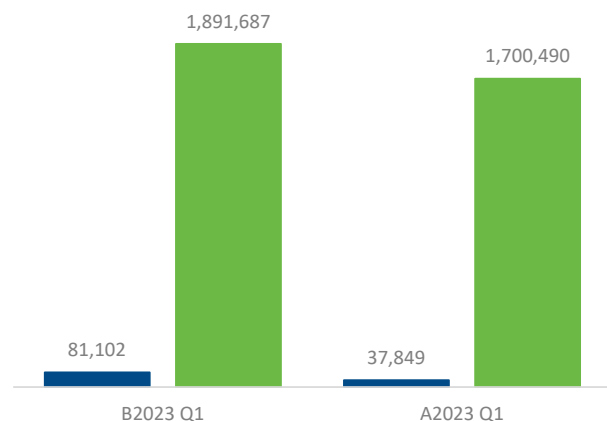
Fire Services

Q1 - 2023 Financial Reporting

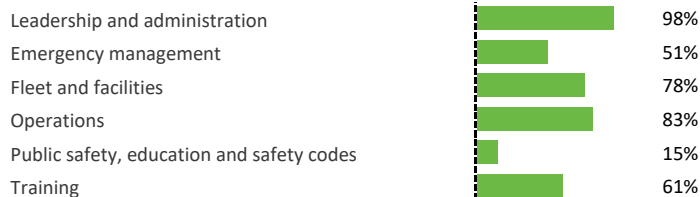
Department Head - Keven Lefebvre

■ REVENUE
■ EXPENSE

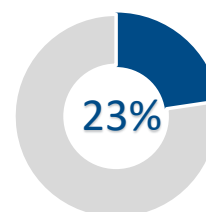
% of Q1 Budget



Variance YTD
(\$147,943)



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	168,000	-	-	-	0%	0%
<i>Sales of goods & services to individuals</i>	58,800	2,199	2,475	276	113%	4%
<i>Other revenue from own sources</i>	4,000	999	-	(999)	0%	0%
Total Revenue	230,800	3,198	2,475	(723)	77%	1%
<i>Earnings & benefits</i>	1,502,923	358,215	363,653	5,438	102%	24%
<i>General services-contracted</i>	104,217	33,391	18,012	(15,379)	54%	17%
<i>Purchases from other governments & agencies</i>	75,000	7,500	3,500	(4,000)	47%	5%
<i>Goods, supplies & materials purchased</i>	19,850	9,459	6,981	(2,478)	74%	35%
<i>Reserves, transfers & grants</i>	3,104,204	780,551	774,550	6,001	99%	25%
<i>Financial service charges</i>	341,842	51,196	51,196	-	100%	15%
Total Expense	5,148,036	1,240,312	1,217,893	(22,419)	98%	24%
Surplus/(Deficit)	(4,917,236)	(1,237,114)	(1,215,418)	21,696	98%	25%

Variances

General services-contracted

- Memberships and conference expenses were less than anticipated.

Fire Services

Q1 - 2023 Financial Reporting

Emergency management

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	20,000	-	-	-	0%	0%
<i>Other revenue from own sources</i>	13,750	3,438	1,770	(1,668)	51%	13%
Total Revenue	33,750	3,438	1,770	(1,668)	51%	5%
<i>General services-contracted</i>	96,923	33,403	16,115	(17,288)	48%	17%
<i>Goods, supplies & materials purchased</i>	26,661	8,162	5,057	(3,105)	62%	19%
Total Expense	123,584	41,565	21,172	(20,393)	51%	17%
Surplus/(Deficit)	(89,834)	(38,127)	(19,402)	18,725	51%	22%

Variances

General services-contracted

- Dispatching fees invoice had not been received at the time of this report.
- Repairs and maintenance to equipment was less than anticipated.

Fleet and facilities

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	57,852	14,463	14,393	(70)	100%	25%
Total Revenue	57,852	14,463	14,393	(70)	100%	25%
<i>General services-contracted</i>	361,918	84,502	78,904	(5,598)	93%	22%
<i>Goods, supplies & materials purchased</i>	691,950	161,239	115,065	(46,174)	71%	17%
Total Expense	1,053,868	245,741	193,969	(51,772)	79%	18%
Surplus/(Deficit)	(996,016)	(231,278)	(179,576)	51,702	78%	18%

Variances

Goods, supplies & materials purchased

- Turnout gear was budgeted in Q1 but will be received in Q2.
- Some March invoices for power, gas and equipment and machine parts had not been received at the time of this report.

Fire Services

Q1 - 2023 Financial Reporting

Operations

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 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	55,002	19,210	(35,792)	35%	9%
Total Revenue	266,500	55,002	19,210	(35,792)	35%	7%
<i>Earnings & benefits</i>	1,447,721	318,507	247,482	(71,025)	78%	17%
<i>General services-contracted</i>	1,000	1,000	1,012	12	101%	101%
<i>Purchases from other governments & agencies</i>	75,000	18,750	7,000	(11,750)	37%	9%
<i>Goods, supplies & materials purchased</i>	12,250	3,069	1,705	(1,364)	56%	14%
Total Expense	1,535,971	341,326	257,200	(84,126)	75%	17%
Surplus/(Deficit)	(1,269,471)	(286,324)	(237,990)	48,334	83%	19%

Variances

Sales of goods & services to individuals

- Call volumes for motor vehicle collisions were less than anticipated.
- March motor vehicle collision incidents were not invoiced at the time of this report.

Earnings & benefits

- Hourly pay for March had not been processed at the time of this report.

Public safety, education and safety codes

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 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	1,371	-	(1,371)	0%	0%
Total Expense	6,400	1,371	200	(1,171)	15%	3%
Surplus/(Deficit)	(6,400)	(1,371)	(200)	1,171	15%	3%

Variances

No significant variances.

Fire Services

Q1 - 2023 Financial Reporting

Training

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	20,000	5,001	-	(5,001)	0%	0%
Total Revenue	20,000	5,001	-	(5,001)	0%	0%
<i>General services-contracted</i>	50,000	12,495	6,890	(5,605)	55%	14%
<i>Goods, supplies & materials purchased</i>	35,500	8,877	3,165	(5,712)	36%	9%
Total Expense	85,500	21,372	10,055	(11,317)	47%	12%
Surplus/(Deficit)	(65,500)	(16,371)	(10,055)	6,316	61%	15%

Variances

Sales of goods & services to other governments

- Rentals of the training site were less than anticipated.

General services - contracted

- Maintenance for the training site were less than anticipated.
- Professional development costs were less than anticipated.

Goods, supplies and materials purchased

- Supplies and materials for the training site were less than anticipated.

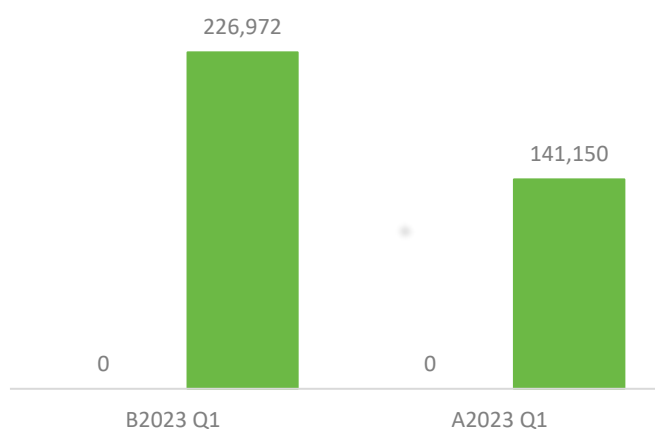
Legislative

Q1 - 2023 Financial Reporting

Department Head - Natasha Wice

■ REVENUE ■ EXPENSE

% of Q1 Budget

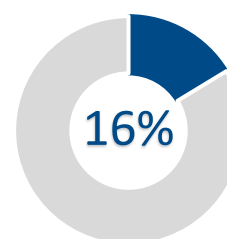


Legislative

62%

Variance YTD
(\$85,822)

% of Annual Budget



Legislative

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	740,522	182,913	123,178	(59,735)	67%	17%
<i>General services-contracted</i>	113,256	42,119	17,217	(24,902)	41%	15%
<i>Goods, supplies & materials purchased</i>	11,760	1,940	755	(1,185)	39%	6%
Total Expense	865,538	226,972	141,150	(85,822)	62%	16%
Surplus/(Deficit)	(865,538)	(226,972)	(141,150)	85,822	62%	16%

Variances

Earnings & benefits

- Hourly pay for March had not been processed at the time of this report.

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

- A new online reservation system has been selected for the 2023 season. Reservations will be accepted starting April 3.
- The Wizard Lake Try It Festival was held with over 700 participants. This event was a result of the strong partnership of volunteers from the Wizard Lake Watershed Association.
- The Village of Warburg was successful in receiving a \$1-million grant from the province for arena upgrades. A funding agreement and project plan is being developed for the next phase of arena redevelopment.
- Several organizations have been successful in receiving grant funding through the support of Leduc County with funding and resource assistance. The Calmar Ag Society and three community playground committees will all be completing their projects in 2023.

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 March 31 2023	Deliverables and/or key performance indicators
An online reservation system will be implemented to support campground reservations services for Leduc County campgrounds.	Q2 2023		Implement an online reservation service for the 2023 camping season. <ul style="list-style-type: none"> • A vendor was selected, and reservations will begin 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 March 31 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 is set for May and will include a public survey for initial resident feedback.
	Q4 2023		A park improvement plan presented to Council.

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 March 31 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 are planned for June in Rolly View and Glen Park.

Goal 4

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

Strategy 3.1

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

Actions	Target dates	Status at March 31 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">A draft plan is currently under review and will be presented to Council in Q2.

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.
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Goal 5

Continue efforts to expand future park space within New Sarepta.

Strategy 3.1

Secure land for future park development.

Actions	Target dates	Status at March 31 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"> Continued conversations are occurring with interested landowners.

