



# 2024 Quarter report

Sept. 30, 2024

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### Strategic and Operational Plan and Indicators

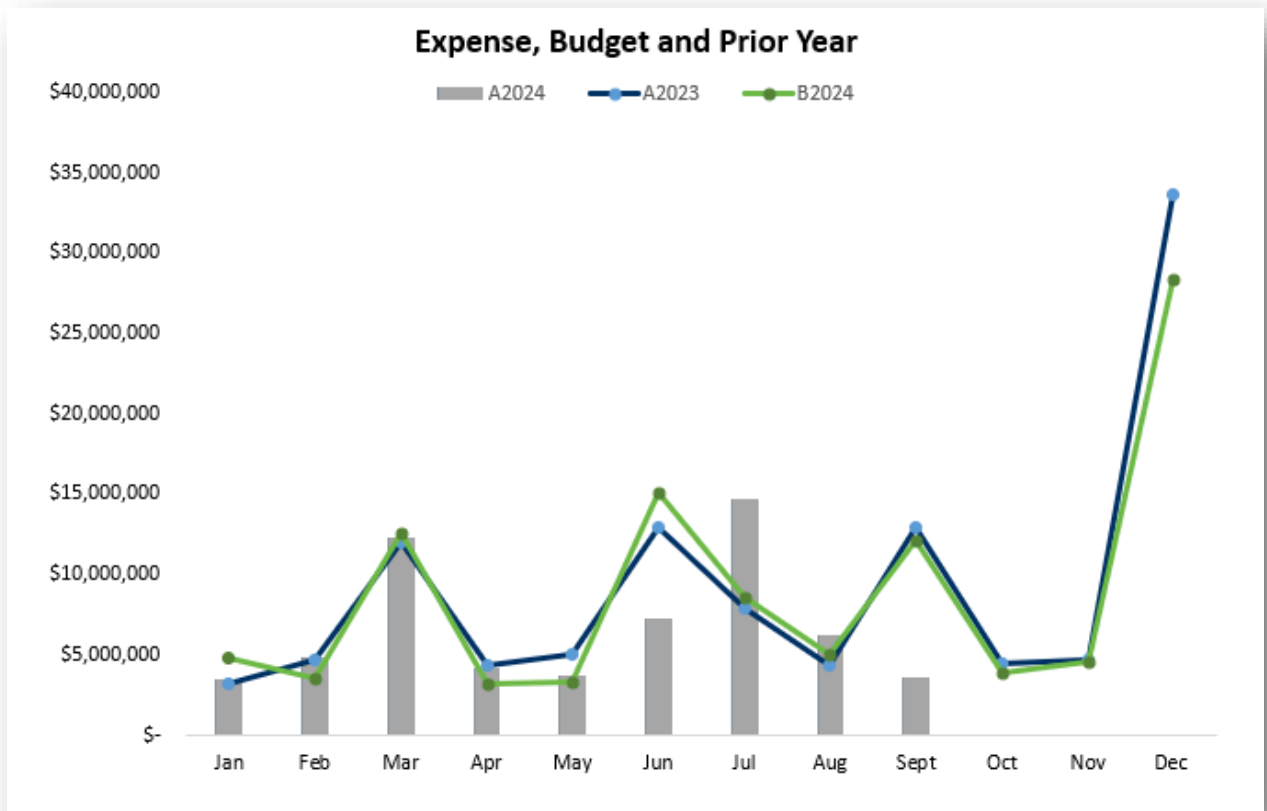
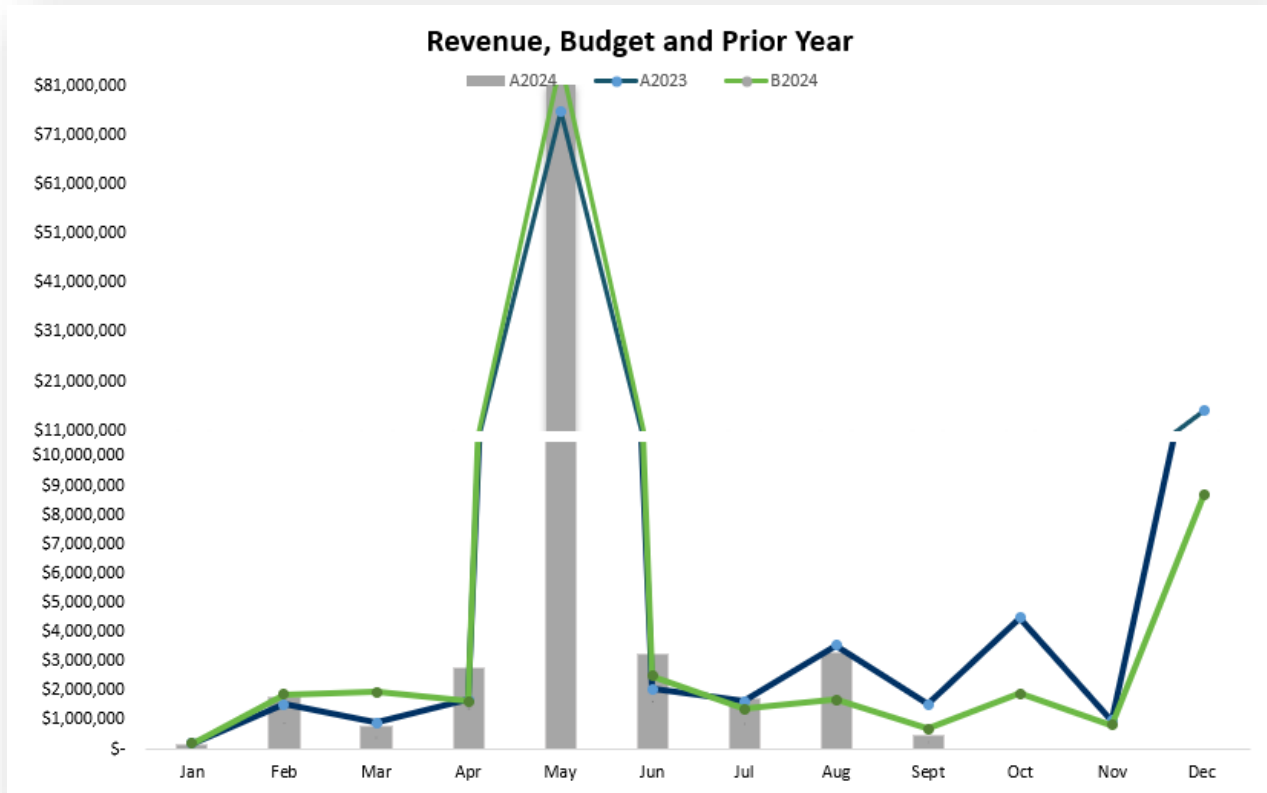
Indicator	Progress description
	Action completed
	Action initiated
	Action not completed or initiated
	Action deferred or is no longer being worked on

