
REPORT NAME

2023 Quarter 2 Reporting, ending June 30, 2023.

RECOMMENDATION

That Council accept the report and attachments as information.

IMPLICATIONS

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

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

Amount of funding required: n/a

Funding source: n/a

BACKGROUND

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

The reporting includes:

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

ATTACHMENTS

- 2023 Quarter 2 Reporting



Quarterly report

2023 Q2 Report

June 30, 2023

Table of contents

County Highlights

Corporate Plan

Departmental quarterly reports

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

Major and Capital Project Plans

Operating Reserve Schedule

Capital Reserve Schedule

Strategic and Operational Plan and Indicators

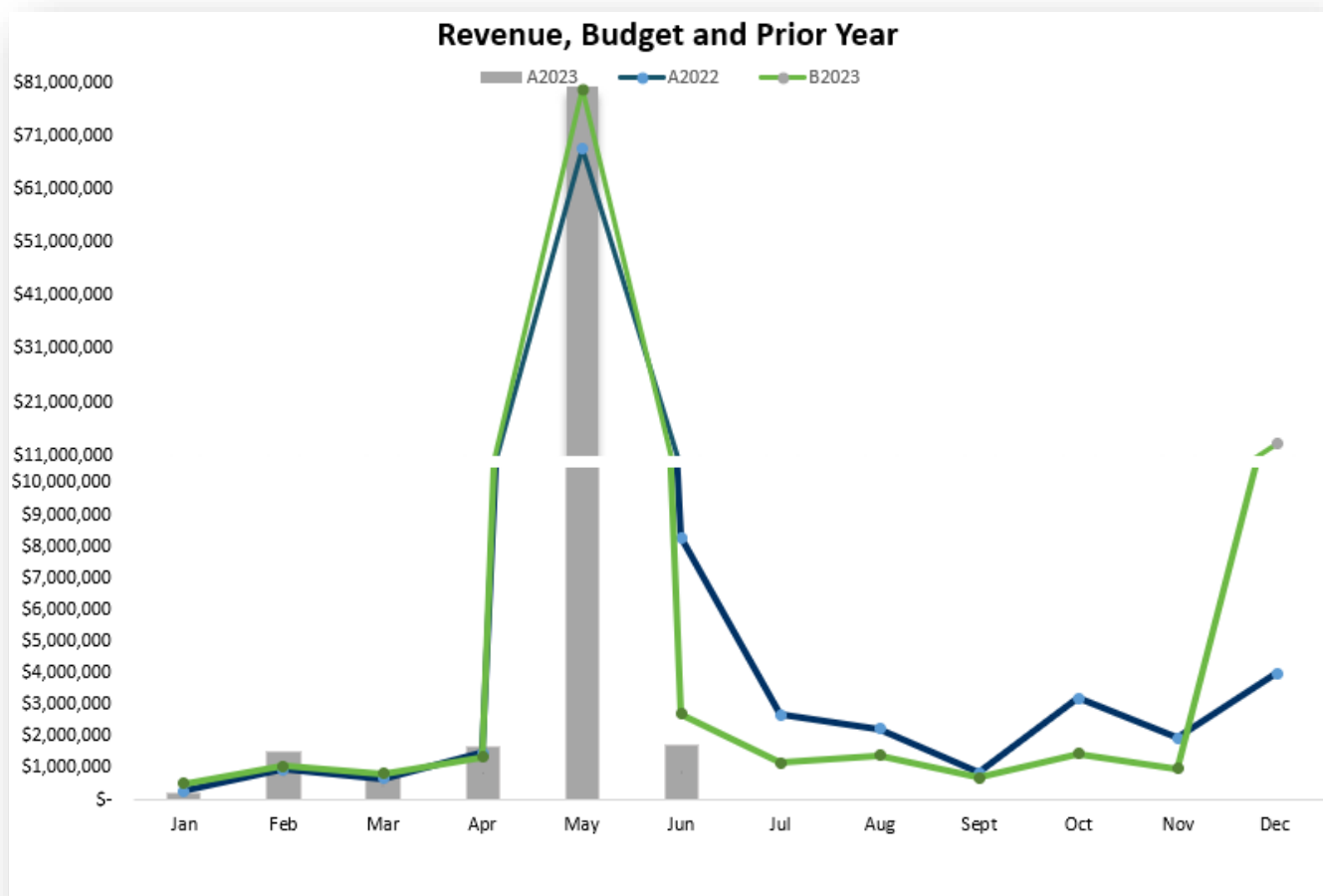
Indicator	Progress Description
	Action completed
	Action initiated
	Action not completed or initiated
	Action deferred or is no longer being worked on

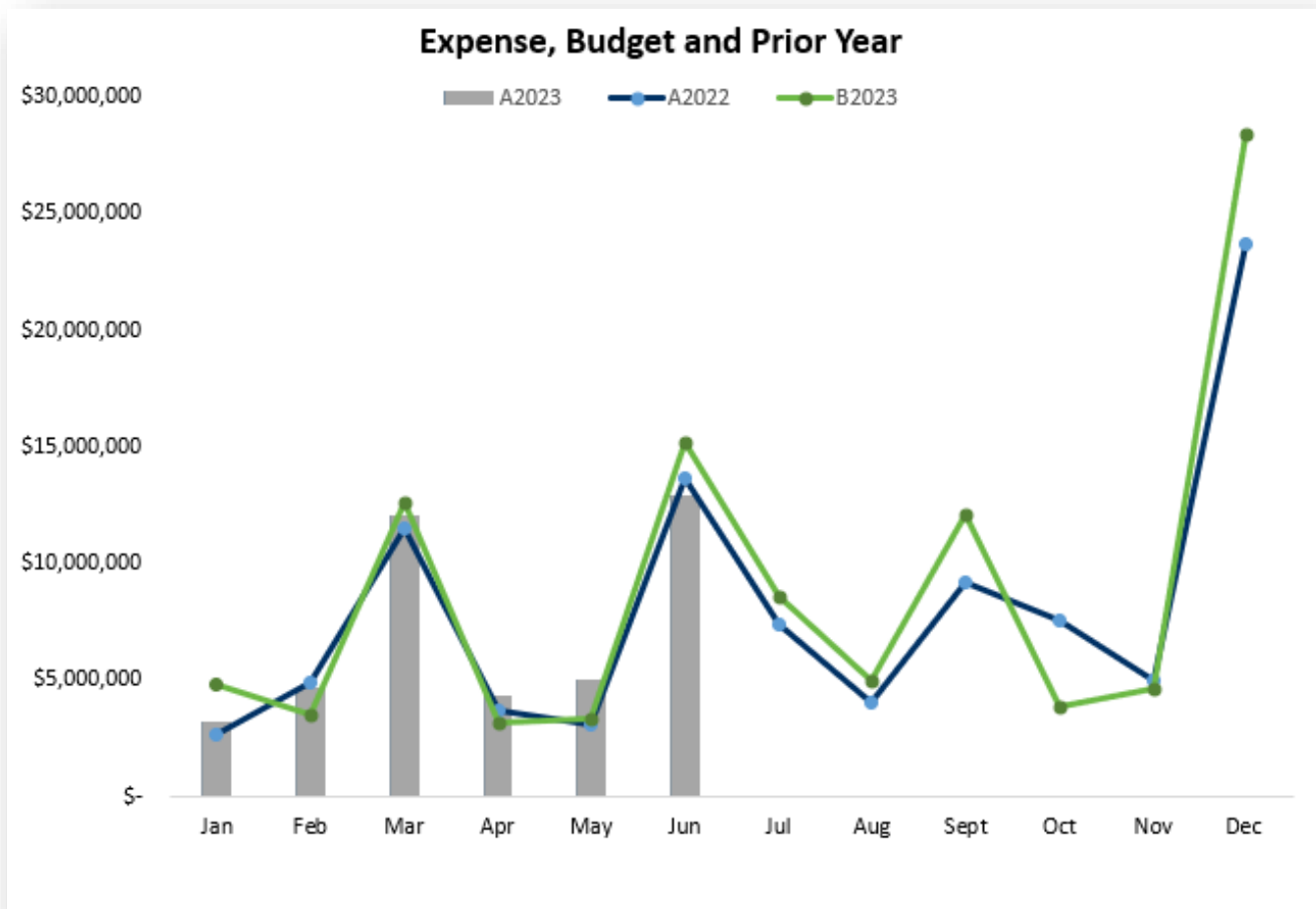
Q2 Highlights

- Council approved the 2022 audited financial statements on April 11.
- Council approved the 2023 final budget on April 25 and subsequently 11,385 Property Assessment and Tax notices were mailed in May.
- Collected \$59,906,631 (76%) of tax revenue at the front counter as of June 30. An additional \$14,177,555 (18%) is anticipated through the Tax Installment Payment Plan (TIPP) by December. The TIPP program has increased from 1,244 rolls in 2016 to 1,782 in 2023.
- In late April and early May, Fire Services responded to 68 wildfires across the County. Three of those fires resulted in evacuation orders for some of our residents. Our crews worked tirelessly to control the wildfires; approximately 70 firefighters spent 2,555 hours controlling fires in May alone with Road Operation's staff contributing approx. 253 hours and Agricultural Services staff 180 hours to support the response. No homes were lost and all evacuated residents were able to return to their homes after a few days.
- Groundbreaking and commencement of construction started for the new fire station at the Edmonton International Airport YEG.
- *Your Say Leduc County* - Leduc County's new public participation website launched on June 7.
- Public participation opportunities included:
 - Citizen satisfaction survey was conducted from May 22 to June 19; 512 responses received. Results are being compiled and will be shared in Q3.
 - Land Use Bylaw phase two public participation: June 9 to Nov. 2, 2023
 - First of four open houses held June 21; 70 attendees participated.
 - Input is being collected online and in-person.
 - Conducted a survey for the Revisioning Yardley Jones Park project from May 1 to June 2. A what we heard report was shared on June 16.
 - Public hearing: Village of Warburg and Leduc County Intermunicipal Development Plan (IDP) and Intermunicipal Collaboration Framework (ICF) (April 25).
 - Public hearing: removal of municipal reserve designation (May 9).
 - Public hearing: Town of Calmar and Leduc County IDP and ICF (June 13).
 - Public hearing: Town of Thorsby and Leduc County IDP and ICF (June 13).
 - Made in Leduc County – coinciding with the launch of the new public participation website, we began a campaign for **Made in Leduc County** – collecting recipes for a Leduc County cookbook.
- The Township Road 510 project Phase 1 is partially completed and open to traffic.
- Planning and Development department coordinated the County's participation in the Alberta Utilities Commission hearing for the Creekside solar project.
- Two Leduc County Day events were held. One at the Rolly View Community Hall on June 14 and the other at Glen Park Hall on June 22; approximately 175 residents attended the events.
- Alternative Land Use Services (ALUS) provided support to 137 additional acres for producers to restore and protect wetlands within their land for their ecological benefit. The ALUS program is a joint program between the County of Wetaskiwin and Leduc County.

- To date, 167 tax returns have been filed for our residents, with support from staff in the Family Community Support Services department, with over \$1.3 million in government benefits and refunds.
- Over 275 participants attended programs and events including volunteer appreciation, Seniors' Week, Mental Wellness, and Cybersecurity for Older Adults.
- Twenty-four new referrals have been received to date for in-home family support.
- Calmar and Thorsby junior high students attended Community Helpers sessions with topics related to healthy relationships, boundaries, and mental wellness.
- An Indigenous Peoples Day event was held in partnership with Rundles Mission. One hundred students from Calmar, Thorsby and Warburg attended the celebration that included traditional games, dancing, and a tipi teaching.
- As of July 1, 1,118 individuals or families have made a reservation at Jubilee Park Campground comprising 2,326 nights camped.
- A 12-week ball hockey program was held in New Sarepta with 52 youth participating.
- Street sweeping program – began May 6 and was completed May 27.
- First round of the dust control program began May 30 and was completed June 12.

Revenues and expenditures





Health and Safety

- Onboarding and Health and Safety training of seasonal staff was completed.
- Health and safety held its first open house for mind and body for staff.

Health and Safety had three proclamations approved by Council for the National Day of Mourning, Safety and Health week, and Mental Health week.

	Q2 Total	YTD
Number of hazards identified	2	3
Number of near misses	3	11
Number of incidents	15	19
Number of safety meetings conducted	8	15
Number of lost time days	0	0

Definitions

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

Real estate market activity

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

Division	VACANT LOT SALES				IMPROVED LOT SALES		
	Number of sales	Property type	Parcel size (acres)	Median value/acre	Number of sales	Property type	Median improved value
1	5	Residential parcel	1-6	\$50,000	9	Rural residential	\$620,000
					1	New Sarepta	\$415,000
2	1	Residential parcel	3	\$86,020	3	Rural residential / Multi-lot	\$642,000
					2	Large rural parcel	\$1,047,500
3*	6	Residential lot	Lot	\$221,635	4	Rural residential / Multi-lot	\$497,500
	5	Farmland	75-145	\$3,100	1	Large rural parcel	\$610,000
					2	Royal Oaks	\$850,500
4					3	Rural residential	\$505,000
					2	Large rural parcel	\$987,500
5	1	Residential parcel	3.5	51,155	3	Rural residential	\$385,000
	4	Farmland	79-160	\$5,675			
6	1	Lake Lot	Lot	\$111,000	1	Rural residential	\$482,750
	2	Residential parcel	2-20	\$19,680	1	Large rural parcel	\$900,000
	3	Farmland	55-160	\$3,640	1	Lake lot	\$555,750
7	1	Rural residential	15	\$7,525	2	Rural residential	\$812,500
	3	Farmland	49-160	\$2,733			
Nisku	4	Non-residential land	1-5	\$589,300	11	1-60 acre parcels with buildings	\$4,200,000 ²
Total sales	36				47		

* Division 3 does not include Nisku Business Park

2022 Q2 Vacant Sales 39

2022 Q2 Improved Sales 37

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	Project is complete.
Teck Alberta 14 bay office/warehouse	Project is complete.
RMA addition (offices and meeting spaces)	Roof trusses installed, exterior walls sheathed.
A6 Holdings storage building	Construction is complete.
Storage Vault Canada	Construction has started.
Can Industrial	Project is complete.
Rocor Holdings	Insulation and vapour barrier installed.
Monarch/York Realty	Project is complete.
Liquids Transloading	Walls are up and roof is complete, stairwells installed.
Pioneer Skies (arena)	Interior work progressing, sprinklers installed.
Pioneer Skies (bldg. 1)	Base building is almost complete. Tenant improvements have begun.
Plains West	Steel and roof system 90% up, roof covering in progress.
Pioneer Skies (bldg. 2)	Base building progressing, tenant improvements have begun.
Monarch Equities	Construction complete for Swift Oilfield; awaiting final paperwork.
Makloc Buildings	Insulation and vapour barrier complete.
Copper Tip Energy	Project is nearing completion.
Pioneer Skies (bldg. 1)	Permit issued for interior tenant improvements for Yokohama Tire.
Capital Region SW Water Commission	Work is progressing.
MTT Recycling	Permit issued for storage addition
Leading Manufacturing	Permit issued for addition (offices)
Pioneer Skies	Permit issued for In-Line Flow tenant improvement

Permits

Development permits	2022 Q2 Totals	2023 Q2 Totals	2023 YTD
Received	117	116	184
Issued	92	110	151
Refused	6	2	7
Closed/withdrawn	2	6	7

Building permits	2022 Q2 Totals	2023 Q2 Totals	2023 YTD	Fees YTD per cent of total annual budget (annual budget \$1,300,000)
Issued	97	110	153	
Est. construction value	\$63,343,760	\$28,624,054	\$39,868,099	
Fees	\$401,624	\$157,937	\$249,221	19.17%

Safety codes permits	2022 Q2 issued	2023 Q2 issued	2023 YTD issued	2022 Q2 Fees	2023 Q2 Fees	2023 YTD Fees	Fees YTD per cent of total annual budget (annual budget \$188,000)
Electrical	169	175	309	\$37,668	\$34,652	\$67,406	
Gas	90	89	192	\$12,054	\$8,300	\$18,813	
Plumbing	93	68	116	\$11,026	\$9,110	\$14,597	
Private sewage	20	26	34	\$3,437	\$3,822	\$5,175	
Total	372	358	651	\$64,185	\$55,884	\$105,991	56.38%

YTD (year to date)

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

Whistleblower complaints

	Q2 Total	YTD
Number of complaints received	0	0

Debt Services limit



2022 – 2025 Strategic Plan

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

2022-2023 high-priority strategies

Goal	High-priority strategy	Actions to date
Engaged community	Increase communication with residents to ensure they are well informed of our services.	<ul style="list-style-type: none"> The Leduc County Resident Guide was developed and approved in 2022. The guide is distributed to residents who are new to the County and is also available on our website. A public participation email newsletter was created and is sent out on a weekly basis to approximately 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 was launched in May 2023. A public participation website, Your Say Leduc County, was launched in June 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 Q3 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 were held. One at the Rolly View Community Hall on June 14 and Glen Park Hall on June 22 and approximately 175 residents attended the events. The Family Resource Network partnered with Rundles Mission to host an Indigenous Peoples' Day event on June 21, 2023.

Deep Community Connections

Goal	Actions to date
Maintain a safe county.	<ul style="list-style-type: none"> In 2022, Enforcement Services conducted a total of 7,184 hot spot proactive patrols, 664 dedicated traffic stops, 1,109 patrols on banned roads and 121 cargo securement traffic stops. Leduc County advocated to the Government of Alberta's Minister of Transportation to complete safety assessments at the intersection of Highway 2A and Glen Park Road, as well as the intersection of Highway 795 and Glen Park Road. The request was approved in 2022, however, no further updates have been received at this time.
Work with community partners to meet the needs of County seniors.	<ul style="list-style-type: none"> A new senior's grant funding program was approved in the 2023 interim budget to encourage and support community initiatives for seniors that could include social programming, health and recreation activities and events that support community connectivity. Applications were received from local organizations and grants in the amount of \$15,000 were approved for 2023.

	<ul style="list-style-type: none"> In 2022, a total of 54 households have accessed over 1,500 hours of subsidized housekeeping. This program supports individuals and families to continue to live in their homes in their senior years. A senior assisted transportation 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 Q3 2023. See actions identified under 2022-2023 high-priority strategies.
Promote the historic roots of Leduc County.	<ul style="list-style-type: none"> A cultural day event was hosted in partnership with the Rolly View Community Association on Sept. 17, 2022. In June 2023, Council approved grant funding for the Sunnybrook Athletic Association to support a 100-year anniversary celebration event.

A Robust Economy

Goal	Actions to date
Increase investment attraction.	<ul style="list-style-type: none"> An Investment Strategy was approved by Council in April 2023.
Build economic resilience.	<ul style="list-style-type: none"> The County received federal funding from Prairies Economic Development Canada (PrairiesCan) through the Canada Coal Transition Initiative to conduct a feasibility study on re-purposing the former Nisku Recreation Centre into a business retention and expansion facility. In 2022, work was done to repurpose the building and will be the County's platform and facility for nurturing new and diverse economic growth in the region. Various business support initiatives were implemented in Q1 2023 such as: <ul style="list-style-type: none"> Launched a new business focused website – www.leduccountybusiness.com. Initiated new business support programs such as peer to peer mentorship and business visitation.
Enable increased economic growth and diversification with partners' assistance.	<ul style="list-style-type: none"> In 2022, work was done to repurpose the Nisku Recreation Centre building into a Business and Entrepreneur Centre (BEC). The BEC will be the County's platform and facility for nurturing new and diverse economic growth in the region. The BEC has held several business events including the Leduc County Business Summit and the facility's grand opening in March 2023.
Explore methods of providing increased public transportation.	<ul style="list-style-type: none"> 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. Held two <i>Getting into Horticulture</i>: one workshop for <i>Perspectives in Planning</i> and one for <i>Managing Pests and Problems in Horticulture Crops</i> in Q1 2023 with 165 registrants combined for both sessions.

