
REPORT NAME

2024 Quarter 1 reporting, ending March 31, 2024.

RECOMMENDATION

That the Governance and Priorities committee accept the report and attachments as information.

IMPLICATIONS

Reason: Corporate reporting is presented to Council on a quarterly basis at the Governance and Priorities Committee meeting

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

- 2024 Quarter 1 reporting



2024 Quarter 1 report

March 31, 2024

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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

Off-Site Levy Schedule

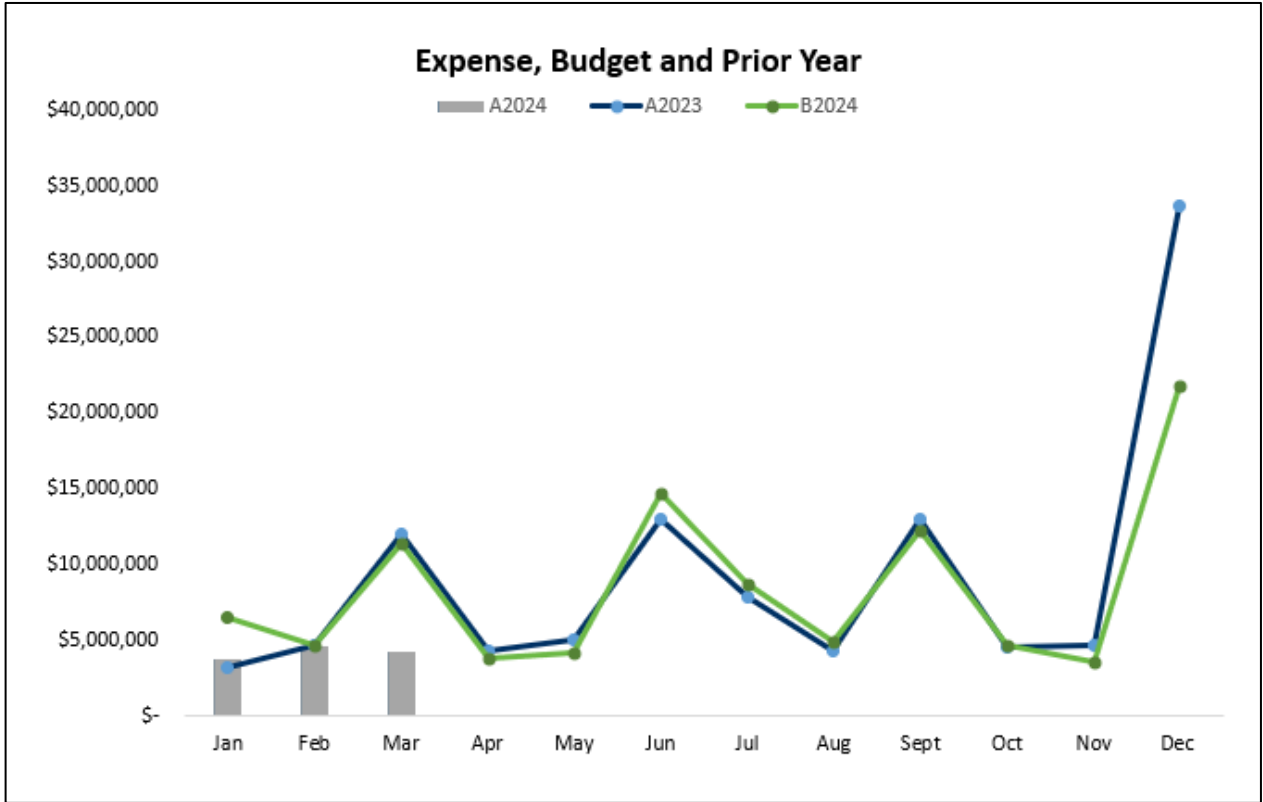
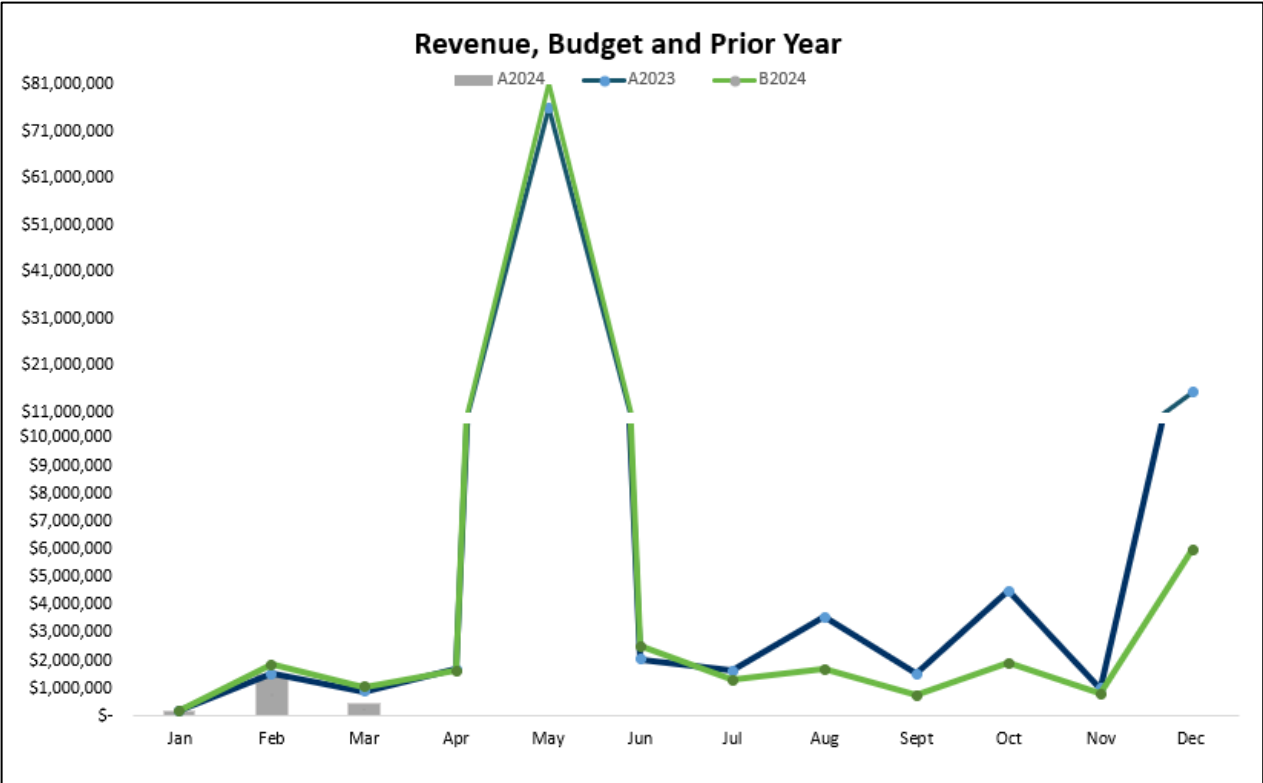
Strategic and Operational Plan and Indicators

Indicator	Progress Description
RGB: 108/185/69	Action completed
RGB: 0/75/135	Action initiated
	Action not completed or initiated
RGB: 128/128/128	Action deferred or is no longer being worked on

Q1 Highlights

- 2023 external financial statement audit completed in Q1.
- New Nisku District South Fire Station grand opening was held on March 22.
- Intergovernmental relations:
 - Supported Council with a meeting with Minister Dreesen to discuss Arrow Utilities, high-load corridor protection, Nisku Spine Road funding and Vantage Point on Jan. 17.
 - Provided support on Mar. 19 to the Mayor for a presentation of Leduc County's Rural Municipalities of Alberta emergent resolution on the franchise fee issue that received the highest support of any resolution with 96 per cent.
 - Provided report and updated the website on Fall 2023 RMA resolution results and success on advocacy of Quasi-Judicial Agencies and High Load Corridor Protection.
- Leduc County had the following public participation opportunities in Q1:
 - Grain bag survey (Feb. 12 to March 4 and a total of 40 responses).
- Received 101 development permit applications and issued 447 safety codes permits in Q1.
- Council gave first reading to the updated Municipal Development Plan (MDP).
- Leduc County motion to review the board voting structure was passed at the Edmonton Metropolitan Region Board (EMRB).
- Development Infrastructure Review Team (DIRT); an internal staff committee was formed to determine priorities and strategies related to urban development.
- Family Community and Support Services department supported our community with the following initiatives:
 - One hundred eighteen tax returns have been filed to date, contributing to over \$1.3 Million in government benefits and refunds for residents.
 - Six in-person and five virtual programs and workshops have been held with over 175 participants. Workshop areas of focus include fraud prevention, budgeting, home alone training and decluttering.
 - There are currently 19 registered riders in the Seniors Assisted Transportation Subsidy program. Ten bookings were used to date.
- A total of 699 hot spot proactive patrols, 165 patrols on banned roads, 12 cargo securement traffic stops and 60 dedicated traffic operations were conducted in Q1 2024.
- A Dog Control Bylaw was approved by Council in January.
- Declared the assessment roll to Municipal Affairs Feb. 14, 2024. The assessment roll increased from \$9.24B to \$9.86B, a 6.71 per cent increase, due to inflation and growth.
- The road surfacing program tender was awarded, and the program is scheduled to start May 21, 2024.
- The bridge maintenance tender was awarded, and the program is scheduled to start late fall of 2024.
- The curbside waste and blueback pickup tender was awarded, with the new service provider starting in Q1 2024.
- The New Sarepta reservoir project tender was awarded, and work is scheduled to start in Q2 2024.

Revenues and expenditures



Health and Safety

- Developed and rolled out active shooter training to all County staff.
- Rolled out new working alone safety monitoring system to applicable County staff.
- Completed limited scope audit for Certificate of Recognition (COR) safety certification.

	Q1 Total	YTD
Number of hazards identified	18	18
Number of near misses	15	15
Number of incidents	14	14
Number of safety meetings conducted	9	9
Number of lost time days	1	1

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	2	Residential parcel	2-4	\$88,862	5	Rural residential	\$500,400
	2	New Sarepta	Lot	\$67,500	4	New Sarepta	\$322,500
	1	Farmland	20	\$12,537	1	Large rural parcel	\$900,000
2	2	Residential parcel	3-4	\$78,809	2	Rural residential/ multi-lot	\$845,000
					5	Large rural parcel	\$1,000,000
3	42	Residential lot	Lot	\$187,050	5	Rural residential/ multi-lot	\$735,000
	1	Farmland	66	\$4,683	5	Large rural parcel	\$650,000
4	1	Residential parcel	2	\$133,495	1	Rural residential	\$1,065,000
	1	Farmland	68	\$9,900			
5	2	Farmland	40-75	\$4,073	1	Rural residential	\$850,000
					2	Large rural parcel	\$1,050,000
					2	Lake lot	\$262,750
6	4	Farmland	40-140	\$2,440	1	Rural residential	\$165,000
					2	Large rural parcel	\$519,500
					4	Lake lot	\$452,125
7	5	Farmland	50-150	\$5,361	2	Rural residential	\$342,500
					1	Large rural parcel	\$500,000
Nisku	3	Non-Residential	Lot	\$630,000	5	Non-residential	\$4,000,000
Total sales	66				48		

*** Division 3 does not include Nisku Business Park**

2023 Q1 Vacant sales – 29

2023 Q1 Improved sales – 63

Nisku lease rates

Rental rates range from \$10 to \$16 per square foot depending on property type and size of the building. The Nisku market has had a significant amount of inventory come on stream in the last quarter with a number of buildings nearing completion and starting to go out to lease.

Development highlights

Project	Update
Capital Power	Construction completed on many buildings; 3 permits remain.
RMA addition (offices and meeting spaces)	Insulation and vapour barrier installed.
Storage Vault Canada	Finishing work underway.
Capital Region SW Water Commission	Work is progressing, demolition not complete.
Zi-tech Controls	Craneway construction underway.
MLS Property Group	Exterior cladding and roof completed.
Jay Sidhu Transport	Foundation is complete.
One Properties (Amazon Warehouse)	Project is nearly complete, partial occupancy granted.
York Realty (Amazon Logistics)	Work has not yet started.
One Properties (Ledcor Site)	Permit issued to construct base building 1.
Avatex EIA	Work has started on foundations.
Leduc Co-op Ltd.	Office and warehouse permit issued.

Permits

Development permits	2023 Q1 Totals	2024 Q1 Totals	2024 YTD
Received	68	101	101
Issued	41	79	79
Refused	5	1	1
Closed/withdrawn	1	4	4

Building permits	2023 Q1 Totals	2024 Q1 Totals	2024 YTD	Fees YTD per cent of total annual budget (annual budget \$1,000,000)
Issued	43	61	61	
Est. construction value	\$11,244,045	\$20,435,825	\$20,435,825	
Fees	\$91,285	\$130,794	\$130,794	13%

Safety codes permits	2023 Q1 issued	2024 Q1 issued	2024 YTD issued	2023 Q1 Fees	2024 Q1 Fees	2024 YTD Fees	Fees YTD per cent of total annual budget (annual budget \$188,000)
Electrical	134	123	123	\$32,809	\$24,681	\$24,681	
Gas	103	120	120	\$10,513	\$13,611	\$13,611	
Plumbing	48	71	71	\$5,487	\$10,853	\$10,853	
Private sewage	8	11	11	\$1,353	\$2,085	\$2,085	
Total	293	386	386	\$50,162	\$51,230	\$51,230	27%

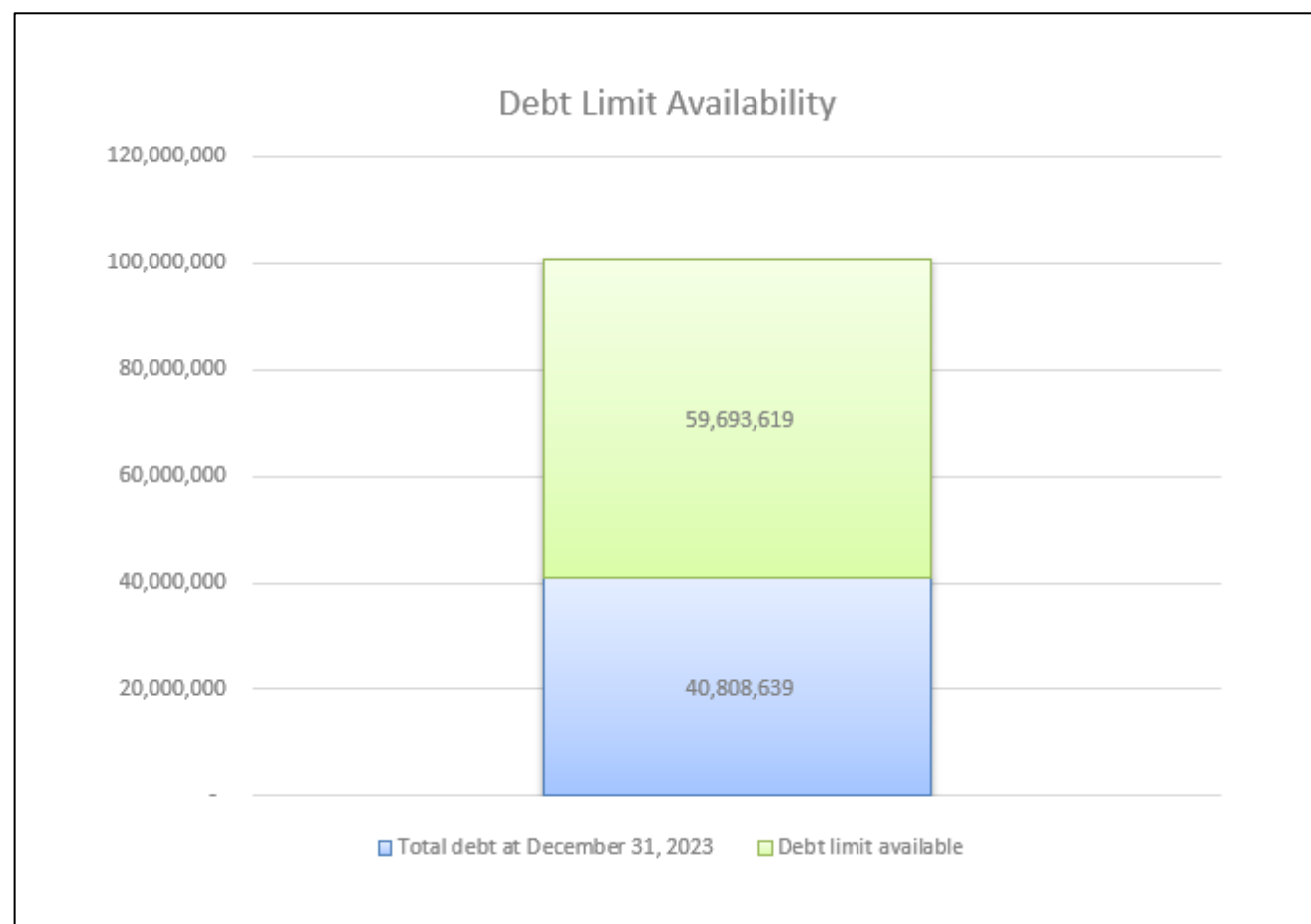
YTD (year to date)

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

	Q1 Total	YTD
Number of complaints received	0	0

Debt Services limit



2022 – 2025 Strategic Plan

The Leduc County 2022 to 2025 Strategic Plan, which was approved by Council in June 2022, defines the following high-priority strategies for 2022-2023. A number of actions have been identified to meet each of the strategies; the table below highlights the actions that have been taken as of March 2024.

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.	- 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 and will be updated, as needed, to ensure information is relevant and up to date. - A public participation email newsletter was created and is sent out on a weekly basis to approximately 543 subscribers. The weekly emails share current public participation

		opportunities and define how the public can provide their input and participate. • A citizen satisfaction survey was launched in May 2023 and results shared with the public in September 2023. Specific actions to improve citizen satisfaction were added to all department operational plans for 2024. • A public participation website, Your Say Leduc County, was launched in June 2023, with 240 subscribers now registered.
Safe County	Develop an urban standards bylaw to set County standards so residents understand what is and isn't allowed on their property.	• In 2023, completed the first year of enforcing the new Urban Standards Bylaw to address the condition of vacant lots in Royal Oaks, Diamond Estates and New Sarepta. Of the 38 Municipal Government Act orders issued, only 15 vacant lots failed to comply by the due date. The clean-up of these properties was done, and the cost was invoiced to the landowners.
Recreational opportunities	Develop an updated Recreation and Parks Master Plan.	• A project was initiated in 2022 to complete this work. • Public participation was conducted from July 6 to Oct. 1, 2022, to gather feedback from residents and community stakeholders. • The Recreation and Parks Master Plan was approved by Council in Q3 2023. • In 2024, priorities areas of the Master Plan will be actioned including, planning for future park areas along the North Saskatchewan River, policy development and partnerships to improve existing parks in New Sarepta and the Vistas.
Engaged community	Further develop the community events strategy and work to honour local culture through community events and initiatives such as Leduc County day.	• In 2023, Leduc County hosted 15 community events, with approximately 2,100 attendees, across the County. Events included ice cream socials, drive-in movies, seniors' concerts, a Rolly View Cultural Day, Party in the Parks, and Parks Day at Jubilee. • A cultural day event was hosted in partnership with the Rolly View Community Association on Sept. 16, 2023. • Programs and events in 2023 reached over 700 participants from direct services, including six-day camps, four special trips, five community events, and 28 drop-in park and play opportunities. Provided resources, equipment, and staff support to 18 community events that impacted approximately 5,300 participants. • Two Leduc County Day events were held. One at the Rolly View Community Hall on June 14 and Glen Park Hall on June 22 and approximately 175 residents attended the events. Planning for the 2024 Leduc County Days events has begun, and the event will be held on June 13 at Glen Park Hall and August 20 in New Sarepta. This year's events will include a community arts display and local market vendors. • The Family Resource Network partnered with Rundles Mission to host an Indigenous Peoples' Day event on June 21, 2023, planning for the 2024 event is underway.

		• In collaboration with the Wizard Lake Watershed Association, the Try it Festival was held on February 10, with over 700 participants who enjoyed winter activities at Wizard Lake. • This summer, 6-day camps, 8 community events, 28 drop ins and 2 special event trips are planned. Summer staff will also support several not-for-profit hosted events across the region.
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Deep Community Connections

Goal	Actions to date
Maintain a safe county.	• In 2023, Enforcement Services conducted a total of 5,772 hot spot proactive patrols, 476 dedicated traffic stops, 707 patrols on banned roads and 167 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. Some improvements were made by the province in 2023 at the intersection of Highway 2A and Glen Park Road, such as installing a streetlight to illuminate the NW quadrant of the intersection and the reconfiguring of the through/left turn/right turn lanes.
Work with community partners to meet the needs of County seniors.	• 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. The second year of applications have awarded an additional 10 grant to local organizations. Administration is currently working to support event planning and programs. • In 2023, a total of 44 households have accessed over 1,336 hours of subsidized housekeeping. This program supports individuals and families to continue to live in their homes in their senior years. • A senior assisted transportation pilot program was implemented in 2023 and was approved as a new program in the 2024 budget.
Develop recreation opportunities within the County.	• A Recreation and Parks Master Plan project was initiated in 2022 to create a multi-year community vision for Leduc County. Plan was approved by Council in Q3 2023. • See actions identified under 2022-2023 high-priority strategies.
Promote the historic roots of Leduc County.	• A cultural day event was hosted in partnership with the Rolly View Community Association on Sept. 16, 2023.

	In June 2023, Council approved grant funding for the Sunnybrook Athletic Association to support a 100-year anniversary celebration event.
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A Robust Economy

Goal	Actions to date
Increase investment attraction.	An Investment Strategy was approved by Council in April 2023.
Build economic resilience.	- Various business support initiatives were implemented in Q1 2024 such as: - New enhancements for the County's business focused website – www.leduccountybusiness.com – are new PDF investment maps that include important data to inform investment decisions. - Continued and expanded business support programs such as peer to peer mentorship and in-person business visitations. Frequency of BizExchange meetings have increased to a monthly basis.
Enable increased economic growth and diversification with partners' assistance.	- Leduc County's Business and Entrepreneur Centre (BEC) continues to host several business sessions, training, and sector events. - Mother Sourdough (Chartier) Bakery and Alternate Route coffee bar successfully operate out of the BEC since spring 2023, and several weekly "pop-up" lunches are regularly held at the business centre. - Monthly business ambassador breakfast meetings are held at the BEC, bringing together business leaders, mentors, and advocates to collaborate on solutions for present issues and opportunities for Leduc County. - The BEC's retail market space for regional producers continue to showcase their products within the business centre.
Explore methods of providing increased public transportation.	The Leduc County Transit Needs and Feasibility Assessment was presented to Council in Q2 2023. Recommendations from the report will be discussed with Leduc Transit for costing and will be presented as part of the 2025 budget process.
Capitalize on agriculture and local food production.	Hosted six workshops for residents to provide information on a variety of topics, including food safety for local food producers, increasing social media reach, maintaining water wells, and building drought resilience for grazers.
Create efficient transportation infrastructure that meets community needs.	- Ongoing operating and capital investment in Leduc County's road network with a budget of \$18.3 million in 2023 and \$16.5 million in 2024. - Transportation Master Plan will be finalized in Q2 2024. - The Township Road 510 road and bridge project was completed in 2023, with the pathway and landscaping to be completed in 2024.