### Q3 Highlights

- On Aug. 20, Leduc County Days in New Sarepta saw 350 people take part in a variety of activities such as family games, entertainers, a local artist showcase and local market vendors and a free BBQ. The first Leduc County Days event was held on June 13 at Glen Park Hall with a total of 300 attendees.
- Council established 2024-2025 high priority strategies for the 2022 – 2025 Leduc County Strategic Plan.
- Township Road 510 is complete (except for shared use path lighting) and is open to traffic.
- The resurfacing of Steinke Estates and Range Road 223 has been completed.
- Collected \$73,961,107 (88%) of tax revenue at the front counter as of Sept. 30. An additional \$7,733,533 (9%) is anticipated through the Tax Installment Payment Plan (TIIPP) by December.
- Conducted 16 Commercial Vehicle Safety Alliance (CVSA) inspections throughout the region and one Joint Forces Operation (JFO) on Range Road 263 resulting in a total of 32 inspections completed in Q3.
- Weed inspectors inspected 696 properties in Q3 2024. A total of 35 inspector notices were issued during the quarter.
- In Q3, 592 canola fields were inspected for the presence of clubroot. Of those inspected, 82 were confirmed positive for clubroot.
- Intergovernmental relations:
  - Provided support to Council for the following meeting with MLA Lundy on Sept. 9 regarding bridge infrastructure funding, nurse practitioners and updates on status of previous advocacy items brought forward to the MLAs.
  - Provided MLAs Wilson and Lundy with priority list of transportation and wastewater projects that would qualify for Alberta Transportation and Economic Corridors grants.
  - Worked jointly with economic development and Fire Services' staff on the Nisku railway tie issue with Canadian Pacific Kansas City Railway (CPKC). The railway tie pile is 99 per cent cleaned up with only a few small piles remaining.
- Leduc County had the following public participation opportunities in Q3:
  - There were no public hearings conducted in Q3.
  - There were 2,700 total site visits to YourSayLeducCounty.com, 309 document downloads, 1,971 opened at least one project page and six new registrants.
- Received 130 development permit applications (315 permits received YTD) and issued 772 safety codes permits in Q3 (1,740 permits issued YTD).
- Council adopted the updated Municipal Development Plan (MDP) on Aug. 27.
- The Summer Villages Intermunicipal Collaboration Framework and Intermunicipal Development Plan (ICF/IDP) steering committee met in Sundance Beach on April 30. The updates to the documents as proposed by the steering committee were given first reading by Leduc County Council on June 11. The documents were given second and third reading Oct. 8.
- Family Community and Support Services department supported our community with the following initiatives:
  - Bridges program has supported 39 individuals to date, providing 1,011 visits and supported participants with 469 referrals to meet their needs.