	<ul style="list-style-type: none"> • Planning <i>A Taste of Leduc County</i> event with a farm-to-table dinner, bus tour and market in Q3 2023 to showcase local food production. • Planning CanadaGAP webinar for Q4 delivery (multi-week webinar).
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 Q3 2023. • The Township Road 510 project commenced in May 2023.
Establish an effective transportation network to further advance economic development in Leduc County.	<ul style="list-style-type: none"> • Completed work on the next phase of the Nisku Spine Road (between Township Road 510 south to Highway 625) with ribbon cutting ceremony and road opening on Oct. 28, 2022. This phase opens up more than 1,250 acres of currently vacant lands for development, which has the potential to create between 14,000 to 29,000 jobs and generate \$1.2 to \$2.3 billion in employment income. • 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. • Next phase of public participation for the Land Use Bylaw update commenced in June 2023 and an open house was held on June 21.
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. • Ongoing collaboration with our regional municipal neighbours on Intermunicipal Collaboration Frameworks, Intermunicipal Development Plans, intermunicipal cost share and service agreements.
Promote environmental, social and governance (ESG) principles.	<ul style="list-style-type: none"> • 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

- Council approved the 2022 audited financial statements on April 11.
- Council approved the 2023 final budget on April 25.
- Hired a consultant to execute the citizen satisfaction survey in Q2 and received 512 responses. Results are being compiled and will be shared in Q3.
- Executive Leadership team held meetings with seven departments in Q2 as part of their commitment to meet with each department twice per year.
- Ongoing planning for the expansion of the full-time fire service in the Nisku Fire District.
- *Your Say Leduc County* - Leduc County's new public participation website launched in Q2.
- Intergovernmental relations provided nine sets of speaking notes, six briefing packages to council, coordinated eight government relations meetings, hosted a government relations meeting with eleven government bodies, coordinated input for the Rural Municipalities of Alberta Quasi-Judicial Agencies

Member survey, and researched provincial government platform and priorities for alignment to the County's strategic plan, and investment strategy.

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 June 30 2023	Deliverables and/or key performance indicators
Realign organizational structure to build internal capacity to fulfill this work.	Q1 2023		Recruit for intergovernmental positions. <ul style="list-style-type: none"> Conducted recruitment for the new manager position and the position was filled in March. Intergovernmental coordinator position was filled in Q2.
Enhance advocacy strategy.	Q1 2023		Communicate advocacy plan and actions to date to the public via the website. <ul style="list-style-type: none"> Work initiated to evaluate and adjust advocacy tactics as needed. Advocacy plan discussion scheduled in Q3 at a Governance and Priorities meeting.
	Ongoing		Further develop and refine tactics to support advocacy strategy and adjust as needed to address emerging issues/realities. <ul style="list-style-type: none"> This work is ongoing, and the intergovernmental work group is developing briefs for Council as needed. Updates are provided monthly at the Governance and Priorities meeting.

Goal 2

Create an engaged community.

Strategy 2.1

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

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Conduct citizen satisfaction survey.	Q2 2023		Complete survey. <ul style="list-style-type: none"> Survey was delivered in Q2 with 512 residents participating.

	Q3 2023		Communicate results of the survey to staff and the public. <ul style="list-style-type: none"> Results are being compiled and will be shared in Q3.
	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 June 30 2023	Deliverables and/or key performance indicators
Update Council's 2022 – 2025 strategic plan to revise high priority strategies.	Q3 2023		Workshop held with Council to discuss their high priority strategies for 2023-2024. <ul style="list-style-type: none"> First workshop held with Council on June 22. Second workshop planned for July 11.
	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 June 30 2023	Deliverables and/or key performance indicators
Evaluate current practices and opportunities for new newsletter creation.	Q3 2023		Conduct research on current practices and opportunities.
	Q4 2023		Complete the newsletter strategy.
Implement new public participation tools to enhance engagement and the participant's experience.	Q2 2023		Implement public participation software. <ul style="list-style-type: none"> New public participation website "Your Say Leduc County" went live in Q2 and a promotional campaign was initiated.

Goal 3

Demonstrate leadership in regional initiatives and organizations.

Strategy 3.1

Work with regional partners on regional initiatives.

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Negotiate with the Village of Warburg in relation to the provision of fire services in the Warburg Fire District.	Q1 2023		A new agreement is in place. <ul style="list-style-type: none">Meeting held on May 15 with Warburg. A tentative agreement has been reached and details are being finalized.
Continued support to the Edmonton International Airport (EIA) through the Air Services Opportunity fund.	Q4 2023		Report to Council on advancements made to secure direct flights from EIA through the Air Services Opportunity fund multi-year initiative. <ul style="list-style-type: none">Presentation to Governance and Priorities Committee by Edmonton Global scheduled for Sept. 5.

Goal 4

Promote environmental, social and governance principles.

Strategy 4.1

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

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

Goal 5

Build economic resilience.

Strategy 5.1

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

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

Strategy 5.2

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

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

Strategy 6.1

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

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

County Manager's Office

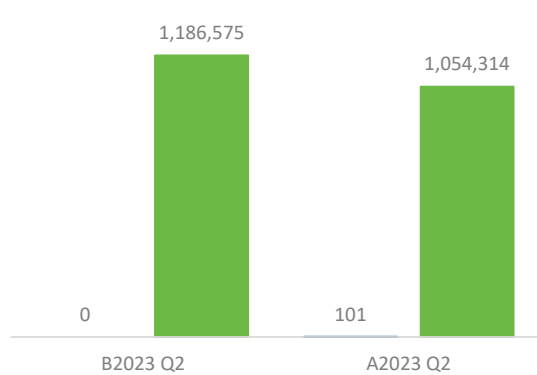
Q2 - 2023 Financial Reporting

Department Head - Duane Coleman

■ REVENUE

■ EXPENSE

% of Q2 Budget

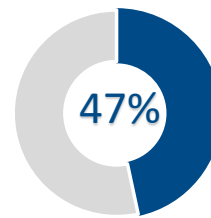


Corporate leadership
Communications



Variance YTD
(\$129,862)

% of Annual Budget



Corporate leadership

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Other revenue from own sources	-	-	101	101	0%	0%
Total Revenue	-	-	101	101	0%	0%
Earnings & benefits	1,589,359	806,933	730,483	(76,450)	91%	46%
General services-contracted	412,741	217,550	216,717	(833)	100%	53%
Goods, supplies & materials purchased	3,900	3,500	846	(2,654)	24%	22%
Total Expense	2,006,000	1,027,983	948,046	(79,937)	92%	47%
Surplus/(Deficit)	(2,006,000)	(1,027,983)	(947,945)	80,038	92%	47%

Variance

Earnings & benefits

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

County Manager's Office

Q2 - 2023 Financial Reporting

Communications

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other transactions</i>	20,000	-	-	-	0%	0%
<i>Total Revenue</i>	20,000	-	-	-	0%	0%
<i>General services-contracted</i>	201,328	114,542	85,356	(29,186)	75%	42%
<i>Goods, supplies & materials purchased</i>	41,000	26,650	6,012	(20,638)	23%	15%
<i>Total Expense</i>	242,328	141,192	91,368	(49,824)	65%	38%
<i>Surplus/(Deficit)</i>	(222,328)	(141,192)	(91,368)	49,824	65%	41%

Variance

General services-contracted

- Advertising expenses were less than anticipated.
- Videos for economic development were budgeted in Q2 but will be completed by Q4.

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

- 2023 tax year – Property assessment and tax notices were mailed in May.
- Answered various ratepayer and tax agent 2022 assessment questions.

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 June 30 2023	Deliverables and/or key performance indicators
Consider the liquidation of under-utilized county-owned property to fund new initiatives.	Q3 2023		<p>Bring a list of inventory properties to Council for consideration to sell.</p> <ul style="list-style-type: none">• Report to Council on March 14, to remove reserve designation for a single property for the purpose of property sale. This property was brought forward due to a request for Council to consider the sale of the property.• A land management report is scheduled for Sept. 26, 2023, Council workshop.

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 June 30 2023	Deliverables and/or key performance indicators
Engage with Council, internal departments and ratepayers to increase knowledge of assessment/tax impacts and market trends and pressures.	Q4 2023		<p>Provide annual Council assessment workshop to inform and update Council on assessment, provincial policies, and market trends within Leduc County.</p> <ul style="list-style-type: none">• Reported at Council workshop on March 28, to provide update on the 2022 assessment year values.• Addressed ratepayer and tax agent assessment questions and concerns

			for the 2023 tax year. The assessment appeal deadline is July 18.
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Goal 3

Collaborate with other assessment jurisdictions within and outside of our region. Support and learn from assessment colleagues in order to maintain consistency, fairness and equity.

Strategy 3.1

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

Goal 4

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

Strategy 4.1

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

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Review land management processes, land agreements, fee structures and associated documents.	Q4 2023		Revised and/or new land management policies approved by Council.

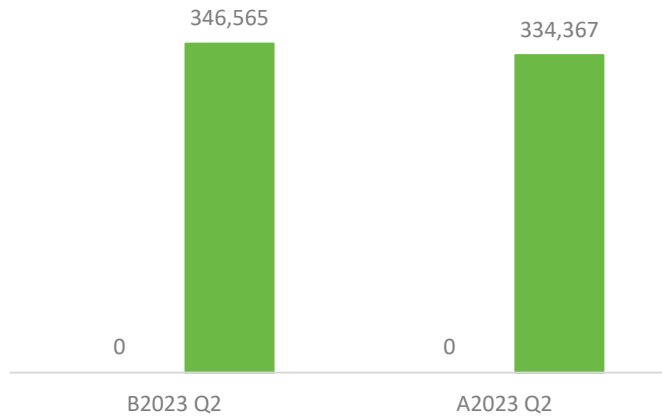
Assessment Services

Q2 - 2023 Financial Reporting

Department Head - Karen Burnand

■ REVENUE
■ EXPENSE

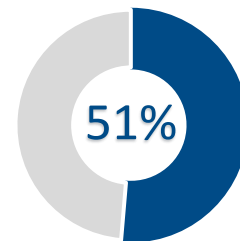
% of Q2 Budget



Assessment

96%

% of Annual Budget



Variance YTD
(\$12,198)

Assessment

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	650	-	-	-	0%	0%
Total Revenue	650	-	-	-	0%	0%
<i>Earnings & benefits</i>	595,545	302,695	304,719	2,024	101%	51%
<i>General services-contracted</i>	51,433	41,998	29,327	(12,671)	70%	57%
<i>Goods, supplies & materials purchased</i>	4,897	1,872	321	(1,551)	17%	7%
Total Expense	651,875	346,565	334,367	(12,198)	96%	51%
Surplus/(Deficit)	(651,225)	(346,565)	(334,367)	12,198	96%	51%

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 the interviews and selection of Fire Services' new full-time platoon chiefs, shift captains, and firefighters.
- Obtained Council approval for three proclamations for National Day of Mourning, Safety and Health week, and Mental Health week.
- Completed seasonal staff onboarding and training.
- Two Corporate Services' staff presented at the Municipal Information Services Association annual conference in Edmonton.
- The Edmonton and area Corporate Challenge event wrapped up with great participation from County staff at 19 events.
- Completed curbing replacements in the east parking lot at County Centre.
- Completed a switch to a new security system provider along with monitoring (including panic alarms and fire alarms).
- Completed exterior sealant replacement at Thorsby Public Works shop and Fire Station.
- Completed Office 365 rollout to all staff.

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 June 30 2023	Deliverables and/or key performance indicators
Complete condition assessments for medium-sized facilities as per the condition assessment framework.	Q3 2023		Condition assessments for each of the 16 medium classified facilities completed.

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 June 30 2023	Deliverables and/or key performance indicators
Complete telephony review and replacement.	Q1 2023		Recommendations for desktop and mobile phones have been completed.
	Q4 2023		Transition to new phone platform completed. <ul style="list-style-type: none">• System testing has been completed.
Complete enterprise content management (ECM) onboarding and OnBase data migration.	Q3 2023		All departments' onboarding and migration of OnBase data is completed. <ul style="list-style-type: none">• Completed data migration export for pilot department.
Complete replacement of permitting application and customer service database.	Q2 2023		Implementation of new permitting system completed. <ul style="list-style-type: none">• System scoping and configuration has begun with all affected departments.
	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 June 30 2023	Deliverables and/or key performance indicators
Complete review and update of the Human Resources administrative directive manual.	Q3 2023		Updated manual completed. <ul style="list-style-type: none">• Human Resources administrative directive manual is in progress.
	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 June 30 2023	Deliverables and/or key performance indicators
Complete a Health and Safety action plan based on findings from 2022 Certification of Recognition (COR) health and safety audit.	Q1 2023		Health and Safety action plan is completed.
	Q4 2023		Health and Safety activities identified in the action plan are completed. <ul style="list-style-type: none">Activities identified in the action plan have begun.

Strategy 4.2

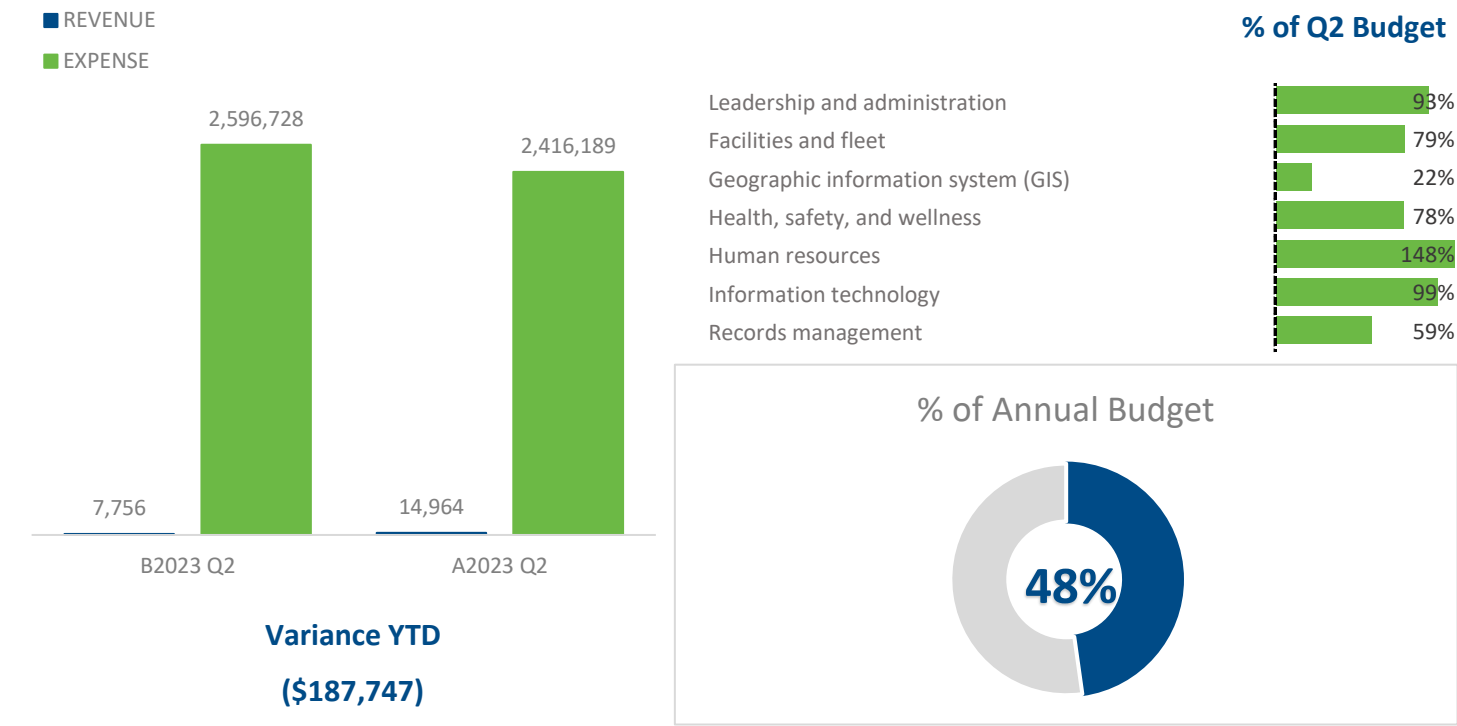
Implement a program for standardized competency tracking, certification, and training for County staff.

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

Corporate Services

Q2 - 2023 Financial Reporting

Department Head - Kent Pudlowski



Leadership and administration

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	1,800	900	1,708	808	190%	95%
<i>Other revenue from own sources</i>	1,000	400	1,153	753	288%	115%
Total Revenue	2,800	1,300	2,861	1,561	220%	102%
<i>Earnings & benefits</i>	2,903,022	1,465,693	1,382,931	(82,762)	94%	48%
<i>General services-contracted</i>	364,241	180,756	158,115	(22,641)	87%	43%
<i>Goods, supplies & materials purchased</i>	3,440	1,790	1,009	(781)	56%	29%
Total Expense	3,270,703	1,648,239	1,542,055	(106,184)	94%	47%
Surplus/(Deficit)	(3,267,903)	(1,646,939)	(1,539,194)	107,745	93%	47%

Variances

Earnings & benefits

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

General services-contracted

- Insurance expenses were less than anticipated.

Corporate Services

Q2 - 2023 Financial Reporting

Facilities and fleet

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,400	1,200	600	(600)	50%	25%
<i>Other revenue from own sources</i>	10,512	5,256	11,438	6,182	218%	109%
Total Revenue	12,912	6,456	12,038	5,582	186%	93%
<i>General services-contracted</i>	257,975	134,702	100,420	(34,282)	75%	39%
<i>Goods, supplies & materials purchased</i>	226,794	109,542	67,941	(41,601)	62%	30%
<i>Reserves, transfers & grants</i>	72,900	-	-	-	0%	0%
<i>Financial service charges</i>	333,691	166,845	161,782	(5,063)	97%	48%
Total Expense	891,360	411,089	330,143	(80,946)	80%	37%
Surplus/(Deficit)	(878,448)	(404,633)	(318,105)	86,528	79%	36%

Variances

General services-contracted

- Some of the Q2 invoices had not been received at the time of this report.
- Some maintenance and building updates were budgeted in Q2 but will be completed in Q3.

Goods, supplies & materials purchased

- Some of the Q2 invoices had not been received at the time of this report.
- Electricity and natural gas expenses for shared facilities had not been invoiced at the time of this report.

Geographic information system (GIS)

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 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	7,000	1,600	(5,400)	23%	14%
Total Expense	11,500	7,000	1,600	(5,400)	23%	14%
Surplus/(Deficit)	(11,500)	(7,000)	(1,535)	5,465	22%	13%

Variances

No significant variances.

Health, safety, and wellness

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	79,316	45,100	32,756	(12,344)	73%	41%
<i>Goods, supplies & materials purchased</i>	5,070	2,760	4,633	1,873	168%	91%
Total Expense	84,386	47,860	37,389	(10,471)	78%	44%
Surplus/(Deficit)	(84,386)	(47,860)	(37,389)	10,471	78%	44%

Variances

No significant variances.

Corporate Services

Q2 - 2023 Financial Reporting

Human resources

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	71,134	46,982	74,592	27,610	159%	105%
Goods, supplies & materials purchased	29,025	11,150	11,336	186	102%	39%
Total Expense	100,159	58,132	85,928	27,796	148%	86%
Surplus/(Deficit)	(100,159)	(58,132)	(85,928)	(27,796)	148%	86%

Variances

General services-contracted

- Contracted human resources expenses were more than anticipated.

Information technology

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	549,578	401,393	396,644	(4,749)	99%	72%
Goods, supplies & materials purchased	121,900	16,700	18,735	2,035	112%	15%
Total Expense	671,478	418,093	415,379	(2,714)	99%	62%
Surplus/(Deficit)	(671,478)	(418,093)	(415,379)	2,714	99%	62%

Variances

No significant variances.

Records management

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	6,615	3,315	2,128	(1,187)	64%	32%
Goods, supplies & materials purchased	6,000	3,000	1,567	(1,433)	52%	26%
Total Expense	12,615	6,315	3,695	(2,620)	59%	29%
Surplus/(Deficit)	(12,615)	(6,315)	(3,695)	2,620	59%	29%

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

- Completed the 2022 financial statements and facilitated the external audit of the statements.
- Completed the March 31, 2023, financial reports for Family Community Support Services programs and facilitated the external auditor review of the reports.
- The 2023 final budget was approved.
- Prepared and mailed 11,385 Property Assessment and Tax Notices.
- Collected \$59,906,631 (76%) of tax revenue at the front counter as of June 30. An additional \$14,177,555 (18%) is anticipated through the Tax Installment Payment Plan (TIPP) by December. The TIPP program has increased from 1,244 rolls in 2016 to 1,782 in 2023.
- Assisted over 1,300 walk-ins at the front counter.
- A Utility direct withdrawal program was introduced. It is similar to the TIPP program which automatically withdraws utility account balances from the homeowner on the invoice due date. There are currently 52 accounts signed up.