Parks and Recreation

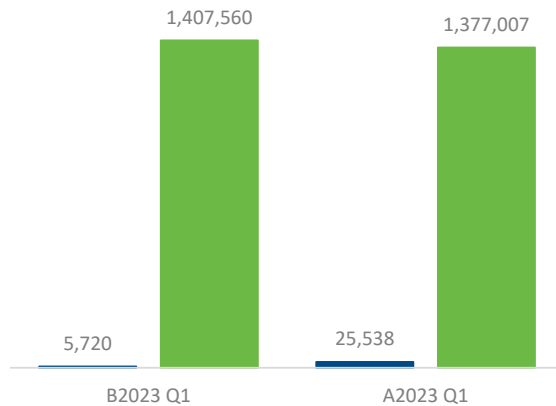
Q1 - 2023 Financial Reporting

Department Head - Dean Ohnysty

■ REVENUE

■ EXPENSE

% of Q1 Budget



Variance YTD
(\$50,371)

Leadership and administration

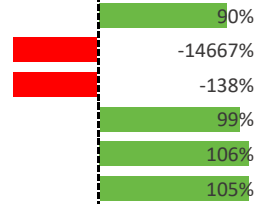
Campground

Day use

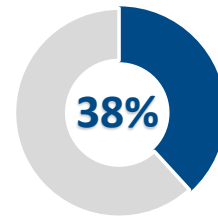
Cost shares

Community development

Library support



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	14,280	-	-	-	0%	0%
Total Revenue	14,280	-	-	-	0%	0%
<i>Earnings & benefits</i>	564,201	145,861	130,157	(15,704)	89%	23%
<i>General services-contracted</i>	42,248	4,288	1,666	(2,622)	39%	4%
<i>Goods, supplies & materials purchased</i>	6,050	1,227	-	(1,227)	0%	0%
<i>Reserves, transfers & grants</i>	56,688	42,408	42,636	228	101%	75%
<i>Financial service charges</i>	419,660	-	184	184	0%	0%
Total Expense	1,088,847	193,784	174,643	(19,141)	90%	16%
Surplus/(Deficit)	(1,074,567)	(193,784)	(174,643)	19,141	90%	16%

Variances

Earnings & benefits

- One vacant position in Q1.

Parks and Recreation

Q1 - 2023 Financial Reporting

Campground

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	298,000	3,975	18,900	14,925	475%	6%
<i>Other revenue from own sources</i>	31,300	545	-	(545)	0%	0%
Total Revenue	329,300	4,520	18,900	14,380	418%	6%
<i>Earnings & benefits</i>	155,922	-	-	-	0%	0%
<i>General services-contracted</i>	61,446	2,565	1,732	(833)	68%	3%
<i>Goods, supplies & materials purchased</i>	67,930	1,637	1,606	(31)	98%	2%
<i>Financial service charges</i>	5,500	424	15	(409)	4%	0%
Total Expense	290,798	4,626	3,353	(1,273)	72%	1%
Surplus/(Deficit)	38,502	(106)	15,547	15,653	-14667%	40%

Variances

Sales of goods & services to individuals

- Initial payments for seasonal camping were budgeted in Q2 but some were received in Q1.

Day use

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	7,800	400	2,579	2,179	645%	33%
<i>Other revenue from own sources</i>	5,000	-	2,200	2,200	0%	44%
<i>Other transactions</i>	22,086	-	-	-	0%	0%
Total Revenue	34,886	400	4,779	4,379	1195%	14%
<i>Earnings & benefits</i>	90,332	-	-	-	0%	0%
<i>General services-contracted</i>	81,958	2,936	1,090	(1,846)	37%	1%
<i>Goods, supplies & materials purchased</i>	48,030	-	179	179	0%	0%
Total Expense	220,320	2,936	1,268	(1,668)	43%	1%
Surplus/(Deficit)	(185,434)	(2,536)	3,510	6,046	-138%	-2%

Variances

No significant variances.

Parks and Recreation

Q1 - 2023 Financial Reporting

Cost shares

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Reserves, transfers & grants</i>	1,998,000	1,099,000	1,084,000	(15,000)	99%	54%
Total Expense	1,998,000	1,099,000	1,084,000	(15,000)	99%	54%
Surplus/(Deficit)	(1,998,000)	(1,099,000)	(1,084,000)	15,000	99%	54%

Variances

No significant variances.

Community development

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	19,250	800	1,860	1,060	232%	10%
Total Revenue	19,250	800	1,860	1,060	232%	10%
<i>Earnings & benefits</i>	125,734	19,569	21,083	1,514	108%	17%
<i>General services-contracted</i>	69,776	7,812	6,615	(1,197)	85%	9%
<i>Goods, supplies & materials purchased</i>	34,000	1,833	4,198	2,365	229%	12%
Total Expense	229,510	29,214	31,896	2,682	109%	14%
Surplus/(Deficit)	(210,260)	(28,414)	(30,036)	(1,622)	106%	14%

Variances

No significant variances.

Library support

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other transactions</i>	-	-	-	-	0%	0%
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	57,000	28,500	32,347	3,847	113%	57%
<i>Goods, supplies & materials purchased</i>	200	-	-	-	0%	0%
<i>Reserves, transfers & grants</i>	49,500	49,500	49,500	-	100%	100%
Total Expense	106,700	78,000	81,847	3,847	105%	77%
Surplus/(Deficit)	(106,700)	(78,000)	(81,847)	(3,847)	105%	77%

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 68 development permit applications and issued 336 safety codes permits in Q1.
- Council approved the Southern Country Residential Area Structure Plan on March 14.
- Amendment was completed to the Land Use bylaw related to rural wedding and agriculture event facilities on Feb. 14.
- Lead the Leduc County response to the Creekside Solar application to the Alberta Utilities Commission.
- The Intermunicipal Liaison Committee (ILC) held meetings with the Town of Calmar and the Village of Warburg to review the Intermunicipal Development Plan (IDP) and Intermunicipal Collaboration Framework (ICF).
- Ongoing participation of Planning and Development staff in the new permitting system implementation project.

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 March 31 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, 2023, with the final report due June 30, 2023.

Strategy 1.2

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

Actions	Target dates	Status at March 31 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 March 31 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 March 31 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 Q1.

Strategy 3.2

Maintain current intermunicipal frameworks with our neighbor communities.

Actions	Target dates	Status at March 31 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">• February 24, 2023, the joint ILC endorsed for approval by respective Councils the revisions proposed to the Village of Warburg/Leduc County IDP and ICF.• February 27, 2023, the joint ILC endorsed for approval by respective Councils the revisions proposed to the Town of Calmar/Leduc County IDP and ICF.• March 14, 2023, Council gave first reading to repeal and replace the Leduc County/Village of Warburg IDP and repeal the ICF.

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 March 31 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 being revised.Enforcement sections being drafted.Nisku Business Park districts review/rewrite underway.
	Q1 - Q4 2023		Conduct public participation activities to gather input from across the County. <ul style="list-style-type: none">Open houses planned for June, August, and October.
	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.

Strategy 4.2

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

Actions	Target dates	Status at March 31 2023	Deliverables and/or Key performance indicators
Create a new area structure plan for the unplanned area of North Nisku.	Q3 2023		Provide a report to Council summarizing the background and analysis component of the project. <ul style="list-style-type: none">Administration has initiated meetings with landowners and stakeholders.
Completion of the Central Nisku Area Redevelopment Plan.	Q3 2023		Adoption of the plan by Council. <ul style="list-style-type: none">Completion expected summer 2023.
Carry out interim review of the Leduc County Municipal Development Plan.	Q3 2023		Report to Council for consideration of first reading.

			<ul style="list-style-type: none"> Administration held workshop discussions with Council.
	Q3 2023		Regional Evaluation Framework (REF) submission to Edmonton Metropolitan Region Board for evaluation of alignment with Regional Growth Plan.
	Q4 2023		Report to Council for consideration of adoption.

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 March 31 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"> SCO attended private sewage sub-council meeting on Jan. 17. SCO attended electrical utilities sub-council meeting on Feb. 9.

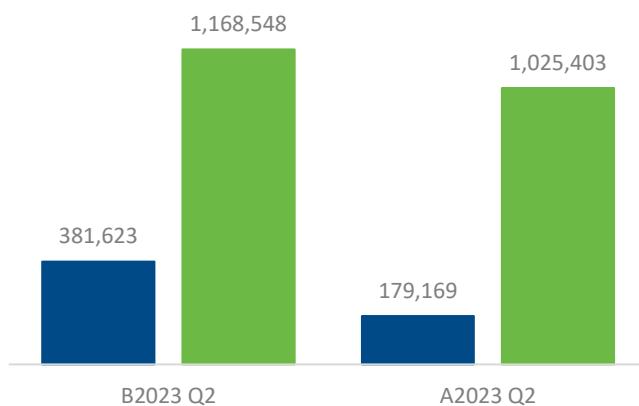
Planning and Development

Q1 - 2023 Financial Reporting

Department Head - Grant Bain

■ REVENUE
■ EXPENSE

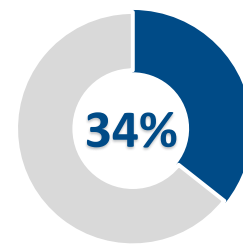
% of Q1 Budget



Variance YTD
\$59,308

Leadership and administration	89%
Development services	101%
Economic development	77%
Regional and long range planning	131%
Safety codes	1650%

% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	284,438	74,204	64,103	(10,101)	86%	23%
General services-contracted	6,600	1,382	2,722	1,340	197%	41%
Goods, supplies & materials purchased	900	369	416	47	113%	46%
Reserves, transfers & grants	10,000	10,000	10,000	-	100%	100%
Financial service charges	19,000	3,330	1,947	(1,383)	58%	10%
Total Expense	320,938	89,285	79,189	(10,096)	89%	25%
Surplus/(Deficit)	(320,938)	(89,285)	(79,189)	10,096	89%	25%

Variances

Earnings & Benefits

- One vacant position in Q1.