- One thousand Leduc County Healthy Relationship coasters have been developed, printed and received. The coasters will support our Healthy Relationship campaign and will be distributed throughout the County at food and beverage serving establishments.
- The social awareness Chamber of Commerce luncheon was held with 65 participants. This year's theme was focused on "Belonging at Work" sharing stories and creating awareness of mental health.
- A total of 1,246 hot spot proactive patrols, 450 patrols on banned roads, 105 cargo securement traffic stops, and 150 dedicated traffic operations were conducted in Q3 2024.
- Conducted 45 site inspections of the properties regulated by the Urban Standards Bylaw in East Vistas and New Sarepta.
- Weed inspectors inspected 401 properties in Q3 with a total of 10 inspector notices issued.
- Approximately 600 km of roadside ditch mowed in Q3 2024.
- Culture Days Festival, in partnership with the Rolly View Fall Market, was held on Sept. 21. Over 450 attended and the event featured various cultural performers, local artisans, food trucks and a family fun zone.
- The Arts and Culture, Recreation and Sport and Operating Assistance grants were revised. Applications opened from Sept. 3 to Sept. 30, and over 50 applications were received.
- Jubilee Park closed on Sept. 2. The 2024 camping season was busy with 2,168 bookings, a 4 per cent increase over 2023 and welcomed 1,489 unique camping groups during the operating season. Comfort cabins were booked for a total of 137 nights.
- Group campgrounds closed at the beginning of October. Sunnybrook Group Campground had 41 nights booked during the operating season, a 36 per cent increase over 2023. The Genesee Group Campground also had a rise in bookings by 20 per cent from 2023 with 24 nights booked during the operating season.
- Eighteen community association events were supported by staff, equipment, activities and other resources between April and June. Approximately 4,600 people were positively impacted by this support.
- This summer recreation programs included six youth summer camps, four youth day trips, two puppet shows, parks day, seniors' concerts and park and play events, totaling 1,709 participants.
- The Warburg Arena Phase II project is complete and ready for seasonal ice use in September.
- Leduc County was awarded the Minister's Awards of Municipal and Library Excellence in the Building Economic Strength category for Leduc County's Redevelopment of the Nisku Recreation Centre Initiative (Business and Entrepreneur Centre - BEC).
- Food and Farm Trail Bus Pilot Project in Leduc County. showcases local businesses in the region with near 100 people attending these bus tours. This pilot project was grant funded which was County co-led with Leduc County businesses.

## Revenues and expenditures



## Health and safety

- Certificate of Recognition (COR) maintenance audit completed.
- Facilitated employee training from the mental health commission of Canada called The Working Mind.