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

Goal 2

Enhance long-term financial and organizational sustainability.

Strategy 2.1

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

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Continue to enhance the long-range capital plan by incorporating asset management principles.	Q4 2023		Integration of asset management plan principles into decision-making processes to inform the budget. <ul style="list-style-type: none">Information from the State of the Infrastructure report is being analyzed as part of the long-range plan.Data collected during the fleet condition assessments will be utilized to establish the 2024 fleet replacement budget.
Review Leduc County's sustainability ratios.	Q3 2023		Ratios are evaluated and understood. <ul style="list-style-type: none">Research on the various sustainability ratios have begun for discussion at a workshop in Q3.
Review the Debt Management policy.	Q4 2023		Policy approved by Council.

Goal 3

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

Strategy 3.1

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

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

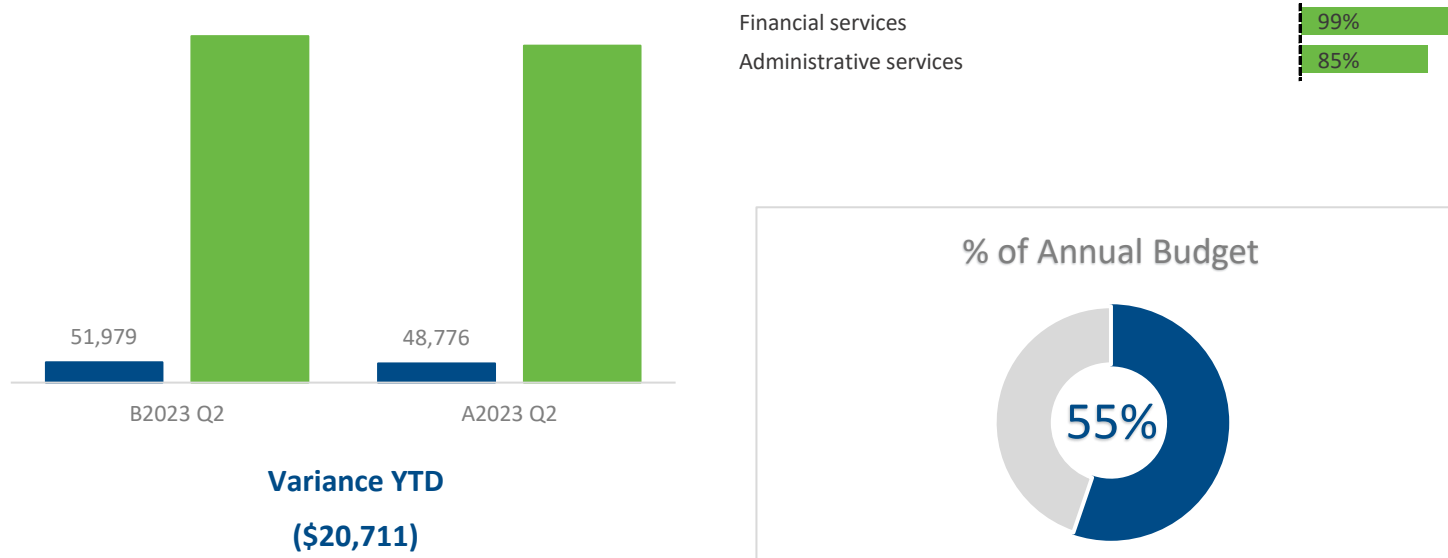
Finance

Q2 - 2023 Financial Reporting

Department Head - Natasha Wice

■ REVENUE ■ EXPENSE

% of Q2 Budget



Financial services

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	21,070	1,500	1,500	-	100%	7%
<i>Sales of goods & services to individuals</i>	44,650	22,123	15,052	(7,071)	68%	34%
<i>Other revenue from own sources</i>	50,012	27,506	31,361	3,855	114%	63%
<i>Other transactions</i>	9,342	-	-	-	0%	0%
Total Revenue	125,074	51,129	47,914	(3,215)	94%	38%
<i>Earnings & benefits</i>	1,253,937	643,628	633,589	(10,039)	98%	51%
<i>General services-contracted</i>	144,798	136,662	138,701	2,039	101%	96%
<i>Goods, supplies & materials purchased</i>	2,277	1,550	301	(1,249)	19%	13%
Total Expense	1,401,012	781,840	772,592	(9,248)	99%	55%
Surplus/(Deficit)	(1,275,938)	(730,711)	(724,678)	6,033	99%	57%

Variances

No significant variances.

Finance

Q2 - 2023 Financial Reporting

Administrative services

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	1,700	850	862	12	101%	51%
<i>Total Revenue</i>	1,700	850	862	12	101%	51%
<i>General services-contracted</i>	115,858	59,033	50,318	(8,715)	85%	43%
<i>Goods, supplies & materials purchased</i>	60,900	34,302	27,226	(7,076)	79%	45%
<i>Financial service charges</i>	16,800	8,415	9,541	1,126	113%	57%
<i>Total Expense</i>	193,558	101,750	87,084	(14,666)	86%	45%
<i>Surplus/(Deficit)</i>	(191,858)	(100,900)	(86,222)	14,678	85%	45%

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

- 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

- Department staff provided personnel and equipment support to Fire Services during the wildfire events in May. Approximately 180 hours of assistance were provided and several fleet units.
- Significant weather extremes delayed the start of seasonal programs. Poor vegetation growth due to the lack of moisture meant mowing and spraying programs were not required to start until June.
- Alternative Land Use Services (ALUS) provided support to 137 additional acres for producers to restore and protect wetlands within their land for their ecological benefit. The ALUS program is a joint program between the County of Wetaskiwin and Leduc County.

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 June 30 2023	Deliverables and/or key performance indicators
Inspect and identify problem vegetation such as tall grass and brush within Leduc County intersections and road rights-of-ways to improve driver visibility and promote efficient drainage.	Q3 2023		Establish priority list and complete control of problem vegetation areas.

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 June 30 2023	Deliverables and/or key performance indicators
Continue the Know your Farmer; Know your Food Ag Tour for local agriculture producers to showcase their operations and products.	Q3 2023		Support local producers in the development of two local agriculture tour events. <ul style="list-style-type: none">• Farm-to-Table dinner 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 June 30 2023	Deliverables and/or key performance indicators
Refine current weed inspection procedure to support consistent inspection and enforcement.	Q1 2023		A written internal procedure utilized by all staff. <ul style="list-style-type: none">• Training of revised procedure provided to seasonal staff and staff have trialed inspection process with positive results.
Establish clear guidelines to identify the parameters that trigger enforcement actions.	Q3 2023		Increase in compliance with issued weed notices.
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">• Revised procedure utilized for crop inspections. Current year clubroot inspections to begin in Q3.

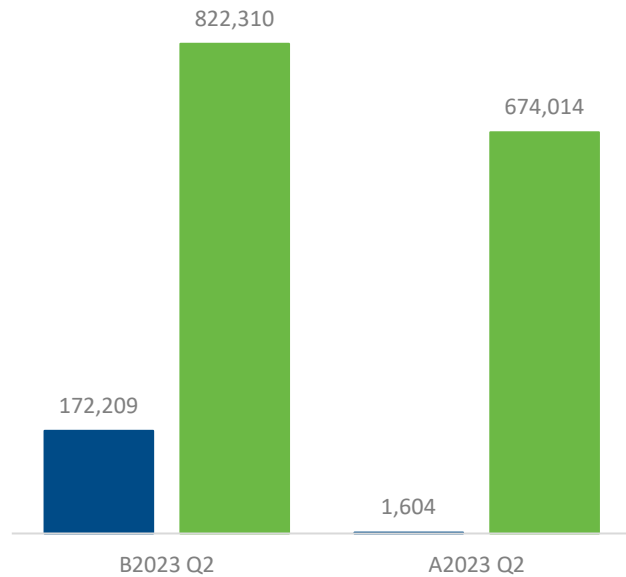
Agricultural Services

Q2 - 2023 Financial Reporting

Department Head - Garrett Broadbent

■ REVENUE

■ EXPENSE

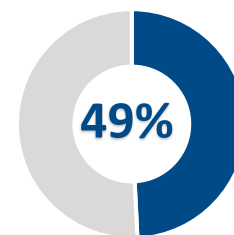


Variance YTD
\$22,309

% of Q2 Budget



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 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>	566,309	282,465	275,046	(7,419)	97%	49%
<i>General services-contracted</i>	11,030	5,925	2,567	(3,358)	43%	23%
<i>Goods, supplies & materials purchased</i>	1,600	250	441	191	176%	28%
<i>Reserves, transfers & grants</i>	15,500	10,500	1,000	(9,500)	10%	6%
Total Expense	594,439	299,140	279,054	(20,086)	93%	47%
Surplus/(Deficit)	(593,839)	(298,840)	(279,054)	19,786	93%	47%

Variances

No significant variances.

Agricultural Services

Q2 - 2023 Financial Reporting

Agricultural drainage

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other transactions</i>	1,500	-	-	-	0%	0%
Total Revenue	1,500	-	-	-	0%	0%
<i>General services-contracted</i>	8,765	4,506	7	(4,499)	0%	0%
Total Expense	8,765	4,506	7	(4,499)	0%	0%
Surplus/(Deficit)	(7,265)	(4,506)	(7)	4,499	0%	0%

Variances

No significant variances.

Crop pest control

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	22,026	7,126	1,538	(5,588)	22%	7%
<i>Goods, supplies & materials purchased</i>	6,990	2,536	748	(1,788)	29%	11%
Total Expense	29,016	9,662	2,286	(7,376)	24%	8%
Surplus/(Deficit)	(29,016)	(9,662)	(2,286)	7,376	24%	8%

Variances

No significant variances.

Equipment maintenance and fabrication

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,000	-	-	-	0%	0%
<i>Conditional grants from other governments</i>	165,959	165,959	-	(165,959)	0%	0%
Total Revenue	168,959	165,959	-	(165,959)	0%	0%
<i>Earnings & benefits</i>	114,950	58,924	53,917	(5,007)	92%	47%
<i>General services-contracted</i>	30,311	21,428	15,262	(6,166)	71%	50%
<i>Goods, supplies & materials purchased</i>	89,247	48,646	27,075	(21,571)	56%	30%
<i>Financial service charge</i>	-	-	152	152	0%	0%
Total Expense	234,508	128,998	96,406	(32,592)	75%	41%
Surplus/(Deficit)	(65,549)	36,961	(96,406)	(133,367)	-261%	147%

Variances

Conditional grants from other governments

- The Agriculture Service Board Grant had not been received at the time of this report.

Goods, supplies & materials purchased

- Parts, shop supplies and tire expenses were less than anticipated.
- The fuel invoice for June had not been received at the time of this report.

Agricultural Services

Q2 - 2023 Financial Reporting

Local food and horticulture

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Conditional grants from other governments</i>	2,400	2,400	984	(1,416)	41%	41%
Total Revenue	2,400	2,400	984	(1,416)	41%	41%
<i>General services-contracted</i>	11,254	6,390	2,338	(4,052)	37%	21%
<i>Goods, supplies & materials purchased</i>	4,250	2,750	591	(2,159)	21%	14%
Total Expense	15,504	9,140	2,929	(6,211)	32%	19%
Surplus/(Deficit)	(13,104)	(6,740)	(1,945)	4,795	29%	15%

Variances

No significant variances.

Roadside vegetation management

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	191,318	88,147	51,654	(36,493)	59%	27%
<i>General services-contracted</i>	16,722	12,128	4,416	(7,712)	36%	26%
<i>Goods, supplies & materials purchased</i>	189,271	124,344	132,055	7,711	106%	70%
Total Expense	397,311	224,619	188,125	(36,494)	84%	47%
Surplus/(Deficit)	(397,311)	(224,619)	(188,125)	36,494	84%	47%

Variances

Earnings & benefits

- Seasonal staff started later than anticipated.
- Hourly pay for June had not been processed at the time of this report.

Sustainable agriculture program

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	600	300	-	(300)	0%	0%
<i>Other transactions</i>	3,881	-	-	-	0%	0%
Total Revenue	4,481	300	-	(300)	0%	0%
<i>General services-contracted</i>	7,890	3,050	473	(2,577)	16%	6%
<i>Goods, supplies & materials purchased</i>	1,650	1,000	-	(1,000)	0%	0%
Total Expense	9,540	4,050	473	(3,577)	12%	5%
Surplus/(Deficit)	(5,059)	(3,750)	(473)	3,277	13%	9%

Variances

No significant variances.

Agricultural Services

Q2 - 2023 Financial Reporting

Weed control

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	14,000	2,000	-	(2,000)	0%	0%
Total Revenue	14,000	2,000	-	(2,000)	0%	0%
<i>Earnings & benefits</i>	79,297	37,078	24,484	(12,594)	66%	31%
<i>General services-contracted</i>	44,373	30,128	15,705	(14,423)	52%	35%
<i>Goods, supplies & materials purchased</i>	9,549	4,212	1,310	(2,902)	31%	14%
Total Expense	133,219	71,418	41,499	(29,919)	58%	31%
Surplus/(Deficit)	(119,219)	(69,418)	(41,499)	27,919	60%	35%

Variances

No significant variances.

Wild animal pest control

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	900	750	171	(579)	23%	19%
<i>Other revenue from own sources</i>	2,000	500	448	(52)	90%	22%
Total Revenue	2,900	1,250	620	(630)	50%	21%
<i>Earnings & benefits</i>	112,478	57,744	58,223	479	101%	52%
<i>General services-contracted</i>	12,572	6,614	3,790	(2,824)	57%	30%
<i>Goods, supplies & materials purchased</i>	13,823	6,418	1,222	(5,196)	19%	9%
Total Expense	138,873	70,776	63,234	(7,542)	89%	46%
Surplus/(Deficit)	(135,973)	(69,526)	(62,615)	6,911	90%	46%

Variances

No significant variances.



1: Department services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

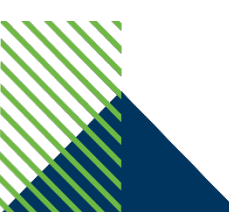
- Provides overall management and supervision of the department and its programs including the enforcement of municipal bylaws and provincial legislation.
- Develops short and long-term strategies, operational plans, and budgets.
- Delivers community information campaigns and programs.
- Provides recommendations,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

Bylaw and animal control

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

Enhanced policing

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

- Hosted the annual Commercial Vehicle Dimensions and Weights course in April.
- Collaborated with Traffic Advisory Committee with Township Road 510 project between Nisku Spine Road and Range Road 243 North.
- Instructed a radar/lidar course to peace officers in June.
- Collaborated with City of Leduc and Alberta Transportation on a (dangerous goods) commercial vehicle traffic operation in June.
- Assisted with traffic control for the MS Bike Tour, Motorcycle for Mom and Motorcycle Ride for Dad events in June.
- Participated in Leduc County Days.
- Conducted an investigation of derelict non dwelling lots in Royal Oaks and Diamond Estates in accordance with the Urban Standards Bylaw.
- Assisted with traffic control at the City of Leduc's Black Gold Rodeo parade.

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 June 30 2023	Deliverables and/or key performance indicators
Educate road users through traffic enforcement and interactions and conduct high-visibility traffic operations in key areas.	2023		Conduct a minimum of 700 dedicated traffic operations per year. <ul style="list-style-type: none">Averaged 53 traffic operations per month in Q2.
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 125 patrols per month in Q2.
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 20 cargo securement operations per month in Q2.

Strategy 1.2

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

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	2023		Conduct 2,000 patrols in hot spots (including subdivisions) per year. <ul style="list-style-type: none">Averaged 592 proactive patrols per month in Q2.

Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Provide traffic control for parades and special events such as Wizard Lake Canada Day Parade, Leduc Black Gold	2023		Participate in special events throughout the year.

Parade, Calmar Fair Days Parade and Santa Claus Parade in the City of Leduc.			<ul style="list-style-type: none"> Assisted with traffic control at the City of Leduc's Black Gold Rodeo parade.
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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 June 30 2023	Deliverables and/or key performance indicators
Assist with traffic control and scene safety at collisions, as requested.	2023		Statistics and ongoing updates provided to Protective Services Committee.
Assist police/fire/EMS and emergency management response to incidents, as requested.	2023		<ul style="list-style-type: none"> Assisted with an average of three emergency services events per month in Q2.

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 June 30 2023	Deliverables and/or key performance indicators
Host and instruct commercial vehicle dimension and weights enforcement course.	Q3 2023		Provide one dimension and weights instruction course per year. <ul style="list-style-type: none"> Hosted and instructed the dimension and weights and dimension's course in April. Accreditation forecasted for 2024.
Host and instruct traffic speed enforcement course.	Q3 2023		Provide one RADAR course for the region per year. <ul style="list-style-type: none"> Provided a second radar/lidar course in June.
Assess enhanced policing service levels and agreements.	Q3 2023		Assess enhanced policing service levels and agreements during annual budget preparation. <ul style="list-style-type: none"> Coordinated the remaining contract for the RCMP School Resource Officer services ending June 30, 2023.

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 June 30 2023	Deliverables and/or key performance indicators
Participate in and support community special events, open houses, school presentations, and other engagement opportunities in collaboration with other departments and agencies.	Q4 2023		Summary of activities provided to Protective Services Committee (five times annually). <ul style="list-style-type: none">• Provided 2023 projection and summary of Q1 to Protective Services Committee in April.• Participated in Leduc County Days.• Assisted with traffic control for the MS Bike Tour, Motorcycle for Mom and Motorcycle Ride for Dad events in June.
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 June 30 2023	Deliverables and/or key performance indicators
Promote boat safety through education, compliance, and enforcement.	Q3 2023		Conduct a minimum three safe boating awareness operations, boat patrols and/or shoreline operations in the summer months. <ul style="list-style-type: none">• Conducted four safe boating patrols May Long weekend.
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 June 30 2023	Deliverables and/or key performance indicators
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2023		Respond to property complaints within three business days. Bring nuisance properties into compliance before winter. <ul style="list-style-type: none">In Q2 a total of 59 complaints were investigated and 62 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 investigation of derelict non dwelling lots in Royal Oaks and Diamond Estates in accordance with 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 in May and June.

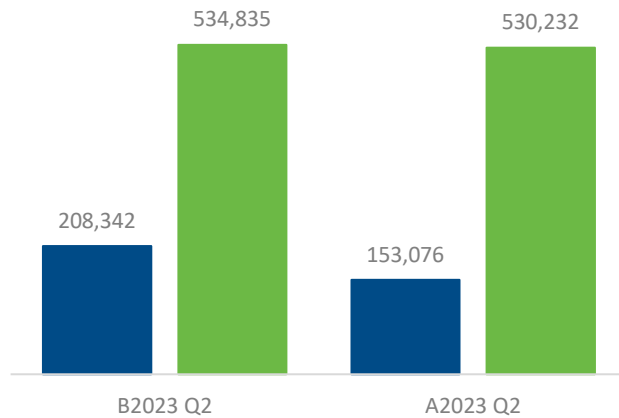
Enforcement Services

Q2 - 2023 Financial Reporting

Department Head - Clarence Nelson

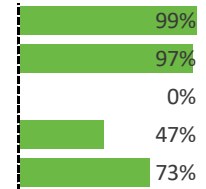
■ REVENUE
■ EXPENSE

% of Q2 Budget

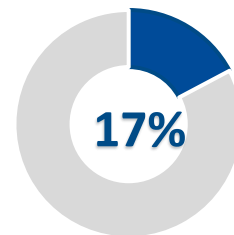


Variance YTD
\$50,663

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



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	804,213	407,857	419,306	11,449	103%	52%
General services-contracted	41,760	23,202	35,165	11,963	152%	84%
Goods, supplies & materials purchased	123,875	77,538	51,415	(26,123)	66%	42%
Total Expense	969,848	508,597	505,887	(2,710)	99%	52%
Surplus/(Deficit)	(969,848)	(508,597)	(505,887)	2,710	99%	52%

Variances

Goods, supplies & materials purchased

- Equipment and machine parts for vehicles were less than anticipated.