Establish an effective transportation network to further advance economic development in Leduc County.	- Completed work on the phase of the Nisku Spine Road between Township Road 510 south to Highway 625 with ribbon cutting ceremony and road opening on Oct. 28, 2022. This phase opens up more than 1,250 acres of currently vacant lands for development, which has the potential to create between 14,000 to 29,000 jobs and generate \$1.2 to \$2.3 billion in employment income. - The design project for the next phase of connectivity for the Nisku Spine Road (Allard Avenue to 65 Avenue) is underway, being conducted jointly with the City of Leduc.
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Strong Leadership

Goal	Actions to date
Create an engaged community.	- Ongoing organizational commitment to examine the opportunity/need for public participation for all County projects/initiatives. - In 2023, 15 public hearings and 8 public participation campaigns were conducted.
Demonstrate leadership in regional initiatives and organizations.	- Active member on the Edmonton Metropolitan Region Board (EMRB), and through this involvement contributed to the review of the Edmonton Metropolitan Region Growth Plan which is scheduled to be completed in Q4 2024. - Participation in the EMRB solid waste and stormwater collaboratives. - In conjunction with the City of Leduc, represent Leduc Transit on the regional transit working group. - Council developed a draft advocacy plan in 2022 and the organization has made significant strides in advancing the County's priorities and building intergovernmental relations in 2023. - 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.	Three workshops held with Council in 2023 and one in 2024, to develop Leduc County's ESG strategy. Strategy adopted by Council on Feb. 27, 2024.

1: County Manager's Office

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Corporate leadership

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

Communications

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

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, Invest in Canada, and Invest Alberta, 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.

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 in

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 priorities – Deep Community Connections and Strong Leadership The County Manager's Office is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their corporate plan in response to the feedback received in the 2023 Citizen Satisfaction survey.
Goal 2	Strategic priority – A robust economy Continue to enhance Leduc County's advocacy plan to build relationships with other levels of government and external agencies and raise awareness to advance the County's priorities.
Goal 3	Strategic priority – Strong leadership Create an engaged community.
Goal 4	Strategic priority – Strong leadership Demonstrate leadership in regional initiatives and organizations.
Goal 5	Strategic priority – Strong leadership Promote environmental, social and governance principles.
Goal 6	Strategic priority – A robust economy Enable increased economic growth and diversification to 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 7	Corporate priority Continue to build a corporate culture that inspires staff to excel in their roles and contribute to organizational success.
Goal 8	Corporate priority Serve residents and businesses through efficient, effective and comprehensive municipal services.

3: Department highlights

- Leduc County's first Environmental, Social, and Governance Strategy approved by Council on Feb. 27.
- Intergovernmental relations:
 - Together with Engineering and Utilities, supported members of Council meeting with Minister Dreeshen to discuss Arrow Utilities, high-load corridor protection, Nisku Spine Road funding and Vantage Point on Jan. 17.
 - As a follow-up to the meeting with the Minister, the intergovernmental team provided a summary of the positions of Arrow Utilities member municipalities to Minister Dreeshen regarding the rate increase and funding request.
 - Provided support on March 19 to the Mayor for:
 - a presentation of Leduc County's Rural Municipalities of Alberta (RMA) emergent resolution on the franchise fee issue that received the highest support of any resolution with 96 per cent, and
 - a meeting with RMA president regarding advocacy and the RMA resolution process.
- Conducted a grain bag survey (Feb. 12 – Mar. 4 and had a total of 40 responses).
- Continue to advance Leduc County's asset management program with a capital funding commitment discussion with Council at workshop on Feb. 27.
- Economic Development:
 - Two new businesses, Master Blenz Spices and Beb's Bagels, now operating out of the Business and Entrepreneur Centre (BEC).
 - Two new PDF maps are available on County websites that provide direct investment information for the County and Nisku for investors, brokers, realtors and regional partners. The maps showcase land zoning, business sectors, economic corridors and utility servicing.
 - BizExchange: monthly local business breakfast meetings at the BEC continue to bring together local business leaders and administration, who support each other.

4: Action Plan

Goal 1

The County Manager's Office is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their corporate plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

Strategy 1.1

Incorporate feedback received from the Citizen Satisfaction Survey into tangible action items across the organization.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Incorporate actions into the 2024 Corporate Plan and departmental operational plans in response to the Citizen Satisfaction Survey.	Q1 2024		Identified actions are completed and progress reported throughout the year in quarterly reporting to Council. • Goals to increase citizen satisfaction have been added to all departments' operational plans for 2024. Progress on the completion of these goals will

			be reported to Council through the quarterly reporting packages.
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Strategy 1.2

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

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Given the 2023 Citizen Satisfaction Survey feedback that one in three residents believe they do not receive enough information from the County, enhance communication to citizens of the services provided by the County.	Q1 2024		Create a communications plan. Communications plan will be completed in Q2 2024, work has not yet been initiated.
	Q2 2024		Execute tactics identified in the communications plan throughout the year.
	2024		Incorporate articles into the County Chronicle based on survey results to better inform citizens of the various services provided by the County. Content will be created based on survey results for each edition of the Chronicle.
Inform citizens about how their input, received through public participation initiatives, influenced the County's decision-making.	2024		Create internal processes to report back to citizens how their feedback received during public participation opportunities influenced the County's decision-making.

Goal 2

Continue to enhance Leduc County's advocacy plan to build relationships with other levels of government and external agencies and raise awareness to advance the County's priorities.

Strategy 2.1

Continued advancement of intergovernmental relationships and the advocacy plan.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Enhance and implement advocacy plan and related strategies.	2024		Provide quarterly updates to the Governance and Priorities Committee on advocacy plan deliverables and achievements. Q1 update on advocacy plan deliverables and achievements were provided to the Governance and Priorities Committee through the

			intergovernmental relations monthly reports on Feb. 6 and March 5, 2024.
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Goal 3

Create an engaged community.

Strategy 3.1

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

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Update Council's 2022 – 2025 strategic plan to revise high priority strategies.	Q3 2024		Workshop held with Council to discuss their high priority strategies for 2024-2025.
	Q4 2024		Amend the strategic plan.
	Q4 2024		Rollout the revised strategic plan to citizens, businesses, and stakeholders.

Strategy 3.2

Continue to enhance communication practices to support an engaged community.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Complete actions identified in the 2023 newsletter strategy.	Q4 2024		Implement year one actions from the newsletter strategy.
	Q1 2025		Evaluate and report on the outcomes from the implementation of the newsletter strategy.
Compile data throughout 2024 in order to evaluate public participation (P2) campaigns.	Q1 2024		An internal database created to understand the reach and effectiveness of P2 campaigns that captures information such as cost, duration, time of year, and levels of participation. The internal database will be created in Q2 2024.
	Q1 2025		Report to Council on the outcomes from the 2024 public participation campaigns.

Strategy 3.3

Continue to enhance communication practices to support an engaged community.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Implement eScribe meeting management software.	Q1 2024		Public are able to access Leduc County agendas, minutes and corresponding live stream videos for its meetings through the eScribe calendar. Public have access to Leduc County's agendas, minutes and live stream videos for Council meetings through the eScribe calendar on the County website.

Goal 4

Demonstrate leadership in regional initiatives and organizations.

Strategy 4.1

Work with regional partners on regional initiatives.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Commence the provision of fire services by Leduc County in the Warburg Fire District effective Jan. 1, 2024.	Q1 2024		Provision of fire services by Leduc County. Transition completed effective Jan. 1, 2024.
Work with regional municipalities and stakeholders to enhance regional transit.	Q2 2024		Established agreements with regional municipalities and stakeholders. Working with various stakeholders on revising existing agreements and exploring new opportunities.

Goal 5

Promote environmental, social and governance principles.

Strategy 5.1

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

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Develop ESG strategy.	Q1 2024		Workshop held with Council to review draft ESG strategy. Workshop held with Council on Feb. 13.
	Q1 2024		Strategy approved by Council.

			Strategy approved by Council on Feb. 27.
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Goal 6

Enable increased economic growth and diversification to build economic resilience.

Strategy 6.1

Establish Leduc County as the preferred investment location in the region.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Complete a Leduc County marketing strategy.	Q4 2024		A marketing strategy approved by Council. Requests for Proposals (RFP) expected by end of Q2.

Strategy 6.2

Remove barriers for Leduc County businesses.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Develop a system to scorecard Leduc County businesses in order to enhance knowledge of local businesses and identify opportunities for expansion.	Q1 2024		Investment scorecard created. Investment scorecard template completed. The scorecard will measure development attractiveness for new investment in the County, which includes analysis of the following information: land use zoning uses, utility servicing and capacity, transportation access, busing, employment, training, specific sector information, business visit findings, assessment value, business identification, and North American Industry Classification System (sector) coding.
	Q3 2024		Collect data required to complete investment scorecard. Data collection on the investment scorecard has commenced.
	Q4 2024		Report to Governance and Priorities committee on the findings.

Strategy 6.3

Continue to build on the County's business retention and expansion program to build strong relationships with the business community.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Execute a robust business visitation program across the County.	2024		Conduct 200 business visits/connections with existing County businesses. • On target in Q1 to complete 250 visitations by Q4. • Expectation is for 50 of the 250 visits to be with County businesses located outside of the Nisku Business Park.

Strategy 6.4

Ongoing review of Greater Nisku and Area Offsite Levy bylaw to support infrastructure needs in the Nisku Business Park.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Establish an annual administrative process to review and update the offsite levy bylaw.	Q1 2024		A new policy, approved by Council, that outlines how the annual review of the bylaw is completed. • A workshop was held with Council on Feb. 27 to discuss a 2024 update to the bylaw. • A new bylaw will be presented to Council on May 28.
	Q3 2024		Administrative directive created to outline roles and responsibilities of various department staff, and establish timelines required for the annual update of the bylaw.
Oversee the comprehensive review of the offsite levy bylaw with an update the infrastructure requirements and costs in 2024.	Q4 2024		Updated infrastructure requirements and costs established and incorporated into a draft revised bylaw.

Strategy 6.5

Leverage collective resources with partner agencies and organizations to maximize investment attraction and readiness opportunities for the County.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Create a business development engagement work plan that identifies partnership opportunities with brokers, developers, builders, government, and stakeholders.	Q1 2024		Work plan is developed. • Work plan has been developed and will be presented to the Governance and Priorities committee in June.
	2024		Execute the work plan. • Engagement work with brokers, developers, builders, government, and stakeholders has commenced. Refinements to this work will occur throughout 2024. • Collaborative work sessions and direct engagement with partners have been held and will continue.

Goal 7

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

Strategy 7.1

Establish programs to support and motivate staff.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Incorporate professional development plans into the annual performance evaluation process.	Q2 2024		Learning and Development administrative directive HR-TD-D01 updated to reflect the inclusion of professional development plans. • A performance management framework was developed and rolled out to staff in Q1. • As part of the framework, individual development plans were introduced as a voluntary component for 2024. • Update to the administrative directive remains to be completed.

Strategy 7.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
County Manager's Office (CMO) participation and support in health and safety initiatives, such as toolbox meetings and site inspections.	Q4 2024		Ten activities attended per year. Executive Leadership Team and CMO representatives attend the monthly Joint Health and Safety Committee meetings.

Goal 8

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

Strategy 8.1

Ongoing evaluation of the municipality's levels of service.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Review of organizational structure effectiveness.	Q1 2024		Complete an urban services level of service review and strategy. Work has been deferred to Q2.
	Q3 2024		An urban services strategy approved by Council.

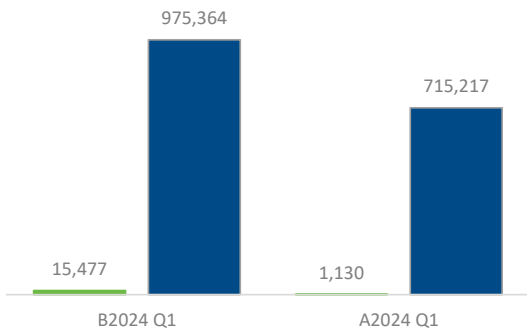
County Manager's Office

Q1 - 2024 Financial Reporting

Department Head - Duane Coleman

REVENUE EXPENSE

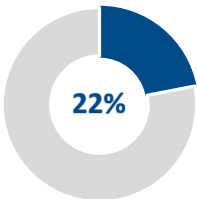
% of Budget



Variance YTD
(\$245,800)



% of Annual Budget



Corporate leadership

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	1,242,223	321,306	276,195	(45,111)	86%	22%
General services-contracted	445,861	135,513	52,425	(83,088)	39%	12%
Goods, supplies & materials purchased	68,905	17,983	3,094	(14,889)	17%	4%
Total Expense	1,756,989	474,802	331,715	(143,087)	70%	19%
Surplus/(Deficit)	(1,756,989)	(474,802)	(331,715)	143,087	70%	19%

Variance

Earning & benefits

- One pay period for March was paid in Q2.

General services-contracted

- Legal and professional service expenses were less than anticipated in Q1.
- Agenda management software annual subscription was budgeted in Q1, however the invoice had not been received at the time of this report.

County Manager's Office

Q1 - 2024 Financial Reporting

Communications

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	450,496	114,528	64,334	(50,194)	56%	14%
General services-contracted	204,898	71,689	62,667	(9,022)	87%	31%
Goods, supplies & materials purchased	1,800	975	2,994	2,019	307%	166%
Total Expense	657,194	187,192	129,995	(57,197)	69%	20%
Surplus/(Deficit)	(657,194)	(187,192)	(129,995)	57,197	69%	20%

Variance

Earnings & benefits

- One vacant position in Q1.
- One pay period for March was paid in Q2.

Economic development

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Other revenue from own sources	43,904	15,477	1,130	(14,347)	7%	3%
Total Revenue	43,904	15,477	1,130	(14,347)	7%	3%
Earnings & benefits	441,128	112,113	111,957	(156)	100%	25%
General services-contracted	309,054	101,443	75,197	(26,246)	74%	24%
Goods, supplies & materials purchased	47,450	13,949	487	(13,462)	3%	1%
Reserves, transfers & grants	85,865	85,865	65,865	(20,000)	77%	77%
Total Expense	883,497	313,370	253,506	(59,864)	81%	29%
Surplus/(Deficit)	(839,593)	(297,893)	(252,376)	45,517	85%	30%

Variances

General services-contracted

- Advertising was budgeted quarterly, but expected to start in Q2.
- Local Intel yearly subscriptions for the Leduc County business website was budgeted in Q1, however the invoice had not been received at the time of this report.
- Salesforce yearly subscriptions and workflow configuration was budgeted for Q1, however the invoice had not been received at the time of this report.
- Speaker fees for the Economic Business Summit were budgeted in Q1 but will be invoiced in Q2 or Q3.
- March HVAC maintenance and cleaning invoices had not been received at the time of this report.

Reserves, transfers & grants

- Event sponsorships have not yet been disbursed.

1: Department Services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Assessment

- The Assessment and Land Management Services 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 maintain 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.

Land Management

- Provides management oversight for County-owned land.
- Maintains a multi-department collaborative land management approach in order to share pertinent information as it relates to County-owned land.
- Maintains, develops, and updates County-owned land policies, directives and procedures.
- Manages required processes for County-owned land leases.
- Maintains the County-owned land database and a central file system for County-owned land documents.
- Reviews and maintains legal agreements.

2: Strategic Priorities

Goal 1	Strategic priorities – Deep Community Connections and Strong Leadership Assessment and Land Management Services is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.
Goal 2	Strategic priority – Deep community connections Consider land ownership strategies that will place Leduc County in a position to respond to future development growth in the region.
Goal 3	Strategic priority – A robust economy Provide consistent and stable assessments that facilitate an economic development-friendly environment.
Goal 4	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 5	Implement the Land Management Strategy.
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4: Department highlights

- Declared 2023 assessment roll to Municipal Affairs Feb. 14, 2024.
- Received and reviewed the designated industrial property assessment from the Provincial Assessor.

5: Action Plan

Goal 1

Assessment and Land Management Services is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

Strategy 1.1

Continue with a blend of in-person inspections and online/mailed in requests for information (RFI) to confirm property detail accuracy in order to maintain fair and equitable assessments.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Consider ratepayer feedback regarding the online RFI format and adjust the form process to implement suggested changes to maximize ratepayer response. Perform in-person inspections as required to confirm property details.	Q3 2024		An online RFI form that ratepayers find easy to understand and a process that is reasonable. A blend of in-person inspections and online RFIs will produce quality property data that in turn produces fair and equitable assessments. • Starting RFI cycle for 2024.

Goal 2

Consider land management strategies that will place Leduc County in a position to respond to future development growth in the region.

Strategy 2.1

Collaborate with departments to review land acquisitions and sales and develop a practice/policy that provides for future Leduc County land requirements that support service needs.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Review current excess land holdings and consider possible sale of these properties.	Q1 2024		Bring a list of excess land holdings to Council for consideration to liquidate. One excess Nisku property was approved for sale by Council on March 26.

Goal 3

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

Strategy 3.1

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

Actions	Target dates	Status at March 31, 2024	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.	Q1 2024		Present a report for Council workshop to inform and update Council on assessment, provincial policies, and market trends within Leduc County. Reported to Council on March 26 to provide update on the 2023 assessment year values.

Goal 4

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 4.1

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

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
The Manager of Assessment and Land Management Services will be the President/Past President of the Alberta Assessors Association (AAA).	Q1 2024		Lead the AAA and collaborate with association stakeholders and partners to advocate for and strengthen the practice of assessment in Alberta.

			The presidency term will end April 11, 2024
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Goal 5

Implement the Land Management Strategy.

Strategy 5.1

Land management policies will be reviewed and updated.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Review and update land management policies and create new policies if required.	Q1 2024		A road closure policy approved by Council that is efficient but provides flexibility to meet the various needs of Leduc County. Discussed road closure policy concepts with Council at a workshop on March 28.
	Q4 2024		An outline of possible future required policies prepared in consultation with land management collaborative committee and identified policies presented to Municipal Policy Review Committee for discussion.

Strategy 5.2

Land management procedures and a file management process will be developed to clarify roles and responsibilities and improve efficiency.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Create land management processes and procedures.	Q4 2024		A land management inquiries checklist that clarifies and streamlines the inquiry process to increase organizational efficiency.
Establish a centralized file management process for County-owned land documents.	Q4 2024		A documented file management process for land management that is utilized across all department areas. Working with Records Management to develop land files.

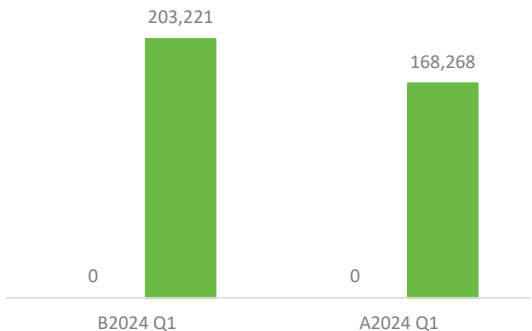
Assessment Services

Q1 - 2024 Financial Reporting

Department Head - Karen Burnand

■ Revenue
■ Expense

% of Budget

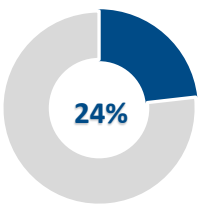


Assessment
Land Management



Variance YTD
(\$34,953)

% of Annual Budget



Assessment

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to individuals	650	-	-	-	0%	0%
Total Revenue	650	-	-	-	0%	0%
Earnings & benefits	626,099	159,762	161,126	1,364	101%	26%
General services-contracted	59,870	33,695	7,056	(26,639)	21%	12%
Goods, supplies & materials purchased	4,375	815	85	(730)	10%	2%
Total Expense	690,344	194,272	168,268	(26,004)	87%	24%
Surplus/(Deficit)	(689,694)	(194,272)	(168,268)	26,004	87%	24%

Variance

Earnings & benefits

- One pay period for March was paid in Q2.

General services-contracted

- Assessment software was budgeted in Q1, however the invoice had not been received at the time of this report.

Land Management

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	33,500	8,374	-	(8,374)	0%	0%
Goods, supplies & materials purchased	2,300	575	-	(575)	0%	0%
Total Expense	35,800	8,949	-	(8,949)	0%	0%
Surplus/(Deficit)	(35,800)	(8,949)	-	8,949	0%	0%

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.
- Provide oversight of insurance services related to fleet and facilities.
- Provides supervision and administration of custodial services for several county facilities.

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 researching and implementing a comprehensive health, safety and wellness program that meets legislated requirements, and exists to ensure the safety of everyone.
- Leads the coordination and management of the organization's Workers' Compensation Board (WCB) and supports workplace accommodations, in consultation with human resources.
- Leads, arranges and/or delivers all required and work-specific safety training.

Human resources

- Provides human resources services that support the employee lifecycle and aligns 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 both employees and the organization.
- Provides consultation and develops programs and directives in the areas of recruitment, compensation, onboarding, disability and leave management, accommodation, training and development, performance management, terminations, psychological health and safety, and change management.
- Supports the leadership team in fostering a positive organizational culture and employee experience.

Information technology (IT)

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

Information and records management

- Provides leadership, support, and guidance in the records management lifecycle, ensuring the efficient storage, retrieval, retention, and destruction of corporate records.
- Verifies records are scanned and filed as per the approved file structure.
- Guides the *Freedom of Information and Protection of Privacy Act (FOIP)* and information request process on behalf of the organization, ensuring legislative compliance and timely delivery of information.

2: Department goals

Goal 1	Support the business needs of the organization by providing safe, secure, innovative, and sustainable systems.
Goal 2	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

- Rolled out the 2024 performance evaluation framework, individual development plan, and annual corporate training plan.
- Onboarded Warburg Fire paid, on-call workforce.
- Implemented a new recruitment and applicant tracking software system.
- Rolled out updated flexible work arrangements for staff.
- Approved design drawings for County Centre renovations.
- Phone system upgrades completed for 4 departments.
- Completed annual inspections of all County fire extinguishers and overhead doors.
- Supported staff with 673 help desk requests for information technology and Geographic Information Systems for the quarter.

4: Action plan

Goal 1

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

Strategy 1.1

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

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Continue enterprise content management (ECM) onboarding.	Q4 2024		All departments' onboarding is completed. • Five department migration activities have begun. • One department is complete.
Implement a new permitting system.	Q2 2024		Implementation of the new permitting system is completed. • System user acceptance testing and report development is in progress.