	Q3 Total	YTD
Number of hazards identified	31	89
Number of near misses	12	37
Number of incidents	34	64
Number of safety meetings conducted	11	30
Number of lost time days	0	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	Farmland	40-132	\$6,206	10	Rural residential	\$835,550
					6	New Sarepta	\$227,000
					1	Large rural parcel	\$425,000
2	1	Residential parcel	2	\$218,000	3	Rural residential/ multi-lot	\$425,000
	3	Farmland	20 - 125	\$9,459	6	Large rural parcel	\$848,900
3	65	Residential lot	Lot	\$202,000	18	Rural residential/ multi-lot	\$623,750
	1	Farmland	157	\$13,375	2	Large rural parcel	\$627,500
4	2	Farmland	44-155	\$6,876	2	Rural residential	\$917,500
					4	Large rural parcel	\$1,210,000
5	1	Residential parcel	3	\$43,000	5	Rural residential	\$575,000
	1	Farmland	76	\$6,494	1	Large rural parcel	\$845,000
					2	Lake lot	\$515,000
6	1	Farmland	150	\$3,324	1	Rural residential	\$270,000
					2	Large rural parcel	\$590,000
					1	Lake lot	\$120,000
7	1	Residential parcel	5	\$142,500	2	Rural residential	\$439,011
	1	Farmland	154	\$2,435			
Nisku	-				7	Non-residential	\$3,300,000
Total sales	77				71		

\* Division 3 does not include Nisku Business Park

2023 Q3 Vacant sales – 47

2023 Q3 Improved sales – 62

### Nisku lease rates

Rental rates range from \$10 to \$18 per square foot depending on property type and size of the building.

## Development highlights

Project	Update
Capital Power	Construction completed on many buildings; 4 permits remain.
RMA addition (offices and meeting spaces)	Construction is complete.
Capital Region SW Water Commission	Construction is nearing completion.
Zi-tech Controls	Construction complete.
Jay Sidhu Transport	Foundation is complete.
York Realty (Amazon Logistics)	Construction is complete, awaiting paperwork.
One Properties (Ledcor Site)	Construction is nearing completion
Avatex EIA (Shell Gas/Carwash)	Work has started on structures.
Leduc Co-op Ltd.	Office and warehouse permit issued.
RLLR Properties Canada (AIV/GCM)	Office and shop permit issued.
Woolsey Equities (Quest Gasket)	Permit for interior alterations for tenant issued.
Plains West Amazon Racking	Permit issued.
Access Self Storage	Permits issued. (work to start May 1, 2025)
Gregg Distributors	Addition to warehouse permit issued.

## Permits

Development permits	2023 Q3 Totals	2024 Q3 Totals	2024 YTD
Received	107	130	315
Issued	96	133	332
Refused	2	1	3
Closed/withdrawn	0	3	10

Building permits	2023 Q3 Totals	2024 Q3 Totals	2024 YTD	Fees YTD per cent of total annual budget (annual budget \$1,000,000)
Issued	95	125	328	
Est. construction value	\$63,656,387	\$44,366,791	\$127,837,064	
Fees	\$414,855	\$300,084	\$840,611	84%

Safety codes permits	2023 Q3 issued	2024 Q3 issued	2024 YTD issued	2023 Q3 Fees	2024 Q3 Fees	2024 YTD Fees	Fees YTD per cent of total annual budget (annual budget)
Electrical	184	272	596	\$42,075	\$54,836	\$125,722	132%
Gas	158	182	421	\$16,294	\$21,032	\$48,171	
Plumbing	95	147	317	\$16,771	\$31,731	\$60,545	
Private sewage	30	46	78	\$4,587	\$8,212	\$13,977	
Total	467	647	1412	\$79,727	\$115,811	\$248,415	