Enforcement Services

Q2 - 2023 Financial Reporting

Bylaw and animal control

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	7,280	3,664	2,011	(1,653)	55%	28%
Total Revenue	7,280	3,664	2,011	(1,653)	55%	28%
<i>General services-contracted</i>	24,240	12,120	10,214	(1,906)	84%	42%
<i>Goods, supplies & materials purchased</i>	240	120	-	(120)	0%	0%
<i>Reserves, transfers & grants</i>	3,500	3,500	3,500	-	100%	100%
Total Expense	27,980	15,740	13,714	(2,026)	87%	49%
Surplus/(Deficit)	(20,700)	(12,076)	(11,704)	372	97%	57%

Variances

No significant variances.

Enhanced policing

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other government</i>	70,000	-	-	-	0%	0%
Total Revenue	70,000	-	-	-	0%	0%
<i>Purchases from other governments & agencies</i>	1,654,604	-	472	472	0%	0%
Total Expense	1,654,604	-	472	472	0%	0%
Surplus/(Deficit)	(1,584,604)	-	(472)	(472)	0%	0%

Variances

No significant variances.

Regional training

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	5,604	2,802	2,100	(702)	75%	37%
Total Revenue	5,604	2,802	2,100	(702)	75%	37%
<i>Goods, supplies & materials purchased</i>	1,000	498	1,011	513	203%	101%
Total Expense	1,000	498	1,011	513	203%	101%
Surplus/(Deficit)	4,604	2,304	1,089	(1,215)	47%	24%

Variances

No significant variances.

Enforcement Services

Q2 - 2023 Financial Reporting

Traffic safety

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	403,760	201,876	148,966	(52,910)	74%	37%
<i>Total Revenue</i>	403,760	201,876	148,966	(52,910)	74%	37%
<i>General services-contracted</i>	20,000	10,000	9,148	(852)	91%	46%
<i>Total Expense</i>	20,000	10,000	9,148	(852)	91%	46%
<i>Surplus/(Deficit)</i>	383,760	191,876	139,818	(52,058)	73%	36%

Variances

Other revenue from own sources

- Fine revenue was less than anticipated due to a lack of fines collected by the province from motorists who have yet to renew their driver's licenses and vehicle registration.



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 Sunnybrook lagoon and Nisku west pumphouse tenders were awarded.
- The Township Road 510 project Phase 1 is partially completed and open to traffic.
- New Sarepta reservoir and East Vista waterline design projects were awarded.
- Transit feasibility workshop project is complete.

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

Goal 2

Increase investment attraction.

Strategy 2.1

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

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Work with third party utility (natural gas, electricity) companies to determine available capacities for servicing industry.	Q1 2023		Report on the inventory, status, and limitations regarding third party utilities. <ul style="list-style-type: none">A report on the findings to date will be prepared for the Public Works Committee (PWC) meeting in Q3.

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 June 30 2023	Deliverables and/or key performance indicators
Complete construction of Township Road 510.	Q1 2023		Contract award. <ul style="list-style-type: none">Contracted awarded.
	Q3 2023		Completion of the Township Road 510 roadworks and Irvine Creek bridge. <ul style="list-style-type: none">Roadway is scheduled to be completed Oct. 15, 2023.

Strategy 3.2

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

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Monitor and report on the rural road network condition rating.	Q3 2023		Completion of rural road inspections. <ul style="list-style-type: none">Inspections have started.
	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 June 30 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. <ul style="list-style-type: none">Initial presentation of the five-year pavement plan was presented during the July Public Works Committee meeting.
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 June 30 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 Q4.Meetings with the Executive Leadership Team (ELT) to review the transportation master plan are underway.

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 June 30 2023	Deliverables and/or key performance indicators
Participate in the Edmonton Metropolitan Region Board's Solid Waste Collaborative.	Q4 2023		<p>Determine potential for regional collaboration regarding solid waste and recycling management.</p> <ul style="list-style-type: none">• The solid waste data strategy was approved on April 13, 2023. The solid waste data model has been expanded to include 5 years of municipal waste data and estimates of privately managed residential and non-residential waste in the region.• Stakeholder engagement to inform a Regional Organics Strategy is underway. In-person sessions are scheduled for September 2023.• An Industrial, Commercial, Institutional (ICI) Waste Characterization Study Project Charter was completed and will be submitted to the Board to approve project funding in August 2023.
Participate in the Edmonton Metropolitan Region Board's Stormwater Collaborative.	Q4 2023		<p>Determine potential for regional collaboration regarding stormwater management.</p> <ul style="list-style-type: none">• Validated the likelihood and consequence scores and relative metrics for the risk model.• Provided spatial data to populate the model.

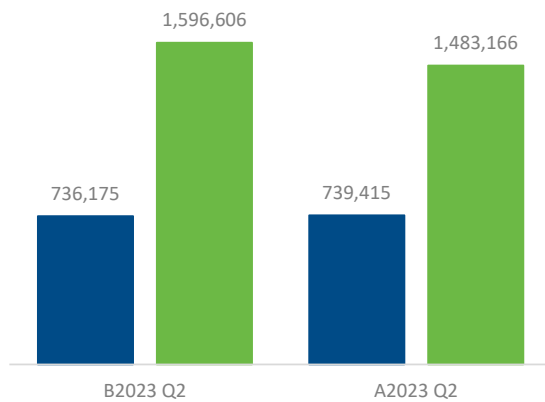
Engineering

Q2 - 2023 Financial Reporting

Department Head - Des Mryglod

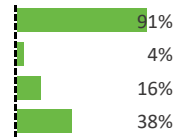
■ REVENUE
■ EXPENSE

% of Q2 Budget

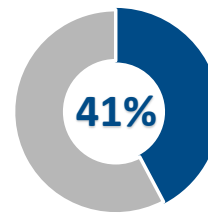


Variance YTD
(\$116,680)

Leadership and administration
Bridge program
Road data collection
Surfacing program



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	12,000	6,000	11,470	5,470	191%	96%
<i>Other revenue from own sources</i>	2,250	2,250	20	(2,230)	1%	1%
<i>Other transactions</i>	1,455,850	727,925	727,925	-	100%	50%
Total Revenue	1,470,100	736,175	739,415	3,240	100%	50%
<i>Earnings & benefits</i>	996,513	507,197	493,170	(14,027)	97%	49%
<i>General services-contracted</i>	167,597	77,443	17,894	(59,549)	23%	11%
<i>Goods, supplies & materials purchased</i>	452,154	232,040	234,352	2,312	101%	52%
<i>Financial service charges</i>	1,455,851	727,926	727,925	(1)	100%	50%
Total Expense	3,072,115	1,544,606	1,473,340	(71,266)	95%	48%
Surplus/(Deficit)	(1,602,015)	(808,431)	(733,925)	74,506	91%	46%

Variances

General services-contracted

- Adhoc engineering and consulting expenses were less than anticipated.

Engineering

Q2 - 2023 Financial Reporting

Bridge program

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	90,000	25,000	1,060	(23,940)	4%	1%
Total Expense	90,000	25,000	1,060	(23,940)	4%	1%
Surplus/(Deficit)	(90,000)	(25,000)	(1,060)	23,940	4%	1%

Variances

General services-contracted

- Bridge inspections were budgeted to start in Q2 but will start in Q3 and be completed in Q4.

Road data collection

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	9,000	7,000	1,152	(5,848)	16%	13%
Total Expense	9,000	7,000	1,152	(5,848)	16%	13%
Surplus/(Deficit)	(9,000)	(7,000)	(1,152)	5,848	16%	13%

Variances

No significant variances.

Surfacing program

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	60,000	20,000	7,614	(12,386)	38%	13%
Total Expense	60,000	20,000	7,614	(12,386)	38%	13%
Surplus/(Deficit)	(60,000)	(20,000)	(7,614)	12,386	38%	13%

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

- To date, 167 tax returns have been filed with over \$1.3 million in government benefits and refunds.
- The first Community Trauma Response and Recovery Network meeting was held in New Sarepta. Agencies and groups attended to learn more about the program and how we can cooperatively respond to a traumatic community event.
- Over 275 participants attended programs and events including volunteer appreciation, Seniors' Week, Mental Wellness, and Cybersecurity for Older Adults.
- Resource tables have been set up at events across the region to increase awareness of services and supports to seniors. Events included awareness of elder abuse.
- Twenty-four new referrals have been received to date for in-home family support.
- Calmar and Thorsby junior high students attended Community Helpers sessions with topics related to healthy relationships, boundaries, and mental wellness.
- An Indigenous Peoples Day event was held in partnership with Rundles Mission. One hundred students from Calmar, Thorsby and Warburg attended the celebration that included traditional games, dancing, and a tipi teaching.

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 June 30 2023	Deliverables and/or key performance indicators
Offer grant assistance to local community groups towards senior and older adult social and health related programs and events.	Q1 2023		Grant funding availability will be advertised to local not for profit organizations to support programs and events for seniors in the region. <ul style="list-style-type: none"> • Advertising and application acceptance occurred throughout the month of January.

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

Goal 2

Improve access to assisted transportation services for seniors.

Strategy 2.1

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

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

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 June 30 2023	Deliverables and/or key performance indicators
Residents of Leduc County will have an increased knowledge and understanding of inclusion and diversity to better support their community.	Q4 2023		<p>Six community workshops and events will be offered to residents to further increase awareness of inclusion and diversity in Leduc County.</p>

			<ul style="list-style-type: none"> • Three community workshops were held in Q2. • An Indigenous Peoples Day event was held on June 21, in partnership with Rundles Mission.
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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 June 30 2023	Deliverables and/or key performance indicators
Leduc County youth will have an increased knowledge of supports and services that are available to them.	Q4 2023		<p>Five community workshops, seven community presentations and ten youth engagement activities will be held to improve youth awareness of supports and services available to them. Examples include, mental health awareness, self-care, coping with stress, crisis management and suicide prevention.</p> <ul style="list-style-type: none"> • Family Resource Network staff have received additional training through our partnership with Community Helpers. Workshops and information sessions are currently being planned. • Youth suicide prevention training information has been shared with schools and community partners across the region.

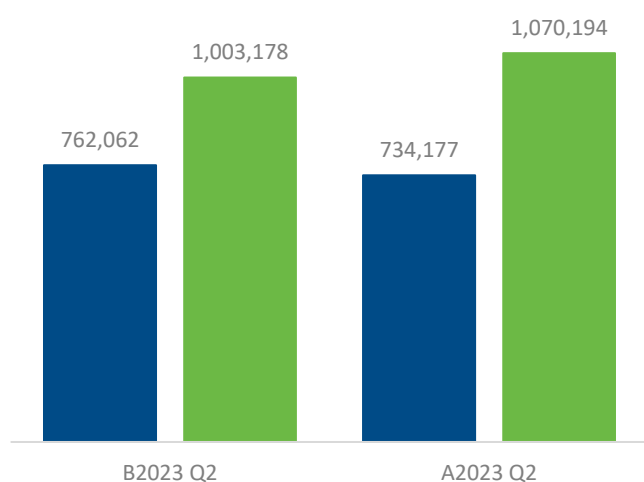
Family and Community Support Services

Q2 - 2023 Financial Reporting

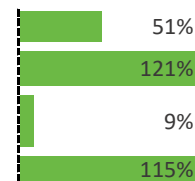
Department Head - Dean Ohnysty

■ REVENUE
■ EXPENSE

% of Q2 Budget

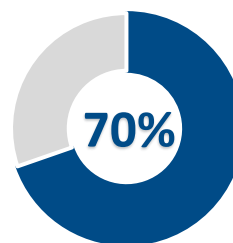


Leadership and administration
Annual family and community support
Bridges FASD (Fetal alcohol spectrum disorder)
Family resource network



Variance YTD
\$94,902

% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	-	-	442	442	0%	0%
<i>Conditional grants from other governments</i>	474,774	237,386	237,387	1	100%	50%
<i>Other transactions</i>	50,000	50,000	-	(50,000)	0%	0%
Total Revenue	524,774	287,386	237,829	(49,557)	83%	45%
<i>Earnings & benefits</i>	149,037	75,539	74,905	(634)	99%	50%
<i>General services-contracted</i>	6,860	2,882	3,100	218	108%	45%
<i>Goods, supplies & materials purchased</i>	1,750	874	440	(434)	50%	25%
<i>Reserves, transfers & grants</i>	103,000	103,000	105,500	2,500	102%	102%
Total Expense	260,647	182,295	183,945	1,650	101%	71%
Surplus/(Deficit)	264,127	105,091	53,884	(51,207)	51%	20%

Variances

Other transactions

- The transfer from reserves to fund the nurse practitioner grant had not been completed at the time of this report.

Family and Community Support Services

Q2 - 2023 Financial Reporting

Annual family and community support

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	-	-	600	600	0%	0%
<i>Conditional grants from other governments</i>	-	-	2,050	2,050	0%	0%
Total Revenue	-	-	2,650	2,650	0%	0%
<i>Earnings & benefits</i>	427,621	215,208	208,971	(6,237)	97%	49%
<i>General services-contracted</i>	93,750	45,491	40,191	(5,300)	88%	43%
<i>Goods, supplies & materials purchased</i>	8,300	4,525	5,461	936	121%	66%
<i>Reserves, transfers & grants</i>	87,877	15,000	87,627	72,627	584%	100%
Total Expense	617,548	280,224	342,250	62,026	122%	55%
Surplus/(Deficit)	(617,548)	(280,224)	(339,600)	(59,376)	121%	55%

Variances

Reserves, transfers and grants

- Community core funding grants were budgeted in Q3 but paid in Q2.

Bridges FASD (Fetal alcohol spectrum disorder)

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Conditional grants from other governments</i>	259,360	129,680	148,700	19,020	115%	57%
Total Revenue	259,360	129,680	148,700	19,020	115%	57%
<i>Earnings & benefits</i>	284,875	144,948	144,726	(222)	100%	51%
<i>General services-contracted</i>	11,220	6,123	5,570	(553)	91%	50%
<i>Goods, supplies & materials purchased</i>	4,400	2,700	468	(2,232)	17%	11%
Total Expense	300,495	153,771	150,765	(3,006)	98%	50%
Surplus/(Deficit)	(41,135)	(24,091)	(2,065)	22,026	9%	5%

Variances

No significant variances.

Family resource network

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Conditional grants from other governments</i>	689,992	344,996	344,998	2	100%	50%
Total Revenue	689,992	344,996	344,998	2	100%	50%
<i>Earnings & benefits</i>	723,230	364,686	364,258	(428)	100%	50%
<i>General services-contracted</i>	45,090	18,070	21,621	3,551	120%	48%
<i>Goods, supplies & materials purchased</i>	9,400	4,132	7,356	3,224	178%	78%
Total Expense	777,720	386,888	393,235	6,347	102%	51%
Surplus/(Deficit)	(87,728)	(41,892)	(48,237)	(6,345)	115%	55%

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

- The largest wildfire season in Leduc County history was the main focus of the second quarter, with all fire staff working extended hours for over 3 weeks to contain many large wildfires.
- Interviews were held for platoon chiefs, shift captains, and full-time firefighters over several weeks immediately following the wildfires.
- Groundbreaking and commencement of construction began for new fire station at Edmonton International Airport YEG.

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 June 30 2023	Deliverables and/or Key performance indicators
Fire safety and emergency preparedness presentations at community events and schools in the County.	Q2 2023		Provide 40 fire prevention presentations to students within Leduc County fire services response area. <ul style="list-style-type: none">Trauma and Risk Reduction in Youth – similar to the PARTY program presented to youth in Calmar and New Sarepta.8 other fire safety presentations held at stations to school groups and Girl Guide group.
Provide emergency preparedness information to public and businesses within Leduc County.	Q2 2023	Dark grey	Host two emergency preparedness open houses for Leduc County residents and businesses. <ul style="list-style-type: none">Emergency Preparedness week events cancelled due to wildfires.

Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at June 30 2023	Deliverables and/or Key performance indicators
Construct a fire station.	Q4 2023		Fire station construction is completed. <ul style="list-style-type: none">Request for proposal posted and awarded to Scott Builders.Groundbreaking ceremony held May 24.Site access, lot grading, building pad and storm retention system completed.

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 June 30 2023	Deliverables and/or Key performance indicators
Sign a sub-regional emergency management agreement with all participating municipalities.	Q2 2023		A signed agreement ratified by all parties. <ul style="list-style-type: none">Sub-regional meeting held in Q2 and a Memorandum of Understanding was presented for consideration.
Train together as a sub-regional group.	Q2 2023		Three training events were held. <ul style="list-style-type: none">Training was not completed as agreement is not in place.

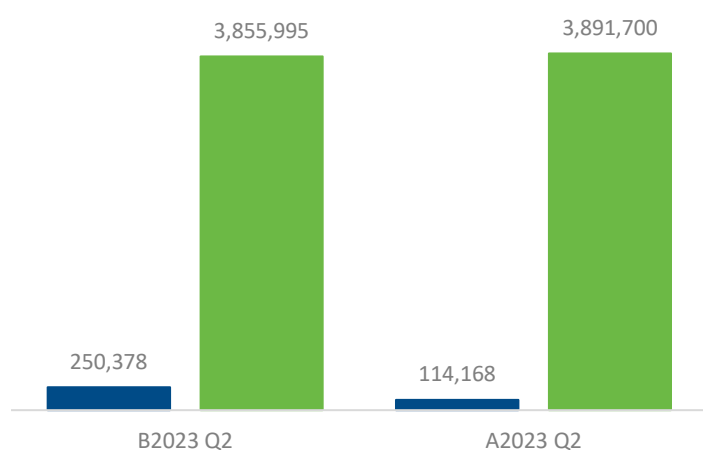
Fire Services

Q2 - 2023 Financial Reporting

Department Head - Keven Lefebvre

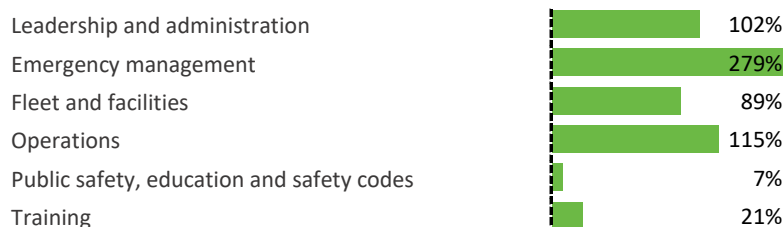
■ REVENUE
■ EXPENSE

% of Q2 Budget

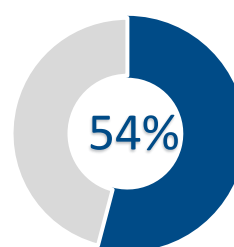


Variance YTD

\$171,914



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	168,000	76,002	-	(76,002)	0%	0%
<i>Sales of goods & services to individuals</i>	58,800	4,398	4,425	27	101%	8%
<i>Other revenue from own sources</i>	4,000	1,998	2,734	736	137%	68%
Total Revenue	230,800	82,398	7,159	(75,239)	9%	3%
<i>Earnings & benefits</i>	1,460,967	713,834	658,730	(55,104)	92%	45%
<i>General services-contracted</i>	104,217	60,862	42,581	(18,281)	70%	41%
<i>Purchases from other governments & agencies</i>	75,000	15,000	16,016	1,016	107%	21%
<i>Goods, supplies & materials purchased</i>	19,850	12,918	7,366	(5,552)	57%	37%
<i>Reserves, transfers & grants</i>	3,104,204	1,555,102	1,622,823	(67,721)	104%	52%
<i>Financial service charges</i>	341,842	170,921	159,155	-	93%	47%
Total Expense	5,106,080	2,528,637	2,506,671	(21,966)	99%	49%
Surplus/(Deficit)	(4,875,280)	(2,446,239)	(2,499,511)	(53,272)	102%	51%

Variances

Sales of goods & services to other governments

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

Earnings & benefits

- Variance due to coding, one position should be included in leadership instead of operations.