Planning and Development

Q1 - 2023 Financial Reporting

Development services

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	92,000	22,825	18,986	(3,839)	83%	21%
<i>Other revenue from own sources</i>	80,000	19,997	15,255	(4,742)	76%	19%
Total Revenue	172,000	42,822	34,241	(8,581)	80%	20%
<i>Earnings & benefits</i>	938,077	242,814	236,313	(6,501)	97%	25%
<i>General services-contracted</i>	72,440	4,471	7,872	3,401	176%	11%
<i>Goods, supplies & materials purchased</i>	3,733	2,982	-	(2,982)	0%	0%
Total Expense	1,014,250	250,267	244,185	(6,082)	98%	24%
Surplus/(Deficit)	(842,250)	(207,445)	(209,945)	(2,500)	101%	25%

Variances

No significant variances.

Economic development

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	5,000	-	-	-	0%	0%
<i>Other transactions</i>	500,000	-	-	-	0%	0%
Total Revenue	505,000	-	-	-	0%	0%
<i>Earnings & benefits</i>	450,856	118,902	97,781	(21,121)	82%	22%
<i>General services-contracted</i>	46,854	7,341	11,476	4,135	156%	24%
<i>Purchases from other governments & agencies</i>	115,000	115,000	54,982	(60,018)	48%	48%
<i>Goods, supplies & materials purchased</i>	3,500	249	262	13	105%	7%
<i>Reserves, transfers & grants</i>	598,592	98,592	98,592	-	100%	16%
Total Expense	1,214,802	340,084	263,092	(76,992)	77%	22%
Surplus/(Deficit)	(709,802)	(340,084)	(263,092)	76,992	77%	37%

Variances

Earnings & benefits

- One vacant position in Q1.

Purchases from other governments & agencies

- A portion of the Edmonton Global shareholder payment budgeted in Q1 will be paid by Q3.

Planning and Development

Q1 - 2023 Financial Reporting

Regional and long range planning

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	541,458	137,181	135,940	(1,241)	99%	25%
General services-contracted	22,146	5,886	2,519	(3,367)	43%	11%
Purchases from other government & agencies	48,782	-	49,994	49,994	0%	102%
Goods, supplies & materials purchased	1,500	650	80	(570)	12%	5%
Total Expense	613,886	143,717	188,532	44,815	131%	31%
Surplus/(Deficit)	(613,886)	(143,717)	(188,532)	(44,815)	131%	31%

Variances

Purchases from other governments & agencies

- The 2023 Edmonton Metropolitan Regional Board contribution was budgeted in Q2 but paid in Q1.

Safety codes

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to other government	4,500	-	446	446	0%	10%
Sales of goods & services to individuals	3,500	800	429	(371)	54%	12%
Other revenue from own sources	1,489,048	338,001	144,053	(193,948)	43%	10%
Total Revenue	1,497,048	338,801	144,928	(193,873)	43%	10%
Earnings & benefits	1,194,956	310,995	238,987	(72,008)	77%	20%
General services-contracted	119,212	27,797	11,417	(16,380)	41%	10%
Goods, supplies & materials purchased	6,953	6,403	-	(6,403)	0%	0%
Total Expense	1,321,121	345,195	250,404	(94,791)	73%	19%
Surplus/(Deficit)	175,927	(6,394)	(105,476)	(99,082)	1650%	-60%

Variances

Other revenue from own sources

- Permit revenue was less than anticipated in Q1 but is expected to increase.

Earnings & benefits

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

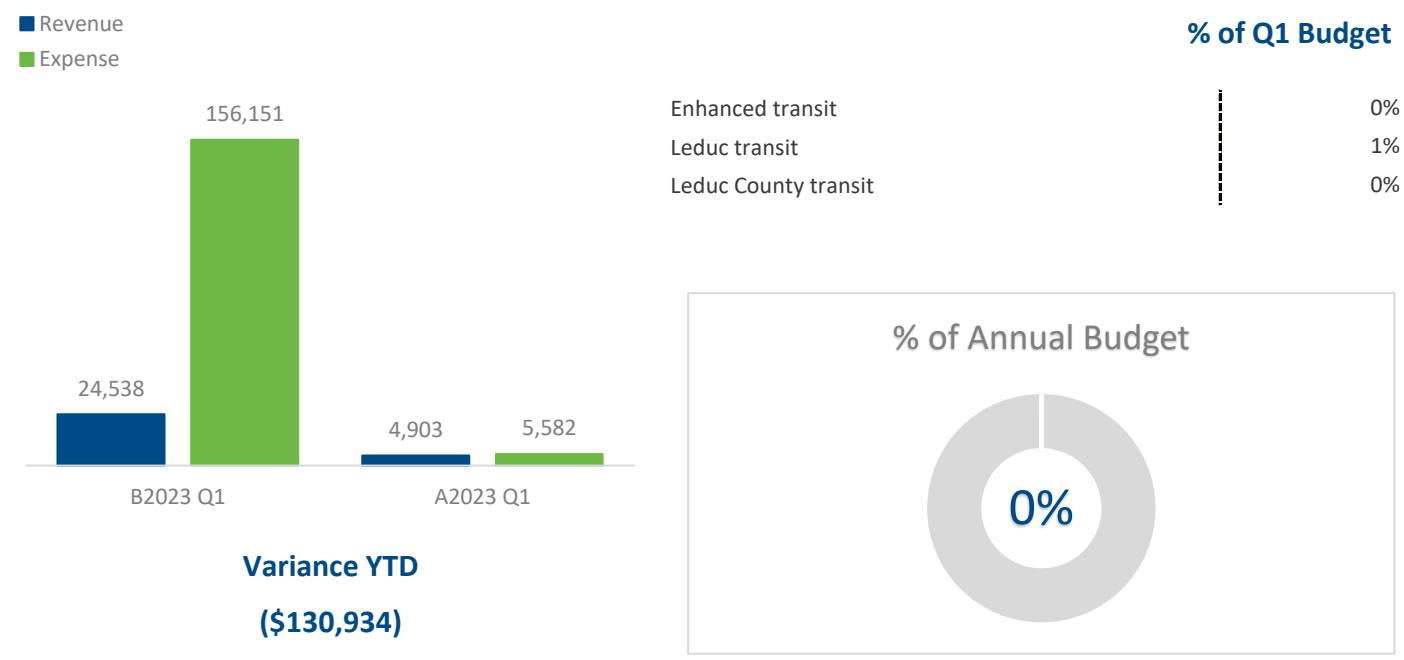
General services-contracted

- Inspection mileage expense claims had not been received at the time of this report.
- Contracted safety codes officer expenses were less than anticipated.

Public transit

Q1 - 2023 Financial Reporting

Department Head - Des Mryglod



Enhanced transit

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 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

Q1 - 2023 Financial Reporting

Leduc transit

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	82,682	20,670	-	(20,670)	0%	0%
<i>Sales of goods & services to individuals</i>	14,500	3,868	4,903	1,035	127%	34%
Total Revenue	97,182	24,538	4,903	(19,635)	20%	5%
<i>General services-contracted</i>	24	6	6	-	100%	25%
<i>Purchases from other governments & agencies</i>	598,307	149,527	5,543	(143,984)	4%	1%
<i>Goods, supplies & materials purchased</i>	1,000	250	-	(250)	0%	0%
<i>Financial service charges</i>	185	50	33	(17)	66%	18%
Total Expense	599,516	149,833	5,582	(144,251)	4%	1%
Surplus/(Deficit)	(502,334)	(125,295)	(679)	124,616	1%	0%

Variances

Sales of goods & services to other governments

- Q1 transit revenue had not been received at the time of this report.

Purchases from other governments & agencies

- The Q1 invoice had not been received at the time of this report.

Leduc County transit

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	24,691	6,318	-	(6,318)	0%	0%
Total Expense	24,691	6,318	-	(6,318)	0%	0%
Surplus/(Deficit)	(24,691)	(6,318)	-	6,318	0%	0%

Variances

Earnings & benefits

- Earnings and benefits had not been allocated to Leduc County transit 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

- Develops strategic direction for Road Operations programs, projects and services.
- Provides leadership for the Road Operations department.
- Collaborates with other County departments to ensure efficient delivery of services to residents.
- Monitors Road Operations programs, projects and services to deliver projects on time and on budget.
- Manages county road-use activities by residents and companies:
 - road-use agreements
 - road bans and road permitting
 - road closures

Operations

- Maintains Leduc County's roadway network:
 - Gravel roads (1,734 km)**
 - rural roads initiative (shoulder pulls, 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 (395 km)**
 - major asphalt repair
 - summer maintenance (crack sealing, street sweeping, pot hole/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.
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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

- Collaborated with the City of Beaumont on road maintenance of Township Road 505 and Range Road 244 to assist a Road Use Agreement with hauling for new subdivisions being developed in the area.
- 2022/2023 winter gravelling program completed on March 13 and program evaluation is underway.
- Service agreements for the following spring and summer programs initiated:
 - Street sweeping
 - Rural road initiatives
 - Cracksealing
 - Line painting
- Spring servicing of motor graders and tandem trucks initiated.

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 March 31 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">• 2023 program development started.• Service agreement finalized.
Establish a sign post replacement plan for future year implementation.	Q2 2023		A new standard established and condition assessment of current inventory completed to inform a 2024 implementation plan budget ask.

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 March 31 2023	Deliverables and/or key performance indicators
Complete the major asphalt and cold mix repair program.	Q4 2023		Complete major repairs on asphalt failures on main roads.
Complete reclamite projects.	Q4 2023		Complete year three of our three-year reclamite trial on Township Road 503 and complete one last link road with reclamite. <ul style="list-style-type: none">2023 program planning underway.
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">Servicing contracts signed.
Evaluate and compare traditional pothole patching program and injection patcher program.	Q3 2023		Based on findings, develop program plan for each type of maintenance activity. <ul style="list-style-type: none">Pothole patching started the week of March 20.

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 March 31 2023	Deliverables and/or key performance indicators
Enhance asset management program to include a heavy equipment asset class.	Q3 2023		A heavy equipment asset management plan approved by the Asset Management Committee. <ul style="list-style-type: none">Heavy equipment condition assessments started March 20.