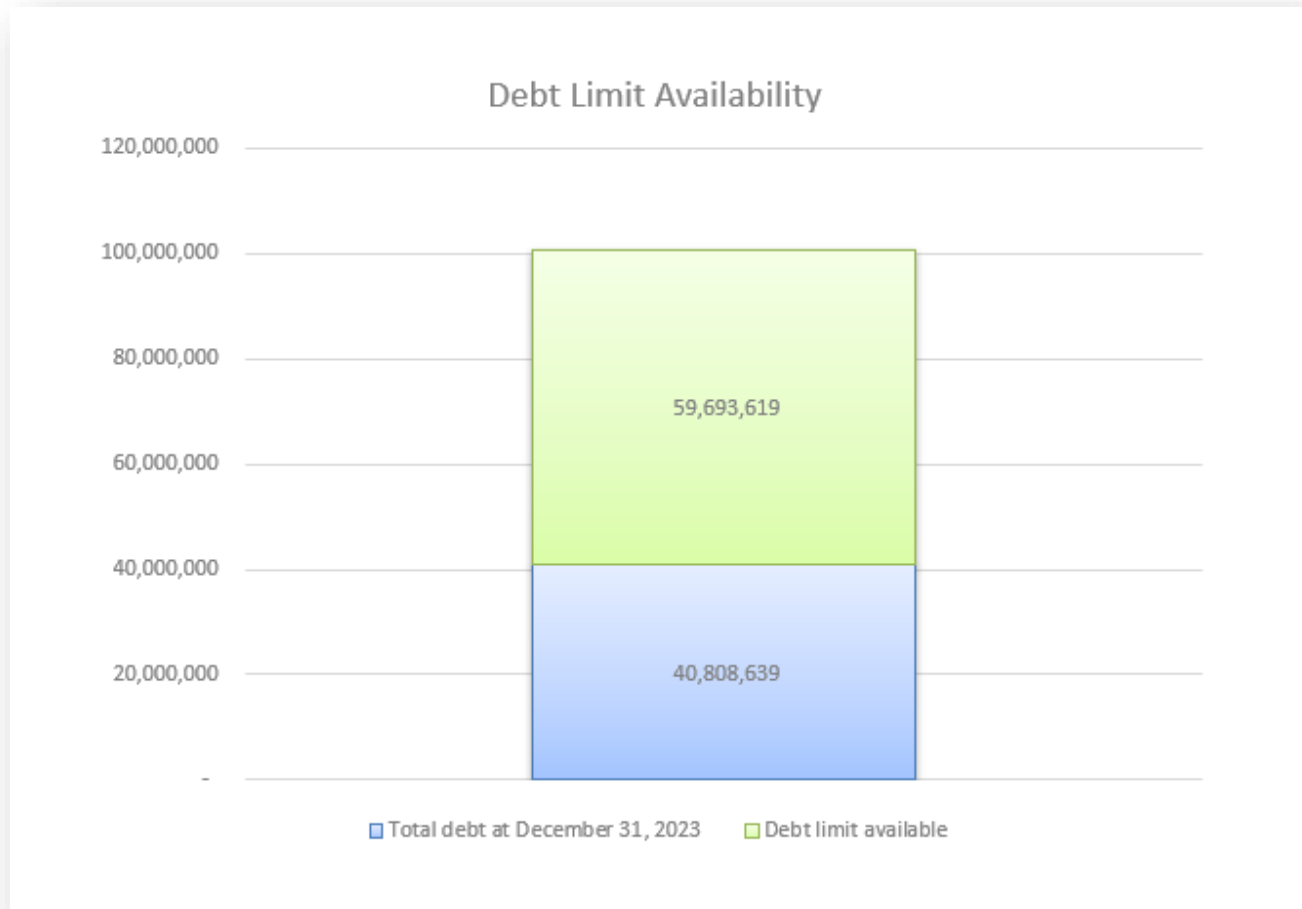
### YTD (year to date)

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

## Whistleblower complaints

	Q3 Total	YTD
Number of complaints received	0	0

## Debt services limit



## 2022 – 2025 Strategic plan

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

### 2023-2024 High-priority strategies

Goal	High-priority strategy	Actions to date
Build economic resilience (goal 2.2)	Develop an economic development-specific marketing strategy to promote the County's value proposition.	<ul style="list-style-type: none"> <li>The project to create a marketing strategy for the organization was approved in the 2024 budget. The project scope has been established. It is anticipated the strategy will be completed in Q1 2025.</li> </ul>
Create an engaged	Further develop opportunities for Council	<ul style="list-style-type: none"> <li>Second year of Leduc County Days events were held in 2024 with over 650 attendees participating in a variety of</li> </ul>



community (goal 3.1)	to interact with the community and citizens.	activities such as family games, entertainers, a local artist showcase and local market vendors and a free BBQ.
Maintain a safe County (goal 1.1)	Provide and maintain safe transportation infrastructure.	<ul style="list-style-type: none"> <li>• Ongoing commitment to utilize asset management practices such as condition assessment ratings for our road network to inform budget asks.</li> <li>• Goals to advance this strategic priority are included in Enforcement Services, Engineering, Fire Services and Road Operations' operational plans for 2024. Progress on the completion of these goals will be reported to Council through the quarterly reporting packages.</li> </ul>