Reserves, transfers and grants

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

Fire Services

Q2 - 2023 Financial Reporting

Emergency management

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 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	6,876	3,541	(3,335)	51%	26%
Total Revenue	33,750	6,876	3,541	(3,335)	51%	10%
<i>General services-contracted</i>	93,170	52,688	124,296	71,608	236%	133%
<i>Goods, supplies & materials purchased</i>	24,611	13,294	44,035	30,741	331%	179%
Total Expense	117,781	65,982	168,330	102,348	255%	143%
Surplus/(Deficit)	(84,031)	(59,106)	(164,790)	(105,684)	279%	196%

Variances

General services- contracted

- Rental of equipment was higher than anticipated due to wildfires.

Goods, supplies materials purchased

- Equipment and supplies were higher than anticipated due to wildfires.

Fleet and facilities

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Other revenue from own sources</i>	57,852	28,926	41,002	12,076	142%	71%
Total Revenue	57,852	28,926	41,002	12,076	142%	71%
<i>General services-contracted</i>	361,918	177,004	188,958	11,954	107%	52%
<i>Goods, supplies & materials purchased</i>	700,703	357,022	301,278	(55,744)	84%	43%
Total Expense	1,062,621	534,026	490,236	(43,790)	92%	46%
Surplus/(Deficit)	(1,004,769)	(505,100)	(449,233)	55,867	89%	45%

Variances

Goods, supplies & materials purchased

- Gear expenses were less than anticipated.

Fire Services

Q2 - 2023 Financial Reporting

Operations

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 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	110,004	46,048	(63,957)	42%	21%
Total Revenue	266,500	110,004	46,048	(63,957)	42%	17%
<i>Earnings & benefits</i>	1,489,677	637,014	668,071	31,057	105%	45%
<i>General services-contracted</i>	1,000	1,000	1,012	12	101%	101%
<i>Purchases from other governments & agencies</i>	75,000	37,500	31,479	(6,021)	84%	42%
<i>Goods, supplies & materials purchased</i>	12,250	6,138	4,949	(1,189)	81%	40%
Total Expense	1,577,927	681,652	705,511	23,859	104%	45%
Surplus/(Deficit)	(1,311,427)	(571,648)	(659,464)	(87,816)	115%	50%

Variances

Sales of goods & services to individuals

- Motor vehicle collision responses were less than anticipated.

Earnings & benefits

- Wildfire hours were more than anticipated.

Public safety, education and safety codes

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 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	2,742	-	(2,742)	0%	0%
Total Expense	6,400	2,742	200	(2,542)	7%	3%
Surplus/(Deficit)	(6,400)	(2,742)	(200)	2,542	7%	3%

Variances

No significant variances.

Fire Services

Q2 - 2023 Financial Reporting

Training

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	20,000	10,002	4,246	(5,756)	42%	21%
<i>Conditional grants from other governments</i>	12,172	12,172	12,172	-	100%	100%
Total Revenue	32,172	22,174	16,418	(5,756)	74%	51%
<i>General services-contracted</i>	57,300	24,990	13,701	(11,289)	55%	24%
<i>Goods, supplies & materials purchased</i>	41,221	17,966	7,050	(10,916)	39%	17%
Total Expense	98,521	42,956	20,752	(22,204)	48%	21%
Surplus/(Deficit)	(66,349)	(20,782)	(4,333)	16,449	21%	7%

Variances

No significant variances.

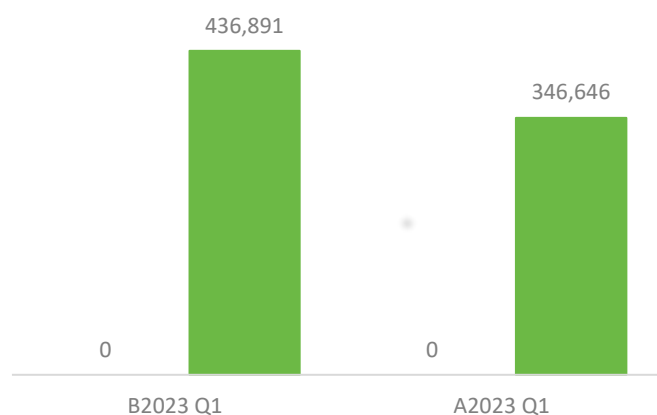
Legislative

Q2 - 2023 Financial Reporting

Department Head - Natasha Wice

■ REVENUE
■ EXPENSE

% of Q2 Budget

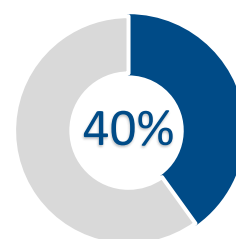


Legislative

79%

Variance YTD
(\$90,245)

% of Annual Budget



Legislative

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	740,522	365,826	304,970	(60,856)	83%	41%
<i>General services-contracted</i>	113,256	67,185	40,192	(26,993)	60%	35%
<i>Goods, supplies & materials purchased</i>	11,760	3,880	1,484	(2,396)	38%	13%
Total Expense	865,538	436,891	346,646	(90,245)	79%	40%
Surplus/(Deficit)	(865,538)	(436,891)	(346,646)	90,245	79%	40%

Variances

Earnings & benefits

- Hourly pay for June 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 was implemented for the 2023 camping season for Jubilee Park Campground. Administration continues to review and improve this service as a means of improving access to campers for bookings.
- To date, 23 weekend reservations have been made for Genesee and Sunnybrook group campgrounds.
- As of July 1, 1,118 individuals or families have made a reservation at Jubilee Park Campground comprising 2,326 nights camped.
- A 12-week ball hockey program was held in New Sarepta with 52 youth participating.
- In celebration of June being Recreation and Parks month, three free fitness classes were held with 31 participants.
- County staff planned ten community events, and provided resources and support for 17 not-for-profit planned community events this summer.
- Recreation cost share budget contributions were provided to Calmar and Warburg, including final contributions for 2021.

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 June 30 2023	Deliverables and/or key performance indicators
An online reservation system will be implemented to support campground	Q2 2023		Implement an online reservation service for the 2023 camping season. <ul style="list-style-type: none"> • Online reservations started on April 3.

reservations services for Leduc County campgrounds.	Q4 2023		Complete a review of this service to identify impact on services and campground revenues.
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Goal 2

Develop recreation opportunities in Leduc County.

Strategy 2.1

Continual improvement and revitalization of park areas.

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Work with the residents of New Sarepta and area to identify community needs for improvements to Yardley Jones Park in New Sarepta.	Q2 2023		Develop and implement an engagement plan to gather resident feedback. <ul style="list-style-type: none"> An engagement plan was completed in May and included a public survey for initial resident feedback. A meeting was held with the New Sarepta Historical Society to gather input and discuss future partnerships.
	Q4 2023		A park improvement plan presented to Council. <ul style="list-style-type: none"> A report is scheduled for Council on Aug. 24.

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

Goal 4

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

Strategy 4.1

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

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Develop a multi-year community vision for recreation and parks in Leduc County.	Q1 2023		Recreation and parks master plan approved by Council. <ul style="list-style-type: none">A draft plan is currently under review and will be presented to Council in August.
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.

Goal 5

Continue efforts to expand future park space within New Sarepta.

Strategy 5.1

Secure land for future park development.

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Continue discussions with identified landowners for a potential land acquisition for the purpose of future park opportunities in New Sarepta.	Q2 2023		Report to Council for consideration of land acquisition. <ul style="list-style-type: none">Continued conversations are occurring with interested landowners.A land purchase option will be presented to Council in August.

Parks and Recreation

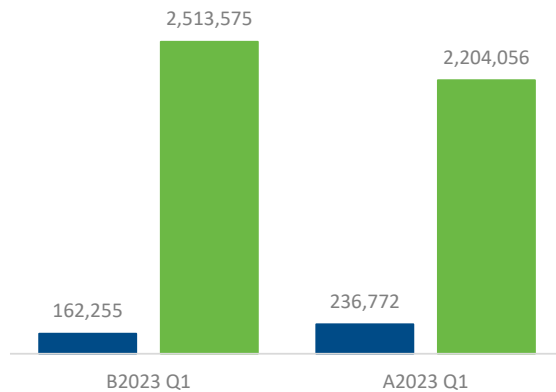
Q2 - 2023 Financial Reporting

Department Head - Dean Ohnysty

■ REVENUE

■ EXPENSE

% of Q2 Budget



Variance YTD
(\$384,035)

Leadership and administration

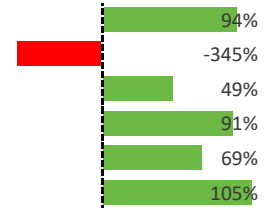
Campground

Day use

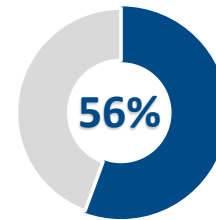
Cost shares

Community development

Library support



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Other revenue from own sources	14,280	6,960	10,600	3,640	152%	74%
Total Revenue	14,280	6,960	10,600	3,640	152%	74%
Earnings & benefits	564,202	287,545	272,367	(15,178)	95%	48%
General services-contracted	42,248	19,298	6,012	(13,286)	31%	14%
Goods, supplies & materials purchased	6,280	2,638	3,427	789	130%	55%
Reserves, transfers & grants	56,688	42,408	46,196	3,788	109%	81%
Financial service charges	419,660	209,500	201,748	(7,752)	96%	48%
Total Expense	1,089,078	561,389	529,749	(31,640)	94%	49%
Surplus/(Deficit)	(1,074,798)	(554,429)	(519,149)	35,280	94%	48%

Variances

No significant variances.

Parks and Recreation

Q2 - 2023 Financial Reporting

Campground

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	298,000	122,316	201,282	78,966	165%	68%
<i>Other revenue from own sources</i>	31,300	6,093	3,350	(2,743)	55%	11%
Total Revenue	329,300	128,409	204,632	76,223	159%	62%
<i>Earnings & benefits</i>	156,658	93,996	56,471	(37,525)	60%	36%
<i>General services-contracted</i>	61,446	29,802	14,991	(14,811)	50%	24%
<i>Goods, supplies & materials purchased</i>	68,051	34,058	17,475	(16,583)	51%	26%
<i>Financial service charges</i>	5,500	2,285	6,307	4,022	276%	115%
Total Expense	291,655	160,141	95,245	(64,896)	59%	33%
Surplus/(Deficit)	37,645	(31,732)	109,387	141,119	-345%	291%

Variances

Sales of goods & services to individuals

- Camping revenues were received earlier than anticipated due to online reservations.

Earnings & benefits

- Seasonal staff started later than anticipated.
- Hourly pay for June had not been processed at the time of this report.

Day use

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	7,800	2,800	3,136	336	112%	40%
<i>Other revenue from own sources</i>	5,000	-	12,200	12,200	0%	244%
<i>Other transactions</i>	22,086	22,086	-	-	0%	0%
Total Revenue	34,886	24,886	15,336	(9,550)	62%	44%
<i>Earnings & benefits</i>	90,331	54,198	21,988	(32,210)	41%	24%
<i>General services-contracted</i>	81,958	44,745	30,305	(14,440)	68%	37%
<i>Goods, supplies & materials purchased</i>	49,474	17,800	7,985	(9,815)	45%	16%
Total Expense	221,763	116,743	60,278	(56,465)	52%	27%
Surplus/(Deficit)	(186,877)	(91,857)	(44,942)	46,915	49%	24%

Variances

Earnings & benefits

- Seasonal staff started later than anticipated.
- Hourly pay for June had not been processed at the time of this report.

Parks and Recreation

Q2 - 2023 Financial Reporting

Cost shares

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Reserves, transfers & grants</i>	1,998,000	1,494,000	1,360,613	(133,387)	91%	68%
Total Expense	1,998,000	1,494,000	1,360,613	(133,387)	91%	68%
Surplus/(Deficit)	(1,998,000)	(1,494,000)	(1,360,613)	133,387	91%	68%

Variances

Reserves, transfers & grants

- Cost share payments to the Town of Thorsby were budgeted in Q2 but will be paid in Q3.

Community development

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	19,250	2,000	6,204	4,204	310%	32%
Total Revenue	19,250	2,000	6,204	4,204	310%	32%
<i>Earnings & benefits</i>	124,998	54,713	46,779	(7,934)	85%	37%
<i>General services-contracted</i>	69,776	30,903	16,156	(14,747)	52%	23%
<i>Goods, supplies & materials purchased</i>	34,013	17,486	13,389	(4,097)	77%	39%
Total Expense	228,787	103,102	76,324	(26,778)	74%	33%
Surplus/(Deficit)	(209,537)	(101,102)	(70,120)	30,982	69%	33%

Variances

No significant variances.

Library support

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
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	200	-	(200)	0%	0%
<i>Reserves, transfers & grants</i>	49,500	49,500	49,500	-	100%	100%
Total Expense	106,700	78,200	81,847	3,647	105%	77%
Surplus/(Deficit)	(106,700)	(78,200)	(81,847)	(3,647)	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 116 development permit applications (184 YTD) and issued 468 safety codes permits in Q2 (YTD 803 permits).
- Lead the Leduc County response to the Creekside Solar application to the Alberta Utilities Commission.
- Council approved the repeal of Calmar, Thorsby, and Warburg Intermunicipal Collaboration Framework (ICF) Bylaws and approved replacement ICFs by resolution. Amendments to the associated Intermunicipal Development (IDP) plans were also approved.
- Ongoing participation of Planning and Development staff in the new permitting system implementation project.
- Administration finalized details for the next phase of public engagement for the Land Use Bylaw (LUB) project; the first open house was held on June 21.
- Work has been initiated for the 510 Local Area Structure Plan (LASP) 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 June 30 2023	Deliverables and/or Key performance indicators
Complete PrairiesCan funded pilot project to establish and operate the Business and Entrepreneur Centre (BEC) project.	Q2 2023		Complete and report on year one of the business accelerator/incubator component of the project. <ul style="list-style-type: none">The PrairiesCan funded project was completed March 31, 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 June 30 2023	Deliverables and/or Key performance indicators
Start up a business retention and expansion program.	Q2 2023		Complete and report on year one of the BRE program. <ul style="list-style-type: none">Program completed January.

Goal 2

Build economic resilience within the County.

Strategy 2.1

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

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

Goal 3

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

Strategy 3.1

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

Actions	Target dates	Status at June 30 2023	Deliverables and/or Key performance indicators
Support mayor and councillors participating in board activities, committees, and decision-making.	Ongoing		Provide monthly regional issues briefings to the Governance and Priorities Committee. <ul style="list-style-type: none">• Provided two updates in Q2.

Strategy 3.2

Maintain current intermunicipal frameworks with our neighbor communities.

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

Goal 4

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

Strategy 4.1

Update the County's land use regulations.

Actions	Target dates	Status at June 30 2023	Deliverables and/or Key performance indicators
Update the County's Land Use Bylaw.	Q3 2023		Complete detailed, phased review and rewrite of specific land use categories. <ul style="list-style-type: none">Legislative sections completed in January.Referral regulations completed in March.Enforcement sections completed in April.Nisku Business Park districts review/rewrite is in draft form.
	Q1 - Q4 2023		Conduct public participation activities to gather input from across the County. <ul style="list-style-type: none">Open houses planned for August and fall of 2023.Held the first open house on June 21.
	Ongoing		Provide reports and updates to Council through a series of interactive workshops. <ul style="list-style-type: none">Legislative workshop – completed in January.Referral regulation workshop – completed in March.Public engagement strategy workshop was held June 1.

Strategy 4.2

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

Actions	Target dates	Status at June 30 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.Administration initiated the background report and project

			<p>charter. We are preparing Request For Qualifications (RFQ) to gauge the ability of pre-qualified consultants to complete the technical work required.</p> <ul style="list-style-type: none"> Project charter adoption is forecasted for September 2023.
Completion of the Central Nisku Area Redevelopment Plan.	Q3 2023		<p>Adoption of the plan by Council.</p> <ul style="list-style-type: none"> On hold pending the utilities study and transportation master plan, anticipating adoption of the Local Area Redevelopment Plan (LARP) in Q1 2024.
Carry out interim review of the Leduc County Municipal Development Plan.	Q3 2023		<p>Report to Council for consideration of first reading.</p> <ul style="list-style-type: none"> Administration held workshop discussions with Council in Q1 and Q2. Administration will take first reading to Council in Q4 due to realigning timelines in conjunction with the Land Use Bylaw review.
	Q3 2023		<p>Regional Evaluation Framework (REF) submission to Edmonton Metropolitan Region Board for evaluation of alignment with Regional Growth Plan.</p> <ul style="list-style-type: none"> Delayed following second reading in Q4.
	Q4 2023		<p>Report to Council for consideration of adoption.</p> <ul style="list-style-type: none"> Delayed to Q1 2024 following REF.

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 June 30 2023	Deliverables and/or Key performance indicators
Safety codes officers (SCOs) to serve on external committees.	Ongoing		<p>Contribution and access to a stronger SCO network.</p> <ul style="list-style-type: none"> SCO attended private sewage sub-council meeting on June 13.

			<ul style="list-style-type: none">• SCO attended electrical utilities sub-council meeting on June 15.
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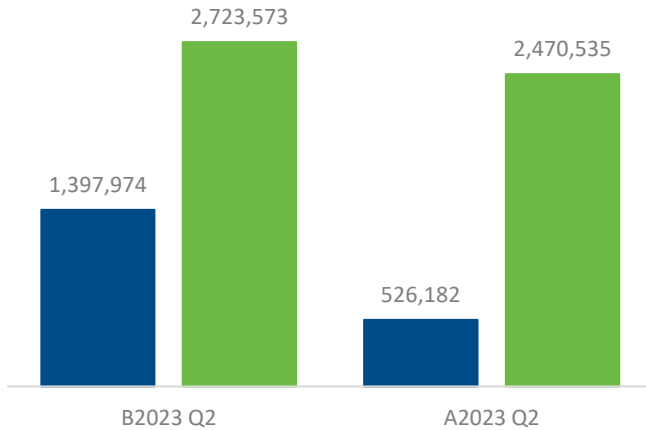
Planning and Development

Q2 - 2023 Financial Reporting

Department Head - Grant Bain

■ REVENUE
■ EXPENSE

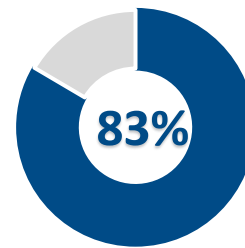
% of Q2 Budget



Variance YTD
\$618,754

Leadership and administration	93%
Development services	96%
Economic development	197%
Regional and long range planning	97%
Safety codes	-277%

% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	284,438	144,618	134,024	(10,594)	93%	47%
General services-contracted	6,600	5,618	4,649	(969)	83%	70%
Goods, supplies & materials purchased	900	546	1,420	874	260%	158%
Reserves, transfers & grants	10,000	10,000	10,000	-	100%	100%
Financial service charges	19,000	9,330	8,795	(535)	94%	46%
Total Expense	320,938	170,112	158,889	(11,223)	93%	50%
Surplus/(Deficit)	(320,938)	(170,112)	(158,889)	11,223	93%	50%

Variances

No significant variances.

Planning and Development

Q2 - 2023 Financial Reporting

Development services

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	92,000	45,950	43,523	(2,427)	95%	47%
<i>Other revenue from own sources</i>	80,000	39,998	42,587	2,589	106%	53%
Total Revenue	172,000	85,948	86,110	162	100%	50%
<i>Earnings & benefits</i>	938,077	476,177	489,550	13,373	103%	52%
<i>General services-contracted</i>	72,440	40,242	11,537	(28,705)	29%	16%
<i>Goods, supplies & materials purchased</i>	3,733	3,231	-	(3,231)	0%	0%
Total Expense	1,014,250	519,650	501,087	(18,563)	96%	49%
Surplus/(Deficit)	(842,250)	(433,702)	(414,977)	18,725	96%	49%

Variances

General services - contracted

- Contracted services to assist with processing development permits were less than anticipated.