Goal 3

Serve residents and visitors with continuous improvement of department services.

Strategy 3.1

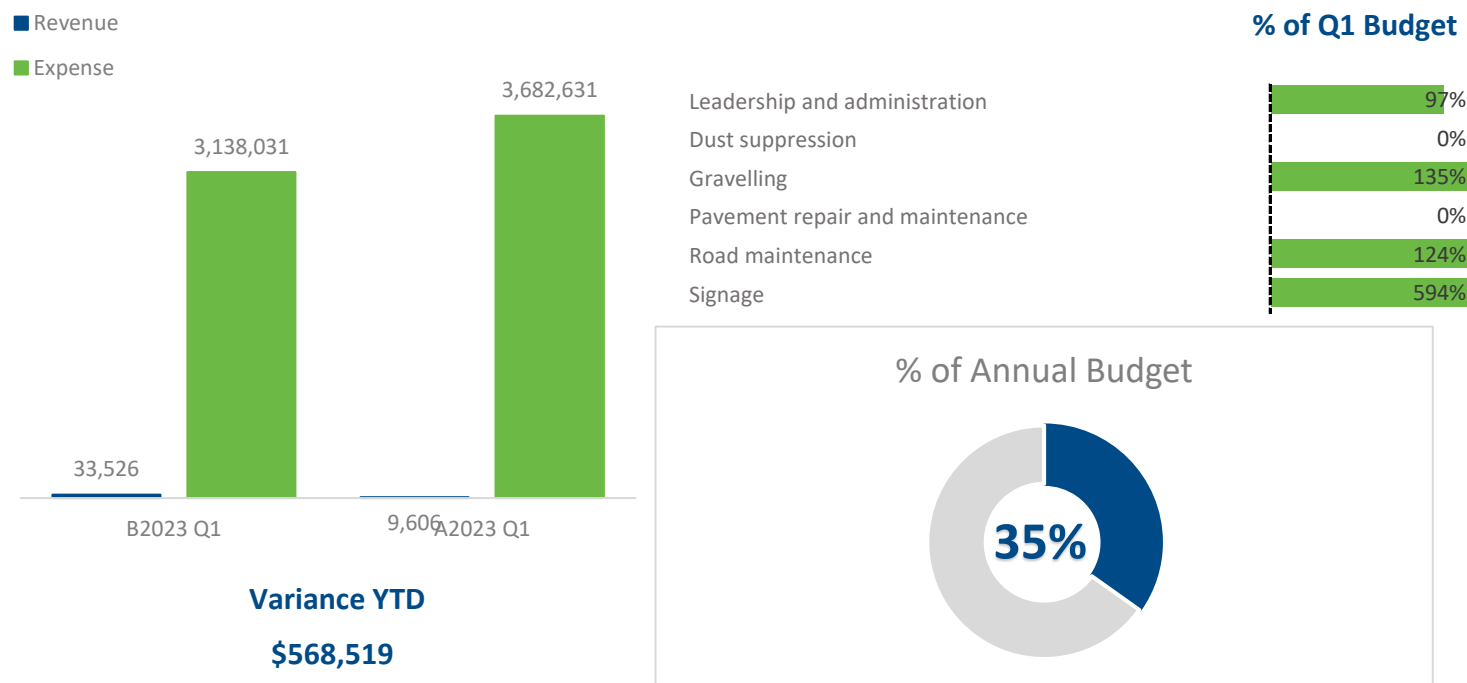
Review current processes to gain efficiencies.

Actions	Target dates	Status at March 31 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">• Online dust control applications ready to go live on April 1.
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 May 25.

Road Operations

Q1 - 2023 Financial Reporting

Department Head - Garrett Broadbent



Leadership and administration

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	36,117	9,117	-	(9,117)	0%	0%
<i>Sales of goods & services to individuals</i>	16,500	5,250	5,400	150	103%	33%
<i>Other revenue from own sources</i>	40,000	10,000	1,749	(8,251)	17%	4%
<i>Other transactions</i>	32,000	9,006	1,848	(7,158)	21%	6%
Total Revenue	124,617	33,373	8,996	(24,377)	27%	7%
<i>Earnings & benefits</i>	4,074,292	987,843	807,593	(180,250)	82%	20%
<i>General services-contracted</i>	393,525	97,886	190,748	92,862	195%	48%
<i>Goods, supplies & materials purchased</i>	1,324,152	272,649	302,537	29,888	111%	23%
<i>Reserves, transfers & grants</i>	40,000	10,000	-	(10,000)	0%	0%
Total Expense	5,831,969	1,368,378	1,300,877	(67,501)	95%	22%
Surplus/(Deficit)	(5,707,352)	(1,335,005)	(1,291,881)	43,124	97%	23%

Variances

Earnings & benefits

- One vacant position in Q1.
- Hourly pay for March had not been processed at the time of this report.

General services - contracted

- Repairs and maintenance for machinery, equipment and vehicles was more than anticipated.
- Rental of equipment was more than anticipated.

Goods, supplies & materials purchased

- Equipment and machine parts were more than anticipated.

Road Operations

Q1 - 2023 Financial Reporting

Dust suppression

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	225,000	-	-	-	0%	0%
Total Revenue	225,000	-	-	-	0%	0%
<i>General services-contracted</i>	30,000	-	-	-	0%	0%
<i>Goods, supplies & materials purchased</i>	579,200	-	-	-	0%	0%
Total Expense	609,200	-	-	-	0%	0%
Surplus/(Deficit)	(384,200)	-	-	-	0%	0%

Variance

No significant variances.

Gravelling

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Conditional grants from other governments</i>	497,174	-	-	-	0%	0%
Total Revenue	497,174	-	-	-	0%	0%
<i>General services-contracted</i>	1,762,262	932,130	1,219,969	287,839	131%	69%
<i>Goods, supplies & materials purchased</i>	1,347,043	673,521	952,133	278,612	141%	71%
Total Expense	3,109,305	1,605,651	2,172,102	566,451	135%	70%
Surplus/(Deficit)	(2,612,131)	(1,605,651)	(2,172,102)	(566,451)	135%	83%

Variance

General services- contracted

- Cash flow of gravelling, more of the annual budget should have been allocated to Q1 rather than Q4.

Goods, supplies & materials purchased

- Cash flow of gravelling, more of the annual budget should have been allocated to Q1 rather than Q4.

Pavement repair and maintenance

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	837,000	-	-	-	0%	0%
<i>Goods, supplies & materials purchased</i>	50,500	-	-	-	0%	0%
Total Expense	887,500	-	-	-	0%	0%
Surplus/(Deficit)	(887,500)	-	-	-	0%	0%

Variance

No significant variances.

Road Operations

Q1 - 2023 Financial Reporting

Road maintenance

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	327,200	66,802	35,310	(31,492)	53%	11%
<i>Goods, supplies & materials purchased</i>	583,950	95,700	165,732	70,032	173%	28%
Total Expense	911,150	162,502	201,042	38,540	124%	22%
Surplus/(Deficit)	(911,150)	(162,502)	(201,042)	(38,540)	124%	22%

Variance

General services-contracted

- The March invoice for contract grading had not been received at the time of this report.

Goods, supplies & materials purchased

- Grader blades were purchased in Q1 due to anticipated price increases but were budgeted in Q2 to Q4.

Signage

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	1,000	153	610	457	399%	61%
Total Revenue	1,000	153	610	457	399%	61%
<i>Goods, supplies & materials purchased</i>	40,000	1,500	8,608	7,108	574%	22%
Total Expense	40,000	1,500	8,608	7,108	574%	22%
Surplus/(Deficit)	(39,000)	(1,347)	(7,998)	(6,651)	594%	21%

Variance

Goods, supplies & materials purchased

- Signs and materials for additional bridge markers were more than anticipated.

1: Department services

1.1: Our mission

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

1.2: Service areas

Water

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

Wastewater

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

Waste Management & Recycling

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

Stormwater Management

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

Contracted Services

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

2: Strategic priorities

Goal 1	Strategic priority – 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.
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4: Department highlights

- Secured funding to install flush points in the Sunnybrook low pressure sewer.
- Issued the tender for the West Nisku reservoir upgrade project.
- Initialization of the Nisku East water transmission line design to serve the demand for East Vistas and north Nisku areas.
- Started the meter upgrade project at the Edmonton International Airport (YEG), as part of our contract.

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 March 31 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">• Capacity analysis is underway.• The project scope was increased to develop a sewer model in support of the Central Nisku Local Area Redevelopment Plan (CNLARP) project.• Budget approval for expanded scope of work will be part of the 2023 final budget.
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.

Goal 2

Build economic resilience.

Strategy 2.1

Implement Wildland Meadows wastewater treatment system local improvement plan.

Actions	Target dates	Status at March 31 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">Local Improvement plan (LIP) approved.Appeal period against the LIP expired.The tender for the wastewater treatment system has been posted.

Strategy 2.2

Continue to support communal water and wastewater systems.

Actions	Target dates	Status at March 31 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 Point subdivisions have been submitted to Minister Wilson, with a request for funding.

Strategy 2.3

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

Actions	Target dates	Status at March 31 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">This project has been initiated and the gap analysis is planned to be completed by Q2, to align with 2024 budget discussions.

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 March 31 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">• Analysis will be provided to Public Works Committee (PWC) in Q2.
	Q2 2023		Investigate costs and feasibility of implementing scan card system or other technologies for transfer station access cards.
	Q3 2023		Investigate cost/resource implications/feasibility of expanded agricultural plastic recycling services.