### **2022-2023 high-priority strategies**

Goal	High-priority strategy	Actions to date
Engaged community	Increase communication with residents to ensure they are well informed of our services.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• A public participation website, Your Say Leduc County, was launched in June 2023, with 240 subscribers now registered.</li> <li>• County Chronicle newsletter will move from a quarterly to a monthly distribution in Feb. 2025.</li> </ul>
Safe County	Develop an urban standards bylaw to set County standards so residents understand what is and isn't allowed on their property.	<ul style="list-style-type: none"> <li>• 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 <i>Municipal Government Act</i> 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. Inspections were completed in Q3 2024.</li> </ul>
Recreational opportunities	Develop an updated Recreation and Parks Master Plan.	<ul style="list-style-type: none"> <li>• A project was initiated in 2022 to complete this work.</li> <li>• Public participation was conducted from July 6 to Oct. 1, 2022, to gather feedback from residents and community stakeholders.</li> <li>• The Recreation and Parks Master Plan was approved by Council in Q3 2023.</li> <li>• In 2024, priorities areas of the Master Plan will be actioned including, planning for future park areas along the North</li> </ul>

		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 days.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• A cultural day event was hosted in partnership with the Rolly View Community Association on Sept. 16, 2023, and Sept. 21, 2024, with over 450 people in attendance.</li> <li>• 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.</li> <li>• Two Leduc County Day events were held in 2023. One at the Rolly View Community Hall on June 14 and Glen Park Hall on June 22 and approximately 175 residents attended the events. On June 13, 2024, the first of two Leduc County Days was held at Glen Park Hall with over 300 attendees. The second event was held on Aug. 20 in New Sarepta with 350 attendees. This year's events include a community arts display and local market vendors.</li> <li>• The Family Resource Network partnered with Rundles Mission to host an Indigenous Peoples' Day event on June 21, 2023, and a 2024 was held in June 2024 with 225 residents attending and having the opportunity to engage in cultural activities, traditional Metis dance and traditional teachings.</li> <li>• In collaboration with the Wizard Lake Watershed Association, the Try it Festival was held on Feb. 10, with over 700 participants who enjoyed winter activities at Wizard Lake.</li> <li>• In the summer of 2024, six-day camps, nine community events, 28 drop ins and three special event trips were held. Summer staff also supported 16 not-for-profit hosted events across the region.</li> </ul>

**Deep community connections**

Goal	Actions to date
Maintain a safe county.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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</li> </ul>

	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.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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. Housekeeping subsidy program has provided 644 hours of subsidized housekeeping services to 42 households so far in 2024.</li> <li>• A senior assisted transportation pilot program was implemented in 2023 and was approved as a new program in the 2024 budget. To date in 2024, there are currently 42 registered riders in the Seniors Assisted Transportation subsidy program with 37 rides booked to date.</li> </ul>
Develop recreation opportunities within the County.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• See actions identified under 2022-2023 high-priority strategies.</li> </ul>
Promote the historic roots of Leduc County.	<ul style="list-style-type: none"> <li>• A cultural day event was hosted in partnership with the Rolly View Community Association on Sept. 16, 2023. A second event was held on Sept. 21, 2024, with over 450 people in attendance.</li> <li>• In June 2023, Council approved grant funding for the Sunnybrook Athletic Association to support a 100-year anniversary celebration event.</li> </ul>