Economic development

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	5,000	5,000	-	(5,000)	0%	0%
<i>Other revenue from own sources</i>	21,500	5,376	686	(4,690)	13%	3%
<i>Conditional grants from other government</i>	64,000	64,000	59,520	(4,480)	93%	93%
<i>Other transactions</i>	500,000	500,000	-	(500,000)	0%	0%
Total Revenue	590,500	574,376	60,206	(514,170)	10%	10%
<i>Earnings & benefits</i>	514,856	260,720	208,059	(52,661)	80%	40%
<i>General services-contracted</i>	82,654	41,468	19,744	(21,724)	48%	24%
<i>Purchases from other governments & agencies</i>	115,000	115,000	109,963	(5,037)	96%	96%
<i>Goods, supplies & materials purchased</i>	7,700	4,048	801	(3,247)	20%	10%
<i>Reserves, transfers & grants</i>	598,592	598,592	598,592	-	100%	100%
Total Expense	1,318,802	1,019,828	937,159	(82,669)	92%	71%
Surplus/(Deficit)	(728,302)	(445,452)	(876,953)	(431,501)	197%	120%

Variances

Other transactions

- The transfer from reserves for the air services fund was budgeted in Q2 but completed in Q3.

Earnings & benefits

- One vacant position in Q1 and Q2.

General services contracted

- Building rental and professional services for the economic summit were less than anticipated.
- Building, equipment and grounds maintenance at the Business and Entrepreneur Centre was less than anticipated.

Planning and Development

Q2 - 2023 Financial Reporting

Regional and long range planning

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	541,458	273,840	271,785	(2,055)	99%	50%
General services-contracted	22,146	12,757	4,313	(8,444)	34%	19%
Purchases from other government & agencies	48,782	48,782	49,994	1,212	102%	102%
Goods, supplies & materials purchased	1,500	1,300	182	(1,118)	14%	12%
Total Expense	613,886	336,679	326,273	(10,406)	97%	53%
Surplus/(Deficit)	(613,886)	(336,679)	(326,273)	10,406	97%	53%

Variances

No significant variances.

Safety codes

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Sales of goods & services to other government	4,500	1,500	3,119	1,619	208%	69%
Sales of goods & services to individuals	3,500	1,700	1,859	159	109%	53%
Other revenue from own sources	1,489,048	734,450	374,889	(359,561)	51%	25%
Total Revenue	1,497,048	737,650	379,867	(357,783)	51%	25%
Earnings & benefits	1,194,956	607,962	518,484	(89,478)	85%	43%
General services-contracted	119,212	62,889	28,480	(34,409)	45%	24%
Goods, supplies & materials purchased	6,953	6,453	162	(6,291)	3%	2%
Total Expense	1,321,121	677,304	547,126	(130,178)	81%	41%
Surplus/(Deficit)	175,927	60,346	(167,260)	(227,606)	-277%	-95%

Variances

Other revenue from own sources

- Permit revenue was less than anticipated in Q2 but is expected to increase in Q3 and Q4.

Earnings & benefits

- One vacant position in Q1 and Q2.

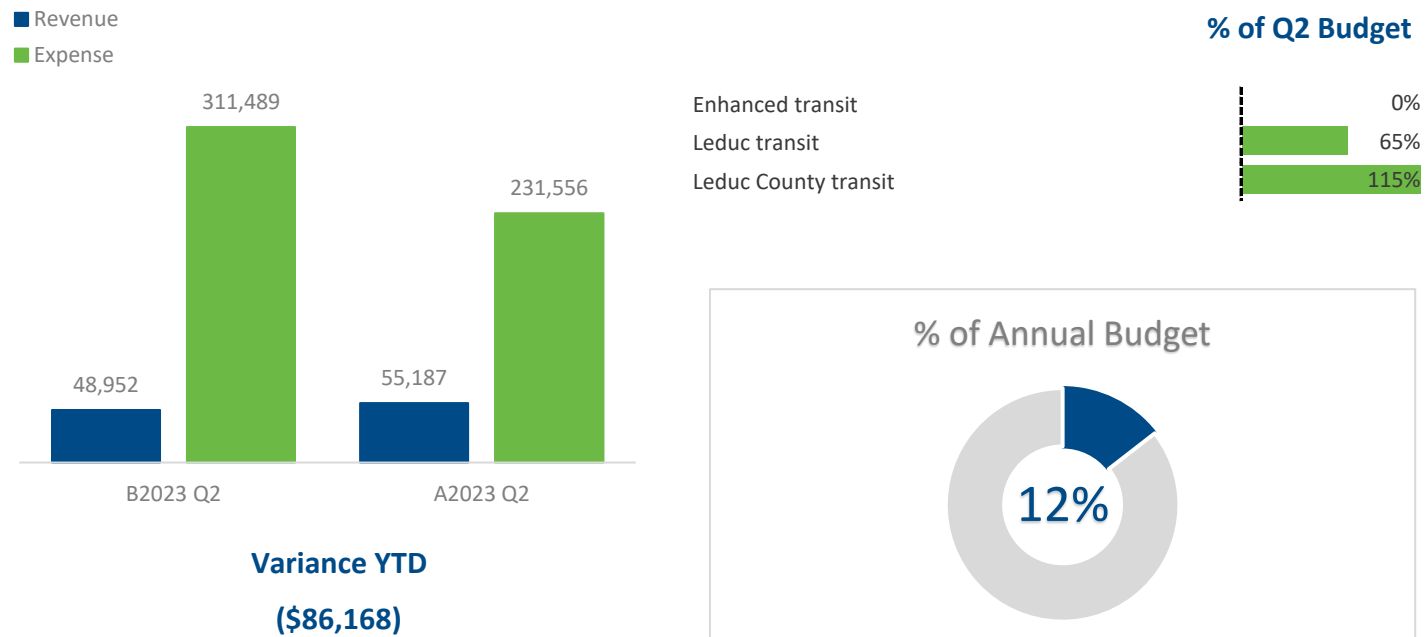
General services-contracted

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

Public transit

Q2 - 2023 Financial Reporting

Department Head - Des Mryglod



Enhanced transit

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 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

Q2 - 2023 Financial Reporting

Leduc transit

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	82,682	41,341	44,921	3,580	109%	54%
<i>Sales of goods & services to individuals</i>	14,500	7,611	10,266	2,655	135%	71%
Total Revenue	97,182	48,952	55,187	6,235	113%	57%
<i>General services-contracted</i>	24	12	12	-	99%	49%
<i>Purchases from other governments & agencies</i>	598,307	298,246	216,321	(81,925)	73%	36%
<i>Goods, supplies & materials purchased</i>	1,000	500	-	(500)	0%	0%
<i>reserves, transfers & grants</i>	489,594	-	-	-	0%	0%
<i>Financial service charges</i>	185	95	656	561	691%	355%
Total Expense	1,089,110	298,853	216,989	(81,864)	73%	20%
Surplus/(Deficit)	(991,928)	(249,901)	(161,802)	88,099	65%	16%

Variances

Purchases from other governments & agencies

- The Q2 cost share invoice from the City of Leduc had not been received at the time of this report.

Leduc County transit

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	24,691	12,636	14,567	1,931	115%	59%
Total Expense	24,691	12,636	14,567	1,931	115%	59%
Surplus/(Deficit)	(24,691)	(12,636)	(14,567)	(1,931)	115%	59%

Variances

No significant variances.

1: Department services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Leadership and administration

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

Operations

- Maintains Leduc County's roadway network:

Gravel roads (1,726 km)

- rural roads initiative (shoulder pulls, miscellaneous spot repairs, major fill program, drainage improvements)
- gravelling
- summer and winter gravel road maintenance
- dust suppression
- culvert replacement/repair and minor drainage works
- vegetation management within county rights-of-way (in coordination with Agricultural Services)
- signage

Asphalt surface roads (409 km)

- major asphalt repair
 - summer maintenance (crack sealing, street sweeping, pothole/injection patching, line painting)
 - winter maintenance (plowing, sanding, salting)
 - vegetation management within county rights-of-way (in coordination with Agricultural Services)
 - signage
- In conjunction with the facilities and equipment coordinator, manages and maintains Road Operation's fleet and facilities.

2: Strategic priorities

Goal 1	Strategic priority – A Robust Economy Create efficient transportation infrastructure that meets community needs.
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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

- Road Operations staff assisted Fire Services during the wildfire events between April 29 and May 14
 - Staff contributed a total of 253 hours assisting in the Incident Command Centre, providing shuttle services of firefighters during shift change, delivering food and water to sites, and assisting with monitoring and extinguishing of hotspots.
- 2023/2024 gravel program planning is underway.
 - Service agreement with gravel pits has been extended one year for the 2023/2024 gravel program.
- Summer programs:
 - Street sweeping – began May 6 and was completed May 27.
 - Dust control, first round – began May 30 and was completed June 12.
 - Crack sealing – began May 24.
 - Line painting – began June 15.
 - Rural roads initiative – began June 22.

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 June 30 2023	Deliverables and/or key performance indicators
Implement the fifth year of the Rural Road Initiative (RRI).	Q4 2023		Improve the network by completing 35 miscellaneous spot repairs and 15 roadside drainage ditch improvements. <ul style="list-style-type: none">• 2023 program development started.• Service agreement finalized.• Spot repairs began June 22.

Establish a signpost replacement plan for future year implementation.	Q2 2023		<p>A new standard established, and condition assessment of current inventory completed to inform a 2024 implementation plan budget ask.</p> <ul style="list-style-type: none"> Draft program being developed and will be considered as a 2025 New Initiative.
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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 June 30 2023	Deliverables and/or key performance indicators
Complete the major asphalt and cold mix repair program.	Q4 2023		<p>Complete major repairs on asphalt failures on main roads.</p> <ul style="list-style-type: none"> Service contract signed. Program scheduled to begin July 5.
Complete reclamite projects.	Q4 2023		<p>Complete year three of our three-year reclamite trial on Township Road 503 and complete one last link road with reclamite.</p> <ul style="list-style-type: none"> 2023 program planning underway. Township Road 503 to be completed following the communal sewage work in Wildland Meadows. Range Road 240A south of Highway 623 planned for Q3. Township Road 480 (South Wizard Lake Road) chip seal planned for Q3.
Complete the summer asphalt and cold mix maintenance program.	Q4 2023		<p>Complete the street sweeping program, the line painting program, the crack sealing program.</p> <ul style="list-style-type: none"> Servicing contracts signed. Street sweeping program began May 6 and completed May 27. Crack sealing program began May 24. Line painting program began June 15.
Evaluate and compare traditional pothole patching program and injection patcher program.	Q3 2023		<p>Based on findings, develop program plan for each type of maintenance activity.</p> <ul style="list-style-type: none"> Pothole patching started the week of March 20. <ul style="list-style-type: none"> Have completed over 100 pothole repairs to date.

			<ul style="list-style-type: none"> • Injection patching started June 27. <ul style="list-style-type: none"> ○ Have completed 152 road hazards and 1,765 metres of cracking. • Both the traditional pothole patching and the injection patching are proven to be necessary to maintain asphalt roads.
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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 June 30 2023	Deliverables and/or key performance indicators
Enhance asset management program to include a heavy equipment asset class.	Q3 2023		<p>A heavy equipment asset management plan approved by the Asset Management Committee.</p> <ul style="list-style-type: none"> • Heavy equipment condition assessments started March 20.

Goal 3

Serve residents and visitors with continuous improvement of department services.

Strategy 3.1

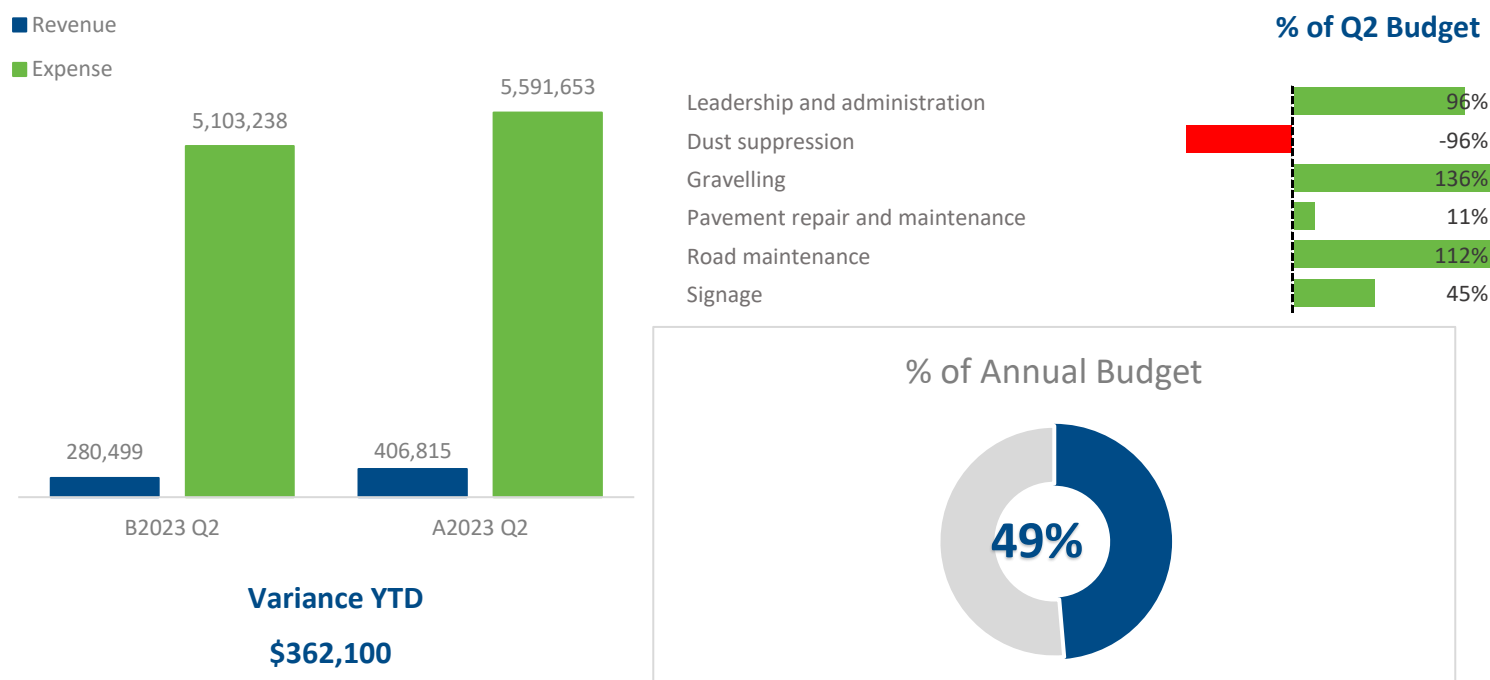
Review current processes to gain efficiencies.

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

Road Operations

Q2 - 2023 Financial Reporting

Department Head - Garrett Broadbent



Leadership and administration

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 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	9,000	3,600	(5,400)	40%	22%
<i>Other revenue from own sources</i>	40,000	20,000	5,360	(14,640)	27%	13%
<i>Other transactions</i>	32,000	17,004	7,535	(9,469)	44%	24%
Total Revenue	124,617	55,121	16,495	(38,626)	30%	13%
<i>Earnings & benefits</i>	4,074,292	1,997,540	1,748,125	(249,415)	88%	43%
<i>General services-contracted</i>	393,525	201,162	356,676	155,514	177%	91%
<i>Goods, supplies & materials purchased</i>	1,442,688	640,580	598,847	(41,733)	93%	42%
<i>Reserves, transfers & grants</i>	40,000	20,000	46	(19,954)	0%	0%
<i>Financial service charges</i>	-	-	36	36	0%	0%
Total Expense	5,950,505	2,859,282	2,703,730	(155,552)	95%	45%
Surplus/(Deficit)	(5,825,888)	(2,804,161)	(2,687,235)	116,926	96%	46%

Road Operations

Q2 - 2023 Financial Reporting

Variances

Earnings & benefits

- One vacant position in Q1 and Q2.
- Hourly pay for June had not been processed at the time of this report.

General services - contracted

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

Goods, supplies & materials purchased

- Invoices for fuel, electricity, equipment and machine parts had not been received at the time of this report.

Dust suppression

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	225,000	225,000	388,112	163,112	172%	172%
Total Revenue	225,000	225,000	388,112	163,112	172%	172%
<i>General services-contracted</i>	30,000	15,000	61,042	46,042	407%	203%
<i>Goods, supplies & materials purchased</i>	579,200	260,709	278,600	17,891	107%	48%
Total Expense	609,200	275,709	339,642	63,933	123%	56%
Surplus/(Deficit)	(384,200)	(50,709)	48,470	99,179	-96%	-13%

Variance

Sales of goods & services to individuals

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

General services-contracted

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

Road Operations

Q2 - 2023 Financial Reporting

Gravelling

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	-	-	511	511	0%	0%
<i>Conditional grants from other governments</i>	497,174	-	-	-	0%	0%
Total Revenue	497,174	-	511	511	0%	0%
<i>General services-contracted</i>	1,762,262	932,130	1,220,854	288,724	131%	69%
<i>Goods, supplies & materials purchased</i>	1,347,043	673,521	966,535	293,014	144%	72%
Total Expense	3,109,305	1,605,651	2,187,389	581,738	136%	70%
Surplus/(Deficit)	(2,612,131)	(1,605,651)	(2,186,878)	(581,227)	136%	84%

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 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	837,000	22,000	18	(21,982)	0%	0%
<i>Goods, supplies & materials purchased</i>	50,561	733	2,575	1,842	351%	5%
Total Expense	887,561	22,733	2,593	(20,140)	11%	0%
Surplus/(Deficit)	(887,561)	(22,733)	(2,593)	20,140	11%	0%

Variance

General services-contracted

- Invoices for the sweeping program were not received at the time of this report.

Road Operations

Q2 - 2023 Financial Reporting

Road maintenance

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	327,200	155,268	112,476	(42,792)	72%	34%
<i>Goods, supplies & materials purchased</i>	583,950	148,030	227,874	79,844	154%	39%
Total Expense	911,150	303,298	340,350	37,052	112%	37%
Surplus/(Deficit)	(911,150)	(303,298)	(340,350)	(37,052)	112%	37%

Variance

General services-contracted

- The June invoice for contract grading had not been received at the time of this report.
- Spray patching and other equipment rentals were less than anticipated.

Goods, supplies & materials purchased

- Grader blades were purchased in Q1 due to anticipated price increases but were budgeted from Q2 to Q4.
- Culverts purchases were budgeted in Q2 and Q3 but purchased in Q2.

Signage

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	1,000	378	1,696	1,318	449%	170%
Total Revenue	1,000	378	1,696	1,318	449%	170%
<i>Goods, supplies & materials purchased</i>	40,000	36,565	17,950	(18,615)	49%	45%
Total Expense	40,000	36,565	17,950	(18,615)	49%	45%
Surplus/(Deficit)	(39,000)	(36,187)	(16,253)	19,934	45%	42%

Variance

No significant variances.



1: Department services

1.1: Our mission

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

1.2: Service areas

Water

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

Wastewater

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

Waste Management & Recycling

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

Stormwater Management

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

Contracted Services

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

2: Strategic priorities

Goal 1	Strategic priority – A Robust Economy Increase investment attraction.
Goal 2	Strategic priority – A Robust Economy Build economic resilience.

3: Department goals

Goal 3	Improve Leduc County solid waste and recycling services.
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4: Department highlights

- One flush point installed in the Sunnybrook system, with the other being installed in July.
- Tender awarded to Whitson Contracting Ltd. for the West Nisku reservoir upgrade project.
- The Uber waterline replacement work has commenced at Edmonton Airports.
- Waterline break at 15th Avenue was discovered and repaired.
- New Sarepta reservoir design project has commenced.

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 June 30 2023	Deliverables and/or key performance indicators
Determine potential limitations for water and wastewater capacity within Nisku.	Q1 2023		Complete analysis on available water and wastewater capacity within Nisku. <ul style="list-style-type: none">• Capacity analysis is underway, with completion expected by the end of July.
Based on the water and wastewater capacity analysis, develop a prioritized action and funding plan to address limitations.	Q3 2023		Prioritized action and funding plan to address water and wastewater capacity limitations within Nisku. <ul style="list-style-type: none">• Awaiting the consultant report, once received the development of an action plan will resume, with anticipated completion by the end of Q3.

Goal 2

Build economic resilience.