Goal 2

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 2.1

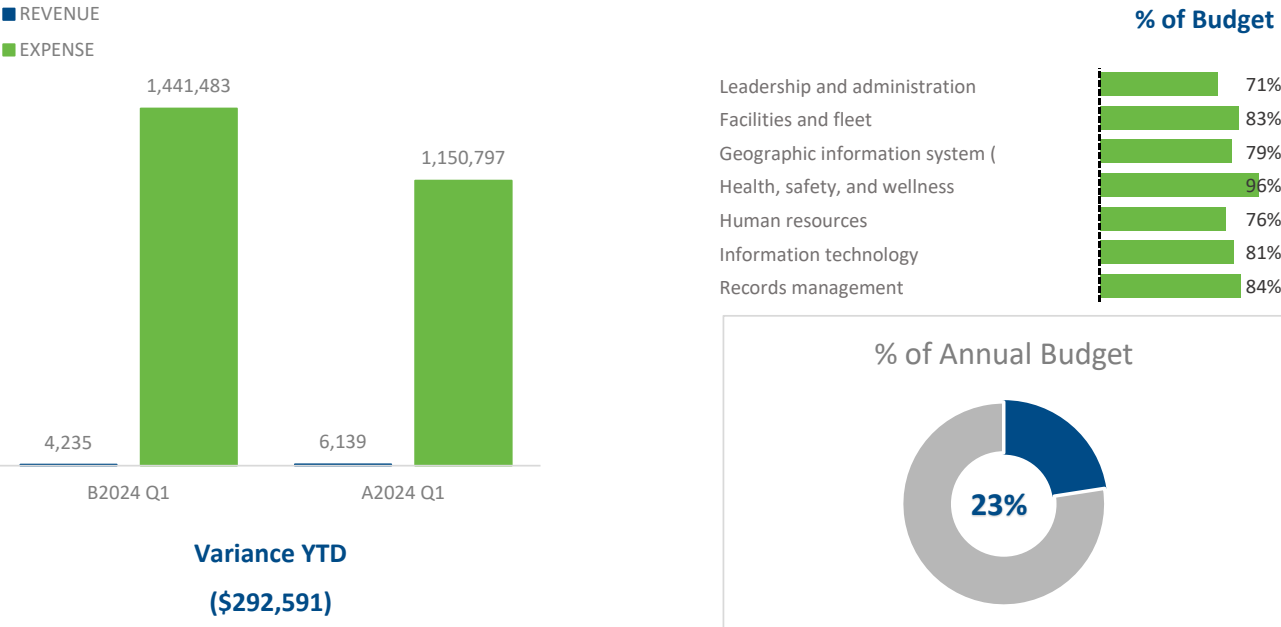
Develop foundational health and safety supporting documentation based off Certification of Recognition (COR) processes and Occupational Health and Safety (OHS) compliance.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Review and update the health and safety administrative directives and supporting documentation.	Q4 2024		Administrative directives and supporting documentation for five of the high priority COR elements is completed. 5 administrative directives have already been rolled out this year. Work is in progress for the remainder of the high priority COR elements.
Complete a Health and Safety action plan based on findings from the 2023 COR audit.	Q1 2024		Health and Safety action plan is completed. Health and Safety action plan is completed.
	Q4 2024		Health and Safety activities identified in the action plan are completed. Activities identified in the action plan have begun.

Corporate Services

Q1 - 2024 Financial Reporting

Department Head - Kent Pudlowski



Leadership and administration

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	1,800	450	168	(282)	37%	9%
<i>Other revenue from own sources</i>	1,000	200	-	(200)	0%	0%
Total Revenue	2,800	650	168	(482)	26%	6%
<i>Earnings & benefits</i>	623,809	164,447	106,878	(57,569)	65%	17%
<i>General services-contracted</i>	364,286	89,208	72,651	(16,557)	81%	20%
<i>Goods, supplies & materials purchased</i>	3,620	1,010	857	(153)	85%	24%
Total Expense	991,715	254,665	180,386	(74,279)	71%	18%
Surplus/(Deficit)	(988,915)	(254,015)	(180,218)	73,797	71%	18%

Variances

Earnings & benefits

- WCB premiums were budgeted in Q1 but will be paid in Q2.

Corporate Services

Q1 - 2024 Financial Reporting

Facilities and fleet

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	2,400	600	-	(600)	0%	0%
<i>Other revenue from own sources</i>	11,940	2,985	5,971	2,986	200%	50%
Total Revenue	14,340	3,585	5,971	2,386	167%	42%
<i>Earnings & benefits</i>	438,053	110,715	94,762	(15,953)	86%	
<i>General services-contracted</i>	225,975	35,978	32,585	(3,393)	91%	14%
<i>Goods, supplies & materials purchased</i>	197,320	35,260	31,890	(3,370)	90%	16%
<i>Reserves, transfers & grants</i>	21,877	-	-	-	0%	0%
<i>Financial service charges</i>	333,691	-	(4,769)	(4,769)	0%	-1%
Total Expense	1,216,916	181,953	154,468	(27,485)	85%	13%
Surplus/(Deficit)	(1,202,576)	(178,368)	(148,496)	29,872	83%	12%

Variances

No significant variances.

Geographic information system (GIS)

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	254,587	65,142	56,266	(8,876)	86%	22%
<i>General services-contracted</i>	14,101	7,301	1,161	(6,140)	16%	8%
Total Expense	268,688	72,443	57,427	(15,016)	79%	21%
Surplus/(Deficit)	(268,688)	(72,443)	(57,427)	15,016	79%	21%

Variances

No significant variances.

Health, safety, and wellness

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	253,739	64,842	56,988	(7,854)	88%	
<i>General services-contracted</i>	95,236	21,755	25,252	3,497	116%	27%
<i>Goods, supplies & materials purchased</i>	5,350	1,200	1,705	505	142%	32%
Total Expense	354,325	87,797	83,945	(3,852)	96%	24%
Surplus/(Deficit)	(354,325)	(87,797)	(83,945)	3,852	96%	24%

Variances

No significant variances.

Corporate Services

Q1 - 2024 Financial Reporting

Human resources

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	468,094	119,241	111,189	(8,052)	93%	
General services-contracted	131,194	48,002	15,204	(32,798)	32%	12%
Goods, supplies & materials purchased	29,725	5,325	4,070	(1,255)	76%	14%
Total Expense	629,013	172,568	130,463	(42,105)	76%	21%
Surplus/(Deficit)	(629,013)	(172,568)	(130,463)	42,105	76%	21%

Variances

General services-contracted

- Not all Q1 invoices had been received at the time of this report.
- Training expenses were budgeted in Q1 but will be completed in Q2.

Information technology

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	639,432	163,479	141,575	(21,904)	87%	
General services-contracted	603,135	381,185	348,062	(33,123)	91%	58%
Goods, supplies & materials purchased	170,650	72,738	8,345	(64,393)	11%	5%
Total Expense	1,413,217	617,402	497,982	(119,420)	81%	35%
Surplus/(Deficit)	(1,413,217)	(617,402)	(497,982)	119,420	81%	35%

Variances

Earnings & benefits

- One pay period for March was paid in Q2.

General services-contracted

- Not all Q1 invoices had been received at the time of this report.
- Professional services and software subscription expenses were budgeted in Q1 but will be completed in Q2.

Goods, supplies & materials purchased

- Computer hardware expenses were budgeted in Q1 but will be completed in Q2.

Records management

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	203,401	51,474	43,690	(7,784)	85%	
General services-contracted	7,706	1,426	2,185	759	153%	28%
Goods, supplies & materials purchased	7,020	1,755	252	(1,503)	14%	4%
Total Expense	218,127	54,655	46,126	(8,529)	84%	21%
Surplus/(Deficit)	(218,127)	(54,655)	(46,126)	8,529	84%	21%

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 and accounting 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 leadership, direction, and support on procurement legislation standards, processes, and performance to the County.
- 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 priorities – 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

Strategic priorities – Deep Community Connections and Strong Leadership

Finance is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

3: Department Goals

Goal 2

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

4: Department highlights

- Numerous 2023 year-end reports presented to Council.
- The external auditors completed all on-site work.
- Completed 2023 year-end remuneration reconciliation and 375 T4s.

5: Action Plan

Goal 1

Finance is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

Strategy 1.1

Enhance the customer service experience for citizens and businesses accessing County services.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Implement additional point-of-sale terminals in departments providing front counter services to customers.	Q4 2024		Implement point-of-sale terminals within the Planning and Development department.

Goal 2

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

Strategy 2.1

Mitigating risk exposures and costs to the organization through developing standardized procurement processes.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Increase organizational efficiency through centralizing some aspects of procurement	Q4 2024		Complete an audit of current vendors used by the organization.

for consistency and cost savings throughout the County.			Establish a list of preferred vendors that we have negotiated preferred pricing with. Review of current vendors including fuel vendors is in progress.
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Strategy 2.2

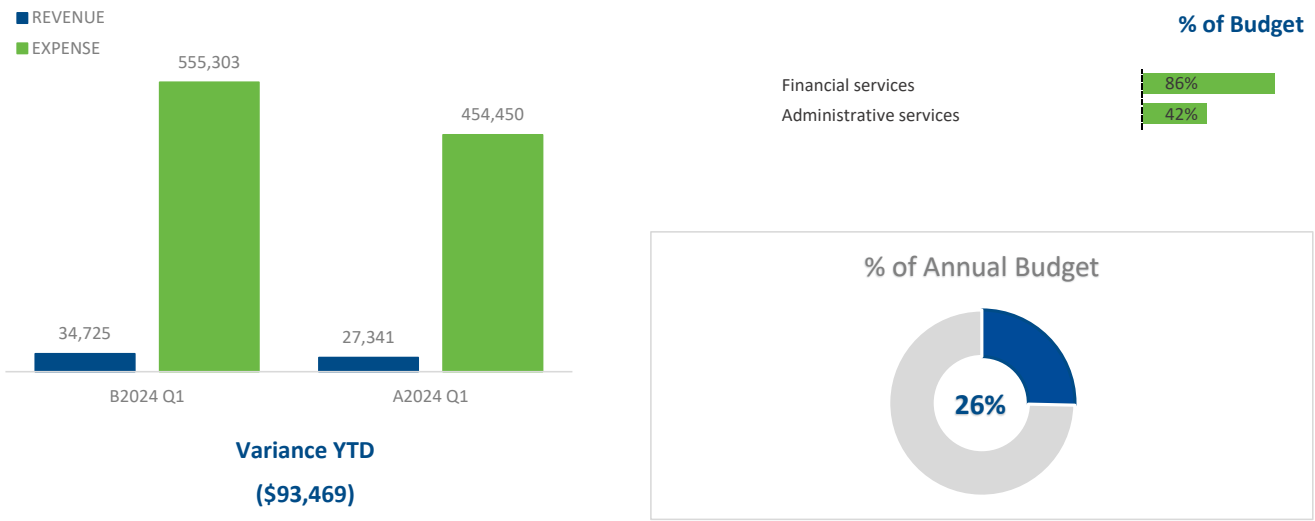
Enhance customer service, budgeting, and reporting by updating the current financial software.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Implement a new Enterprise Resource Planning (ERP) software to enhance department collaboration, decision-making and customer service.	Q1 2024		Request for Proposal for ERP software completed. The request for proposal for ERP project management was posted April 17.
	Q2 2024		ERP vendor selected and project implementation plan is complete.
	Q4 2024		Begin implementation of software.

Finance

Q1 - 2024 Financial Reporting

Department Head - Natasha Wice



Financial services

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to other governments	21,070	750	750	-	100%	4%
Sales of goods & services to individuals	44,650	11,047	8,491	(2,557)	77%	19%
Other revenue from own sources	53,012	22,503	17,754	(4,749)	79%	33%
Other transactions	9,342	-	-	-	0%	0%
Total Revenue	128,074	34,300	26,994	(7,306)	79%	21%
Earnings & benefits	1,398,992	383,034	316,003	(67,031)	82%	23%
General services-contracted	158,045	126,074	119,616	(6,458)	95%	76%
Goods, supplies & materials purchased	2,350	1,600	108	(1,492)	7%	5%
Reserves, transfers & grants	-	-	-	-	0%	0%
Total Expense	1,559,387	510,708	435,727	(74,981)	85%	28%
Surplus/(Deficit)	(1,431,313)	(476,408)	(408,733)	67,675	86%	29%

Variances

Earnings & benefits

- One vacant position was filled during Q1.
- One pay period for March was paid in Q2.

Finance

Q1 - 2024 Financial Reporting

Administrative services

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	1,700	425	347	(79)	82%	20%
Total Revenue	1,700	425	347	(79)	82%	20%
<i>General services-contracted</i>	181,085	24,689	6,972	(17,717)	28%	4%
<i>Goods, supplies & materials purchased</i>	57,000	15,751	9,530	(6,221)	61%	17%
<i>Reserves, transfers & grants</i>	-	-	-	-	0%	0%
<i>Financial service charges</i>	16,800	4,155	2,221	(1,934)	53%	13%
Total Expense	254,885	44,595	18,723	(25,872)	42%	7%
Surplus/(Deficit)	(253,185)	(44,170)	(18,376)	25,794	42%	7%

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

Agricultural drainage

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

- Advocates for 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 northern pocket gophers on agricultural lands.

2: Strategic priorities

Goal 1	Strategic priorities – Deep community Connections and Strong Leadership Agricultural Services is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in its operational plan in response to the feedback received in the 2023 Citizen Satisfaction Survey.
Goal 2	Strategic priority – A Robust Economy Capitalize on agriculture and local food production.

3: Department goals

Goal 3	Serve residents and visitors with continuous improvement of department services.
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4: Department highlights

- Hosted six workshops for residents to provide information on a variety of topics, including food safety for local food producers, increasing social media reach, maintaining water wells, and building drought resilience for grazers.
- With Communications support, delivered a survey for producers regarding the use and recycling of grain bags. Received 40 responses.

5: Action plan

Goal 1

Agricultural Services is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in its operational plan in response to the feedback received in the 2023 Citizen Satisfaction Survey.

Strategy 1.1

Review current department programs and processes to gain efficiencies.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Review the beaver control and beaver dam removal program; increase public awareness of beaver control in Leduc County.	Q2 2024		Review and update PC-01 Beaver Control and Beaver Dam Removal on County Right-of-Ways and Private Property policy. Review of policy initiated.
	Q2 2024		Review and update current procedures to develop a clear, understandable, and defensible procedure for appropriate actions to take in specific situations.
Develop an inspection procedure for oilfield lease sites to improve weed control on industrial properties.	Q2 2024		A written internal procedure for inspection of oilfield lease sites, including timelines for inspections, control, and enforcement to be utilized by all staff.
	Q3 2024		Ninety percent of oilfield lease sites within Leduc County inspected and weed control compliance achieved on inspected sites.

Goal 2

Capitalize on agriculture and local food production.

Strategy 2.1

Implement a minimum of one local food-related initiative in 2024 for agricultural producers to highlight their products to local and regional markets and consumers.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Implement a minimum of one local food-related initiative for agricultural producers to showcase their operations and products.	Q3 2024		In collaboration with the economic development work group, host a market style local food event.
Support the development of an urban agriculture strategy for Leduc County as outlined in the Municipal Development Plan.	Q4 2024		Provide technical expertise to Planning and Development for the development of an urban agriculture strategy to guide urban agricultural activities in the County.

Goal 3

Serve residents and visitors with continual improvement of department services.

Strategy 3.1

Review and evaluate current programs.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Implement a formal inspection procedure for vegetation management on municipal land.	Q2 2024		A written internal procedure utilized by Agricultural Services staff. • Development of procedure initiated.
	Q3 2024		All municipal reserve lands inspected.



Agricultural Services

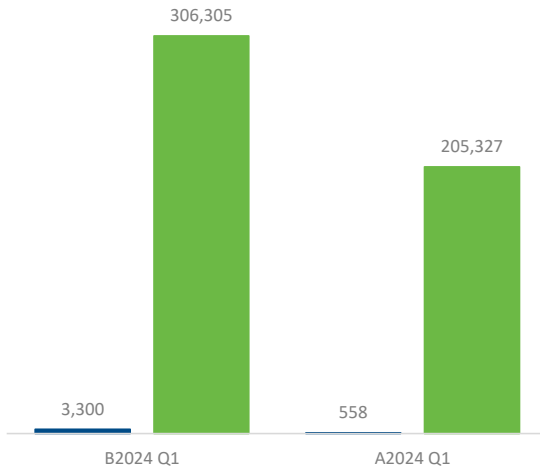
Q1 - 2024 Financial Reporting

Department Head - Garrett Broadbent

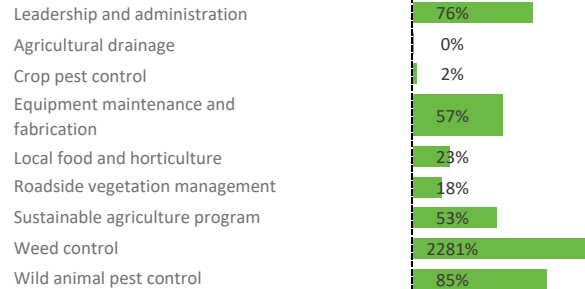
■ REVENUE

■ EXPENSE

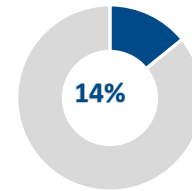
% of Budget



Variance YTD
(\$98,236)



% of Annual Budget



Leadership and administration

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	600	300	-	(300)	0%	0%
Total Revenue	600	300	-	(300)	0%	0%
<i>Earnings & benefits</i>	584,140	133,437	111,860	(21,577)	84%	19%
<i>General services-contracted</i>	12,555	5,270	1,575	(3,695)	30%	13%
<i>Goods, supplies & materials purchased</i>	1,500	-	32	32	0%	2%
<i>Reserves, transfers & grants</i>	15,500	10,500	-	(10,500)	0%	0%
<i>Financial service charges</i>	420	105	70	(35)	67%	17%
Total Expense	614,115	149,312	113,536	(35,776)	76%	18%
Surplus/(Deficit)	(613,515)	(149,012)	(113,536)	35,476	76%	19%

Variances

Earnings & benefits

- One pay period for March was paid in Q2.

Agricultural drainage

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other transactions</i>	1,500	-	-	-	0%	0%
Total Revenue	1,500	-	-	-	0%	0%
<i>General services-contracted</i>	9,262	1,503	3	(1,500)	0%	0%
Total Expense	9,262	1,503	3	(1,500)	0%	0%
Surplus/(Deficit)	(7,762)	(1,503)	(3)	1,500	0%	0%

Variances

No significant variances.

Agricultural Services

Q1 - 2024 Financial Reporting

Crop pest control

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	23,370	3,270	82	(3,188)	3%	0%
Goods, supplies & materials purchased	6,300	150	-	(150)	0%	0%
Total Expense	29,670	3,420	82	(3,338)	2%	0%
Surplus/(Deficit)	(29,670)	(3,420)	(82)	3,338	2%	0%

Variances

No significant variances.

Equipment maintenance and fabrication

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to individuals	3,000	-	-	-	0%	0%
Conditional grants from other governments	166,247	-	-	-	0%	0%
Total Revenue	169,247	-	-	-	0%	0%
Earnings & benefits	117,867	30,034	25,713	(4,321)	86%	22%
General services-contracted	34,018	18,687	8,819	(9,868)	47%	26%
Goods, supplies & materials purchased	82,672	21,550	5,499	(16,051)	26%	7%
Total Expense	234,557	70,271	40,031	(30,240)	57%	17%
Surplus/(Deficit)	(65,310)	(70,271)	(40,031)	30,240	57%	61%

Variances

No significant variances.

Local food and horticulture

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Conditional grants from other governments	2,400	2,400	415	(1,985)	17%	17%
Total Revenue	2,400	2,400	415	(1,985)	17%	17%
General services-contracted	11,254	5,840	1,316	(4,524)	23%	12%
Goods, supplies & materials purchased	4,950	450	-	(450)	0%	0%
Total Expense	16,204	6,290	1,316	(4,974)	21%	8%
Surplus/(Deficit)	(13,804)	(3,890)	(901)	2,989	23%	7%

Variances

No significant variances.

Agricultural Services

Q1 - 2024 Financial Reporting

Roadside vegetation management

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	189,920	684	-	(684)	0%	0%
General services-contracted	39,362	26,669	3,744	(22,925)	14%	10%
Goods, supplies & materials purchased	216,870	8,130	2,771	(5,359)	34%	1%
Total Expense	446,152	35,483	6,515	(28,968)	18%	1%
Surplus/(Deficit)	(446,152)	(35,483)	(6,515)	28,968	18%	1%

Variances

General services-contracted

- Repairs and maintenance to vehicles and equipment budgeted in Q1 are expected to be completed in Q2.

Sustainable agriculture program

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to individuals	600	300	-	(300)	0%	0%
Total Revenue	600	300	-	(300)	0%	0%
General services-contracted	6,690	2,110	1,246	(865)	59%	19%
Goods, supplies & materials purchased	1,350	800	143	(657)	18%	11%
Total Expense	8,040	2,910	1,388	(1,522)	48%	17%
Surplus/(Deficit)	(7,440)	(2,610)	(1,388)	1,222	53%	19%

Variances

No significant variances.

Weed control

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to individuals	14,000	-	-	-	0%	0%
Total Revenue	14,000	-	-	-	0%	0%
Earnings & benefits	78,815	297	-	(297)	0%	0%
General services-contracted	48,766	204	11,429	11,225	5602%	23%
Goods, supplies & materials purchased	8,700	-	-	-	0%	0%
Total Expense	136,281	501	11,429	10,928	2281%	8%
Surplus/(Deficit)	(122,281)	(501)	(11,429)	(10,928)	2281%	9%

Variances

No significant variances.

Agricultural Services

Q1 - 2024 Financial Reporting

Wild animal pest control

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	900	300	143	(157)	48%	16%
<i>Other revenue from own sources</i>	2,000	-	-	-	0%	0%
<i>Total Revenue</i>	2,900	300	143	(157)	48%	5%
<i>Earnings & benefits</i>	116,687	29,697	25,781	(3,916)	87%	22%
<i>General services-contracted</i>	13,397	2,917	2,559	(358)	88%	19%
<i>Goods, supplies & materials purchased</i>	13,850	4,000	2,687	(1,313)	67%	19%
<i>Total Expense</i>	143,934	36,614	31,027	(5,587)	85%	22%
<i>Surplus/(Deficit)</i>	(141,034)	(36,314)	(30,884)	5,430	85%	22%

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

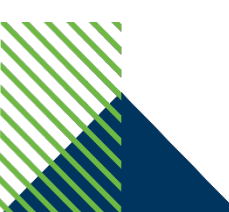
- Provides overall management and supervision of the department and its programs including the enforcement of municipal bylaws and provincial legislation.
- Develops short and long-term strategies, operational plans, and budgets.
- Delivers community information campaigns and programs.
- Provides recommendations, 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 priorities – Deep Community Connections and Strong Leadership Enforcement is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.
Goal 2	Strategic priority – Strong Leadership Promote and enhance traffic safety.
Goal 3	Strategic priority – Strong Leadership Assist emergency services (police, fire, EMS, emergency management).
Goal 4	Strategic priority – Deep Community Connections Build and strengthen community relationships and support meaningful community engagement.
Goal 5	Strategic priority – Strong Leadership Promote public safety on bodies of water and off-highway lands.

3: Department highlights

- Dog Control bylaw approved by Council in Jan. 2024.
- Facilitated and completed all requirements for annual officer safety training.
- Instructed a radar/lidar course to peace officers in Alberta in February.
- Instructed an Incident Command System 200 staff training.
- Hosted the annual regional court services meeting to discuss changes, challenges and solutions to regional issues pertaining to prosecution and court proceedings.
- Coordinated an Advanced Projects and Traffic Office (APTO) – Law Enforcement Agency (LEA) session for Alberta enforcement agencies and Provincial Prosecutors to provide current information to police, peace officers, bylaw officers pertaining to current court and regional issues.
- Collaborated with Parks and Recreation regarding Parks and Open Spaces bylaw revisions.

3: Action plan

Goal 1

Enforcement is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

Strategy 1.1

Respond to nuisance and unsightly premises and promote compliance.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2024		Respond to property complaints within three business days. In Q1 a total of 15 complaints were investigated and one file remains open.
	Q3 2024		Bring nuisance properties into compliance before winter. - One property complaint was carried over from 2023 Q4. - Using the same information handout to educate current and new landowners in the East Vistas, beginning in Q2.
Partner with Planning and Development to address concerns about vacant and occupied lands in the residential subdivisions of Royal Oaks, Diamond Estates, Lucas Estates, East Vistas, and the hamlet of New Sarepta.	Q3 2024		Distribute annual Urban Standards Bylaw public information campaign. Using the same information handbill from 2023 to educate current and new landowners in the East Vistas, beginning in Q2.
			Enforce the Urban Standards Bylaw regulations pertaining to the summer maintenance of undeveloped vacant lots in the residential areas. Anticipate beginning enforcement in Q2.