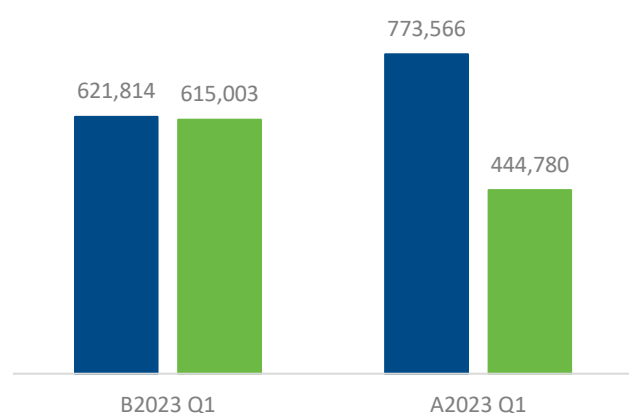
Utilities - Water distribution

Q1 - 2023 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Q1 Budget

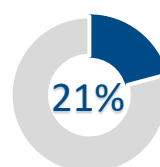


Variance YTD
(\$321,974)

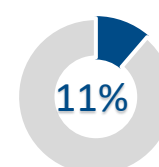
Water distribution

4827%

% of Annual Budget -
Revenue



% of Annual Budget -
Expense



Water distribution

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,162,745	525,431	615,889	90,458	117%	19%
<i>Other revenue from own sources</i>	393,504	96,383	157,677	61,294	164%	40%
<i>Other transactions</i>	149,949	-	-	-	0%	0%
Total Revenue	3,706,198	621,814	773,566	151,752	124%	21%
<i>Earnings & benefits</i>	500,015	104,508	94,400	(10,108)	90%	19%
<i>General services-contracted</i>	505,108	91,191	31,764	(59,427)	35%	6%
<i>Purchases from other governments & agencies</i>	1,373,902	352,233	252,428	(99,805)	72%	18%
<i>Goods, supplies & materials purchased</i>	218,416	52,528	47,990	(4,538)	91%	22%
<i>Reserves, transfers & grants</i>	904,990	14,375	18,089	3,714	126%	2%
<i>Financial service charges</i>	437,727	168	110	(58)	66%	0%
Total Expense	3,940,158	615,003	444,780	(170,223)	72%	11%
Surplus/(Deficit)	(233,960)	6,811	328,785	321,974	4827%	-141%

Variances

Sales of goods & services to individuals

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

Other revenue from own sources

- Contracted services revenues were more than anticipated.
- Penalty revenue and interest on investments were more than anticipated.

General services-contracted

- Repairs to engineering structures, vehicles as well as machinery and equipment has been less than anticipated.
- Rentals of vehicles and equipment were less than anticipated.

Utilities - Water distribution

Q1 - 2023 Financial Reporting

Purchases from other governments & agencies

- The March water purchases invoice had not been received at the time of this report.

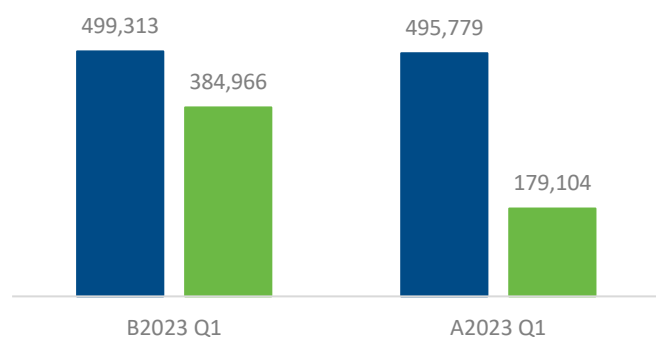
Utilities - Wastewater collection

Q1 - 2023 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Q1 Budget

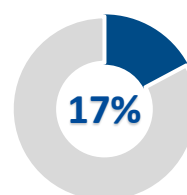


Wastewater collection

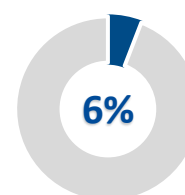
277%

Variance YTD
(\$202,328)

% of Annual Budget -
Revenue



% of Annual Budget -
Expense



Wastewater collection

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,687,809	459,042	444,109	(14,933)	97%	17%
<i>Other revenue from own sources</i>	195,733	40,271	51,669	11,398	128%	26%
Total Revenue	2,883,542	499,313	495,779	(3,534)	99%	17%
<i>Earnings & benefits</i>	347,763	70,167	62,520	(7,647)	89%	18%
<i>General services-contracted</i>	283,727	78,660	34,242	(44,418)	44%	12%
<i>Purchases from other governments & agencies</i>	1,624,036	224,304	65,530	(158,774)	29%	4%
<i>Goods, supplies & materials purchased</i>	62,746	11,835	10,861	(974)	92%	17%
<i>Reserves, transfers & grants</i>	565,270	-	5,951	5,951	100%	1%
<i>Financial service charges</i>	166,462	-	-	-	0%	0%
Total Expense	3,050,004	384,966	179,104	(205,862)	47%	6%
Surplus/(Deficit)	(166,462)	114,347	316,675	202,328	277%	-190%

Variances

Sales of goods & services to individuals

- Sales volumes for Nisku Business Park were more than anticipated.

Other revenue from own sources

- Penalty revenue and interest on investments were more than anticipated.

General services-contracted

- Repairs and maintenance to engineering structures and machinery and equipment were less than anticipated.

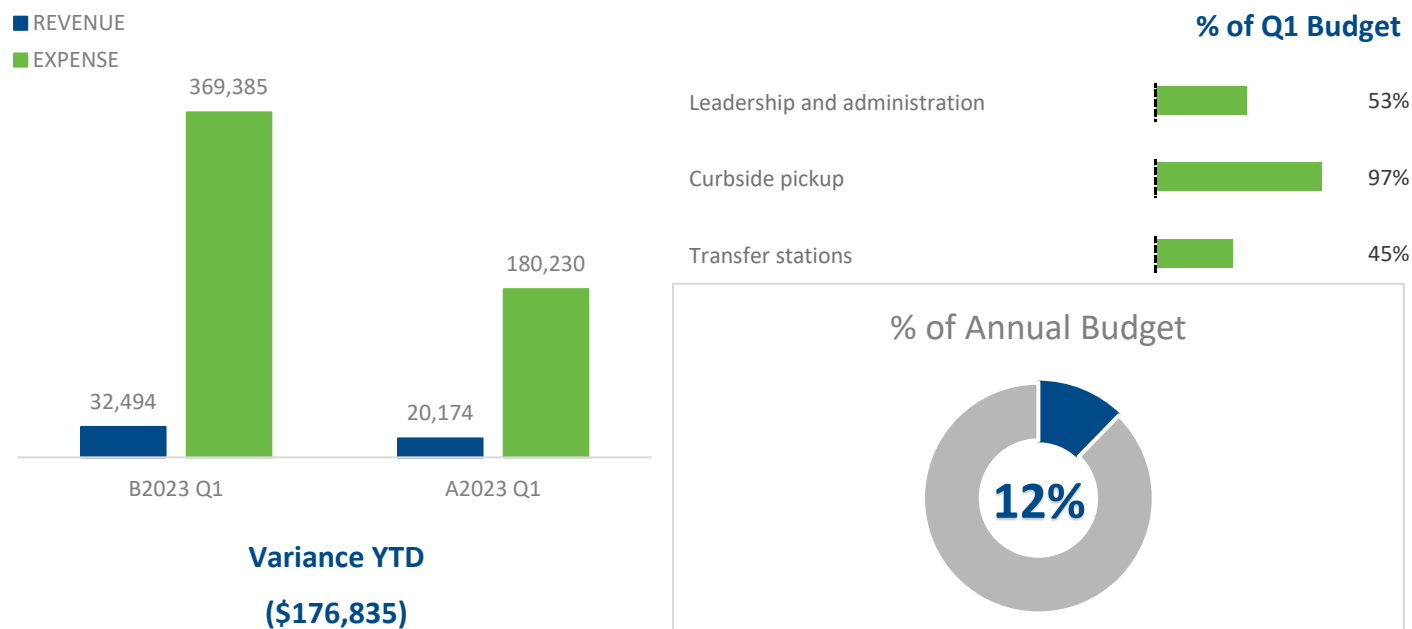
Purchases from other governments & agencies

- The February/March wastewater purchases invoices had not been received at the time of this report.

Utilities - Waste management

Q1 - 2023 Financial Reporting

Department Head - Des Mryglod



Leadership and administration

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Other revenue from own sources	500	126	457	331	363%	91%
Conditional grants from other governments	242,771	-	-	-	0%	0%
Total Revenue	243,271	126	457	331	363%	0%
Earnings & benefits	391,659	94,548	79,861	(14,687)	84%	20%
General services-contracted	58,937	4,747	2,884	(1,863)	61%	5%
Purchases from other governments & agencies	407,053	79,266	13,937	(65,329)	18%	3%
Goods, supplies & materials purchased	9,568	2,391	308	(2,083)	13%	3%
Reserves, transfers & grants	-	-	181	181	0%	0%
Total Expense	867,217	180,952	97,171	(83,781)	54%	11%
Surplus/(Deficit)	(623,946)	(180,826)	(96,714)	84,112	53%	16%

Variances

Earnings & benefits

- One vacant position in Q1.
- Some hourly payroll had not been posted at the time of this report.

Purchases from other governments & agencies

- February and March landfill invoices had not been received at the time of this report.
- Residential landfill charges and building debris costs were less than anticipated; likely due to the tonnage cap implemented in 2022.

Utilities - Waste management

Q1 - 2023 Financial Reporting

Curbside pickup

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	121,992	30,060	19,717	(10,343)	66%	16%
Total Revenue	121,992	30,060	19,717	(10,343)	66%	16%
<i>Earnings & benefits</i>	27,413	2,664	2,200	(464)	83%	8%
<i>General services-contracted</i>	60,129	15,033	5,499	(9,534)	37%	9%
<i>Goods, supplies & materials purchased</i>	-	-	5	5	0%	0%
<i>Reserves, transfers & grants</i>	34,450	-	-	-	0%	0%
Total Expense	121,992	17,697	7,703	(9,994)	44%	6%
Surplus/(Deficit)	-	12,363	12,014	(349)	97%	0%

Variances

Sales of goods & services to individuals

- March utility invoices had not been generated at the time of this report.

General services-contracted

- February and March processing and transportation invoices had not been received at the time of this report.