Strategy 2.1

Implement Wildland Meadows wastewater treatment system local improvement plan.

Actions	Target dates	Status at June 30 2023	Deliverables and/or key performance indicators
Construct the Wildland Meadows wastewater treatment system.	Q3 2023		Construction of the Wildland Meadows wastewater treatment system. <ul style="list-style-type: none">• Project has been awarded; construction is underway.

Strategy 2.2

Continue to support communal water and wastewater systems.

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

Strategy 2.3

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

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

			will be part of the 2024 operational plan.
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Goal 3

Improve Leduc County solid waste and recycling services.

Strategy 3.1

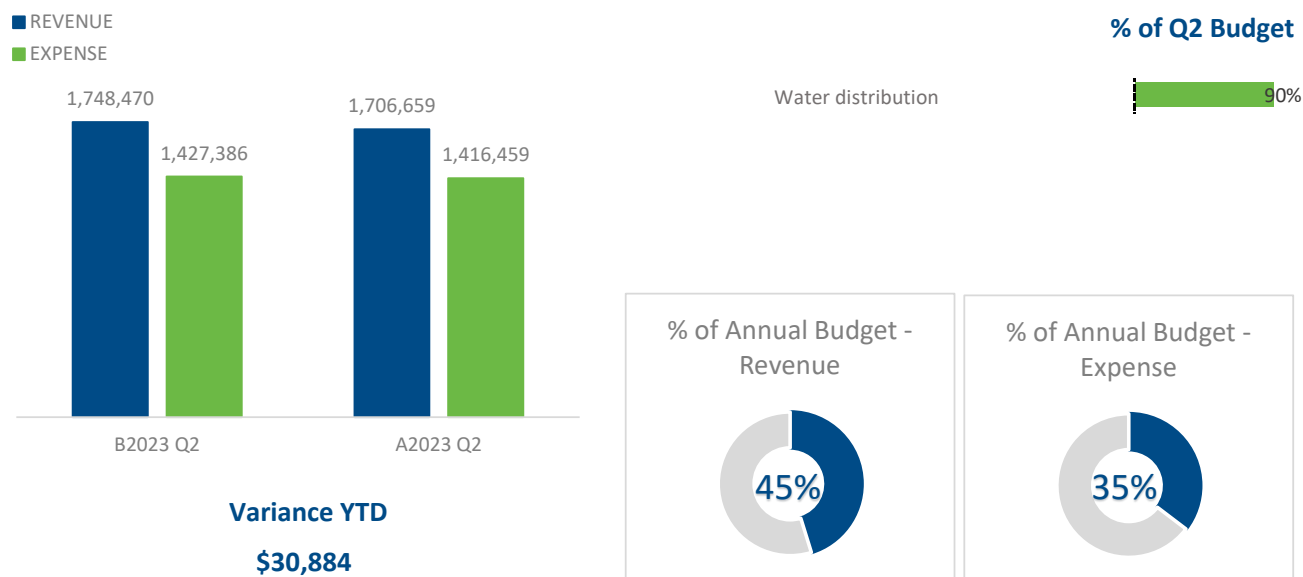
Enact the recommendations of the strategic waste management plan.

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

Utilities - Water distribution

Q2 - 2023 Financial Reporting

Department Head - Des Mryglod



Water distribution

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,162,745	1,455,797	1,375,280	(80,517)	94%	43%
<i>Other revenue from own sources</i>	461,254	217,699	256,405	38,706	118%	56%
<i>Other transactions</i>	149,949	74,974	74,974	-	100%	50%
Total Revenue	3,773,948	1,748,470	1,706,659	(41,811)	98%	45%
<i>Earnings & benefits</i>	555,515	246,631	190,760	(55,871)	77%	34%
<i>General services-contracted</i>	515,858	191,719	97,416	(94,303)	51%	19%
<i>Purchases from other governments & agencies</i>	1,373,902	618,124	655,191	37,067	106%	48%
<i>Goods, supplies & materials purchased</i>	219,916	123,383	239,916	116,533	194%	109%
<i>Reserves, transfers & grants</i>	904,990	28,750	18,089	(10,661)	63%	2%
<i>Financial service charges</i>	437,727	218,779	215,087	(3,692)	98%	49%
Total Expense	4,007,908	1,427,386	1,416,459	(10,927)	99%	35%
Surplus/(Deficit)	(233,960)	321,084	290,200	(30,884)	90%	-124%

Utilities - Water distribution

Q2 - 2023 Financial Reporting

Variances

Sales of goods & services to individuals

- June invoices for Nisku Business Park and New Sarepta had not been invoiced at the time of this report. The June water invoices totaled \$463k.

Other revenue from own sources

- Contracted service revenues were more than anticipated.

Earnings & benefits

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

General services-contracted

- Repairs to engineering structures, vehicles and machinery and equipment were less than anticipated.
- Rental of vehicles and equipment were less than anticipated.
- Some invoices had not been received at the time of this report.

Purchases from other governments & agencies

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

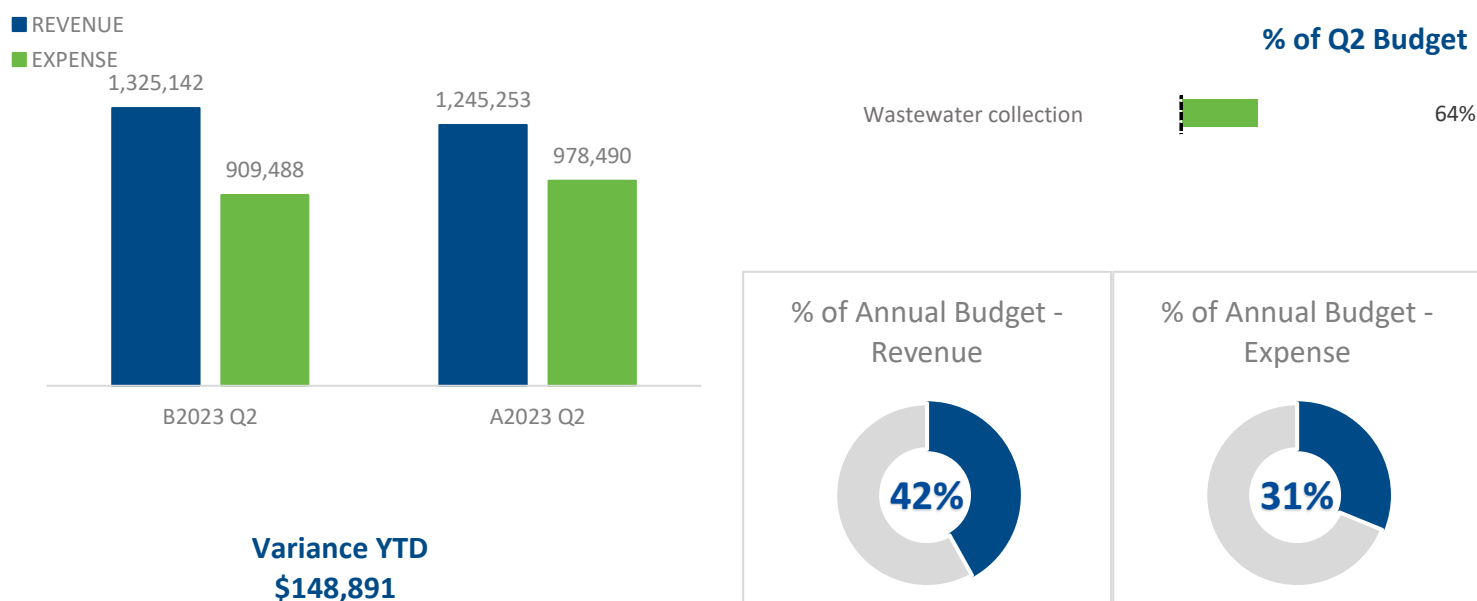
Goods, supplies & materials purchased

- Equipment and machine parts are higher than anticipated due to the Edmonton International Airport (YEG) contract.

Utilities - Wastewater collection

Q2 - 2023 Financial Reporting

Department Head - Des Mryglod



Wastewater collection

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,687,809	1,194,357	1,120,786	(73,571)	94%	42%
<i>Other revenue from own sources</i>	263,483	130,785	124,467	(6,318)	95%	47%
<i>Other transactions</i>	22,500	-	-	-	0%	0%
Total Revenue	2,973,792	1,325,142	1,245,253	(79,889)	94%	42%
<i>Earnings & benefits</i>	403,263	169,931	133,046	(36,885)	78%	33%
<i>General services-contracted</i>	316,977	139,442	83,318	(56,124)	60%	26%
<i>Purchases from other governments & agencies</i>	1,624,036	482,094	637,071	154,977	132%	39%
<i>Goods, supplies & materials purchased</i>	64,246	29,659	38,489	8,830	130%	60%
<i>Reserves, transfers & grants</i>	565,270	-	5,951	5,951	100%	1%
<i>Financial service charges</i>	166,462	88,362	80,615	(7,747)	91%	48%
Total Expense	3,140,254	909,488	978,490	69,002	108%	31%
Surplus/(Deficit)	(166,462)	415,654	266,763	(148,891)	64%	-160%

Variances

Sales of goods & services to individuals

- The June utility invoices for Nisku Business Park and New Sarepta had not been processed at the time of this report. The June wastewater invoices totaled \$428k.

Earnings & benefits

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

General services-contracted

- Repairs and maintenance to engineering structures, machinery and equipment and vehicles was less than anticipated.

Purchases from other governments & agencies

- Wastewater charges were higher than anticipated as sales were higher than anticipated.

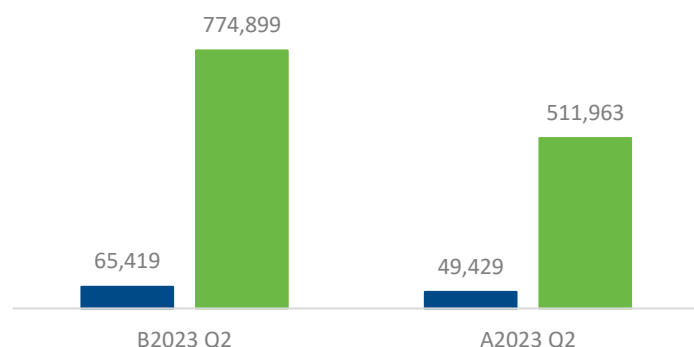
Utilities - Waste management

Q2 - 2023 Financial Reporting

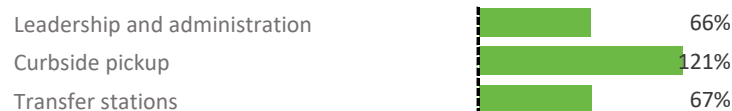
Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

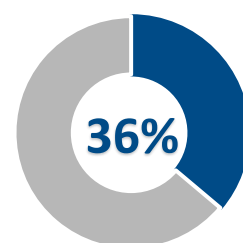
% of Q2 Budget



Variance YTD
(\$246,946)



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Other revenue from own sources	500	252	819	567	325%	164%
Conditional grants from other governments	242,771	-	-	-	0%	0%
Total Revenue	243,271	252	819	567	325%	0%
Earnings & benefits	391,659	190,214	182,153	(8,061)	96%	47%
General services-contracted	35,937	30,438	7,687	(22,751)	25%	21%
Purchases from other governments & agencies	407,053	158,532	63,395	(95,137)	40%	16%
Goods, supplies & materials purchased	9,568	4,782	1,083	(3,699)	23%	11%
Reserves, transfers & grants	-	-	181	181	0%	0%
Total Expense	844,217	383,966	254,500	(129,466)	66%	30%
Surplus/(Deficit)	(600,946)	(383,714)	(253,681)	130,033	66%	42%

Variances

General services-contracted

- Design for transfer station upgrade was budgeted in Q2 but will be completed in Q3 and Q4.

Purchases from other governments & agencies

- May and June landfill invoices had not been received at the time of this report.
- Landfill expenses were less than anticipated.

Utilities - Waste management

Q2 - 2023 Financial Reporting

Curbside pickup

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to individuals</i>	121,992	60,555	44,159	(16,396)	73%	36%
Total Revenue	121,992	60,555	44,159	(16,396)	73%	36%
<i>Earnings & benefits</i>	27,413	6,182	4,889	(1,293)	79%	18%
<i>General services-contracted</i>	60,129	30,067	20,330	(9,737)	68%	34%
<i>Goods, supplies & materials purchased</i>	-	-	5	5	0%	0%
<i>Reserves, transfers & grants</i>	34,450	8,611	-	(8,611)	0%	0%
Total Expense	121,992	44,860	25,224	(19,636)	56%	21%
Surplus/(Deficit)	-	15,695	18,935	3,240	121%	0%

Variances

No significant variances.

Transfer stations

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
<i>Sales of goods & services to other governments</i>	5,004	2,502	2,000	(502)	80%	40%
<i>Other revenue from own sources</i>	4,216	2,110	2,451	341	116%	58%
Total Revenue	9,220	4,612	4,451	(161)	97%	48%
<i>General services-contracted</i>	491,696	248,197	148,847	(99,350)	60%	30%
<i>Purchases from other governments & agencies</i>	184,493	92,024	75,780	(16,244)	82%	41%
<i>Goods, supplies & materials purchased</i>	11,935	5,852	7,612	1,760	130%	64%
Total Expense	688,124	346,073	232,239	(113,834)	67%	34%
Surplus/(Deficit)	(678,904)	(341,461)	(227,788)	113,673	67%	34%

Variances

General services-contracted

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

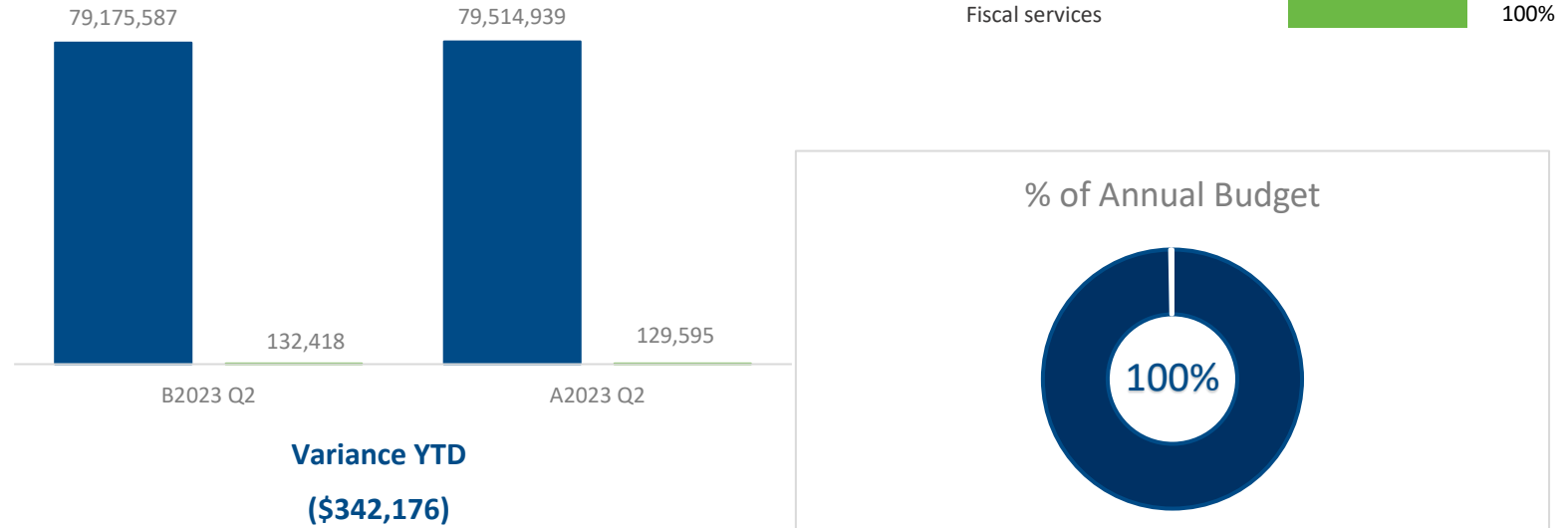
Fiscal Services

Q2 - 2023 Financial Reporting

Department Head - Natasha Wice

■ REVENUE
■ EXPENSE

% of Q2 Budget



Fiscal services

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Taxes	78,010,374	78,490,074	78,450,987	(39,087)	100%	101%
Taxes-grant in lieu	123,889	123,889	121,443	(2,446)	98%	98%
Other revenue from own sources	938,301	341,206	722,807	381,601	212%	77%
Unconditional grants from other governments	88,000	88,000	90,331	2,331	103%	103%
Other transactions	264,836	132,418	129,372	(3,046)	98%	49%
Total Revenue	79,425,400	79,175,587	79,514,939	339,352	100%	100%
Financial service charges	264,836	132,418	129,372	(3,046)	98%	49%
Other transactions-general	3,773	-	223	223	0%	6%
Total Expense	268,609	132,418	129,595	(2,823)	98%	48%
Surplus/(Deficit)	79,156,791	79,043,169	79,385,345	342,176	100%	100%

Variances

Taxes

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

Other revenue from own sources

- Interest on investments was more than anticipated.

Investment Summary

As at June 30, 2023

Interest received	\$	528,067
Gain/(loss) on sale of investments	\$	-
	\$	<u>528,067</u>

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

CIBC statement

The investment portfolio remains fully compliant with the approved investment policy and Municipal Government Act. The portfolio is comprised of fully guaranteed bonds that remain well diversified by issuer and maturity. The maturity schedule is setup as a bond ladder and is currently distributed between 1-12 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.

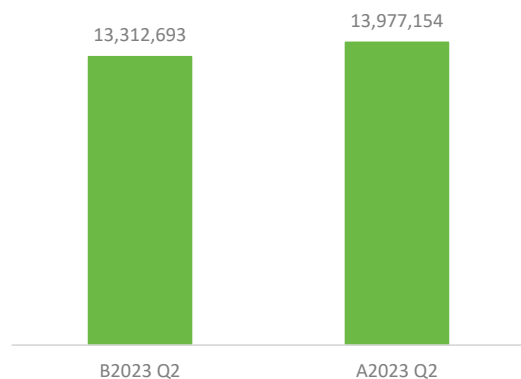
Requisitions expenditures

Q2 - 2023 Financial Reporting

Department Head - Natasha Wice

EXPENSE

% of Q2 Budget

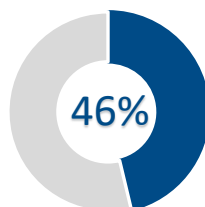


Requisitions

105%

Variance YTD
\$664,461

% of Annual Budget



Requisitions

Account	2023 budget	2023 Q2 budget	2023 Q2 actual	Variance (\$)	% of Q2 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Reserves, transfers & grants</i>	30,207,098	13,312,693	13,977,154	664,461	105%	46%
Total Expense	30,207,098	13,312,693	13,977,154	664,461	105%	46%
Surplus/(Deficit)	(30,207,098)	(13,312,693)	(13,977,154)	(664,461)	105%	46%

Variances

Reserves, transfers & grants

- The 2023 mill rates and requisitioned amounts were not finalized within the Government of Alberta at the time of invoicing, therefore the Q2 invoice was based on prior years' amounts.