**A robust economy**

Goal	Actions to date
Increase investment attraction.	<ul style="list-style-type: none"> <li>• An Investment Strategy was approved by Council in April 2023.</li> </ul>
Build economic resilience.	<ul style="list-style-type: none"> <li>• Various business support initiatives were implemented in Q3 2024 such as: <ul style="list-style-type: none"> <li>○ New enhancements for the County’s business focused website – <a href="http://www.leduccountybusiness.com">www.leduccountybusiness.com</a> – are new PDF investment maps that include important data to inform investment decisions.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ A <i>Nisku Investment Map</i> was created which is an important investment attraction tool for investors, developers, and builders looking to invest in the County. The mapping identifies lands, zoning, business names, drone path, pipelines, bus, railway, addresses, and North American Industry Classification System (NAICS) sector codes.</li> </ul>
Enable increased economic growth and diversification with partners' assistance.	<ul style="list-style-type: none"> <li>● Leduc County's Business and Entrepreneur Centre (BEC) continues to host several business events, training, and sector events.</li> <li>● 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.</li> <li>● In Q3 2024, the BEC welcomed a new tenant: <i>Progressive Foods</i> which produces high quality barley products which export to North America.</li> <li>● 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.</li> <li>● The BEC's retail market space for regional producers continue to showcase their products within the business centre.</li> <li>● The Central Nisku Local Area Redevelopment Plan (CNLARP) was reinitiated in Q3 2024 to facilitate redevelopment in the Central Nisku Area.</li> <li>● Technical work continued on the 510 Local Area Structure Plan (LASP) to enable growth of North Nisku for business development purposes.</li> </ul>
Explore methods of providing increased public transportation.	<ul style="list-style-type: none"> <li>● The Leduc County Transit Needs and Feasibility Assessment was presented to Council in Q3 2023. Recommendations from the report will be discussed with Leduc Transit for costing and will be presented as part of the 2025 budget process.</li> </ul>
Capitalize on agriculture and local food production.	<ul style="list-style-type: none"> <li>● Supported local food production by connecting local producers with organizers of Leduc County Days to provide locally sourced food for the event and local market stands.</li> <li>● Engaged local businesses to gain direct feedback and ideas from local producer to inform the creation of the County's first Urban Agriculture Plan.</li> </ul>
Create efficient transportation infrastructure that meets community needs.	<ul style="list-style-type: none"> <li>● 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.</li> <li>● Transportation Master Plan approved by Council on May 14, 2024.</li> <li>● The Township Road 510 road and bridge project was completed in 2023. The pathway and landscaping working was completed in Q3 2024.</li> </ul>

<p>Establish an effective transportation network to further advance economic development in Leduc County.</p>	<ul style="list-style-type: none"> <li>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.</li> <li>The construction project for the next phase of connectivity for the Nisku Spine Road (Allard Avenue to 65 Avenue) is well underway, being conducted jointly with the City of Leduc. The Nisku work is well underway, with the project moving to the Nisku Spine Road portion of the work.</li> </ul>
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***Strong leadership***

Goal	Actions to date
<p>Create an engaged community.</p>	<ul style="list-style-type: none"> <li>Ongoing organizational commitment to examine the opportunity/need for public participation for all County projects/initiatives.</li> <li>In 2023, 15 public hearings and eight public participation campaigns were conducted.</li> </ul>
<p>Demonstrate leadership in regional initiatives and organizations.</p>	<ul style="list-style-type: none"> <li>Active member on the Edmonton Metropolitan Region Board (EMRB), and through this involvement contributed to the review of the Edmonton Metropolitan Region Growth Plan. Influenced the review of the growth plan to incorporate a regional growth study and alignment with the Regional Agricultural Master Plan (RAMP). The review of the growth plan is on hold pending the completion of the Regional Growth Study. The Regional Growth Study is due to be completed in Q4 2024.</li> <li>Work to incorporate the results of the Regional Agricultural Master Plan (RAMP) into the five-year interim review of the Edmonton Metropolitan Region Growth Plan (EMRGP) continued as per Leduc County motion.</li> <li>Participation in the EMRB solid waste and stormwater collaboratives.</li> <li>In conjunction with the City of Leduc, represent Leduc Transit on the regional transit working group.</li> <li>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.</li> <li>Worked with local municipalities to develop a sub-regional emergency management agreement.</li> <li>Ongoing collaboration with our regional municipal neighbours on Intermunicipal Collaboration Frameworks, Intermunicipal Development Plans, intermunicipal cost share and service agreements.</li> </ul>



<p>Promote environmental, social and governance (ESG) principles.</p>	<ul style="list-style-type: none"><li>• 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.</li></ul>
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## **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**