Transfer stations

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	5,004	1,251	-	(1,251)	0%	0%
<i>Other revenue from own sources</i>	4,216	1,057	-	(1,057)	0%	0%
Total Revenue	9,220	2,308	-	(2,308)	0%	0%
<i>General services-contracted</i>	491,696	121,236	51,178	(70,058)	42%	10%
<i>Purchases from other governments & agencies</i>	184,493	45,738	22,507	(23,231)	49%	12%
<i>Goods, supplies & materials purchased</i>	11,437	3,762	1,672	(2,090)	44%	15%
Total Expense	687,626	170,736	75,356	(95,380)	44%	11%
Surplus/(Deficit)	(678,406)	(168,428)	(75,356)	93,072	45%	11%

Variances

General services-contracted

- Metal recycling invoices for Q1 had not been received at the time of this report.
- February and March processing and transportation invoices had not been received at the time of this report.

Purchases from other governments & agencies

- February and March landfill invoices had not been received at the time of this report.

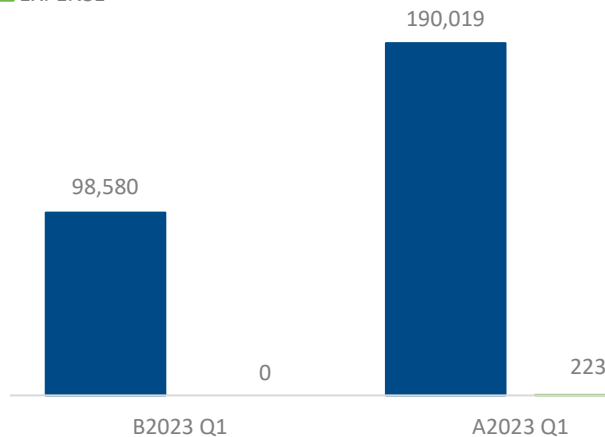
Fiscal Services

Q1 - 2023 Financial Reporting

Department Head - Natasha Wice

■ REVENUE
■ EXPENSE

% of Q1 Budget

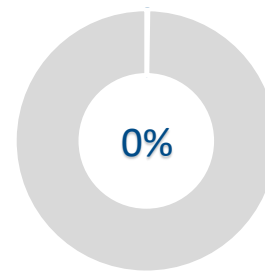


Fiscal services

193%

Variance YTD
(\$91,217)

% of Annual Budget



Fiscal services

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Taxes	76,857,288	-	-	-	0%	0%
Taxes-grant in lieu	124,210	-	-	-	0%	0%
Other revenue from own sources	916,950	98,580	146,945	48,365	149%	16%
Unconditional grants from other	88,000	-	46,120	46,120	100%	52%
Other transactions	264,836	-	(3,046)	(3,046)	-100%	-1%
Total Revenue	78,251,284	98,580	190,019	91,439	193%	0%
Financial service charges	264,836	-	-	-	0%	0%
Other transactions-general	-	-	223	223	100%	0%
Total Expense	264,836	-	223	223	100%	0%
Surplus/(Deficit)	77,986,448	98,580	189,797	91,217	193%	0%

Variances

Other revenue from own sources

- Interest on investments was more than anticipated.

Unconditional grants from other governments

- The landfill rebate was received in Q1 but is budgeted in Q2.

Investment Summary

As at March 31, 2023

Interest received	\$	321,282
Gain/(loss) on sale of investments	\$	-
	\$	<u>321,282</u>

CIBC Portfolio Breakdown	Purchase Price	% of portfolio
Temporary and short-term (less than 1 year)	\$ 65,175	0%
Medium term (between 1 - 10 years)	\$ 36,239,073	87%
Long-term (10+ years)	\$ 5,141,408	12%
	\$ <u>41,445,655</u>	

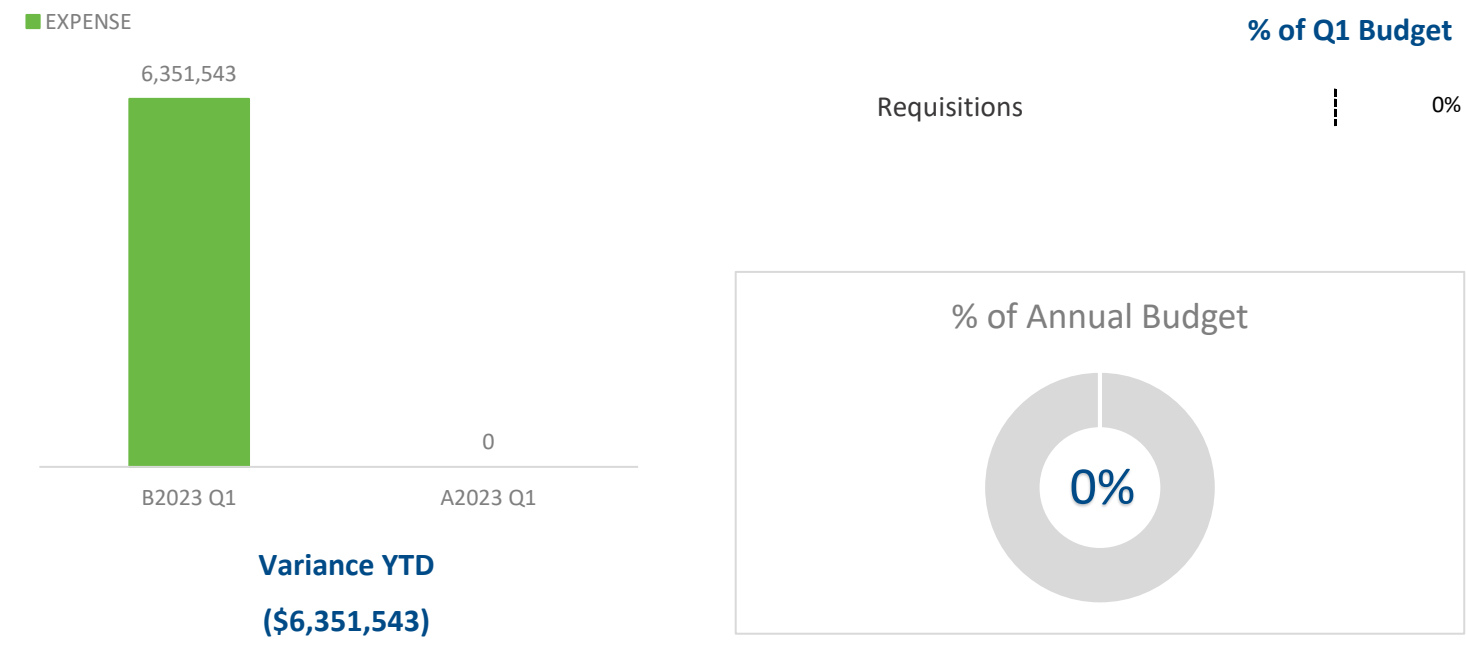
CIBC statement

The investment portfolio remains fully compliant with the approved investment policy and Municipal Government Act. The portfolio is comprised of fully guaranteed bonds that remain well diversified by issuer and maturity. The maturity schedule is setup as a bond ladder and is currently distributed between 1-13 years to reduce the sensitivity to fluctuations in interest rates. Portfolio yields remains very strong with locked-in rates of 1.49% to 8.50% as we were able to take advantage of the rapidly increasing yields in 2022. As inflation begins to cool in 2023 and interest rates peak, the portfolio is well positioned to capture excess gains if rates begin to move lower, but remains fully capable of taking advantage of higher yields should rates continue to rise in the interim.

Requisitions expenditures

Q1 - 2023 Financial Reporting

Department Head - Natasha Wice



Requisitions

Account	2023 budget	2023 Q1 budget	2023 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Reserves, transfers & grants	30,885,064	6,351,543	-	(6,351,543)	0%	0%
Total Expense	30,885,064	6,351,543	-	(6,351,543)	0%	0%
Surplus/(Deficit)	(30,885,064)	(6,351,543)	-	6,351,543	0%	0%

Variances

Reserves, transfers & grants

- The March 31 requisition had not been processed at the time of this report.



2023 Major Project and Capital Project Plan
Quarter 1 Reporting - Funding and Expenditures Summary
For the period ending March 31, 2023

Major Project and Capital Project Summary		Budget	Actual	Variance
	Total	37,093,735	2,956,570	34,137,165
Total Expenditures		37,093,735	2,956,570	34,137,165

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	365,000	359,701	5,299
Other				
	Reserves	2,013,300	2,013,107	193
Total Funding		2,378,300	2,372,808	5,492

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	4,127,008	14,300	4,112,708
Grants				-
	Municipal Sustainability Initiative (MSI) Capital	4,138,192	2,148	4,136,044
	Municipal Sustainability Initiative (MSI) Operating	237,681	-	237,681
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,206,025	-	1,206,025
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	822,707	474,521	348,186
Fees & Rates				-
	Utility Reserves	1,703,618	-	1,703,618
Other				-
	Debenture (Local improvement)	800,000	-	800,000
	Debenture	9,000,000	-	9,000,000
	Reserves	10,292,605	92,793	10,199,812
	Sale/Trade-In	474,000	-	474,000
	Sale/Trade-In Transfer to Reserve	(468,000)	-	(468,000)
	Others	125,349	-	125,349
	Offsite levy	250,000	-	250,000
Total Funding		32,709,185	583,762	32,125,423

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	1,442,600	-	1,442,600
Grants				
	Municipal Sustainability Initiative (MSI) Operating	25,000	-	25,000
Fees & Rates				
	Utility Rate User Pay	45,000	-	45,000
Other				
	Reserves	493,650	-	493,650
Total Funding		2,006,250	-	2,006,250



2023 Major Project Plan

Quarter 1 Reporting - Funding and Expenditures Summary

For the period ending March 31, 2023

Major Project Summary		Budget	Actual	Variance
	Major Projects	3,352,950	891,286	2,461,664
Total Expenditures		3,352,950	891,286	2,461,664