Strategy 1.2

Respond to citizen concerns regarding dog control in the County.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Create a Dog Control bylaw that addresses concerns raised by residents.	Q1 2024		A new Dog Control bylaw approved by Council.

			Dog Control bylaw approved by Council in Jan. 2024.
	Q2 2024		Conduct a public information campaign on the new bylaw. Distribution of information through the County Chronicle to educate the public.
	Q3 2024		Conduct enforcement of bylaw, as needed. First charge laid under new bylaw on April 5 for dog at large for \$250.

Goal 2

Promote and enhance traffic safety.

Strategy 2.1

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

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Educate road users through traffic enforcement interactions, and high-visibility traffic operations in key areas.	Q4 2024		Conduct a minimum of 700 dedicated traffic operations per year. Averaged 20 traffic operations per month in Q1.
Assist departments in protecting of the County's road infrastructure through the enforcement of road bans.	Q4 2024		Conduct a minimum of 1,200 patrols per year on banned roads during road ban season. Averaged 55 patrols per month in Q1.
Support initiatives that focus on commercial vehicle safety, cargo securement, and dangerous goods.	Q4 2024		Conduct a minimum of 100 traffic stops for commercial cargo securement each year, in conjunction with the annual cargo securement awareness campaign. Averaged four cargo securement operations per month in Q1.

Strategy 2.2

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

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	Q4 2024		Conduct 2,000 patrols in hot spots (including subdivisions) per year. Averaged 233 patrols in hot spots per month in Q1.

Strategy 2.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Provide traffic control for parades and special events such as Wizard Lake Canada Day Parade, Leduc Black Gold Parade, Calmar Fair Days Parade and Santa Claus Parade in the City of Leduc.	Q4 2024		Participate in special events throughout the year. Anticipate spring and summer special events coming up in Q2.

Goal 3

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

Strategy 3.1

Respond to emergency public safety occurrences.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Assist with traffic control and scene safety at collisions, as requested.	Q4 2024		Statistics and ongoing updates provided to Protective Services Committee. Provided year end summary for 2023 at the Feb. 18, 2024 Protective Services Committee meeting.
Assist police/fire/EMS and emergency management response to incidents, as requested.	Q4 2024		Assisted emergency services four times in Q1.

Strategy 3.2

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

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Host and instruct commercial vehicle dimension and weights enforcement course.	Q3 2024		Provide one dimension and weights instruction course per year. Course scheduled in April 2024.
Host and instruct traffic speed enforcement course.	Q3 2024		Provide one RADAR course for the region per year. Provided on Radar/Lidar course in Feb. 2024.
Assess enhanced policing service levels and agreements.	Q3 2024		Assess enhanced policing service levels and agreements during annual budget preparation. Anticipate reconciling contracts starting in April 2024.

Goal 4

Build and strengthen community relationships and support meaningful community engagement.

Strategy 4.1

Develop and maintain public relationships through awareness programs.

Actions	Target dates	Status at March 31, 2024	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 2024		Summary of activities provided to Protective Services Committee (four times annually). Provided year end summary for 2023 to Protective Services Committee Feb. 18, 2024.
Annual evaluation of the Community Peace Officer Performance Plan.	Q4 2024		Evaluate the Community Peace Officer Performance Plan, recommend amendments to Council based on key performance indicators (KPIs) and projections for the following year. Presented a revised plan to Protective Services Committee on Mar. 21, 2024 to reflect the updated KPIs, new strategies, percentages of resources allocated for each strategy and added Commercial Vehicle Safety Alliance inspections.

Goal 5

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

Strategy 5.1

Deliver summer boat/off-highway vehicle patrol program.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Promote boat safety through education, compliance, and enforcement.	Q3 2024		Conduct a minimum three safe boating awareness operations, boat patrols and/or shoreline operations in the summer months.
Promote off-highway safety through education, compliance, and enforcement.	Q4 2024		Conduct a minimum of three off-highway vehicle patrols in the summer months.

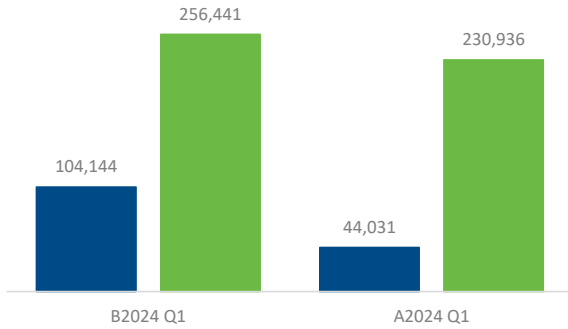


Enforcement Services

Q1 - 2024 Financial Reporting

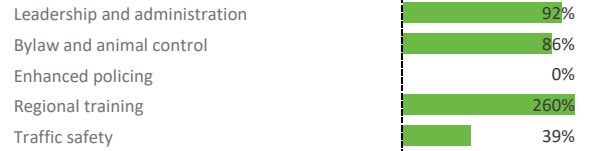
Department Head - Clarence Nelson

■ REVENUE
■ EXPENSE

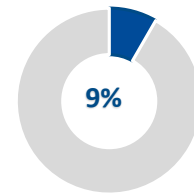


Variance YTD
\$34,608

% of Budget



% of Annual Budget



Leadership and administration

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	720,492	183,642	155,482	(28,160)	85%	22%
General services-contracted	38,340	11,847	30,619	18,772	258%	80%
Goods, supplies & materials purchased	107,280	24,237	16,038	(8,199)	66%	15%
Total Expense	866,112	219,726	202,138	(17,588)	92%	23%
Surplus/(Deficit)	(866,112)	(219,726)	(202,138)	17,588	92%	23%

Variances

Earnings & benefits

- One pay period for March was paid in Q2.

Bylaw and animal control

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Other revenue from own sources	17,350	1,805	-	(1,805)	0%	0%
Total Revenue	17,350	1,805	-	(1,805)	0%	0%
Earnings & benefits	98,246	24,762	21,472	(3,290)	87%	22%
General services-contracted	36,580	6,645	4,170	(2,475)	63%	11%
Goods, supplies & materials purchased	240	60	-	(60)	0%	0%
Reserves, transfers & grants	3,500	-	-	-	0%	0%
Total Expense	138,566	31,467	25,642	(5,825)	81%	19%
Surplus/(Deficit)	(121,216)	(29,662)	(25,642)	4,020	86%	21%

Variances

No significant variances.

Enforcement Services

Q1 - 2024 Financial Reporting

Enhanced policing

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	70,000	-	-	-	0%	0%
<i>Other revenue from own sources</i>	-	-	-	-	0%	0%
Total Revenue	70,000	-	-	-	0%	0%
<i>Purchases from other governments & agencies</i>	1,715,051	-	-	-	0%	0%
Total Expense	1,715,051	-	-	-	0%	0%
Surplus/(Deficit)	(1,645,051)	-	-	-	0%	0%

Variances

No significant variances.

Regional training

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	5,604	1,401	3,000	1,599	214%	54%
Total Revenue	5,604	1,401	3,000	1,599	214%	54%
<i>Goods, supplies & materials purchased</i>	1,000	249	-	(249)	0%	0%
Total Expense	1,000	249	-	(249)	0%	0%
Surplus/(Deficit)	4,604	1,152	3,000	1,848	260%	65%

Variances

No significant variances.

Traffic safety

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	403,760	100,938	41,030	(59,908)	41%	10%
Total Revenue	403,760	100,938	41,030	(59,908)	41%	10%
<i>General services-contracted</i>	20,000	4,999	3,156	(1,843)	63%	16%
Total Expense	20,000	4,999	3,156	(1,843)	63%	16%
Surplus/(Deficit)	383,760	95,939	37,874	(58,065)	39%	10%

Variances

Other revenue from own sources

- Traffic ticket revenue was less than anticipated.

1: Department Services

1.1: Our mission

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

1.2: Service areas

Engineering

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

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 priorities – Deep Community Connections and Strong Leadership Engineering is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.
Goal 2	Strategic priority – A Robust Economy Create an environment for developers where they have surety of costs, have infrastructure available when it is necessary, while ensuring that costs are appropriately allocated.
Goal 3	Strategic priority – A Robust Economy Leduc County will deliver an efficient transit system to meet the needs of our businesses and residents.
Goal 4	Strategic priority – A Robust Economy Create efficient transportation infrastructure that meets community and business needs.

Goal 5	Strategic priority – Strong Leadership Continue to demonstrate leadership in regional initiatives and organizations.
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3: Department Goals

Goal 6	Improve the department’s operational efficiency and effectiveness.
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4: Department highlights

- The road program contract has been awarded. The start date is scheduled for May 21, 2024.
- The bridge maintenance program has been tendered and awarded. This contract will be started in late fall of 2024.
- The New Sarepta reservoir contract was tendered and awarded and is scheduled to start in Q2 2024.
- Sunnybrook lagoon design is in progress.

5: Action Plan

Goal 1

Engineering is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

Strategy 1.1

Execute the Transportation Master Plan.

Actions	Target dates	Status at Mar. 31, 2024	Deliverables and/or key performance indicators
Identification and monitoring of key intersections and corridors that have an unusually high number of traffic incidents.	Q1 2024		A list of intersections and corridors that are of concern, complete with a monitoring plan. • This item has been delayed due to capacity constraints.
Engagement with other communities in the integration of transit services into other regions.	Q2 2024		Engage other communities and where feasible and mutually beneficial, have Leduc Transit establish service agreements to provide transit service. • Work has restarted with the City of Beaumont on the provision of transit service to the City by Leduc Transit.
Identification and monitoring of key intersections and corridors that support heavy truck movements.	Q3 2024		A list of intersections and corridors that are important to heavy truck movements, complete with a monitoring plan. • This item has been delayed due to capacity constraints.
Adopt a roadway classification system, complete with typical cross sections and	Q4 2024		A roadway classification system map, complete with a series of roadway cross

active transportation considerations, where appropriate.			sections appropriate for that roadway's neighborhood context. Will be completed as part of the Transportation Master Plan adoption in 2024.
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Goal 2

Create an environment for developers where they have surety of costs, have infrastructure available when it is necessary, while ensuring that costs are appropriately allocated.

Strategy 2.1

Update the Greater Nisku and Area Offsite Levy Bylaw.

Actions	Target dates	Status at Mar. 31, 2024	Deliverables and/or key performance indicators
Update the infrastructure requirements and costs for the Greater Nisku and Area Offsite Levy Bylaw.	Q4 2024		Updated inventory of Nisku offsite levy infrastructure, costs and supporting documentation for the inclusion into the updated bylaw. Work has begun on the justification and costing to support the offsite levy infrastructure.

Strategy 2.2

In conjunction with Utilities, ensure Leduc County is "business ready" for any potential new developments.

Actions	Target dates	Status at Mar. 31, 2024	Deliverables and/or key performance indicators
Upgrade the New Sarepta reservoir to provide appropriate capacity for current land use and to accommodate future development.	Q4 2024		Completion of the New Sarepta reservoir upgrade project. Project contract has been signed, awaiting a project start date.

Goal 3

Leduc County will deliver an efficient transit system to meet the needs of our businesses and residents.

Strategy 3.1

Obtain surety on cost and level of service for external transit agreements.

Actions	Target dates	Status at Mar. 31, 2024	Deliverables and/or key performance indicators
As part of Leduc Transit, establish transit service agreements with Edmonton International Airport (YEG) and Edmonton Transit Service.	Q4 2024		Development and execution of transit service agreements with Edmonton International Airport (YEG) and Edmonton Transit Service. Work has begun on drafting a new agreement for route 747.

			A new agreement for Edmonton Airport (EA) on-site transit will be next.
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Goal 4

Create efficient transportation infrastructure that meets community and business needs.

Strategy 4.1

Complete four-lane design of the Nisku Spine Road from Township Road 510 to Highway 625.

Actions	Target dates	Status at Mar. 31, 2024	Deliverables and/or key performance indicators
Complete the design of the four-laning of the Nisku Spine Road from Township Road 510 to Highway 625 to ensure this project is "shovel ready". (please note: four-lane design is complete for the section from Highway 625 south to Airport Road)	Q2 2024		Design and special provisions for our standard tender package is complete. This item has been delayed due to capacity constraints.

Strategy 4.2

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

Actions	Target dates	Status at Mar. 31, 2024	Deliverables and/or key performance indicators
Monitor and report on the pavement network condition rating.	Q3 2024		Year-over-year improvement on the pavement network rating. Report provided to PWC. Inspections are scheduled to begin in Q2 2024.
Implement and update the five-year pavement preservation plan.	Q4 2024		Five-year plan presented to PWC. Once the inspections are completed and plan developed, it will be presented to PWC.

Goal 5

Continue to demonstrate leadership in regional initiatives and organizations.

Strategy 5.1

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

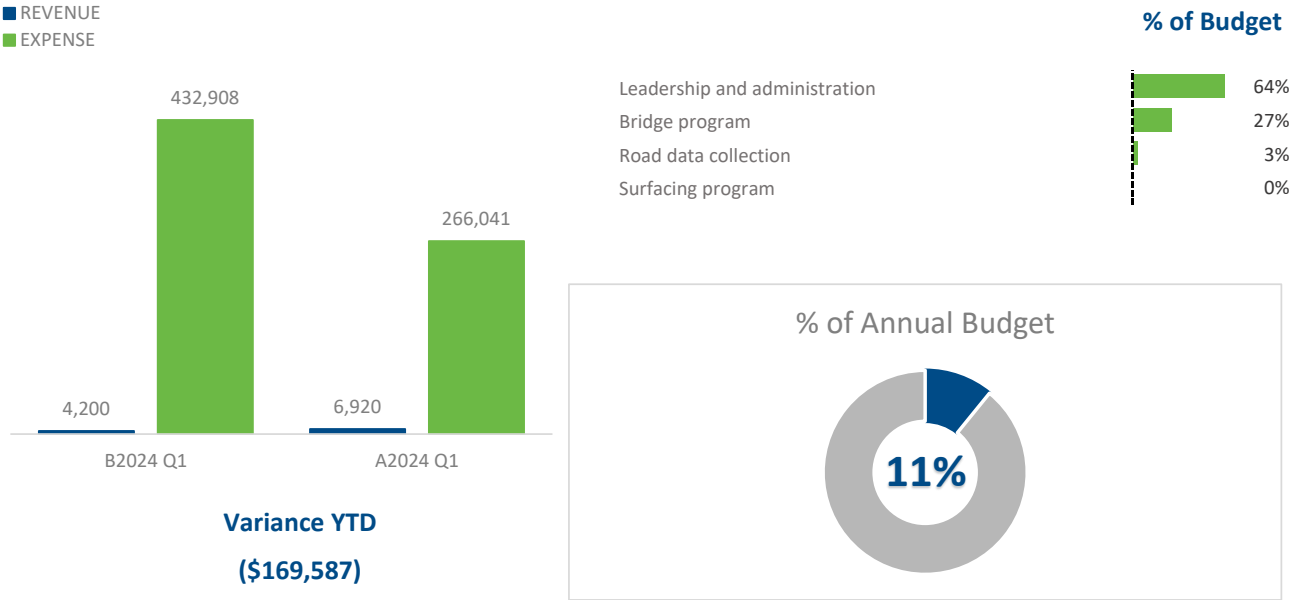
Actions	Target dates	Status at Mar. 31, 2024	Deliverables and/or key performance indicators
Participate in the Edmonton Metropolitan Region Board's Solid Waste Collaborative.	Q4 2024		Determine potential for regional collaboration for solid waste and recycling management.

			• The Industrial, Commercial, and Institutional (ICI) waste characterization study, phase 1 is underway. • This will focus on the top 11 sector areas and the agricultural sector to get a better understanding of the waste generated by these groups.
Participate in the Edmonton Metropolitan Region Board's Stormwater Collaborative.	Q4 2024		Determine potential for regional collaboration for stormwater management. • A presentation was provided by Alberta Environment and Protected Areas about their stormwater characterization program. • Review the project charter for the Stormwater Management Funding Model study, looking at best practice for funding stormwater utilities.
Participate in the Alberta Transportation and Economic Corridors' Edmonton Regional Network Study.	Q2 2025		A completed Edmonton Regional Networks Study that aligns with the County's strategic goals. • Administration has reviewed the draft modelling packages prior to the modelling work being undertaken.
Participate in the Regional Transit Technical roundtable.	Q4 2024		Determine opportunities for regional collaboration regarding transit. • The group is currently examining the impact of the announced federal government funding for transit.

Engineering

Q1 - 2024 Financial Reporting

Department Head - Des Mryglod



Leadership and administration

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to individuals	12,000	3,000	6,900	3,900	230%	58%
Other revenue from own sources	2,250	1,200	20	(1,180)	2%	1%
Other transactions	1,465,850	-	-	-	0%	0%
Total Revenue	1,480,100	4,200	6,920	2,720	165%	0%
Earnings & benefits	1,009,500	259,053	132,314	(126,739)	51%	13%
General services-contracted	214,295	24,683	34,917	10,234	141%	16%
Goods, supplies & materials purchased	474,309	121,172	96,793	(24,379)	80%	20%
Financial service charges	1,997,993	-	-	-	0%	0%
Total Expense	3,696,097	404,908	264,024	(140,884)	65%	7%
Surplus/(Deficit)	(2,215,997)	(400,708)	(257,104)	143,604	64%	12%

Variances

Earnings & benefits

- Two vacant positions in Q1.
- One pay period for March was paid in Q2.

Goods, supplies & materials purchased

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

Engineering

Q1 - 2024 Financial Reporting

Bridge program

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	90,000	5,000	1,358	(3,643)	27%	2%
Total Expense	90,000	5,000	1,358	(3,643)	27%	2%
Surplus/(Deficit)	(90,000)	(5,000)	(1,358)	3,643	27%	2%

Variances

No significant variances.

Road data collection

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	29,000	23,000	-	(23,000)	0%	0%
Goods, supplies & materials purchased	-	-	660	660	0%	0%
Total Expense	29,000	23,000	660	(22,340)	3%	2%
Surplus/(Deficit)	(29,000)	(23,000)	(660)	22,340	3%	2%

Variances

General services-contracted

- The streetlight traffic counting service was budgeted in Q1. However, we are in the process of evaluating the service and have not subscribed yet.
- The payment for the electronic speed sign subscription was budgeted in Q1, but will be made in Q3.

Surfacing program

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	50,000	-	-	-	0%	0%
Total Expense	50,000	-	-	-	0%	0%
Surplus/(Deficit)	(50,000)	-	-	-	0%	0%

Variances

No significant variances.

1: Department Services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Leadership and administration

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

Annual Family and Community Support Services (FCSS) Program

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

Bridges FASD (Fetal Alcohol Spectrum Disorder)

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

Family Resource Network

- Provides long-term support, mentorship, and advocacy for expecting parents, and/or parents with a baby less than one-year old, for families who due to varying factors 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 who have children 1 to 18 years old. Shares information related to parenting and child development and connections to other supports in the community.

3: Department Goals

Goal 1	Strategic priorities – Deep community connections and strong leadership. FCSS is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.
Goal 2	Strategic priority – Deep community connections Support healthy relationships in families, youth and adults across the region.
Goal 3	Strategic priority – Deep community connections Improve access to assisted transportation services for seniors.
Goal 4	Strategic priority – Deep community connections Implement a strategic approach to the future social supports offered by Leduc County.
Goal 5	Strategic priority – Deep community connections Maximize the volunteer resources available to support County programs and services.

4: Department highlights

- One hundred eighteen tax returns have been filed to date, contributing to over \$1.3 Million in government benefits and refunds for residents.
- Six in-person and five virtual programs and workshops have been held with over 175 participants. Workshop areas of focus include fraud prevention, budgeting, home alone training and decluttering.
- There are currently 19 registered riders in the Seniors Assisted Transportation Subsidy program. Ten bookings were used to date.
- The seniors grant program has provided 11 applicants with \$15,000 in funds for 2024. Community groups are currently planning activities to support seniors throughout the year.
- The Bridges program has facilitated five group sessions focusing on wellness and healthy relationships. Workshops included cooking groups and trauma recovery sessions.
- The Family Resource Network has facilitated three of nine Community Helper sessions for adults supporting youth. Sessions focus on mental health as it relates to teens.
- The Family Resource Network attended the Early Childhood Development Expo in Beaumont, providing 80 participants with information related to childhood development and school readiness.

5: Action Plan

Goal 1

FCSS is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

Strategy 1.1

Improved resources, supports and tools for seniors as they age.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
A manual and resource tool kit will be available to all seniors and their families, to help successfully navigate through the aging process and access the many resources that are available for support.	Q2 2024		A manual will be shared with Council. An engagement strategy has been implemented with Leduc County seniors, to gather input to support manual development.
	Q4 2024		The manual will be promoted to Leduc County seniors and their families.

Goal 2

Support healthy relationships in families, youth, and adults across the region.

Strategy 2.1

Focus resources, programs, and workshops to support healthy relationships of all residents.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Provide programs and workshops across the region with a focus on healthy relationships for adults, youth and families.	Q4 2024		Five community workshops, seven community presentations and ten youth engagement activities will be offered to promote healthy relationships. Examples include, family violence prevention, youth life skills development, child development and family engagement opportunities. Three workshops and four engagement activities have been hosted in the region to date.

Goal 3

Improve access to assisted transportation services for seniors.

Strategy 3.1

Review the impact of the assisted transportation program for Leduc County seniors.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
The year-one implementation of the assisted transportation program will be evaluated to measure the impact on Leduc County seniors.	Q4 2024		A survey will be conducted with all program participants, to measure the impact that this program has had in reducing transportation barriers to seniors.

Goal 4

Implement a strategic approach to the future social supports offered by Leduc County.

Strategy 4.1

Review the social services framework.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
The 2019 Social Framework will be reviewed to identify key achievements and identify priorities and actions yet to be achieved.	Q1 2024		A review of the 2019 Social Framework will be shared with Council. A review of framework highlights and actions was presented to Council on March 12.
	Q3 2024		An implementation plan will be set for upcoming years, based on current needs and concerns of residents.

Goal 5

Maximize the volunteer resources available to support County programs and services.

Strategy 5.1

Improved opportunities for residents to volunteer and support County programs and services.

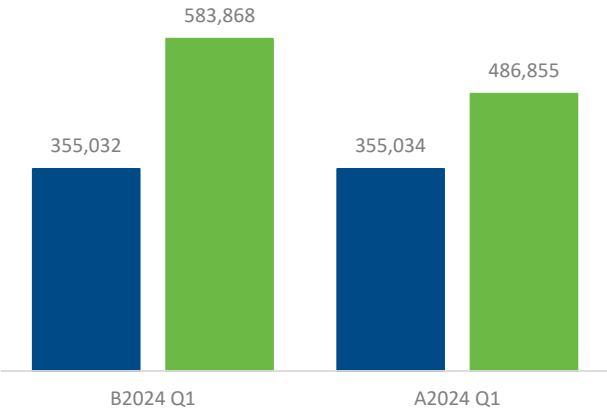
Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Established criteria will allow for increased opportunities for residents to volunteer for County programs and services across the region.	Q3 2024		Criteria and guidelines will be established and approved by administration. A draft manual is currently being developed.
	Q4 2024		Volunteer opportunities will be promoted to Leduc County residents.