2023 Major Project and Capital Project Plan
Quarter 2 Reporting - Funding and Expenditures Summary
For the period ending June 30, 2023

Major Project and Capital Project Summary		Budget	Actual	Variance
	Total	37,115,735	4,835,171	32,280,564
Total Expenditures		37,115,735	4,835,171	32,280,564

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	397,600	390,001	7,599
Grants				
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	605,648	567,834	37,814
Other				
	Reserves	2,162,652	2,122,192	40,460
Total Funding		3,165,900	3,080,026	85,874

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	5,382,008	174,820	5,207,188
Grants				
	Municipal Sustainability Initiative (MSI) Capital	4,138,192	163,999	3,974,193
	Municipal Sustainability Initiative (MSI) Operating	237,681	47,027	190,654
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,206,025	58,645	1,147,380
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	217,059	-	217,059
Other				
	Debenture (Local improvement)	800,000	6,026	793,974
	Debenture	9,000,000	138,169	8,861,831
	Utility Reserves	1,701,618	11,630	1,689,988
	Reserves	10,272,653	1,154,828	9,117,825
	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		33,336,585	1,755,145	31,581,440

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	155,000	-	155,000
Grants				
	Municipal Sustainability Initiative (MSI) Operating	25,000	-	25,000
Other				
	Reserves	433,250	-	433,250
Total Funding		613,250	-	613,250



2023 Major Project Plan
Quarter 2 Reporting - Funding and Expenditures Summary
For the period ending June 30, 2023

Major Project Summary		Budget	Actual	Variance
	Major Projects	3,352,950	1,432,412	1,920,538
Total Expenditures		3,352,950	1,432,412	1,920,538

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	365,000	359,701	5,299
Grants				
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	605,648	567,834	37,814
Other				
	Reserves	150,152	108,933	41,219
Total Funding		1,120,800	1,036,467	84,333

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	563,360	135,699	427,661
Grants				
	Municipal Sustainability Initiative (MSI) Operating	237,681	47,027	190,654
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	217,059	-	217,059
Other				
	Utility Reserves	45,000	11,630	33,370
	Reserves	555,800	201,589	354,211
Total Funding		1,618,900	395,945	1,222,955

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	155,000	-	155,000
Grants				
	Municipal Sustainability Initiative (MSI) Operating	25,000	-	25,000
Other				
	Reserves	433,250	-	433,250
Total Funding		613,250	-	613,250

Project Name	2023 Final Budget	Total expenses as at June 30, 2023	Total Variance	Project Indicator	Status	Status Update
Kavanagh landfill reclamation - Year five of five	\$ 23,000	\$ 898	\$ 22,102		Work in progress	Ground water testing will be conducted this summer, and berm inspections will be conducted in house by Engineering staff. Final report will be submitted to Alberta Environment in Q4 2023.
Intersection Sparrow Drive and Hwy 625 assessment	\$ 20,000	\$ 12,630	\$ 7,370		Work in progress	Draft safety analysis report was submitted at the end of July. Engineering will discuss with Alberta Transportation once the report is finalized. Anticipated completion date in Q4, 2023.
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.
Recreation cost share capital contributions	\$ 350,000	\$ 153,804	\$ 196,196		Work in progress	A summary of 2023 projects was presented to Council in Q1, 2023.
Beaumont Sport and Recreation Centre contribution - Payment five of five	\$ 400,000	\$ -	\$ 400,000		No activity	Payment will be made in Q4, 2023.
2023 Citizen Satisfaction Survey	\$ 35,000	\$ 14,900	\$ 20,100		Work in progress	Survey conducted in Q2, 2023. Project is on schedule.
Enterprise Content Management (ECM) - CRM permitting systems	\$ 570,000	\$ 47,027	\$ 522,973		Work in progress	Permitting system configuration in progress. Agriculture department migration into new document management system in progress.
North Nisku Local Area Structure Plan	\$ 140,000	\$ -	\$ 140,000		Work in progress	Preliminary meetings have been conducted with stakeholders, project will start in Q3, 2023. Currently in the project planning stage.
Building lifecycle maintenance - Black Gold cost share	\$ 152,500	\$ 11,093	\$ 141,407		Work in progress	Materials purchased, project started in Q2 and will be completed in Q3, 2023.
Building lifecycle maintenance	\$ 110,000	\$ 91,534	\$ 18,466		Work in progress	Major roof repair is complete and waiting for invoices. The remaining work will be completed in Q3, 2023.
Nisku salt shed overhead door	\$ 40,000	\$ -	\$ 40,000		No activity	Project will not be completed in 2023 due to significant cost increase on materials.
Labour force analysis	\$ 100,000	\$ -	\$ 100,000		No activity	

Project Name	2023 Final Budget	Total expenses as at June 30, 2023	Total Variance	Project Indicator	Status	Status Update
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.
Sunnybrook flush point installation	\$ 39,000	\$ -	\$ 39,000		Work in progress	Flushing of the Sunnybrook wastewater system will be completed by Q3, 2023.
Transit needs assessment/feasibility study	\$ 23,750	\$ 12,191	\$ 11,559		Work in progress	The draft report was presented at a Q2 Council workshop. The report has now been finalized.
Recreation and Parks master plan	\$ 20,150	\$ 12,315	\$ 7,835		Work in progress	A draft plan will be presented to Council in Q3, 2023.
Central Nisku Local Area Redevelopment Plan (CNLARP) (formerly Nisku Area Redevelopment Plan) - Year two and three	\$ 33,250	\$ -	\$ 33,250		No activity	Project on hold, waiting for the Nisku and East Vistas utilities capacity assessment report.
Growth hamlets utilities capacity assessment	\$ 2,500	\$ 2,421	\$ 79		Completed	
Agenda management system	\$ 20,000	\$ 19,960	\$ 40		Work in progress	Purchase and installation of software is complete. Configuration in progress, will be rolled out in Q3, 2023.
Southern Country Residential Area Structure Plan (SCRASP)	\$ 6,700	\$ 10,022	\$ (3,322)		Completed	Project over budget due to additional public engagement required.
Records and Digital Information Plan - Year one implementation	\$ 6,600	\$ 6,600	\$ -		Completed	
Business and Entrepreneur Centre (BEC) (formerly Business Retention and Expansion Centre)	\$ 742,500	\$ 660,144	\$ 82,356		Completed	
Land use bylaw update	\$ 18,000	\$ 5,541	\$ 12,459		Work in progress	Held the first open house on June 21. Additional open houses will be held in Q3. Public engagement strategy workshop with Council was held June 1. Nisku Business Park districts review/rewrite is in draft form.
Financial software review	\$ 25,000	\$ -	\$ 25,000		No activity	
County Centre - renovation design	\$ 50,000	\$ -	\$ 50,000		Work in progress	Meetings with vendors have begun with planned design considerations being completed in Q4, 2023.
Nisku and East Vistas utilities capacity assessment	\$ 45,000	\$ 11,630	\$ 33,370		Work in progress	Draft report has been delayed. The project is expected to be completed by Q3, 2023.
Total	\$ 3,352,950	\$ 1,432,412	\$ 1,920,538			



2023 Major Project Plan
Quarter 2 Reporting
For the period ending June 30, 2023

Project Name	2023 Final Budget	Total expenses as at June 30, 2023	Total Variance	Project Indicator	Status	Status Update
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	<i>Impact to schedule and/or budget</i>
	<i>Project completed and under budget</i>
	<i>Project completed and over budget</i>



2023 Capital Project Plan

Quarter 2 Reporting - Funding and Expenditures Summary

For the period ending June 30, 2023

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	17,811,600	2,936,634	14,874,966
	Road Program	13,811,435	359,632	13,451,803
	Bridge Program	2,139,750	106,493	2,033,257
Total Expenditures		33,762,785	3,402,759	30,360,026

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	32,600	30,300	2,300
Other				
	Reserves	2,012,500	2,013,259	(759)
Total Funding		2,045,100	2,043,559	1,541

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	4,818,648	39,121	4,779,527
Grants				
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,206,025	58,645	1,147,380
	Municipal Sustainability Initiative (MSI) Capital	4,138,192	163,999	3,974,193
	Municipal Stimulus Program			-
	Strategic Transportation Infrastructure Program (STIP)			-
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)			-
Other				
	Debenture (Local improvement)	800,000	6,026	793,974
	Debenture	9,000,000	138,169	8,861,831
	Utility Reserves	1,656,618	-	1,656,618
	Reserves	9,716,853	953,239	8,763,614
	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		31,717,685	1,359,200	30,358,485



2023 Capital Project Plan

Quarter 2 Reporting

For the period ending June 30, 2023

Project Name	2023 Final Budget	Total expenses as at June 30, 2023	Total Variance	Project Indicator	Status	Status Update
New Sarepta reservoir, pumphouse and bulk water station upgrade - Design	\$ 230,000	\$ -	\$ 230,000		Work in progress	Design assignment awarded, project underway. Scheduled to be completed by Q3, 2023.
Centennial Park campground playground replacement	\$ 60,000	\$ -	\$ 60,000		Work in progress	Project work in progress, installation will be completed in Q3, 2023.
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.
Replacement of a fire engine	\$ 849,000	\$ -	\$ 849,000		Work in progress	Anticipated delivery date is Q4, 2023.
Genesee gravel property, remnant of NW1/4 33-50-3-W5M	\$ 2,000,000	\$ 2,001,175	\$ (1,175)		Completed	Over budget due to title insurance premium.
Replacement of utility light truck - Unit 1530	\$ 63,000	\$ -	\$ 63,000		Work in progress	Truck has been received. Currently being outfitted. Awaiting final invoices.
Replacement of utility light truck - Unit 1710	\$ 63,000	\$ -	\$ 63,000		Work in progress	Truck has been received. Currently being outfitted. Awaiting final invoices.
Motor grader replacement	\$ 616,500	\$ -	\$ 616,500		Work in progress	Anticipated delivery date by Q4, 2024.
Motor grader replacement	\$ 616,500	\$ -	\$ 616,500		Work in progress	Anticipated delivery date by Q4, 2024.
Nisku west pump station upgrade - Construction	\$ 1,450,000	\$ 12,249	\$ 1,437,751		Work in progress	Contract awarded. Currently scheduled to be completed by end of Q4, 2023, except for the generator, which is scheduled to be completed by early Q2, 2024 due to supply chain issues.
Sunnybrook wastewater lagoon renewal - Construction (Phase 1)	\$ 102,000	\$ -	\$ 102,000		Work in progress	Additional funding was approved at the May 23rd Council meeting. Tender has been awarded. Scheduled to be completed by Q3, 2023.
Folder inserter	\$ 32,600	\$ 30,300	\$ 2,300		Completed	
Royal Oaks Estates infrastructure deficiencies	\$ 250,000	\$ 58,939	\$ 191,061		Work in progress	Pavement is completed, awaiting invoice. The remaining landscaping is anticipated to be completed in Q3, 2023.
15 avenue storm pond outfall replacement - Engineering	\$ 30,000	\$ -	\$ 30,000		Work in progress	Project design is underway, report expected Q3, 2023.
2023 Bridge program	\$ 2,139,750	\$ 106,493	\$ 2,033,257		Work in progress	See bridge program summary.
2023 Road program	\$ 13,811,435	\$ 359,632	\$ 13,451,803		Work in progress	See road program summary.



2023 Capital Project Plan

Quarter 2 Reporting

For the period ending June 30, 2023

Project Name	2023 Final Budget	Total expenses as at June 30, 2023	Total Variance	Project Indicator	Status	Status Update
Jubilee Park day use improvements	\$ 125,000	\$ -	\$ 125,000		Work in progress	Project work in progress, installation will be completed in Q3, 2023.
Signage implementation	\$ 252,000	\$ -	\$ 252,000		Work in progress	Tender issued in Q2 and closed in Q3, 2023.
Nisku District South Fire Station	\$ 7,850,000	\$ 238,585	\$ 7,611,415		Work in progress	Fire station building anticipated to be completed by Q4, 2023.
East water transmission line - Nisku - Design	\$ 250,000	\$ -	\$ 250,000		Work in progress	Design assignment awarded, project underway. Scheduled to be completed by Q3, 2023.
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.
Urban servicing	\$ 545,000	\$ 58,375	\$ 486,625		Work in progress	Utility multi-use compact tractor and winter attachment were delivered in Q2. Wheel loader front-mounted snow blower ordered and will be delivered in Q3. Tandem axle gravel truck ordered and will be delivered in 2024.
Tandem gravel/plow/sanding truck	\$ 365,000	\$ -	\$ 365,000		Work in progress	Truck is currently in service, awaiting final invoice.
Motor grader replacement	\$ 520,000	\$ -	\$ 520,000		Work in progress	Grader is currently in service, awaiting final invoice.
Motor grader replacement	\$ 520,000	\$ 518,900	\$ 1,100		Completed	
Nisku west pump station upgrade - design	\$ 12,500	\$ 12,084	\$ 416		Completed	Project completed.
Wildland Meadows wastewater system project	\$ 817,500	\$ 6,026	\$ 811,474		Work in progress	Tender is awarded and construction is in progress. Anticipated completion date in Q4, 2023.
Nisku Septage Receiving Station (Transfer Station) Improvements	\$ 62,000	\$ -	\$ 62,000		Work in progress	All site work except for guardrail installation is complete. Scheduled to be completed by Q3, 2023.
Total	\$ 33,762,785	\$ 3,402,759	\$ 30,360,026			

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



2023 Road Program

Quarter 2 Reporting
For the period ending June 30, 2023

Major Roads

Design Engineering for 2024 major roads	2023-RD-001			Design	\$ 50,000	\$ -	\$ 50,000		Work in progress	Project will start after the preliminary 2024 budget is reviewed.
Township Road 510	2023-RD-002	8,070	Nisku Spine Road	Re-construction	\$ 9,000,000	\$ 138,169	\$ 8,861,831		Work in progress	Construction is in progress, anticipated completion date in Q4, 2023.
Total					\$ 9,050,000	\$ 138,169	\$ 8,911,831			

Rural Roads

Township Road 502 (Chubocha Hwy)	2023-RD-003	445	RR 272	Rehabilitation	\$ 750,330	\$ 126,923	\$ 623,407		Work in progress	The project is partly completed, and remaining work will be completed in Q3, 2023.
Township Road 481 (Jubilee)	2023-RD-004	568	Hwy 795	Full Rehabilitation	\$ 780,100	\$ 2,970	\$ 777,130		Work in progress	Project completed, awaiting final invoice.
Last Link Program	2023-RD-005	338 420 - Summer peak	Hwy 795	Maintenance	\$ 280,000	\$ -	\$ 280,000		No activity	The surfacing of range road 240A started in July, and project will be completed in Q4, 2023.
Rural Road Initiative	2023-RD-006				\$ 1,000,000	\$ 13,131	\$ 986,869		No activity	Project is on track and will be completed in Q4, 2023.
Total					\$ 2,810,430	\$ 143,024	\$ 2,667,406			

Subdivisions

Lakeshore Drive and United Street (Mission Beach), Township Road 474	2023-RD-007	110, and 233 at RR 15		Rehabilitation	\$ 835,130	\$ -	\$ 835,130		Work in progress	Tender awarded. Project will start in Q3, 2023 and be completed in Q4 2023.
Gillwood Beach	2023-RD-008	84		Repair	\$ 160,375	\$ -	\$ 160,375		Work in progress	Tender awarded. Project will start in Q3, 2023 and be completed in Q4, 2023.
Total					\$ 995,505	\$ -	\$ 995,505			

Nisku

Nisku Spine Road Design - 50% cost share with City of Leduc	2023-RD-009		Airport Road	Design	\$ 150,000	\$ -	\$ 150,000		Work in progress	Agreement development is in progress, and will be completed in Q4, 2023.
Nisku Spine Road and 41 Ave intersection - left turn bay design and construction	2023-RD-010	483	41 Ave	Construction	\$ 390,000	\$ -	\$ 390,000		Work in progress	Engineering design is completed, coordinating with City of Edmonton for their signal construction.
Total					\$ 540,000	\$ -	\$ 540,000			

Carry forward projects

Township Road 510 Design (Nisku Spine Road to County Limit)	2022-RD-014			Design	\$ 105,500	\$ 24,969	\$ 80,531		Work in progress	Four lane design in progress, will be completed in Q4, 2023.
Land expropriation - Nisku Spine Road	2012-103			Land expropriation	\$ 310,000	\$ 53,471	\$ 256,529		Work in progress	Awaiting schedule for land and property rights tribunal hearing.
Total					\$ 415,500	\$ 78,440	\$ 337,060			

Total road program **\$ 13,811,435** **\$ 359,632** **\$ 13,451,803**

*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 2 Reporting

For the period ending June 30, 2023

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

BF 72211 Range Road 15 between Township Road 484 and 490	2023-BF-001	Culvert	Replacement	35m	\$ 460,000	\$ 25,392	\$ 434,608		Work in progress	Right of way land acquisition is in progress, and the tender will be advertised once the right of way is acquired.	CCBF**
BF 72265 Range Road 264 between Township Road 500 and 502	2023-BF-002	Bridge Structure	Maintenance	27m	\$ 320,140	\$ 3,033	\$ 317,108		Work in progress	Tender awarded, project will start in Q3, 2023, and be completed in Q4, 2023.	Tax
BF 08509 Township Road 500 between Range Road 43 and 42	2023-BF-003	Culvert	Maintenance	18m	\$ 72,278	\$ 1,998	\$ 70,280		Work in progress	Tender awarded, project will start in Q3, 2023, and be completed in Q4, 2023.	Tax
BF 85317 Township Road 492 between Range Road 24 and 25	2023-BF-004	Culvert	Replacement	35m	\$ 400,000	\$ 29,598	\$ 370,402		Work in progress	Right of way land acquisition is in progress, and the tender will be advertised once the right of way is acquired.	CCBF
BF 00905 Township Road 490 between Range Road 255 and 260	2023-BF-005	Bridge Structure	Maintenance	38m	\$ 185,650	\$ 3,655	\$ 181,995		Work in progress	Tender awarded, project will start in Q3, 2023, and be completed in Q4, 2023.	CCBF
BF 08512 Range Road 264 between Township Road 490 and 492	2023-BF-006	Bridge Structure	Maintenance	28m	\$ 60,344	\$ 5,655	\$ 54,689		Work in progress	Tender awarded, project will start in Q3, 2023, and be completed in Q4, 2023.	Tax
BF 06940 Township Road 484 between Range Road 265 and 271	2023-BF-007	Bridge Structure	Maintenance	26m	\$ 117,292	\$ 3,997	\$ 113,295		Work in progress	Tender awarded, project will start in Q3, 2023, and be completed in Q4, 2023.	Tax
BF 70082 Township Road 482 between Range Road 12 and 13	2023-BF-008	Bridge Structure	Maintenance	28m	\$ 67,381	\$ 3,997	\$ 63,384		Work in progress	Tender awarded, project will start in Q3, 2023, and be completed in Q4, 2023.	Tax
BF 74970 Range Road 12 north of intersection with Township Road 500	2023-BF-009	Culvert	Maintenance	15m	\$ 73,967	\$ 3,655	\$ 70,312		Work in progress	Tender awarded, project will start in Q3, 2023, and be completed in Q4, 2023.	Tax
BF 13993 Township Road 482 between Range Road 22 and 23	2023-BF-010	Culvert	Maintenance	12m	\$ 31,948	\$ 3,655	\$ 28,293		Work in progress	Tender awarded, project will start in Q3, 2023, and be completed in Q4, 2023.	Tax
				Total	\$ 1,789,000	\$ 84,635	\$ 1,704,365				

Carry forward projects

BF 75572 RR 271 BTW TR 494 and Hwy 39	2022-BF-008	Bridge culvert	Replacement	35m	\$ 350,750	\$ 21,858	\$ 328,892		Work in progress	Right of way land acquisition is in progress, and the tender will be advertised once the right of way is acquired.	MSI
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Total carry forward **\$ 350,750** **\$ 21,858** **\$ 328,892**

Total bridge projects **\$2,139,750** **\$ 106,493** **\$2,033,257**

* 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 2 Reporting

For the period ended June 30, 2023

	Actual balance as at Dec. 31, 2022	Applied 2023 actual	Additions 2023 actual	Actual balance as at June 30, 2023
Legacy fund	4,320,000.00	-	-	4,320,000.00
Stabilization and contingency	12,149,836.17	-	-	12,149,836.17
Special purpose	8,427,341.74	-	45.60	8,427,387.34
Utilities	2,038,714.40	-	8,246.93	2,046,961.33
	26,935,892.31	0.00	8,292.53	26,944,184.84

8,292.53

Net change in reserves



Capital Fund Reserve Schedule

Quarter 2 Reporting

For the period ended June 30, 2023

	Actual balance as at Dec. 31, 2022	Applied 2023 actual	Additions 2023 actual	Actual balance as at June 30, 2023
Asset lifecycle management	14,708,759.75	-	-	14,708,759.75
Special purpose	681,977.69	-	-	681,977.69
Statutory	3,020,137.15	-	75,933.29	3,096,070.44
Utilities	3,948,746.76	-	15,973.32	3,964,720.08
	22,359,621.35	-	91,906.61	22,451,527.96

91,906.61

Net change in reserves