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	365,000	359,701	5,299
Other				
	Reserves	13,300	11,932	1,368
Total Funding		378,300	371,633	6,667

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	555,760	13,100	542,660
Grants				
	Municipal Sustainability Initiative (MSI) Operating	237,681	-	237,681
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	822,707	474,521	348,186
Fees & Rates				
	Utility Rate User Pay	39,000	-	39,000
Other				
	Reserves	593,252	32,032	561,220
Total Funding		2,248,400	519,653	1,728,747

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	162,600	-	162,600
Grants				
	Municipal Sustainability Initiative (MSI) Operating	25,000	-	25,000
Fees & Rates				
	Utility Rate User Pay	45,000	-	45,000
Other				
	Reserves	493,650	-	493,650
Total Funding		726,250	-	726,250

Project #	Project Name	2023 Final Budget	Total expenses as at March 31, 2023	Total Variance	Project Indicator	Status	Status Update
2023-MP-001	Kavanagh landfill reclamation - Year five of five	\$ 23,000	\$ -	\$ 23,000		Work in progress	Ground water testing will be conducted this summer, and berm inspection will be conducted in house by Engineering staff. Final report will be submitted to Alberta Environment in Q4 2023.
2023-MP-002	Intersection Sparrow Drive and Hwy 625 assessment	\$ 20,000	\$ -	\$ 20,000		Work in progress	Contract is awarded and safety analysis is in progress, anticipated completion date is Q3 2023.
2023-MP-003	Municipal Development Plan interim review	\$ 15,000	\$ -	\$ 15,000		No activity	No funds are expected to be used until the public engagement stage in Q3 2023.
2023-MP-004	Recreation cost share capital contributions	\$ 350,000	\$ -	\$ 350,000		Work in progress	A summary of 2023 projects was presented to Council in Q1 2023.
2023-MP-005	Beaumont Sport and Recreation Centre contribution - Payment five of five	\$ 400,000	\$ -	\$ 400,000		No activity	Payment will be made in Q4 2023.
2023-MP-006	2023 Citizen Satisfaction Survey	\$ 35,000	\$ -	\$ 35,000		Work in progress	Project requirements finalized and a vendor selection process initiated.
2023-MP-007 2022-MP-018	Enterprise Content Management (ECM) - CRM permitting systems	\$ 570,000	\$ 9,350	\$ 560,650		Work in progress	Contract awarded for new permitting system software, validation of software configuration against functional requirements and technical process for movement of department records from OnBase are completed.
2023-MP-008	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.
2023-MP-009	Building lifecycle maintenance - Black Gold cost share	\$ 152,500	\$ 3,750	\$ 148,750		Work in progress	Materials purchased, project will start in Q2 and be completed in Q3 2023.
2023-MP-010	Building lifecycle maintenance	\$ 110,000	\$ -	\$ 110,000		Work in progress	Major roof repair is completed and waiting for invoices. The remaining work will start in Q2 and be completed in Q3 2023.
2023-MP-012	Nisku salt shed overhead door	\$ 40,000	\$ -	\$ 40,000		No activity	Project will not be completed in 2023 due to significant cost increase of materials.
2023-MP-013	Labour force analysis	\$ 100,000	\$ -	\$ 100,000		No activity	
2023-MP-014	Replacement of Firefighter Self Contained Breathing Apparatus (SCBA) - Year three of four	\$ 365,000	\$ 359,701	\$ 5,299		Completed	2023 orders were received and put in service in Q1 2023.
2023-MP-018	Sunnybrook flush point installation	\$ 39,000	\$ -	\$ 39,000		Work in progress	Contractor has sourced parts, first calls are anticipated to be completed by the end of April, and flushing of the line is planned to be completed in Q2 2023.
2022-MP-007	Transit needs assessment/feasibility study	\$ 23,750	\$ 3,529	\$ 20,221		Work in progress	Transit study being finalized, the report will be presented at the May Public Works Committee meeting.
2022-MP-008	Recreation and Parks master plan	\$ 20,150	\$ 10,346	\$ 9,804		Work in progress	A draft plan will be presented to Council in Q2 2023.



2023 Major Project Plan
Quarter 1 Reporting
For the period ending March 31, 2023

Project #	Project Name	2023 Final Budget	Total expenses as at March 31, 2023	Total Variance	Project Indicator	Status	Status Update
2021-MP-008 2022-MP-009	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 on Nisku and East Vistas utilities capacity assessment report.
2022-MP-010	Growth hamlets utilities capacity assessment	\$ 2,500	\$ -	\$ 2,500		Work in progress	Final version of the assessment being reviewed, and will be completed in Q2 2023.
2022-MP-016	Agenda management system	\$ 20,000	\$ 18,157	\$ 1,843		Work in progress	License purchase and implementation are in progress, project will be completed in Q3 2023.
2020-MP-015	Southern Country Residential Area Structure Plan (SCRASP)	\$ 6,700	\$ 5,332	\$ 1,369		Completed	
2021-MP-010	Records and Digital Information Plan - Year one implementation	\$ 6,600	\$ 6,600	\$ -		Completed	
2021-MP-016	Business and Entrepreneur Centre (BEC) (formerly Business Retention and Expansion Centre)	\$ 742,500	\$ 474,522	\$ 267,978		Work in progress	Grand opening was on March 24, 2023. Awaiting final invoices.
2023-MP-015	Land use bylaw update	\$ 18,000	\$ -	\$ 18,000		No activity	
2023-MP-016	Financial software review	\$ 25,000	\$ -	\$ 25,000		No activity	
2023-MP-017	County Centre - renovation design	\$ 50,000	\$ -	\$ 50,000		No activity	
2023-MP-019	Nisku and East Vistas utilities capacity assessment	\$ 45,000	\$ -	\$ 45,000		No activity	
Total		\$ 3,352,950	\$ 891,286	\$ 2,461,664			

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



2023 Capital Project Plan
Quarter 1 Reporting - Funding and Expenditures Summary
For the period ending March 31, 2023

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	18,099,600	2,065,284	16,034,316
	Road Program	13,501,435	-	13,501,435
	Bridge Program	2,139,750	-	2,139,750
Total Expenditures		33,740,785	2,065,284	31,675,501

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Other				
	Reserves	2,000,000	2,001,175	(1,175)
Total Funding		2,000,000	2,001,175	(1,175)

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	3,571,248	1,200	3,570,048
Grants				
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,206,025	-	1,206,025
	Municipal Sustainability Initiative (MSI) Capital	4,138,192	2,148	4,136,044
Fees & Rates				
	Utility Reserves	1,664,618	-	1,664,618
Other				
	Debenture (Local improvement)	800,000	-	800,000
	Debenture	9,000,000	-	9,000,000
	Reserves	9,699,353	60,761	9,638,592
	Sale/Trade-In	474,000	-	474,000
	Sale/Trade-In Transfer to Reserve	(468,000)	-	(468,000)
	Others	125,349	-	125,349
	Offsite levy	250,000	-	250,000
Total Funding		30,460,785	64,109	30,396,676

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	1,280,000	-	1,280,000
Other				
	Reserves	-	-	-
Total Funding		1,280,000	-	1,280,000



2023 Capital Project Plan

Quarter 1 Reporting

For the period ending March 31, 2023

Project #	Project Name	2023 Final Budget	Total expenses as at March 31, 2023	Total Variance	Project Indicator	Status	Status Update
2023-CP-001	New Sarepta reservoir, pumphouse and bulk water station upgrade - Design	\$ 230,000	\$ -	\$ 230,000		Work in progress	Procuring consultant is in progress. Design anticipated to start in Q2 2023.
2023-CP-002	Centennial Park campground playground replacement	\$ 60,000	\$ -	\$ 60,000		Work in progress	Project work in progress, installation will be completed in Q3 2023.
2023-CP-003	Sand spreader stands	\$ 100,000	\$ -	\$ 100,000		Work in progress	Request for proposal is completed, vendor is working on retrofitting the stands for the truck and building a parking pad. Project will be completed in Q4 2023 and under budget.
2023-CP-004 2022-CP-002	Replacement of a fire engine	\$ 849,000	\$ -	\$ 849,000		Work in progress	Anticipated delivery date is Q3 2023.
2023-CP-006	Genesee gravel property, remnant of NW1/4 33-50-3-W5M	\$ 2,000,000	\$ 2,001,175	\$ (1,175)		Complete	Over budget due to title insurance premium.
2023-CP-007	Replacement of utility light truck - Unit 1530	\$ 63,000	\$ -	\$ 63,000		Work in progress	Anticipated delivery date is Q2 2023.
2023-CP-008	Replacement of utility light truck - Unit 1710	\$ 63,000	\$ -	\$ 63,000		Work in progress	Anticipated delivery date is Q2 2023.
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	\$ 2,148	\$ 1,447,853		Work in progress	Tender is posted and closing at the end of April. Project anticipated to start in Q2 2023.
2023-CP-012	Sunnybrook wastewater lagoon renewal - Construction (Phase 1)	\$ 80,000	\$ -	\$ 80,000		Work in progress	Proposal has been received and is under review.
2023-CP-013	Folder inserter	\$ 32,600	\$ 1,200	\$ 31,400		Work in progress	The machine was delivered and set up on March 21. Awaiting invoices.
2023-CP-014	Royal Oaks Estates infrastructure deficiencies	\$ 250,000	\$ -	\$ 250,000		Work in progress	Quotes received and being reviewed by Planning and Development.
2023-CP-015	15 avenue storm pond outfall replacement - Engineering	\$ 30,000	\$ -	\$ 30,000		Work in progress	Project design is underway.
2023-CP-016	2023 Bridge program	\$ 1,789,000	\$ -	\$ 1,789,000		Work in progress	See bridge program summary.
2023-CP-017	2023 Road program	\$ 13,395,935	\$ -	\$ 13,395,935		Work in progress	See road program summary.
2023-CP-018	Jubilee Park day use improvements	\$ 125,000	\$ -	\$ 125,000		Work in progress	Selection process for the playground replacement completed, and will be installed in Q3 2023.
2023-CP-019	Signage implementation	\$ 252,000	\$ -	\$ 252,000		Work in progress	Tender is being prepared and will be issued in Q2 2023.
2023-CP-020	Nisku District South Fire Station	\$ 7,850,000	\$ 9,582	\$ 7,840,418		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	Procuring consultant is in progress. Design is anticipated to start in Q2 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 Capital Project Plan