Family and Community Support Services

Q1 - 2024 Financial Reporting

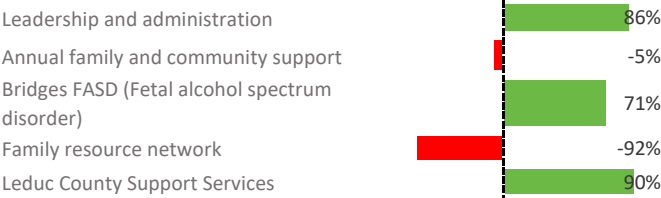
Department Head - Dean Ohnysty

■ REVENUE
■ EXPENSE

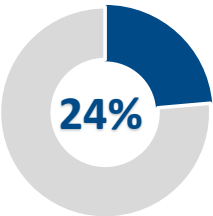


Variance YTD
\$97,016

% of Q1 Budget



% of Annual Budget



Leadership and administration

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	154,550	39,045	33,771	(5,274)	86%	22%
General services-contracted	7,700	1,326	753	(573)	57%	10%
Goods, supplies & materials purchased	1,750	186	531	345	285%	30%
Total Expense	164,000	40,557	35,054	(5,503)	86%	21%
Surplus/(Deficit)	(164,000)	(40,557)	(35,054)	5,503	86%	21%

Variances

No significant variances.

Family and Community Support Services

Q1 - 2024 Financial Reporting

Annual family and community support

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Conditional grants from other governments	496,138	124,034	124,035	1	100%	25%
Total Revenue	496,138	124,034	124,035	1	100%	25%
Earnings & benefits	444,198	112,918	96,696	(16,222)	86%	22%
General services-contracted	96,000	21,725	9,904	(11,821)	46%	10%
Goods, supplies & materials purchased	9,894	1,497	1,045	(452)	70%	11%
Reserves, transfers & grants	87,877	15,000	15,000	-	100%	17%
Total Expense	637,969	151,140	122,645	(28,495)	81%	19%
Surplus/(Deficit)	(141,831)	(27,106)	1,390	28,496	-5%	-1%

Variances

No significant variances.

Bridges FASD (Fetal alcohol spectrum disorder)

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Conditional grants from other governments	259,360	58,500	58,500	-	100%	23%
Total Revenue	259,360	58,500	58,500	-	100%	23%
Earnings & benefits	293,871	72,945	65,064	(7,881)	89%	22%
General services-contracted	13,720	2,576	5,376	2,800	209%	39%
Goods, supplies & materials purchased	4,400	200	210	10	105%	5%
Total Expense	311,991	75,721	70,650	(5,071)	93%	23%
Surplus/(Deficit)	(52,631)	(17,221)	(12,150)	5,071	71%	23%

Variances

No significant variances.

Family resource network

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Conditional grants from other governments	689,992	172,498	172,500	2	100%	25%
Total Revenue	689,992	172,498	172,500	2	100%	25%
Earnings & benefits	749,123	189,897	143,811	(46,086)	76%	19%
General services-contracted	48,382	4,433	5,820	1,387	131%	12%
Goods, supplies & materials purchased	10,700	1,800	1,018	(782)	57%	10%
Total Expense	808,205	196,130	150,650	(45,480)	77%	19%
Surplus/(Deficit)	(118,213)	(23,632)	21,850	45,482	-92%	-18%

Variances

Earnings & benefits

- One vacant position in Q1.
- One pay period for March was paid in Q2.

Family and Community Support Services

Q1 - 2024 Financial Reporting

Leduc County Support Services

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other transactions</i>	50,000	-	-	-	0%	0%
<i>Total Revenue</i>	50,000	-	-	-	0%	0%
<i>Earnings & benefits</i>	850	170	107	- 63	63%	13%
<i>General services-contracted</i>	6,760	1,650	-	(1,650)	0%	0%
<i>Reserves, transfers & grants</i>	124,000	118,500	107,750	(10,750)	91%	87%
<i>Total Expense</i>	131,610	120,320	107,857	(12,463)	90%	82%
<i>Surplus/(Deficit)</i>	(81,610)	(120,320)	(107,857)	12,463	90%	132%

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 five direct-control fire districts (Calmar, New Sarepta, Nisku, Thorsby, and Warburg fire districts), as well as full time 24hr/7-day station in Nisku south district.
- Maintains cost-share agreements for the fire service in two additional fire districts in Leduc County (Leduc and Millet 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 35 heavy duty apparatus, two support units, and 13 other light duty vehicles plus small equipment by providing scheduled and non-scheduled urgent maintenance when required, with the efforts of two Heavy Duty Mechanics/Emergency Vehicle Technicians (EVT).
- Manages and maintains six 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 five direct-control fire districts (Calmar, New Sarepta, Nisku, Thorsby, and Warburg); these districts include rural areas of Leduc County, multiple hamlets, as well as the towns of Calmar and Thorsby.
- Provides assistance when requested in two additional fire districts in Leduc County (Leduc and Millet fire districts). We are also providing increased support within the City of Leduc as their call volume & severity increases.
- 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 NFPA-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 and full-time 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 of the South Capital Regional Firefighter Training Association, which provides grant-funded training to regional departments including Leduc County Fire.

2: Strategic Priorities

Goal 1	Strategic priorities - Deep Community Connections and Strong Leadership Fire Services is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.
Goal 2	Strategic priority – Deep Community Connections Maintain a safe County.
Goal 3	Strategic priority – Strong Leadership Demonstrate leadership in regional initiatives and organizations.

3: Department highlights

- Wildfire preparedness including ordering and installation of equipment, and training on new equipment for firefighters is underway.
- Scheduled basic wildland fire training for Leduc County staff from the Agricultural Services and Road Operations departments.
- Coordinated Incident Command System (ICS) 200 training for staff to proactively prepare for potential activation during spring wildfire or other emergency events.
- Initial communication rolled out to public including fire guardians about rural online permitting implementation.

4: Action plan

Goal 1

Fire Services is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

Strategy 1.1

Enhance the fire permitting process by offering an online option to all residents/businesses across the County.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Educate the public about the option of online fire permits and the process.	Q1 2024		Awareness campaign is executed. • Announcement that online permitting is coming in County Chronicle.
	Q1 2024		Fire guardians are trained to provide online permit support. • Presentation to introduce the future roll-out of rural online permitting was made at fire guardians banquet.
Implement online permitting for fire permits, outside of the Nisku Business Park, beginning March 1, 2024.	Q1 2024		The public can access online permits on the County's website. • Online system configuration is in progress.

Goal 2

Maintain a safe County.

Strategy 2.1

Enhance the County's ability to respond to wildfires.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
	Q1 2024		Upgrades completed to two squad units.

Purchase equipment to enhance wildland fire response capabilities.			Equipment currently being installed on squad 61 and squad 21.
	Q1 2024		Wildland firefighting equipment is purchased and put into service. 60% of equipment received.
Provide additional wildland fire fighting training to paid on-call and full-time firefighters.	Q1 2024		Firefighting training held. - Training held for Thorsby, Warburg and Calmar stations. - Division supervisor training provided for full-time staff.
Provide wildland fire training to County staff from other departments.	Q1 2024		Wildland basic fire training held. Basic fire training scheduled for up to 40 staff in April.

Goal 3

Demonstrate leadership in regional initiatives and organizations.

Strategy 3.1

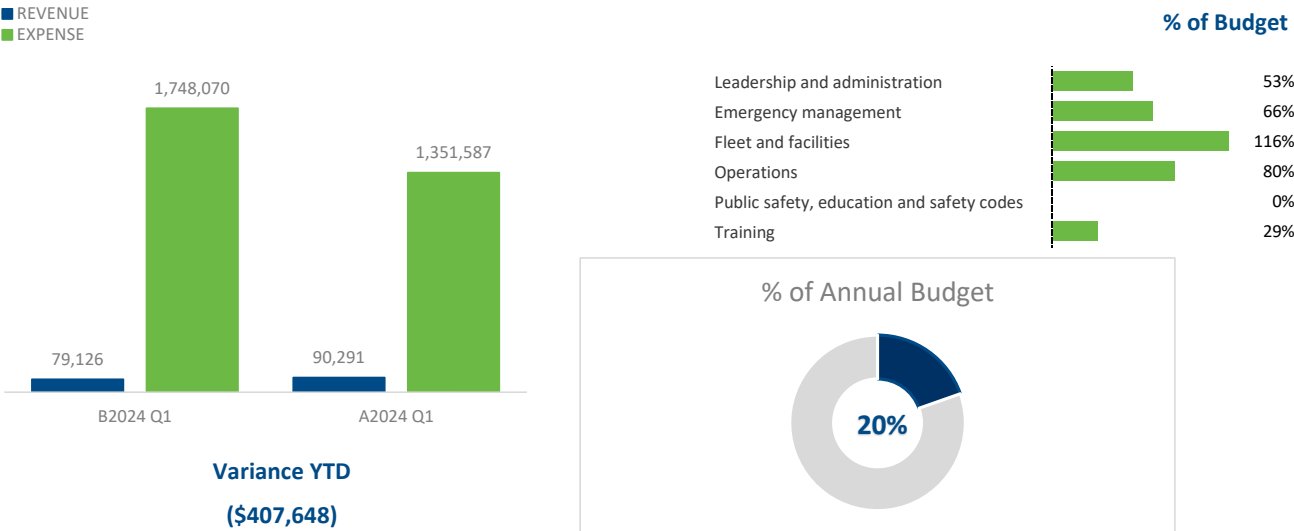
Ongoing commitment to enhance fire services in the region collaborating with municipal partners.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Apply for a 2024/2025 South Capital Regional Fire Training Association grant to host courses for fire services in our region (participating municipalities include: Cities of Beaumont and Leduc, and counties of Wetaskiwin and Brazeau).	Q1 2024		Successful grant application. 2024/2025 grant application submitted however, it was unsuccessful. 2023/2024 grant dollars will be used to fund training in 2024.
	Q1 2024		Training held with regional municipalities. First training held in March.
	Q4 2024		Regional officer training held. 1021 Level one training held.

Fire Services

Q1 - 2024 Financial Reporting

Department Head - Keven Lefebvre



Leadership and administration

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to other governments	150,000	-	-	-	0%	0%
Sales of goods & services to individuals	51,800	12,951	13,945	994	108%	27%
Other revenue from own sources	3,000	750	250	(500)	33%	8%
Total Revenue	204,800	13,701	14,195	494	104%	7%
Earnings & benefits	1,513,852	387,816	180,638	(207,178)	47%	12%
General services-contracted	111,346	34,209	27,819	(6,390)	81%	25%
Purchases from other governments & agencies	30,000	7,500	3,572	(3,928)	48%	12%
Goods, supplies & materials purchased	25,200	9,996	5,583	(4,413)	56%	22%
Reserves, transfers & grants	6,000	6,000	-	(6,000)	0%	0%
Financial service charges	451,843	51,196	51,196	-	100%	11%
Total Expense	2,138,241	496,717	268,808	(227,909)	54%	13%
Surplus/(Deficit)	(1,933,441)	(483,016)	(254,613)	228,403	53%	13%

Variances

Earnings and benefits

- One vacant position in Q1.
- One pay period for March was paid in Q2.

Fire Services

Q1 - 2024 Financial Reporting

Emergency management

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	20,000	-	-	-	0%	0%
<i>Other revenue from own sources</i>	8,000	2,001	1,795	(206)	90%	22%
Total Revenue	28,000	2,001	1,795	(206)	90%	6%
<i>Earning & benefits</i>	160,067	41,304	35,767	(5,537)	87%	22%
<i>General services-contracted</i>	96,170	33,629	14,504	(19,125)	43%	15%
<i>Goods, supplies & materials purchased</i>	22,350	5,586	3,183	(2,403)	57%	14%
Total Expense	278,587	80,519	53,455	(27,064)	66%	19%
Surplus/(Deficit)	(250,587)	(78,518)	(51,659)	26,859	66%	21%

Variances

No significant variances.

Fleet and facilities

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	58,700	14,676	17,783	3,107	121%	30%
Total Revenue	58,700	14,676	17,783	3,107	121%	30%
<i>General services-contracted</i>	427,011	106,464	115,818	9,354	109%	27%
<i>Goods, supplies & materials purchased</i>	641,760	174,720	211,224	36,504	121%	33%
Total Expense	1,068,771	281,184	327,042	45,858	116%	31%
Surplus/(Deficit)	(1,010,071)	(266,508)	(309,260)	(42,752)	116%	31%

Variances

Goods, supplies and materials purchased

- Costs to prepare for wildfire season along with repairs and maintenance were higher than anticipated.

Operations

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	46,800	-	-	-	0%	0%
<i>Sales of goods & services to individuals</i>	185,000	46,248	56,518	10,270	122%	31%
Total Revenue	231,800	46,248	56,518	10,270	122%	24%
<i>Earnings & benefits</i>	3,192,360	812,865	680,340	(132,525)	84%	21%
<i>General services-contracted</i>	1,100	1,100	1,057	(43)	96%	96%
<i>Purchases from other governments & agencies</i>	65,000	16,251	2,625	(13,626)	16%	4%
<i>Goods, supplies & materials purchased</i>	14,000	3,507	4,217	710	120%	30%
Total Expense	3,272,460	833,723	688,239	(145,484)	83%	21%
Surplus/(Deficit)	(3,040,660)	(787,475)	(631,721)	155,754	80%	21%

Variances

Earnings & benefits

- Less backfill hours than anticipated.
- One pay period for March was paid in Q2.

Fire Services

Q1 - 2024 Financial Reporting

Public safety, education and safety codes

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	450	-	-	-	0%	0%
Goods, supplies & materials purchased	12,540	5,350	-	(5,350)	0%	0%
Total Expense	12,990	5,350	-	(5,350)	0%	0%
Surplus/(Deficit)	(12,990)	(5,350)	-	5,350	0%	0%

Variances

No significant variances.

Training

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to other governments	15,000	2,500	-	(2,500)	0%	0%
Total Revenue	15,000	2,500	-	(2,500)	0%	0%
Earnings & benefits	113,455	28,833	2,346	(26,487)	8%	2%
General services-contracted	49,500	12,372	11,427	(945)	92%	23%
Goods, supplies & materials purchased	37,500	9,372	270	(9,102)	3%	1%
Total Expense	200,455	50,577	14,043	(36,534)	28%	7%
Surplus/(Deficit)	(185,455)	(48,077)	(14,043)	34,034	29%	8%

Variances

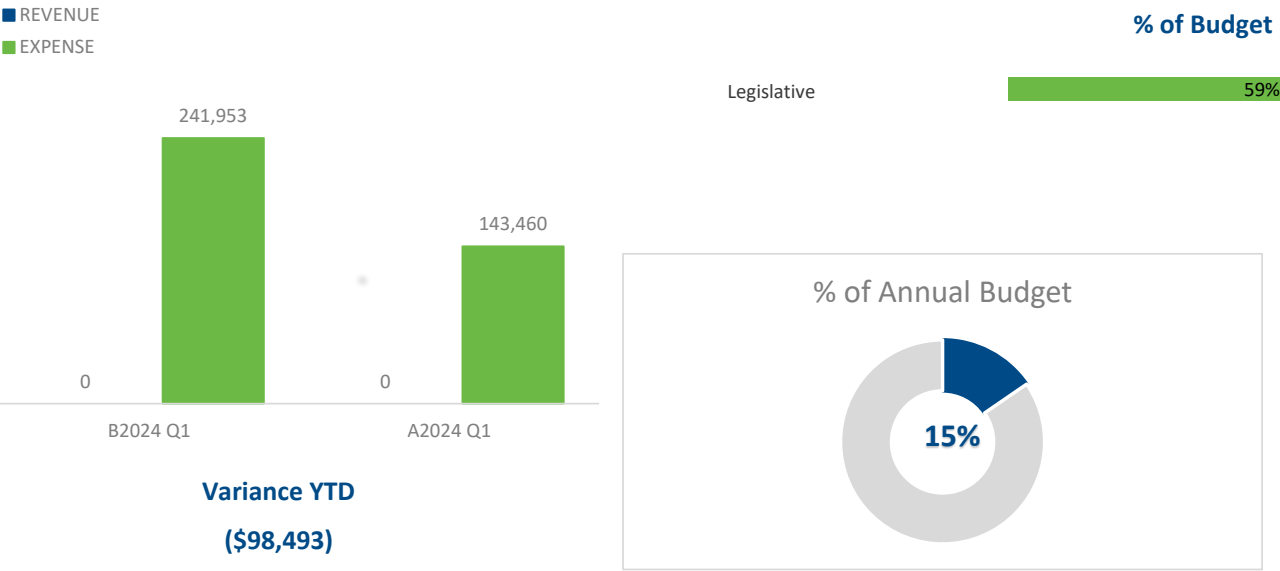
Earnings & benefits

- One vacant position in Q1.
- One pay period for March was paid in Q2.

Legislative

Q1 - 2024 Financial Reporting

Department Head - Natasha Wice



Legislative

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Earnings & benefits	768,547	189,615	133,239	(56,376)	70%	17%
General services-contracted	148,625	50,014	10,221	(39,793)	20%	7%
Goods, supplies & materials purchased	13,310	2,324	-	(2,324)	0%	0%
Total Expense	930,482	241,953	143,460	(98,493)	59%	15%
Surplus/(Deficit)	(930,482)	(241,953)	(143,460)	98,493	59%	15%

Variances

Earnings & benefits

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

General services - contracted

- Conference expenses and mileage budgeted in Q1 was less than anticipated but will be spent later in the year.

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 priorities – Deep Community Connections and Strong Leadership Parks and Recreation is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.
Goal 2	Strategic priority – Strong Leadership Be consistent and clear with parks, trails and open space development.
Goal 3	Strategic priority – Strong Leadership Work collaboratively with partner organizations to support future growth and partnerships.
Goal 4	Strategic priority – Deep community connections Be proactive through partnerships in developing new park amenities for the community.
Goal 5	Strategic priority – Strong Leadership Be consistent and clear with parks, trails and open space development.

4: Department highlights

- The second year of online campground reservations launched on March 19. All campgrounds continue to see increased demand.
- In collaboration with the Wizard Lake Watershed Association, the Try it Festival was held on February 10, with over 700 participants who enjoyed winter activities at Wizard Lake.
- Two strategic planning workshops were hosted with members of the Leduc West Antique Society and the Rundles Mission Society to support their organization’s sustainability and growth.
- Assisted the East Vistas Community Association and the New Sarepta Golden Pioneers in preparing and submitting their Community Facility Enhancement Grants in support of community park improvements.
- Provided support to the New Sarepta Agricultural Society in preparing a long-term capital plan, strategic plan and Health and Safety manual to support improved operations in 2024.
- Supported the Village of Warburg in the preparation of their phase II arena redevelopment. The project is on schedule for completion for the 2024 operating season.

5: Action Plan

Goal 1

Be committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

Strategy 1.1

Build recreation and parks capacity through access to waterways.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Prepare a multi-year plan for a new regional park along the North Saskatchewan River.	Q2 2024		A multi-year plan approved by Council for the development of a new regional park along the North Saskatchewan River. • A report is scheduled for presentation to Council in Q2.

Goal 2

Be consistent and clear with parks, trails and open space development.

Strategy 2.1

Establish policy to support park development and improvement.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Develop policies to support future park development and operations.	Q3 2024		Create a park naming policy for new and existing parks spaces. A draft policy has been developed and will be presented to the Municipal Policy Review Committee (MPRC) in Q3.
	Q3 2024		Create a memorial dedication policy to support community partnership and donations that enhance park amenities. A draft policy will presented to the MPRC on April 25.

Goal 3

Work collaboratively with partner organizations to support future growth and partnerships.

Strategy 3.1

Continual improvement of park planning and development.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Enter into a new school agreement with Black Gold Regional School Division.	Q2 2024		A new school agreement will be approved by Council for implementation. A draft agreement has been developed and will be presented to Council in Q2.

Goal 4

Be proactive through partnership in developing new park amenities for the community.

Strategy 4.1

Maximize the opportunities for improved park services through collaborative partnerships.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Support and assist with the planning and fundraising for a community park in the East Vistas.	Q4 2024		Assist the East Vistas Community Association with fundraising, grants, and community engagement activities in

			preparation for a new park for the community in 2025. • A fundraising committee has been established and events are currently being planned.
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Goal 5

Be consistent and clear with parks, trails and open space development.

Strategy 5.1

Develop resource tools that support development and align with future community needs.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
The municipal park design standards will be updated to provide clear direction to developers.	Q4 2024		Updates are incorporated in Leduc County's Municipal Standards document that outline the standards for park development.

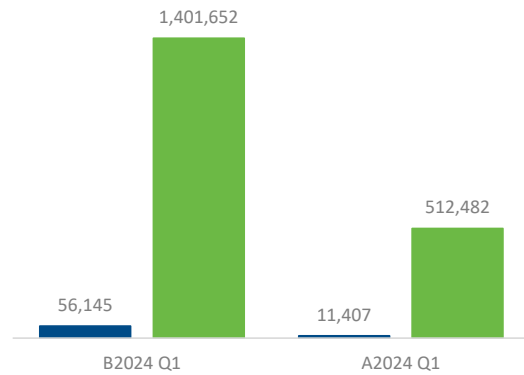


Parks and Recreation

Q1 - 2024 Financial Reporting

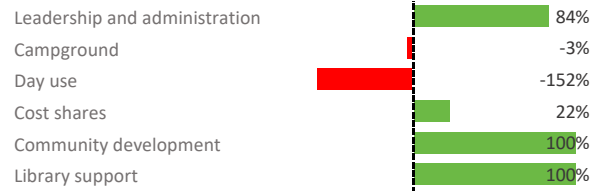
Department Head - Dean Ohnysty

■ REVENUE
■ EXPENSE

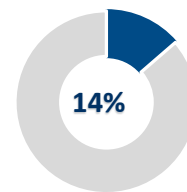


Variance YTD
(\$844,432)

% of Budget



% of Annual Budget



Leadership and administration

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	14,280	-	180	180	0%	1%
Total Revenue	14,280	-	180	180	0%	1%
<i>Earnings & benefits</i>	583,356	148,996	129,278	(19,718)	87%	22%
<i>General services-contracted</i>	47,910	4,644	4,246	(398)	91%	9%
<i>Goods, supplies & materials purchased</i>	5,780	1,109	335	(774)	30%	6%
<i>Reserves, transfers & grants</i>	29,280	15,000	15,173	173	101%	52%
<i>Financial service charges</i>	419,462	-	(6,516)	(6,516)	0%	-2%
Total Expense	1,085,788	169,749	142,515	(27,234)	84%	13%
Surplus/(Deficit)	(1,071,508)	(169,749)	(142,335)	27,414	84%	13%

Variances

No significant variances.

Parks and Recreation

Q1 - 2024 Financial Reporting

Campground

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	305,000	55,000	1,300	(53,700)	2%	0%
<i>Other revenue from own sources</i>	26,300	245	550	305	224%	2%
Total Revenue	331,300	55,245	1,850	(53,395)	3%	1%
<i>Earnings & benefits</i>	165,543	-	-	-	0%	0%
<i>General services-contracted</i>	71,066	2,427	1,531	(896)	63%	2%
<i>Goods, supplies & materials purchased</i>	69,081	1,607	1,642	35	102%	2%
<i>Financial service charges</i>	5,500	424	50	(374)	12%	1%
Total Expense	311,190	4,458	3,223	(1,235)	72%	1%
Surplus/(Deficit)	20,110	50,787	(1,373)	(52,160)	-3%	-7%

Variances

Sales of goods & services to individuals

- Seasonal camping revenue received in Q1 had not been processed at the time of this report. Seasonal camping revenue for Q1 will be processed in Q2.

Day use

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	7,800	400	4,377	3,977	1094%	56%
<i>Other revenue from own sources</i>	5,000	-	5,000	5,000	0%	100%
<i>Other transactions</i>	22,086	-	-	-	0%	0%
Total Revenue	34,886	400	9,377	8,977	2344%	27%
<i>Earnings & benefits</i>	100,101	-	-	-	0%	0%
<i>General services-contracted</i>	88,614	3,756	3,419	(337)	91%	4%
<i>Goods, supplies & materials purchased</i>	52,189	300	400	100	133%	1%
Total Expense	240,904	4,056	3,819	(237)	94%	2%
Surplus/(Deficit)	(206,018)	(3,656)	5,558	9,214	-152%	-3%

Variances

No significant variances.

Cost shares

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Reserves, transfers & grants</i>	2,047,500	1,104,500	244,000	(860,500)	22%	12%
Total Expense	2,047,500	1,104,500	244,000	(860,500)	22%	12%
Surplus/(Deficit)	(2,047,500)	(1,104,500)	(244,000)	860,500	22%	12%

Variances

Reserves, transfers & grants

- Cost share contributions to the City of Leduc and Beaumont were budgeted in Q1 but will be paid in Q2.

Parks and Recreation

Q1 - 2024 Financial Reporting

Community development

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	14,750	500	-	(500)	0%	0%
Total Revenue	14,750	500	-	(500)	0%	0%
<i>Earnings & benefits</i>	144,425	20,325	20,607	282	101%	14%
<i>General services-contracted</i>	84,928	10,336	11,636	1,300	113%	14%
<i>Goods, supplies & materials purchased</i>	36,513	2,628	681	(1,947)	26%	2%
Total Expense	265,866	33,289	32,925	(364)	99%	12%
Surplus/(Deficit)	(251,116)	(32,789)	(32,925)	(136)	100%	13%

Variances

No significant variances.

Library support

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	65,100	32,600	33,869	1,269	104%	52%
<i>Goods, supplies & materials purchased</i>	200	-	-	-	0%	0%
<i>Reserves, transfers & grants</i>	53,000	53,000	52,131	(869)	98%	98%
Total Expense	118,300	85,600	86,000	400	100%	73%
Surplus/(Deficit)	(118,300)	(85,600)	(86,000)	(400)	100%	73%

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 three 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.
- Sets priorities for the department to achieve alignment with Council's strategic plan.

Development services

- Provides 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.

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.

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 priorities – Deep Community Connections and Strong Leadership Planning and Development is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.
Goal 2	Strategic priority – A robust economy Build economic resilience within the County.
Goal 3	Strategic priority – A robust economy Capitalize on agriculture and local food production.
Goal 4	Strategic priority – Strong Leadership Demonstrate leadership in regional and intermunicipal initiatives.

3: Department Goals

Goal 5	Position Leduc County to accommodate anticipated growth.
Goal 6	Maintain a policy and regulatory framework that is relevant, responsive, and reflects Council's strategic vision.
Goal 7	Continue to be leaders in safety codes in Alberta.

4: Department highlights

- Issued 447 safety codes permits in Q1.
- Received 101 development permit applications in Q1.
- Updated Municipal Development Plan received first reading in Q1.
- Leduc County motion to review the board voting structure passed at the Edmonton Metropolitan Region Board.

5: Action Plan

Goal 1

Planning and Development is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

Strategy 1.1

Enable electronic online access to development and subdivision approval processes.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key indicators
Implement a web portal that provides citizen access to permitting and approval processes as part of the implementation of the new Electronic Permitting and Licensing (EPL) software.	Q3 2024		Online public application portal for safety codes permits and development and subdivision applications available through the County's website.

			Implementation of new system is progressing; training and testing is underway; data conversion is in progress.
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Goal 2

Build economic resilience within the County.

Strategy 2.1

Complete area structure planning for North Nisku.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key indicators
Create a new Area Structure Plan for the remaining unplanned Area of North Nisku.	Q4 2024		Completion of the 510 Local Area Structure Plan. Technical work advanced on the 510 Local Area Structure Plan (LASP) in Q1 with continued consultant work and a multi-departmental workshop completed.

Strategy 2.2

Update and streamline the County's land use regulatory framework and development processes for maximum efficiency and optimal investment certainty.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key indicators
Streamline and simplify the business and industrial districts through the comprehensive Land Use Bylaw Review project.	Q2 2024		Completion of the Land Use Bylaw review and conduct a public hearing for the adoption of a new bylaw by Council. - Administration conducted a workshop with Council on March 27. - Project is on track to present final draft to Council in Q2. - Public hearing is expected in October.
Streamline and improve public and investor access to the County's development approval processes.	Q2 2024		Implementation of new Electronic Permitting and Licensing (EPL) software. Implementation of new system is progressing; training and testing is underway; data conversion is in progress.

Goal 3

Capitalize on agriculture and local food production.

Strategy 3.1

Ensure alignment of the County's policy documents with the Regional Agriculture Master Plan (RAMP).

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Integrate direction from RAMP into the County's Municipal Development Plan (MDP).	Q2 2024		Completion of a final draft of the MDP for consideration of adoption by Council. - The revised MDP received first reading from council in Q1. - Project is on track for completion in Q2.

Goal 4

Demonstrate leadership in regional and intermunicipal initiatives.

Strategy 4.1

Participate in Edmonton Metropolitan Board activities, including committees and task forces.

Actions	Target dates	Status at March 31, 2024	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. Monthly Regional Initiatives Reports delivered in February and March. No report delivered in January due to the cancellation of the January Governance and Priorities Committee meeting.

Goal 5

Position Leduc County to accommodate anticipated growth.

Strategy 5.1

Conduct analysis of options and identify gaps related to the County's readiness for growth in all sectors.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Undertake a new Leduc County Growth Strategy to consider the policy, financial, and governance implications for various growth scenarios.	Q2 2024		Create project charter. Initial growth modelling work initiated in Q1 to inform the creation of a project charter for Council's consideration in Q2.
	Q4 2024		Identify possible growth scenarios.

			Project is on track to identify possible growth scenarios by Q4 2024 pending project charter adoption in Q2.
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Strategy 5.2

Ensure the County has appropriate fiscal tools in place to minimize the financial impacts of development.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Update the Greater Nisku and Area Off-site Levy Bylaw, policies, and procedures.	Q4 2024		Provide land use information necessary to support creation of an updated inventory and costs for inclusion in the bylaw review. - Bylaw amendment scheduled for April 23, 2024, to apply an inflationary increase of 12 percent to the 2017 off-site levy fees. - Letters mailed to all landowners within the bylaw area to inform them of the 2024 amendment to the bylaw and the 2024/2025 project to complete a comprehensive review of the bylaw.

Goal 6

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

Strategy 6.1

Update and streamline the County's land use regulations.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Update the County's Land Use Bylaw	Q2 2024		Completion of a final draft for consideration of adoption by Council. - Project is on track to present a final draft to Council in Q2. - Public hearing is expected in Q2.

Strategy 6.2

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

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Complete the interim review of the Leduc County Municipal Development Plan.	Q2 2024		Completion of a final draft for consideration of adoption by Council. Revised MDP received first reading in Q1 and is scheduled for public hearing on April 9, 2024.

Goal 7

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

Strategy 7.1

Safety Codes staff will continue to participate in regional and provincial committees and work groups.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Safety codes officers (SCOs) to serve on external committees.	Ongoing		Contribution and access to a stronger SCO network. - Electrical SCO on Safety Codes Council Electrical Utilities Sub-council. - Electrical SCO on executive of Electrical Inspectors Association of Alberta. - Safety Codes Council requested their staff do "ride alongs" with our SCOs to see inspections in progress to educate their staff.

Strategy 7.2

Review options for collaboration on safety codes services with other municipalities within Leduc County.

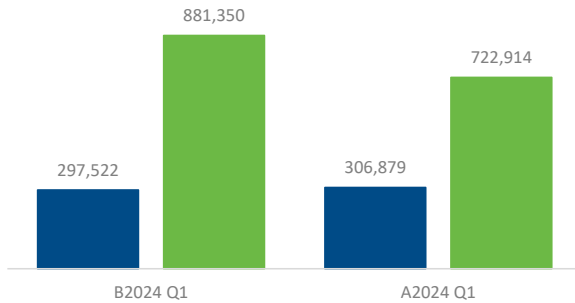
Actions	Target dates	Status at March 31, 2024	Deliverables and/or Key performance indicators
Conduct discussions with sub-regional partners regarding options for providing safety codes services.	Ongoing		Options investigated.

Planning and Development

Q1 - 2024 Financial Reporting

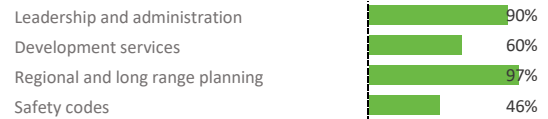
Department Head - Grant Bain

■ REVENUE
■ EXPENSE

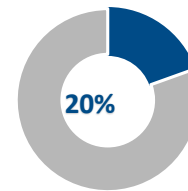


Variance YTD
(\$167,793)

% of Budget



% of Annual Budget



Leadership and administration

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of good & services to individuals</i>	-	-	1,064	1,064	0%	0%
<i>Other revenue from own sources</i>	-	-	-	-	0%	0%
<i>Conditional grants from other governments</i>	53,000	-	-	-	0%	0%
Total Revenue	53,000	-	1,064	1,064	0%	2%
<i>Earnings & benefits</i>	297,000	73,745	62,406	(11,339)	85%	21%
<i>General services-contracted</i>	6,570	1,554	1,998	444	129%	30%
<i>Goods, supplies & materials purchased</i>	2,900	871	863	(8)	99%	30%
<i>Reserves, transfers & grants</i>	10,000	10,000	10,000	-	100%	100%
<i>Financial service charges</i>	19,000	3,330	6,065	2,735	182%	32%
Total Expense	335,470	89,500	81,332	(8,168)	91%	24%
Surplus/(Deficit)	(282,470)	(89,500)	(80,268)	9,232	90%	28%

Variances

No significant variances.

Development services

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	92,000	22,825	31,634	8,809	139%	34%
<i>Other revenue from own sources</i>	80,000	19,997	22,308	2,311	112%	28%
Total Revenue	172,000	42,822	53,942	11,120	126%	31%
<i>Earnings & benefits</i>	1,059,244	269,988	194,872	(75,116)	72%	18%
<i>General services-contracted</i>	44,774	9,578	2,409	(7,169)	25%	5%
<i>Goods, supplies & materials purchased</i>	4,800	1,200	102	(1,098)	8%	2%
Total Expense	1,108,818	280,766	197,383	(83,383)	70%	18%
Surplus/(Deficit)	(936,818)	(237,944)	(143,441)	94,503	60%	15%

Variances

Earnings & benefits

- Two vacant positions in Q1.
- One pay period for March was paid in Q2.

Planning and Development

Q1 - 2024 Financial Reporting

Regional and long range planning

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	622,359	143,550	91,865	(51,685)	64%	15%
<i>General services-contracted</i>	15,900	3,276	86	(3,190)	3%	1%
<i>Purchases from other government & agencies</i>	48,782	-	49,994	49,994	0%	102%
<i>Goods, supplies & materials purchased</i>	1,000	200	286	86	143%	29%
Total Expense	688,041	147,026	142,231	(4,795)	97%	21%
Surplus/(Deficit)	(688,041)	(147,026)	(142,231)	4,795	97%	21%

Variances

Earnings & benefits

- One vacant position in Q1.
- One pay period for March was paid in Q2.

Purchases from other government & agencies

- Edmonton Metropolitan Region Board contribution was budgeted in Q2, but the payment made in Q1.

Safety codes

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other government</i>	4,500	-	342	342	0%	8%
<i>Sales of goods & services to individuals</i>	8,500	1,700	2,965	1,265	174%	35%
<i>Other revenue from own sources</i>	1,189,048	253,000	248,566	(4,434)	98%	21%
Total Revenue	1,202,048	254,700	251,873	(2,827)	99%	21%
<i>Earnings & benefits</i>	1,297,706	332,529	287,151	(45,378)	86%	22%
<i>General services-contracted</i>	122,125	31,329	12,029	(19,300)	38%	10%
<i>Goods, supplies & materials purchased</i>	6,200	200	2,789	2,589	1394%	45%
Total Expense	1,426,031	364,058	301,968	(62,090)	83%	21%
Surplus/(Deficit)	(223,983)	(109,358)	(50,095)	59,263	46%	22%

Variances

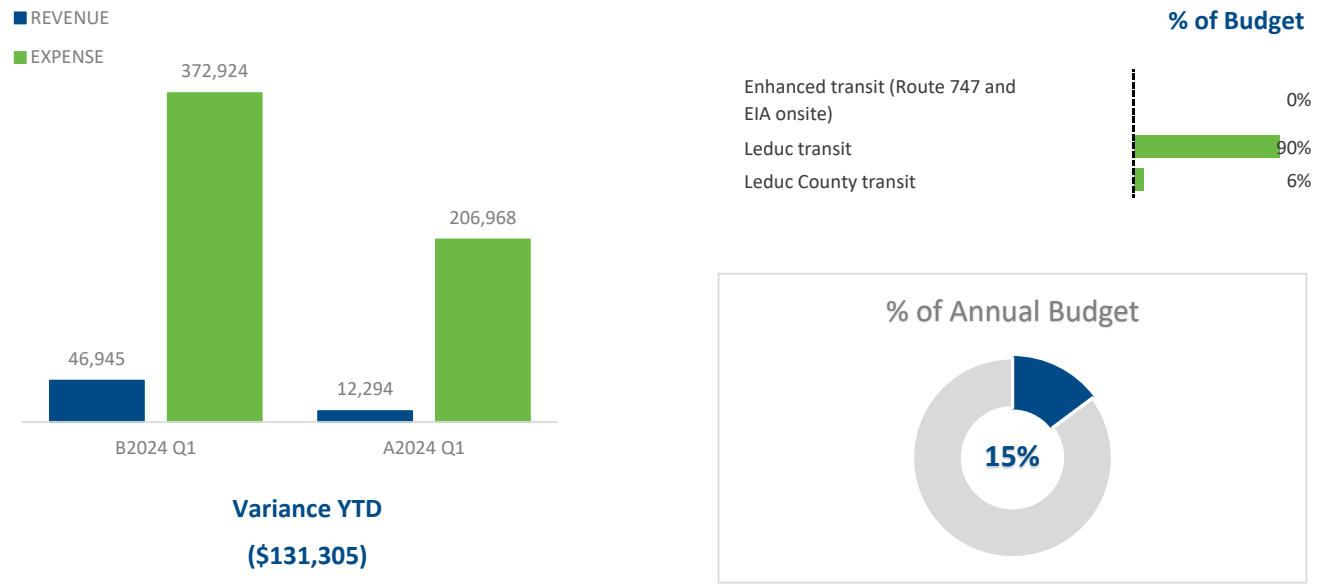
Earnings & benefits

- One pay period for March was paid in Q2.

Public Transit

Q1 - 2024 Financial Reporting

Department Head - Des Mryglod



Enhanced transit (Route 747 and EIA onsite)

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	73,600	18,399	-	(18,399)	0%	0%
Purchases from other governments &	327,000	81,750	-	(81,750)	0%	0%
Total Expense	400,600	100,149	-	(100,149)	0%	0%
Surplus/(Deficit)	(400,600)	(100,149)	-	100,149	0%	0%

Variances

Purchases from other governments & agencies

- The invoice from the City of Edmonton/ETS for Route 747 had not been received at the time of this report.

Public Transit

Q1 - 2024 Financial Reporting

Leduc transit

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other</i>	172,310	43,077	5,649	(37,428)	13%	3%
<i>Sales of goods & services to individuals</i>	14,500	3,868	6,645	2,777	172%	46%
Total Revenue	186,810	46,945	12,294	(34,651)	26%	7%
<i>General services-contracted</i>	24	6	6	-	102%	26%
<i>Purchases from other governments &</i>	1,064,730	263,117	206,354	(56,763)	78%	19%
<i>Goods, supplies & materials purchased</i>	1,000	250	-	(250)	0%	0%
<i>Financial service charges</i>	1,000	249	89	(160)	36%	9%
Total Expense	1,066,754	263,622	206,449	(57,173)	78%	19%
Surplus/(Deficit)	(879,944)	(216,677)	(194,155)	22,522	90%	22%

Variances

Sales of goods & services to other governments

- This revenue is less than anticipated as only the January Leduc Transit revenue had been received at the time of this report.

Purchases from other governments & agencies

- The Q1 invoice for Leduc Transit expenses had not been recieved at the time of this report.

Leduc County transit

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
<i>Earnings & benefits</i>	35,293	9,153	520	(8,633)	6%	1%
Total Expense	35,293	9,153	520	(8,633)	6%	1%
Surplus/(Deficit)	(35,293)	(9,153)	(520)	8,633	6%	1%

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 provide 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 through:
 - 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 control
- culvert replacement/repair and minor drainage projects
- vegetation management within County rights-of-way (in coordination with Agricultural Services)
- repair, maintain and replace signage as needed

Asphalt surface roads (851 lane 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)
 - repair, maintain and replace signage as needed
- In conjunction with the facilities and equipment coordinator, manages and maintains Road Operation's fleet and facilities.

2: Strategic and corporate priorities

Goal 1	Strategic priorities – Deep Community Connections and Strong Leadership Road Operations is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in its operational plan in response to the feedback received in the 2023 Citizen Satisfaction Survey.
Goal 2	Strategic priority – A Robust Economy Create efficient transportation infrastructure that meets community needs.

3: Department highlights

- Capital projects posted to Alberta Purchasing Connection:
 - Replacement of one motor grader awarded and will be received June 2024.
 - Replacement of one tandem truck with gravel box and winter attachments awarded and will be received October 2024.
 - Two heavy-duty trucks (Ford F450) awarded and will be received in Q3.
- Received two new graders that were ordered in 2023.
- Preparations for the 2024 dust control program began.
 - Fees and Charges Bylaw was updated to current costs and subsidy amount was adjusted from 60 per cent to 50 per cent.
- Winter gravelling program completed.
 - Hauled 25,128 tonnes from Boden pit and 36,609 tonnes from Brockhoff North pit.
- Planning is underway for National Public Works Week, which is May 19 to 25.
- Steamed 180 culverts throughout the County.
- Currently have 30 active road use agreements with another 16 in progress.

4: Action plan

Goal 1

Road Operations is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in its operational plan in response to the feedback received in the 2023 Citizen Satisfaction Survey.

Strategy 1.1

Review current department programs and processes to gain efficiencies.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Review the snow removal response times in country residential subdivisions.	Q3 2024		Provide findings report to Public Works Committee (PWC).
	Q3 2024		Determine if changes to levels of service are required and adjust policy, if required.
	Q2 2024		Provide findings report to PWC.

Review and update PG-01 Application of Gravel policy.			Currently doing assessments for future gravelling needs for 2024, 2025 and 2026.
	Q3 2024		Revised policy approved by Council.

Goal 2

Create efficient transportation infrastructure that meets community needs.

Strategy 2.1

Use the 2020 Gravel Road Strategy, 2018 Rural Roads Study, annual condition assessments and the Engineering department's 2022 Road Surface and Evaluation and Rating to guide decisions on gravel, asphalt, and cold-mix road maintenance priorities.

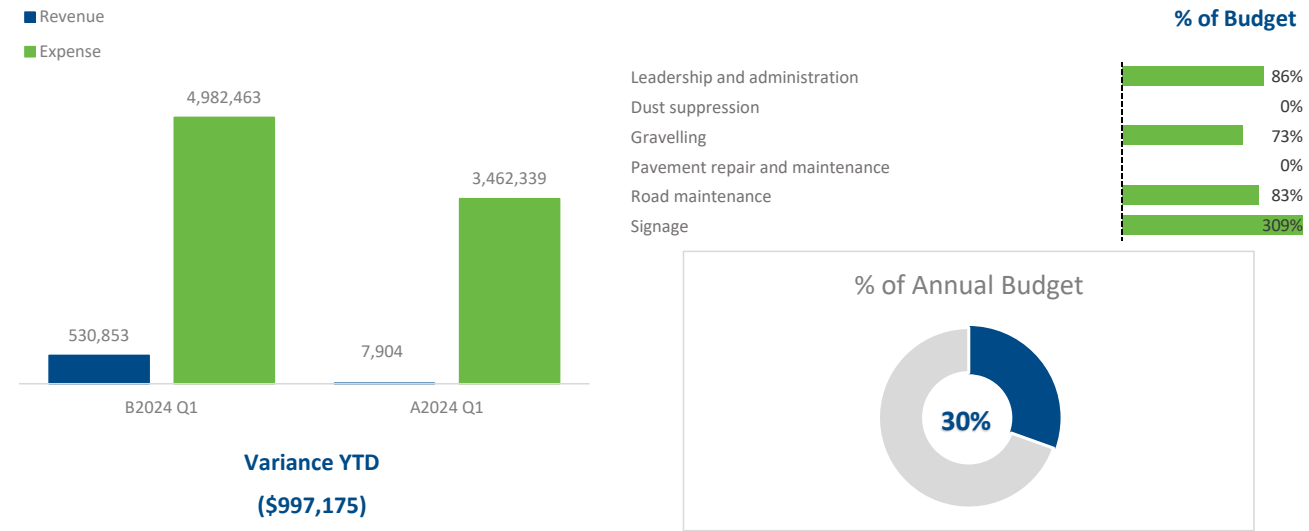
Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Implement the sixth year of the Rural Roads Initiative (RRI), which focuses on improving gravel roads throughout the County, and increase public awareness of the program.	Q4 2024		- Improve the gravel road network by completing 20 spot repairs, nine kilometres of shoulder pulls, 25 roadside drainage ditch improvements and 15 km of roadside brushing projects. - Draft 2024 program presented to PWC on Jan. 15, 2024. - Finalized program for 2024 will include work being completed in-house and through the heavy equipment rental contractor.
	Q3 2024		Share project status updates with the public throughout the summer and fall of 2024.
Complete the major asphalt and cold mix repair program.	Q4 2024		Complete major repairs on asphalt failures on main roads.
Complete last link program.	Q4 2024		Apply reclaimite treated asphalt millings on the following roads: Range Road 234 (Treasure Island) 1,400 metres. Township Road 503 east of Joseph Lake Road (Wildland Meadows) 1,200 metres.
	Q4 2024		Apply chip-seal over the following roads that had sections of reclaimite applied from 2021 – 2023: Range Road 240A south of Highway 623 (to Deer Crossing Estates) 1,300 metres. Township Road 503 east of Joseph Lake Road (Wildland Meadows) 2,600 metres.

Complete the summer asphalt and cold mix maintenance program.	Q4 2024		Complete the street sweeping, line painting and crack sealing programs. • Street sweeping ○ Accepted offers from invited contractors until March 29. • Line painting ○ Contract awarded. • Crack sealing ○ Contract awarded.
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Road Operations

Q1 - 2024 Financial Reporting

Department Head - Garrett Broadbent



Leadership and administration

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	39,117	9,117	-	(9,117)	0%	0%
<i>Sales of goods & services to individuals</i>	16,500	5,250	7,500	2,250	143%	45%
<i>Other revenue from own sources</i>	40,000	10,000	-	(10,000)	0%	0%
<i>Other transactions</i>	32,000	9,006	-	(9,006)	0%	0%
Total Revenue	127,617	33,373	7,500	(25,873)	22%	6%
<i>Earnings & benefits</i>	4,265,427	1,058,766	1,046,876	(11,890)	99%	25%
<i>General services-contracted</i>	572,217	152,891	73,626	(79,265)	48%	13%
<i>Purchases from other governments & agencies</i>	250	-	-	-	0%	0%
<i>Goods, supplies & materials purchased</i>	1,547,586	335,414	183,240	(152,174)	55%	12%
<i>Reserves, transfers & grants</i>	40,000	-	-	-	0%	0%
Total Expense	6,425,480	1,547,071	1,303,743	(243,328)	84%	20%
Surplus/(Deficit)	(6,297,863)	(1,513,698)	(1,296,243)	217,455	86%	21%

Variances

General services-contracted

- Contracted vehicle and equipment repairs were less than anticipated in Q1.
- Training budgeted in Q1 will take place later in the year.
- Less equipment rentals were needed than anticipated in Q1.