Quarter 1 Reporting

For the period ending March 31, 2023

Project #	Project Name	2023 Final Budget	Total expenses as at March 31, 2023	Total Variance	Project Indicator	Status	Status Update
2023-CP-023	Urban servicing	\$ 545,000	\$ -	\$ 545,000		Work in progress	Utility multi-use compact tractor and winter attachment were delivered in Q2. Wheel loader front-mounted snow blower ordered and will be delivered in Q3. Tandem axle gravel truck ordered and will be delivered in 2024.
2022-CP-004	Tandem gravel/plow/sanding truck	\$ 365,000	\$ -	\$ 365,000		Work in progress	Anticipated delivery date is Q2 2023.
2022-CP-005	Motor grader replacement	\$ 520,000	\$ -	\$ 520,000		Work in progress	Anticipated delivery date is Q2 2023.
2022-CP-006	Motor grader replacement	\$ 520,000	\$ -	\$ 520,000		Work in progress	Anticipated delivery date is Q2 2023.
2022-CP-007	Nisku west pump station upgrade - design	\$ 12,500	\$ 2,148	\$ 10,353		Work in progress	Carry forward from 2022 for tender administration work which includes tender support, bid evaluation and award.
2022-BF-008	BF 75572 RR 271 BTW TR 494 and Hwy 39	\$ 350,750	\$ -	\$ 350,750		Work in progress	Right of way land purchase under negotiation.
2022-CP-014	Wildland Meadows wastewater system project	\$ 817,500	\$ 26	\$ 817,474		Work in progress	Local Improvement Plan approved during February 14 Council meeting. Tender is advertised, and will close in Q2 2023. Borrowing and tax bylaws scheduled for Council meetings in Q2 2023.
2021-CP-001	Nisku Septage Receiving Station (Transfer Station) Improvements	\$ 62,000	\$ -	\$ 62,000		Work in progress	Received quote from Carmacks for asphalt concrete pavement work. Site review is anticipated in August after the completion of road improvement. Remaining amount is to cover safety barriers if required after the site review.
2020-RD-014	Township Road 510 Design (Nisku Spine Road to County Limit)	\$ 105,500	\$ -	\$ 105,500		Work in progress	Design in progress, will be completed in Q2, 2023.
2012-103	Land expropriation - Nisku Spine Road	\$ 310,000	\$ 49,006	\$ 260,994		Work in progress	Awaiting schedule for land and property rights tribunal hearing.
Total		\$ 33,740,785	\$ 2,065,284	\$ 31,675,501			

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



2023 Road Program

Quarter 1 Reporting
For the period ending March 31, 2023

Project #	Traffic Volume (AADT*)	From	To	Work Description	2023 Final Budget	Total Expenses as at March 31, 2023	Variance	Project Indicator	Status	Status Update
Major Roads										
2023-RD-001				Design	\$ 50,000	\$ -	\$ 50,000		Work in progress	Project will start after the preliminary 2024 budget is reviewed.
2023-RD-002	8,070	Nisku Spine Road	RR 243	Re-construction	\$ 9,000,000	\$ -	\$ 9,000,000		Work in progress	Tender awarded, project will start in Q2 2023.
Total					\$ 9,050,000	\$ -	\$ 9,050,000			
Rural Roads										
2023-RD-003	445	RR 272	RR 273	Rehabilitation	\$ 750,330	\$ -	\$ 750,330		Work in progress	Tender awarded, project will start in Q2 2023.
2023-RD-004	568	Hwy 795	RR 271	Full Rehabilitation	\$ 780,100	\$ -	\$ 780,100		Work in progress	Tender awarded, project will start in Q2 2023.
2023-RD-005	338 420 - Summer peak	Hwy 795	RR 271	Maintenance	\$ 280,000	\$ -	\$ 280,000		No activity	Project will start in Q2 2023.
2023-RD-006					\$ 1,000,000	\$ -	\$ 1,000,000		No activity	Project will start in Q2 2023.
Total					\$ 2,810,430	\$ -	\$ 2,810,430			
Subdivisions										
2023-RD-007	110, and 233 at RR 15			Rehabilitation	\$ 835,130	\$ -	\$ 835,130		Work in progress	Tender awarded, project will start in Q2 2023.
2023-RD-008	84			Repair	\$ 160,375	\$ -	\$ 160,375		Work in progress	Tender awarded, project will start in Q2 2023.
Total					\$ 995,505	\$ -	\$ 995,505			
Nisku										
2023-RD-009		Airport Road	65 Ave	Design	\$ 150,000	\$ -	\$ 150,000		Work in progress	Project will be completed in Q2 2023.
2023-RD-010	483	41 Ave	41 Ave	Construction	\$ 390,000	\$ -	\$ 390,000		Work in progress	Engineering design in progress, will be completed in Q2 2023. Construction will start in Q3 2023.
Total					\$ 540,000	\$ -	\$ 540,000			
Carry forward projects										
2022-RD-014				Design	\$ 105,500	\$ -	\$ 105,500		Work in progress	Design in progress, will be completed in Q2, 2023.
2012-103				Land expropriation	\$ 310,000	\$ -	\$ 310,000		Work in progress	Awaiting schedule for land and property rights tribunal hearing.
Total					\$ 415,500	\$ -	\$ 415,500			
Total road program					\$ 13,811,435	\$ -	\$ 13,811,435			

*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 1 Reporting

For the period ending March 31, 2023

In order of priority

BF 72211 Range Road 15 between Township Road 484 and 490	2023-BF-001	61	NE 30-48-1-W5	Culvert	Replacement	35m	\$ 460,000	\$ -	\$ 460,000		Work in progress	Engineering in progress, more detailed information will be provided in Q2 2023.
BF 72265 Range Road 264 between Township Road 500 and 502	2023-BF-002	30	SW 9-50-26-W4	Bridge Structure	Maintenance	27m	\$ 320,140	\$ -	\$ 320,140		Work in progress	Tender awarded, project will start in Q3 2023, and be completed in Q4 2023.
BF 08509 Township Road 500 between Range Road 43 and 42	2023-BF-003	150	SW 3-50-4-W5	Culvert	Maintenance	18m	\$ 72,278	\$ -	\$ 72,278		Work in progress	Tender awarded, project will start in Q3 2023, and be completed in Q4 2023.
BF 85317 Township Road 492 between Range Road 24 and 25	2023-BF-004	40	NE 8-49-2-W5	Culvert	Replacement	35m	\$ 400,000	\$ -	\$ 400,000		Work in progress	Engineering in progress, more detailed information will be provided in Q2 2023.
BF 00905 Township Road 490 between Range Road 255 and 260	2023-BF-005	480	NE 31-48-25-W4	Bridge Structure	Maintenance	38m	\$ 185,650	\$ -	\$ 185,650		Work in progress	Tender awarded, project will start in Q3 2023, and be completed in Q4 2023.
BF 08512 Range Road 264 between Township Road 490 and 492	2023-BF-006	26	NW 9-49-26-W4	Bridge Structure	Maintenance	28m	\$ 60,344	\$ -	\$ 60,344		Work in progress	Tender awarded, project will start in Q3 2023, and be completed in Q4 2023.
BF 06940 Township Road 484 between Range Road 265 and 271	2023-BF-007	75	NE 24-48-27-W4	Bridge Structure	Maintenance	26m	\$ 117,292	\$ -	\$ 117,292		Work in progress	Tender awarded, project will start in Q3 2023, and be completed in Q4 2023.
BF 70082 Township Road 482 between Range Road 12 and 13	2023-BF-008	46	NE 10-48-1-W5	Bridge Structure	Maintenance	28m	\$ 67,381	\$ -	\$ 67,381		Work in progress	Tender awarded, project will start in Q3 2023, and be completed in Q4 2023.
BF 74970 Range Road 12 north of intersection with Township Road 500	2023-BF-009	10	SE 3-50-1-W5	Culvert	Maintenance	15m	\$ 73,967	\$ -	\$ 73,967		Work in progress	Tender awarded, project will start in Q3 2023, and be completed in Q4 2023.
BF 13993 Township Road 482 between Range Road 22 and 23	2023-BF-010	30	NW 10-48-2-W5	Culvert	Maintenance	12m	\$ 31,948	\$ -	\$ 31,948		Work in progress	Tender awarded, project will start in Q3 2023, and be completed in Q4 2023.
Total							\$ 1,789,000	\$ -	\$ 1,789,000			

Carry forward projects

BF 75572 RR 271 BTW TR 494 and Hwy 39	2022-BF-008	153	NW 25-49-27-W4	Bridge culvert	Replacement	35m	\$ 350,750	\$ -	\$ 350,750		Work in progress	Right of way land purchase under negotiation.
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Total carry forward **\$ 350,750** **\$ -** **\$ 350,750**

Total bridge projects **\$2,139,750** **\$ -** **\$2,139,750**

* 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 1 Reporting

For the period ended December 31, 2023

	Actual balance as at Dec. 31, 2022	Applied 2023 actual	Additions 2023 actual	Actual balance as at Mar. 31, 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	-	-	8,427,341.74
Utilities	2,038,714.40	-	8,246.93	2,046,961.33
	26,935,892.31	0.00	8,246.93	26,944,139.24

8,246.93

Net change in reserves



Capital Fund Reserve Schedule

Quarter 1 Reporting

For the period ended December 31, 2023

	Actual balance as at Dec. 31, 2022	Applied 2023 actual	Additions 2023 actual	Actual balance as at Mar. 31, 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	-	23,498.54	3,043,635.69
Utilities	3,948,746.76	-	15,973.32	3,964,720.08
	22,359,621.35	-	39,471.86	22,399,093.21

39,471.86

Net change in reserves