Goods, supplies & materials purchased

- Roughly 35% less fuel purchased in Q1 as a result of weather conditions.
- March fuel invoices had not been received at the time of this report.

Road Operations

Q1 - 2024 Financial Reporting

Dust suppression

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	330,000	-	-	-	0%	0%
Total Revenue	330,000	-	-	-	0%	0%
<i>General services-contracted</i>	70,000	-	-	-	0%	0%
<i>Goods, supplies & materials purchased</i>	501,200	-	-	-	0%	0%
Total Expense	571,200	-	-	-	0%	0%
Surplus/(Deficit)	(241,200)	-	-	-	0%	0%

Variance

No significant variances.

Gravelling

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Conditional grants from other governments</i>	497,174	497,174	-	(497,174)	0%	0%
Total Revenue	497,174	497,174	-	(497,174)	0%	0%
<i>General services-contracted</i>	1,935,178	1,935,178	1,127,479	(807,699)	58%	58%
<i>Goods, supplies & materials purchased</i>	1,329,272	1,329,272	885,770	(443,502)	67%	67%
Total Expense	3,264,450	3,264,450	2,013,249	(1,251,201)	62%	62%
Surplus/(Deficit)	(2,767,276)	(2,767,276)	(2,013,249)	754,027	73%	73%

Variance

Conditional grants from other governments

- Proceeds from the Local Government Fiscal Framework grant had not been received at the time of this report.

General services-contracted

- Administration decided not to complete a number of roads during the gravelling program due to safety and operational concerns. These roads will be gravelled in 2024 as workload and conditions permit.

Goods, supplies & materials purchased

- Administration decided not to complete a number of roads during the gravelling program due to safety and operational concerns. These roads will be gravelled in 2024 as workload and conditions permit.

Pavement repair and maintenance

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	-	-	0%	0%
Total Revenue	-	-	-	-	0%	0%
<i>General services-contracted</i>	972,500	-	1,275	1,275	0%	0%
<i>Goods, supplies & materials purchased</i>	50,500	-	-	-	0%	0%
Total Expense	1,023,000	-	1,275	1,275	0%	0%
Surplus/(Deficit)	(1,023,000)	-	(1,275)	(1,275)	0%	0%

Variance

No significant variances.

Road Operations

Q1 - 2024 Financial Reporting

Road maintenance

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
General services-contracted	344,774	66,802	-	(66,802)	0%	0%
Goods, supplies & materials purchased	623,527	102,640	139,983	37,343	136%	22%
Total Expense	968,301	169,442	139,983	(29,459)	83%	14%
Surplus/(Deficit)	(968,301)	(169,442)	(139,983)	29,459	83%	14%

Variance

General services-contracted

- Road Operations had budgeted for contracted snow removal in Q1, however was able to complete this work in house. This resulted in savings of approximately \$22,000 per month from January to March.

Goods, supplies & materials purchased

- Purchased some additional sand and salt during the reporting period.
- Purchased grader blades in Q1 to take advantage of good pricing incentives, but these purchases were budgeted in Q2 and Q3.

Signage

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to individuals	2,000	306	404	98	132%	20%
Total Revenue	2,000	306	404	98	132%	20%
Goods, supplies & materials purchased	40,000	1,500	4,090	2,590	273%	10%
Total Expense	40,000	1,500	4,090	2,590	273%	10%
Surplus/(Deficit)	(38,000)	(1,194)	(3,686)	(2,492)	309%	10%

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 and 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 (YEG).

2: Strategic Priorities

Goal 1	Strategic priority – A Robust Economy Create an environment for developers where they have surety of costs, have infrastructure available when it is necessary, while ensuring that costs are appropriately allocated.
Goal 2	Strategic priority – A Robust Economy Contribute to the economic resilience of Leduc County.

3: Department highlights

- The New Sarepta reservoir contract was tendered and awarded. It is scheduled to begin in Q2, 2024.
- Sunnybrook lagoon design is in progress.
- New contracts for curbside pick-up and metal collection have been completed.

4: Action Plan

Goal 1

Create an environment for developers where they have surety of costs, have infrastructure available when it is necessary, while ensuring that costs are appropriately allocated.

Strategy 1.1

Update the Greater Nisku and Area Offsite Levy Bylaw.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Update the infrastructure requirements and costs for the Greater Nisku and Area Offsite Levy Bylaw.	Q4 2024		Updated inventory of Nisku offsite levy infrastructure, costs and supporting documentation for the inclusion into the updated bylaw. • Work has begun on the justification and costing to support the offsite levy infrastructure.

Strategy 1.2

In conjunction with Engineering, ensure Leduc County is “business ready” for any potential new developments.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Upgrade the New Sarepta reservoir to allow provide appropriate capacity for current land use and to accommodate future development.	Q4 2024		Completion of the New Sarepta reservoir upgrade project. • Project contract has been signed, awaiting a project start date.

Goal 2

Contribute to the economic resilience of Leduc County.

Strategy 2.1

Secure alternative revenue sources.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Renew the Edmonton international Airport YEG utilities operations and management contract.	Q2 2024		A new agreement is executed. Discussions have begun regarding the terms, conditions, and compensation for the new contract.

Strategy 2.2

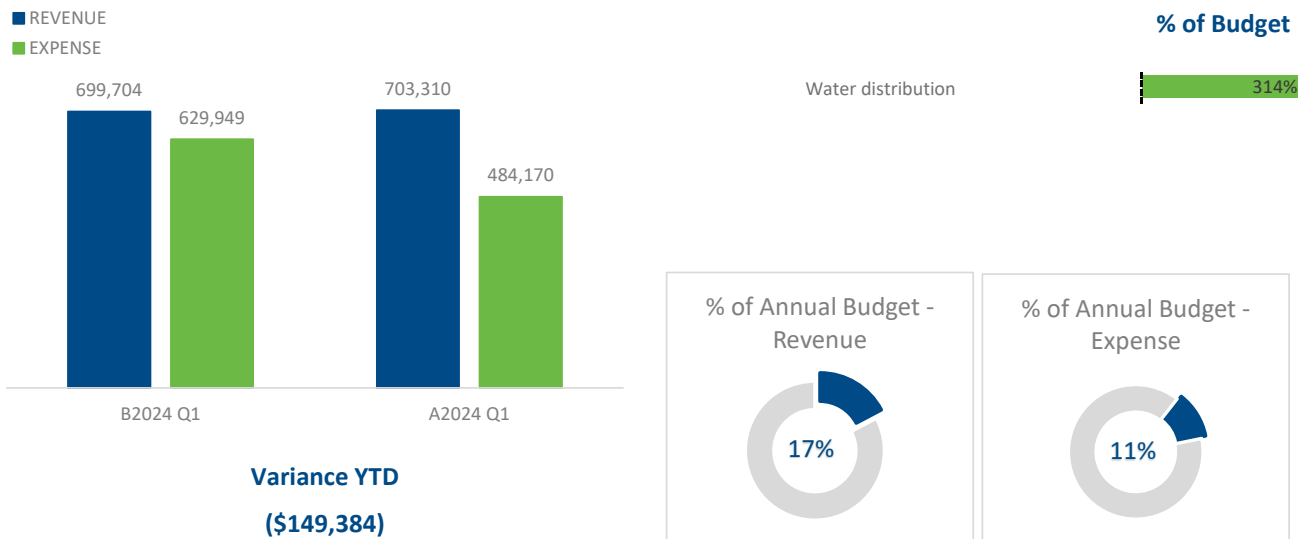
Examine the sustainability of storm water infrastructure and its funding requirements.

Actions	Target dates	Status at March 31, 2024	Deliverables and/or key performance indicators
Complete a detailed review of all stormwater infrastructure and develop a multi-year maintenance plan (commencing project in 2024).	Q1 2025		Complete inspection of stormwater management assets in 2024. The inspections are planned for Q2 2024.

Utilities - Water distribution

Q1 - 2024 Financial Reporting

Department Head - Des Mryglod



Water distribution

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	3,464,307	596,970	610,281	13,311	102%	18%
<i>Other revenue from own sources</i>	422,840	102,734	93,028	(9,706)	91%	22%
<i>Other transactions</i>	184,949	-	-	-	0%	0%
Total Revenue	4,072,096	699,704	703,310	3,606	101%	17%
<i>Earnings & benefits</i>	584,499	127,698	93,774	(33,924)	73%	16%
<i>General services-contracted</i>	488,707	82,528	52,699	(29,829)	64%	11%
<i>Purchases from other governments & agencies</i>	1,473,429	334,192	275,454	(58,738)	82%	19%
<i>Goods, supplies & materials purchased</i>	262,320	65,191	61,979	(3,212)	95%	24%
<i>Reserves, transfers & grants</i>	1,058,620	20,000	-	(20,000)	0%	0%
<i>Financial service charges</i>	438,481	340	264	(76)	78%	0%
Total Expense	4,306,056	629,949	484,170	(145,779)	77%	11%
Surplus/(Deficit)	(233,960)	69,755	219,139	149,384	314%	-94%

Variances

Earnings & benefits

- One vacant position in Q1.
- One pay period for March was paid in Q2.

General services-contracted

- Repairs and maintenance to engineered structures were less than anticipated for Q1.
- Vehicle and equipment rentals budgeted in Q1 were not required.

Purchases from other governments & agencies

- March Capital Region Southwest Water Services Commission invoices had not been received at the time of this report.

Reserve, transfers & grants

- Transfers to capital reserves had not been completed at the time of this report.

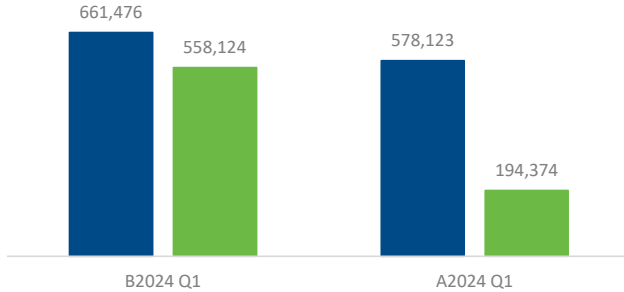
Utilities - Wastewater collection

Q1 - 2024 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Budget

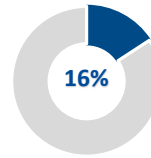


Variance YTD
(\$280,398)

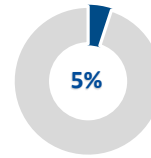
Wastewater collection

371%

% of Annual Budget -
Revenue



% of Annual Budget -
Expense



Wastewater collection

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Sales of goods & services to individuals	3,454,858	619,678	541,211	(78,467)	87%	16%
Other revenue from own sources	205,233	41,798	36,912	(4,886)	88%	18%
Total Revenue	3,660,091	661,476	578,123	(83,353)	87%	16%
Earnings & benefits	418,950	89,049	71,691	(17,358)	81%	17%
General services-contracted	331,845	77,358	27,375	(49,983)	35%	8%
Purchases from other governments & agencies	2,334,788	369,143	84,673	(284,470)	23%	4%
Goods, supplies & materials purchased	72,776	16,699	10,635	(6,064)	64%	15%
Reserves, transfers & grants	501,733	5,875	-	(5,875)	100%	0%
Financial service charges	184,336	-	-	-	0%	0%
Total Expense	3,844,428	558,124	194,374	(363,750)	35%	5%
Surplus/(Deficit)	(184,337)	103,352	383,750	280,398	371%	-208%

Variances

Sales of goods & services to individuals

- March wastewater sales had not been posted at the time of this report.

General services-contracted

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

Purchases from other governments & agencies

- The wastewater transmission and treatment costs for February and March were not processed at the time of this report.

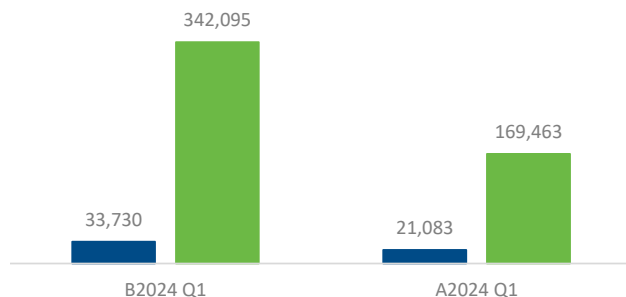
Utilities - Waste management

Q1 - 2024 Financial Reporting

Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Budget

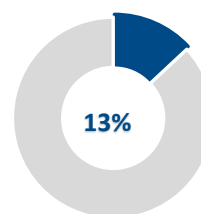


Variance YTD
(\$159,985)

Leadership and administration
Curbside pickup
Transfer stations



% of Annual Budget



Leadership and administration

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Other revenue from own sources	2,500	626	143	(483)	23%	6%
Conditional grants from other governments	242,771	-	-	-	0%	0%
Total Revenue	245,271	626	143	(483)	23%	0%
Earnings & benefits	418,503	103,758	99,036	(4,722)	95%	24%
General services-contracted	20,295	5,068	4,532	(536)	89%	0%
Purchases from other governments & agencies	300,700	52,674	-	(52,674)	0%	0%
Goods, supplies & materials purchased	5,795	1,444	-	(1,444)	0%	0%
Total Expense	745,293	162,944	103,569	(59,375)	64%	14%
Surplus/(Deficit)	(500,022)	(162,318)	(103,426)	58,892	64%	21%

Variances

Purchases from other governments & agencies

- The landfill waste, recycling processing and transportation invoices were not received at the time of this report.

Utilities - Waste management

Q1 - 2024 Financial Reporting

Curbside pickup

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to individuals</i>	123,279	30,796	20,605	(10,191)	67%	17%
Total Revenue	123,279	30,796	20,605	(10,191)	67%	17%
<i>Earnings & benefits</i>	28,439	2,895	2,442	(453)	84%	9%
<i>General services-contracted</i>	60,060	15,015	6,400	(8,615)	43%	11%
<i>Goods, supplies & materials purchased</i>	330	99	2	(97)	2%	1%
<i>Reserves, transfers & grants</i>	34,450	-	-	-	0%	0%
Total Expense	123,279	18,009	8,844	(9,165)	49%	7%
Surplus/(Deficit)	-	12,787	11,761	(1,026)	92%	0%

Variances

No significant variances.

Transfer stations

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
<i>Sales of goods & services to other governments</i>	5,004	1,251	-	(1,251)	0%	0%
<i>Other revenue from own sources</i>	4,216	1,057	335	(722)	32%	8%
Total Revenue	9,220	2,308	335	(1,973)	15%	4%
<i>General services-contracted</i>	460,707	114,840	54,540	(60,300)	47%	12%
<i>Purchases from other governments & agencies</i>	171,477	42,496	-	(42,496)	0%	0%
<i>Goods, supplies & materials purchased</i>	13,130	3,806	2,511	(1,295)	66%	19%
Total Expense	645,314	161,142	57,051	(104,091)	35%	9%
Surplus/(Deficit)	(636,094)	(158,834)	(56,715)	102,119	36%	9%

Variances

General services-contracted

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

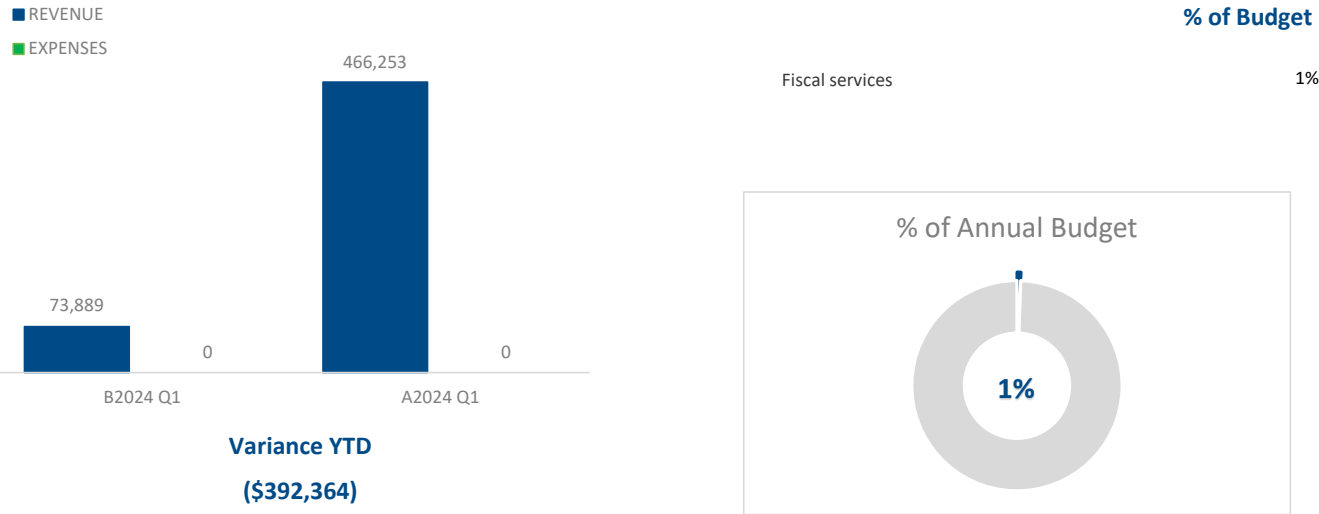
Purchases from other government & agencies

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

Fiscal Services

Q1 - 2024 Financial Reporting

Department Head - Natasha Wice



Fiscal services						
Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Taxes	78,937,473	-	-	-	0%	0%
Taxes-grant in lieu	123,889	-	-	-	0%	0%
Other revenue from own sources	2,283,368	73,889	466,253	392,364	631%	20%
Unconditional grants from other governments	54,500	-	-	-	0%	0%
Other transactions	264,836	-	-	-	0%	0%
Total Revenue	81,664,066	73,889	466,253	392,364	631%	1%
Financial service charges	264,836	-	-	-	0%	0%
Other transactions-general	100,000	-	-	-	0%	0%
Total Expense	364,836	-	-	-	0%	0%
Surplus/(Deficit)	81,299,230	73,889	466,253	392,364	631%	1%

Variances

- Other revenue from own sources
- Investment revenue was higher than anticipated due to higher than anticipated interest rates.

Investment Summary

As at March 31, 2024

Interest received	\$	262,834
Gain/(loss) on sale of investments	\$	-
	\$	<u>262,834</u>

CIBC Portfolio Breakdown	Purchase Price	% of portfolio
Temporary and short-term (less than 1 year)	\$ 71,259	0%
Medium term (between 1 - 10 years)	\$ 36,364,873	87%
Long-term (10+ years)	\$ 5,141,408	12%
	<u>\$ 41,577,540</u>	

CIBC statement

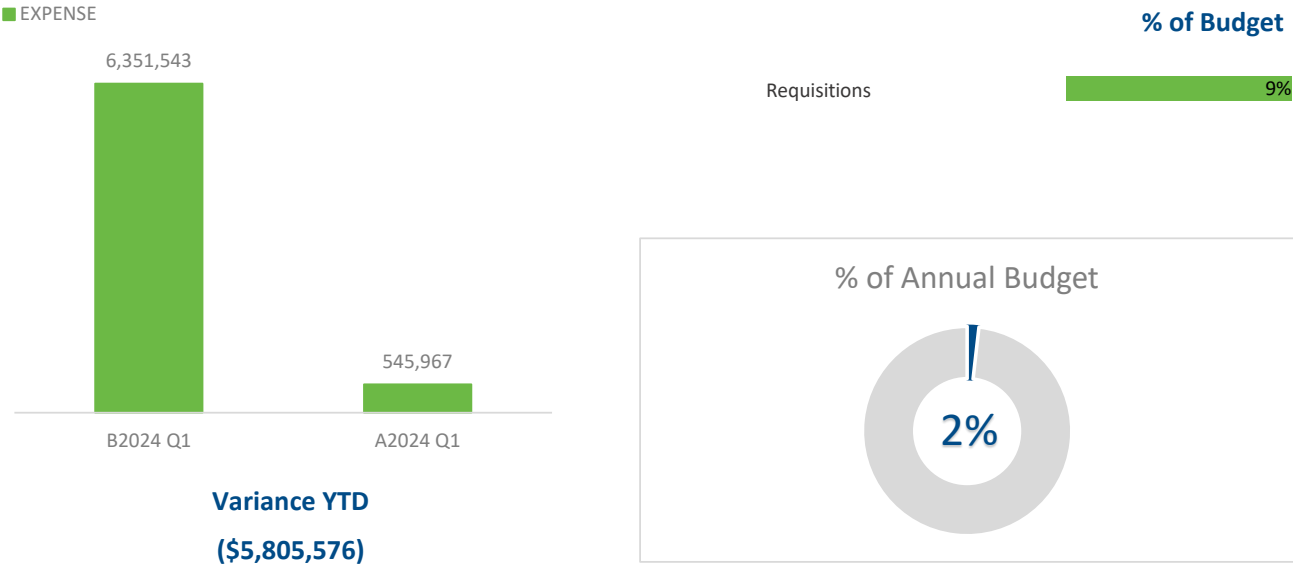
The investment portfolio remains fully compliant with the approved investment policy and Municipal Government Act. The portfolio is comprised of fully guaranteed bonds that remain well diversified by issuer and maturity. The maturity schedule is setup as a bond ladder and is currently distributed between 1-12 years to reduce the sensitivity to fluctuations in interest rates. The current rates remain very strong with locked-in rates of 1.49% to 8.50%.

Forecasts suggest an increase in returns as the portfolio benefits from maturities and interest disbursements amid the current rate environment. With interest rates peaking and inflation declining, the portfolio is poised to gain from potential rate decreases while staying ready to benefit from any interim rate volatility. Moreover, the downward trend in inflation is setting the stage for the Bank of Canada to consider rate reductions later in the year, potentially enhancing the investment landscape and offering new opportunities for yield optimization.

Requisitions expenditures

Q1 - 2024 Financial Reporting

Department Head - Natasha Wice



Requisitions

Account	2024 budget	2024 Q1 budget	2024 Q1 actual	Variance (\$)	% of Q1 budget	% of total budget
Total Revenue	-	-	-	-	0%	0%
Reserves, transfers & grants	30,207,098	6,351,543	545,967	(5,805,576)	9%	2%
Total Expense	30,207,098	6,351,543	545,967	(5,805,576)	9%	2%
Surplus/(Deficit)	(30,207,098)	(6,351,543)	(545,967)	5,805,576	9%	2%

Variances

Reserves, transfers & grants

- The Q1 Alberta School Foundation Fund payment had not been recorded at the time of this report.



2024 Major Project and Capital Project Plan

Quarter 1 Reporting - Funding and Expenditures Summary

For the period ending March 31, 2024

Major Project and Capital Project Summary		Budget	Actual	Variance
	Total	29,141,050	2,142,188	26,998,862
Total Expenditures		29,141,050	2,142,188	26,998,862

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	375,000	370,463	4,537
Grants				
	Municipal Sustainability Initiative (MSI) Capital	200,000	200,000	-
Other				
	Reserves	1,038,500	1,032,977	5,523
Total Funding		1,613,500	1,603,440	10,060

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	4,317,882	94,774	4,223,108
Grants				
	Alberta Municipal Water/Wastewater Partnership (AMWWP)	2,380,950	13,200	2,367,750
	Canada Community Building Fund (CCBF) (formerly named Gas Tax Fund)	1,790,651	8,235	1,782,416
	Municipal Sustainability Initiative (MSI) Capital	1,430,000	23,274	1,406,726
	Municipal Sustainability Initiative (MSI) Operating	213,500	70,392	143,108
	Local Government Fiscal Framework (LGFF) (formerly Municipal Sustainability Initiative Capital)	3,259,349	-	3,259,349

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Other				
	Reserves	5,819,948	328,872	5,491,076
	Reserves - Statutory	1,170,502	-	1,170,502
	Reserves - Utilities	17,000	-	17,000
	Sale/Trade-In	197,000	-	197,000
	Sale/Trade-In Transfer to Reserve	(197,000)	-	(197,000)
	Other - Deferred revenue	13,268	-	13,268
	Offsite Levy - Water	124,000	-	124,000
Total Funding		20,537,050	538,747	19,998,303

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	1,670,824	-	1,670,824
Grants				
	Local Government Fiscal Framework (LGFF) (formerly Municipal Sustainability Initiative Capital)	270,000	-	270,000
	Canada Community Building Fund (Formerly named Gas Tax Fund)	80,000	-	80,000
Other				
	Reserves	1,353,176	-	1,353,176
	Sale/Trade-In	10,000	-	10,000
	Sale/Trade-In Transfer to Reserve	(10,000)	-	(10,000)
	Debenture	3,616,500	-	3,616,500
Total Funding		6,990,500	-	6,990,500



2024 Major Project Plan

Quarter 1 Reporting - Funding and Expenditures Summary

For the period ending March 31, 2024

Major Project Summary		Budget	Actual	Variance
	Major Projects	4,902,300	553,419	4,348,881
Total Expenditures		4,902,300	553,419	4,348,881

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	375,000	370,463	4,537
Total Funding		375,000	370,463	4,537

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	1,174,500	61,305	1,113,195
Grants				
	Municipal Sustainability Initiative (MSI) Operating	213,500	70,392	143,108
Other				
	Reserves	1,416,798	51,259	1,365,539
	Reserves - Statutory	1,070,502	-	1,070,502
	Reserves - Utilities	17,000	-	17,000
Total Funding		3,892,300	182,956	3,709,344

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	175,000	-	175,000
Other				
	Reserves	460,000	-	460,000
Total Funding		635,000	-	635,000



**2024 Major Project Plan
Q1 Reporting
As of March 31, 2024**

Project #	Project Name	2024 Interim Budget	Total Expense to March 31, 2024	Total Cost Variance	Project Indicator	Status	Status Update
2024-MP-001	Greater Nisku and Area Off-Site Levy Bylaw update	\$ 110,000	-	\$ 110,000		In-progress	An administrative project team has been established and work has begun on the project. An external consultant has been engaged to complete the analysis of the road network and determine costing.
2024-MP-002	Wildland firefighting equipment	\$ 175,000	\$ 59,885	\$ 115,115		In-progress	Awaiting final deliveries and installation, expected delivery dates are undeterminable at this time.
2024-MP-003	Alberta First Responder Radio Communications System (AFRRCS) - Year 1 of 2	\$ 807,500	-	\$ 807,500		In-progress	First year of radio equipment has been ordered, expected delivery by end of Q2, 2024.
2024-MP-004	Security enhancements	\$ 42,000	-	\$ 42,000		In-progress	Nisku east reservoir and pumphouse is approximately 85% complete. Anticipated completion by the end of Q3, 2024. Completion for Warburg is anticipated for the end of Q3, 2024.
2024-MP-005	Marketing strategy	\$ 75,000	-	\$ 75,000		In-progress	Finalization of the project to be completed in Q4, 2024. Strategy will be public in Q4, 2024.
2024-MP-006	Replacement of Self-Contained Breathing Apparatus (SCBA) - Year 4 of 4	\$ 375,000	\$ 370,463	\$ 4,537		Completed	
2024-MP-007	Recreation cost share capital contributions	\$ 350,000	\$ 35,000	\$ 315,000		In-progress	The 2024 project list has been reviewed by Council.
2024-MP-008	Warburg arena renovation - phase two	\$ 1,110,000	\$ -	\$ 1,110,000		In-progress	A budget adjustment was approved on April 9th, Council motion 55-24. Payments are expected to be made in Q2, Q3 and Q4, 2024.
2024-MP-009	510 Local Area Structure Plan (formerly the North Nisku Local Area Structure Plan) - Year 2 of 2	\$ 170,000	\$ 1,420	\$ 168,580		In-progress	Initial engineering work has been completed, awaiting invoice.
2024-MP-010	Land Use Bylaw update	\$ 20,000	\$ -	\$ 20,000		In-progress	Three open houses are scheduled in Q3 and Q4 of 2024. Regulation and review is underway and additional work is scheduled for Q2, 2024.
2024-MP-011 2023-MP-007	Enterprise content management (ECM) - Year 4 of 4	\$ 542,500	\$ 70,392	\$ 472,108		In-progress	Department file reorganizations are in progress. This will be followed-up by migration into the Laserfiche platform. Permitting implementation in progress, expected to go live in Q3, 2024. Customer Relationship Manager (CRM) software has been deferred to 2025 per "2024 Work Plan Amendment" report presented at Council Workshop on February 27.
2024-MP-012	Building lifecycle maintenance	\$ 220,000	\$ -	\$ 220,000		In-progress	Request for quote (RFQ) has been completed and the project for the Thorsby Public Works shop doors has been awarded. Anticipated completion for project is Q2, 2024. Firewall replacement has not been started. Anticipated completion for project is in Q4, 2024.



**2024 Major Project Plan
Q1 Reporting
As of March 31, 2024**

Project #	Project Name	2024 Interim Budget	Total Expense to March 31, 2024	Total Cost Variance	Project Indicator	Status	Status Update
2024-MP-013	Building lifecycle maintenance - Black Gold Cost Share	\$ 147,500	\$ -	\$ 147,500		In-progress	County Centre power pedestal replacement contract has been awarded. Installation is expected to start and be completed in Q3, 2024. County Centre Foyer renovation to begin in Q2, 2024 and expected completion in Q4, 2024.
2024-MP-014	Business and Entrepreneur Centre (BEC) renovations	\$ 310,000	\$ -	\$ 310,000		No Activity	
2024-MP-015	West Lands Area Structure Plan	\$ 175,000	\$ -	\$ 175,000		No Activity	
2024-MP-016	Leduc County growth strategy	\$ 30,000	\$ -	\$ 30,000		In-progress	Contract has been awarded. Project scoping for initial phase has been completed.
2024-MP-017	County property aggregate development - permitting	\$ 150,000	\$ -	\$ 150,000		No Activity	Removed per "2024 Work Plan Amendment" report presented at Council Workshop on February 27.
2022-MP-009	Central Nisku Local Area Redevelopment Plan (CNLARP) (Formerly Nisku Area Redevelopment Plan)	\$ 28,000	\$ -	\$ 28,000		In-progress	Project has been reinitiated.
2023-MP-003	Municipal Development Plan Interim Review	\$ 5,000	\$ 3,600	\$ 1,400		In-progress	Final draft has been completed and a public hearing has been scheduled for Q2, 2024.
2023-MP-009	Building lifecycle maintenance - Black Gold Cost Share	\$ 9,800	\$ -	\$ 9,800		In-progress	Foyer design is 90% complete and anticipated completion is Q2, 2024.
2023-MP-017	County Centre - Renovation Design	\$ 50,000	\$ 12,659	\$ 37,341		In-progress	County Centre renovation design is about 85% complete and anticipated completion is Q2, 2024.

Total major projects

\$ 4,902,300 \$ 553,419 \$ 4,348,881

Impact to schedule and/or budget

Project completed and under budget

Project completed and over budget



2024 Capital Project Plan

Quarter 1 Reporting - Funding and Expenditures Summary

For the period ending March 31, 2024

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	10,423,100	1,543,459	8,879,641
	Road Program	10,978,650	-	10,978,650
	Bridge Program	2,837,000	45,309	2,791,691
Total Expenditures		24,238,750	1,588,768	22,649,982

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Grants				
	Municipal Sustainability Initiative (MSI) Capital	200,000	200,000	-
Other				
	Reserves	1,038,500	1,032,977	5,523
Total Funding		1,238,500	1,232,977	5,523

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	3,143,382	33,469	3,109,913
Grants				
	Alberta Municipal Water/Wastewater Partnership (AMWWP)	2,380,950	13,200	2,367,750
	Canada Community Building Fund (CCBF) (Formerly named Gas Tax Fund)	1,790,651	8,235	1,782,416
	Municipal Sustainability Initiative (MSI) Capital	1,430,000	23,274	1,406,726
	Local Government Fiscal Framework (LGFF) Capital (Formerly Municipal Sustainability Initiative Capital)	3,259,349	-	3,259,349

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Other				
	Reserves	4,403,150	277,613	4,125,537
	Reserves - Statutory	100,000	-	100,000
	Sale/Trade-In	197,000	-	197,000
	Sale/Trade-In Transfer to Reserve	(197,000)	-	(197,000)
	Other - Deferred revenue	13,268	-	13,268
	Offsite Levy - Water	124,000	-	124,000
Total Funding		16,644,750	355,791	16,288,959

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	1,495,824	-	1,495,824
Grants				
	Local Government Fiscal Framework (LGFF) Capital (Formerly Municipal Sustainability Initiative Capital)	270,000	-	270,000
	Canada Community Building Fund (CCBF) (Formerly named Gas Tax Fund)	80,000	-	80,000
Other				
	Debenture	3,616,500		3,616,500
	Reserves	893,176	-	893,176
	Sale/Trade-In	10,000	-	10,000
	Sale/Trade-In Transfer to Reserve	(10,000)	-	(10,000)
Total Funding		6,355,500	-	6,355,500



**2024 Capital Project Plan
Q1 Reporting
As of March 31, 2024**

Project #	Project Name	2024 Interim Budget	Total Expenses to March 31, 2024	Total Cost Variance	Project Indicator	Status	Status Update
2024-CP-001	New Sarepta reservoir and pumphouse upgrades -Year 2 of 2	\$ 3,174,600	\$ 13,200	\$ 3,161,400		In-progress	The contract has been awarded. Construction is expected to start in Q2, 2024.
2024-CP-002	Fleet asset replacements	\$ 2,057,000	\$ -	\$ 2,057,000		In-progress	Request for proposal (RFP) has been completed and expected delivery is Q3, 2024. Some replacements are to be leased/rented for 2024.
2024-CP-003	One-ton 4x4 replacement	\$ 96,000	\$ -	\$ 96,000		In-progress	Contract has been awarded and expected delivery is Q3, 2024.
2024-CP-004	Sunnybrook wastewater lagoon renewal - engineering	\$ 55,000	\$ -	\$ 55,000		No Activity	Engineering expected to start in Q3, 2024.
2024-CP-005	Bus replacements - Leduc Transit cost share	\$ 262,500	\$ -	\$ 262,500		No Activity	Leduc County (as part of Leduc Transit) was successful in obtaining grant funding through the Rural Transit Solutions Fund for this project. We cannot start the project until we have signed grant agreement with the Government of Canada.
2024-CP-006	Bus refurbishments - Leduc Transit cost share	\$ 175,000	\$ -	\$ 175,000		In-progress	Parts have been ordered for the refurbishment of the first bus. Refurbishment is expected to start in Q2, 2024.
2024-CP-007	Replacement of an ATV	\$ 15,000	\$ -	\$ 15,000		In-progress	Currently obtaining quotes.
2024-CP-008	15 Avenue storm pond outfall replacement- construction	\$ 703,000	\$ -	\$ 703,000		In-progress	The design has been finalized and tender will be advertised in Q2, 2024.
2024-CP-009	2024 Bridge program	\$ 2,837,000	\$ 45,309	\$ 2,791,691		In-progress	See Bridge Summary
2024-CP-010	2024 Road program	\$ 10,978,650	\$ -	\$ 10,978,650		In-progress	See Road Summary
2024-CP-011	Signage implementation	\$ 379,000	\$ -	\$ 379,000		In-progress	The tender has been finalized and will be advertised in Q2, 2024.
2024-CP-012	New Sarepta ball diamond development	\$ 100,000	\$ -	\$ 100,000		In-progress	Project is planned for Q3, 2024. Currently in the process of finalizing the land sale.
2023-CP-004 2022-CP-002	Replacement of Fire Engine	\$ -	\$ -	\$ -		No Activity	
2023-CP-009	Motor grader replacement	\$ 616,500	\$ 616,489	\$ 11		Completed	
2023-CP-010	Motor grader replacement	\$ 616,500	\$ 616,489	\$ 11		Completed	
2023-CP-011	Nisku west pump stations upgrade - Construction	\$ 784,000	\$ 23,274	\$ 760,726		In-progress	The automatic transfer switch (ATS) has been further delayed to Q3, 2024. The overall project is scheduled to be completed in Q3, 2024.
2023-CP-014	Royal Oaks Estates Infrastructure - Deficiencies	\$ 5,500	\$ -	\$ 5,500		Completed	
2023-CP-018	Jubilee Park Day Use Improvements	\$ 57,500	\$ -	\$ 57,500		In-progress	Final day use improvements to be completed in Q2, 2024.
2023-CP-019	Signage implementation	\$ 252,000	\$ -	\$ 252,000		In-progress	Coordinating with Alberta Transportation and Economic Corridors (ATEC) for permit approvals. Construction is scheduled to begin in Q3, 2024.
2023-CP-020	Nisku District South Fire Station	\$ 465,000	\$ 76,032	\$ 388,968		In-progress	Remaining work to be completed by Q4, 2024.
2023-CP-021	East Water Transmission Line - Nisku - Construction	\$ 124,000	\$ -	\$ 124,000		In-progress	The design and tender is complete. Currently finalizing the right-of-way agreements and transient analysis. Project deferred to 2025 per the "2024 Work Plan Amendment" report presented at Council Workshop on February 27.



**2024 Capital Project Plan
Q1 Reporting
As of March 31, 2024**

Project #	Project Name	2024 Interim Budget	Total Expenses to March 31, 2024	Total Cost Variance	Project Indicator	Status	Status Update
2023-CP-023	Urban servicing	\$ 485,000	\$ 197,976	\$ 287,024		In-progress	Snowblower was received in Q1, 2024. Remaining equipment expected to be delivered in Q3, 2024.

Total capital projects

\$ 24,238,750	\$ 1,588,768	\$ 22,649,982
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	Impact to schedule and/or budget
	Project completed and under budget
	Project completed and over budget



2024 Road Program Q1 Reporting As of March 31, 2024

Project #	Traffic Volume (AADT*)	From	To	Work Description	2024 Interim Budget	Total Expenses to March 31, 2024	Variance	Project Indicator	Status	Status Update
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Major Roads

Nisku Spine Road (Allard Ave – 65 Ave)	2024-RD-001	327	Allard Avenue	65th Ave	New construction	\$ 1,600,000	\$ -	\$ 1,600,000		In-progress	Project is managed by the City of Leduc. Tender is closed and will be awarded in Q2, 2024. Additional \$400,000 approved by Council motion 21-24. Total project cost is \$2 million.
Nisku Spine Road - four lane design	2024-RD-002	1,425	Township Road 510	Highway 625	New construction design	\$ 350,000	\$ -	\$ 350,000		No Activity	
Design engineering for 2025 major roads	2024-RD-003				Rehabilitation design	\$ 50,000	\$ -	\$ 50,000		No Activity	
TWP RD 510 - Construction: From Nisku Spine Road to Range Road 243 North	2023-RD-002	8	Nisku Spine Road	RR 243	Re-Construction	\$ 3,616,500	\$ -	\$ 3,616,500		No Activity	
Total						\$ 5,616,500					

Rural Roads

Range Road 223	2024-RD-004	461	Highway 21	New Sarepta boundaries	Mill and overlay	\$ 740,000	\$ -	\$ 740,000		In-progress	Tender has been awarded and construction will start in Q3, 2024. Tender for project is under budget.
Rural road initiative	2024-RD-005		Various	Various	Rehabilitation	\$ 1,250,000	\$ -	\$ 1,250,000		No Activity	
Last Link program	2024-RD-006		Various	Various	Rehabilitation	\$ 474,150	\$ -	\$ 474,150		No Activity	
Total						\$ 2,464,150					

Subdivisions

Steinke Estates	2024-RD-007	East - 102 West - 56			Rehabilitation	\$ 1,130,000	\$ -	\$ 1,130,000		In-progress	Tender has been awarded and construction will start in Q3, 2024. Tender for project is under budget.
Total						\$ 1,130,000					

Nisku

8A Street from 7th Street to 8th Street	2024-RD-008	478	7 Street	8 Street	Rehabilitation	\$ 1,000,000	\$ -	\$ 1,000,000		In-progress	Tender has been awarded and construction will start in Q2, 2024. Tender for project is under budget.
Nisku Spine Road Design: From Allard Ave to 65th Ave	2023-RD-009		Airport Road	65th Ave	Design	\$ 150,000	\$ -	\$ 150,000		In-progress	Design is completed, awaiting for invoices from the City of Leduc.
Nisku Spine Road and 41 Ave Intersection: Dual Left Turn Bay Construction (Nisku)	2023-RD-010	483	41 Ave	41 Ave	Construction	\$ 318,000	\$ -	\$ 318,000		In-progress	Tender has been awarded and construction will start in Q2, 2024.
Total						\$ 1,468,000					

Intersection Improvements

Range Road 232 Hay Lakes trail (Range Road 231A) - Looma	2024-RD-009	193			Reconstruction design	\$ 40,000	\$ -	\$ 40,000		No Activity	
Total						\$ 40,000					

Add: 2019 - 8th St. Internal Borrowing Repayment \$ 260,000 \$ - \$ 260,000

*AADT - Annual average daily traffic

Total 2024 road program **\$ 10,978,650** **\$ -** **\$ 10,978,650**

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



2024 Bridge Program Quarter 1 Reporting For the period ending March 31, 2024

Project #	Existing Surface	Work Description	Length of the project	2023 Interim Budget	Carry Forward Project	Final Adjustment	2024 Interim Budget	Total Expenses as at March 31, 2024	Variance	Project Indicator	Status	Status Update
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In order of priority

BF timber culvert - Sparrow Drive north of Highway 625	2024-BF-001	Timber box culvert	Replacement	30m	\$ 460,000			\$ 460,000	\$ 3,605	\$ 456,395		In-progress	Design is in progress.
BF 08493 Township Road 492 between Range Road 255 and 260	2024-BF-002	Single span girder bridge	Rehabilitation	40m	\$ 97,000			\$ 97,000	\$ 6,030	\$ 90,971		In-progress	Tender has closed and will be awarded following a review. Tender for project is under budget.
BF 08044 Township Road 484 between Range Road 265 and 264	2024-BF-003	2 bridge culvert	Rehabilitation	35m	\$ 178,000			\$ 178,000	\$ 5,488	\$ 172,512		In-progress	Tender has closed and will be awarded following a review. Tender for project is under budget.
BF 73315 Range Road 33 between Township Road 474 and 480	2024-BF-004	Bridge culvert	Rehabilitation	15m	\$ 34,000			\$ 34,000	\$ -	\$ 34,000		No Activity	Removed per "2024 Work Plan Amendment" report presented at Council Workshop on February 27.
BF 79686 Range Road 25 south of intersection with Township Road 474	2024-BF-005	Bridge culvert	Rehabilitation	18m	\$ 110,000			\$ 110,000	\$ 5,488	\$ 104,512		In-progress	Tender has closed and will be awarded following a review.
BF 77602 Range Road 271 between Township Road 500 and 502	2024-BF-006	Bridge culvert	Rehabilitation	18m	\$ 51,000			\$ 51,000	\$ 5,488	\$ 45,512		In-progress	Tender has closed and will be awarded following a review.
BF 13995 Range Road 15 between Township Road 502 and 504	2024-BF-007	Bridge culvert	Rehabilitation	18m	\$ 120,000			\$ 120,000	\$ 5,488	\$ 114,512		In-progress	Tender has closed and will be awarded following a review. Tender for project is under budget.
BF 74642 Township Road 500 between Range Road 280 and 281	2024-BF-008	3 span bridge	Rehabilitation	60m	\$ 46,000			\$ 46,000	\$ 5,488	\$ 40,512		In-progress	Tender has closed and will be awarded following a review. Tender for project is under budget.
BF 73244 Township Road 492 between Range Road 254 and 253	2024-BF-009	2 bridge culvert	Replacement	35m	\$ 485,000			\$ 485,000	\$ -	\$ 485,000		In-progress	Right of way (ROW) acquisition is in progress.
Total				\$ 1,581,000	\$ -	\$ -	\$ 1,581,000	\$ 37,074	\$ 1,543,926				

Carry forward projects

BF 72211 Range Road 15 between Township Road 484 and 490	2023-BF-001	Culvert	Replacement		\$ 414,000.00		\$ 414,000	\$ 4,250	\$ 409,751		In-progress	Right of way (ROW) acquisition is in progress.
BF 85317 Township Road 492 between range Road 24 and 25	2023-BF-004	Culvert	Replacement		\$ 355,000.00		\$ 355,000	\$ 3,986	\$ 351,015		In-progress	Right of way (ROW) acquisition is in progress.
BF 00905 Township Road 490 between Range Road 225 and 260	2023-BF-005	Bridge Structure	Maintenance		\$ 159,000.00		\$ 159,000	\$ -	\$ 159,000		In-progress	Right of way (ROW) acquisition is in progress.
BF 75572 Range Road 271 between Township Road 494 and HWY 39	2023-BF-008	Bridge culvert	Replacement		\$ 328,000.00		\$ 328,000	\$ -	\$ 328,000		In-progress	Right of way (ROW) acquisition is in progress.
Total carry forward					\$ -	\$ 1,256,000	\$ -	\$ 1,256,000	\$ 8,235	\$ 1,247,765		Impact to schedule and/or budget
Total bridge projects					\$1,581,000	\$1,256,000	\$0	\$ 2,837,000	\$ 45,309	\$ 2,791,691		Project completed and under budget
												Project completed and over budget



Operating Fund Reserve Schedule

Quarter 1 Reporting

For the period ended March 31, 2024

Legacy fund

Stabilization and contingency

Special purpose

Utilities

	Actual balance as at Dec. 31, 2023	Applied 2024 actual	Additions 2024 actual	Actual balance as at Mar. 31, 2024
	4,466,914.23	-	-	4,466,914.23
	5,995,076.95	-	-	5,995,076.95
	11,011,995.40	-	-	11,011,995.40
	2,092,376.21	-	-	2,092,376.21
	23,566,362.79	0.00	0.00	23,566,362.79

0.00

Net change



Capital Fund Reserve Schedule

Quarter 1 Reporting

For the period ended March 31, 2024

	Actual balance as at Dec. 31, 2023	Applied 2024 actual	Additions 2024 actual	Actual balance as at Mar. 31, 2024
Asset lifecycle management	14,560,756.81	-	-	14,560,756.81
Special purpose	227,290.69	-	-	227,290.69
Statutory	3,704,567.96	-	66,102.91	3,770,670.87
Utilities	5,064,759.87	-	-	5,064,759.87
	23,557,375.33	-	66,102.91	23,623,478.24

66,102.91

Net change



Offsite Levy Schedule
Quarter 1 Reporting
For the period ended March 31, 2024

	Actual balance as at Dec. 31, 2023	Applied 2024 Actual	Additions 2024 Actual	Actual Balance as at Mar. 31, 2024
Road	5,838,583.40	-	434,219.20	6,272,802.60
Water	15,938,717.64	-	-	15,938,717.64
Wastewater	221,658.18	-	-	221,658.18
	21,998,959.22	-	434,219.20	22,433,178.42

434,219.20

Net change