<b>Strategic priority – All</b> County Manager’s Office will create an environment that supports department initiatives that move Council’s strategic priorities forward.	
<b>Goal 1</b>	<b>Strategic priorities – Deep community connections and strong leadership</b> 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.
<b>Goal 2</b>	<b>Strategic priority – A robust economy</b> 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.
<b>Goal 3</b>	<b>Strategic priority – Strong leadership</b> Create an engaged community.
<b>Goal 4</b>	<b>Strategic priority – Strong leadership</b> Demonstrate leadership in regional initiatives and organizations.
<b>Goal 5</b>	<b>Strategic priority – Strong leadership</b> Promote environmental, social and governance principles.
<b>Goal 6</b>	<b>Strategic priority – A robust economy</b> Enable increased economic growth and diversification to build economic resilience.
<b>Corporate leadership</b> County Manager’s Office will create a team environment that empowers individuals and groups to contribute to effective organizational management.	
<b>Goal 7</b>	<b>Corporate priority</b> Continue to build a corporate culture that inspires staff to excel in their roles and contribute to organizational success.
<b>Goal 8</b>	<b>Corporate priority</b> Serve residents and businesses through efficient, effective and comprehensive municipal services.





### 3: Department highlights

- Facilitated a workshop, in September, with Council to create their 2024/2025 high priorities for the 2022 - 2025 strategic plan.
- Ongoing work to prepare the 2025 budget, with a workshop held with Council in October to review draft new initiatives, the major project and capital project plans.
- Contributed to the evaluation of the Request for Proposal submissions for the Enterprise Resource Planning (ERP) software and short-listed vendor interviews.
- Commenced preliminary planning for the 2025 municipal election including meeting with various school boards for election coordination.
- Contributed to preparation for the Alberta Labour Board hearing in August.
- Implemented organizational structure changes in September.
- Intergovernmental relations:
  - Provided support to Council for the following meeting with MLA Lundy on Sept. 9 regarding bridge infrastructure funding, nurse practitioners, and updates on status of previous advocacy items brought forward to the MLAs.
  - Provided MLAs Wilson and Lundy with priority list of transportation and wastewater projects that would qualify for Alberta Transportation and Economic Corridors grants.
  - Worked jointly with economic development and Fire Services' staff on the Nisku railway tie issue with Canadian Pacific Kansas City Railway (CPKC). The railway tie pile is 99 per cent cleaned up with only a few small piles remaining.
- Public Participation:
  - Q3 yoursayleducounty.com website statistics:
    - 2,700 site visits
    - 1,971 visited at least one project page
    - 309 downloaded a document
    - 134 visited multiple project pages
- Communications:
  - Website analytics (leduc-county.com):
    - 131,203 page views and 60,655 active users
    - Top ten pages were: Homepage, Jubilee Park Campground, Careers, Centennial Park Campground, Maps, Buring and fire permits, News article: Leduc County issues fire restriction, Document listing, Recreation programs, and Waste transfer stations
- Economic Development:
  - Leduc County was awarded the Minister's Awards of Municipal and Library Excellence in the Building Economic Strength category for Leduc County's Redevelopment of the Nisku Recreation Centre Initiative (Business and Entrepreneur Centre - BEC).
  - Provincial support funding secured for economic tourism programs, and new renovations at the Business and Entrepreneur Centre (BEC), including the micro-offices, upstairs conference room and new flooring within the main floor office and boardroom areas.
  - Food and Farm Trail Bus Pilot Project in Leduc County, showcasing local businesses within the region with nearly 100 people attending these bus tours. This pilot project was grant funded which was County co-led with Leduc County businesses.

## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>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.</li> </ul>

#### Strategy 1.2

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

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"> <li>Communications plan was created in early Q3 2024.</li> </ul>
	Q2 2024		Execute tactics identified in the communications plan throughout the year. <ul style="list-style-type: none"> <li>Tactics were implemented in Q2 while the communications plan was being created and in Q3. These tactics included sharing updates on projects that addressed areas of interest expressed in the 2023 Citizen Satisfaction Survey in the June and September County Chronicle newsletters, on <a href="http://yoursayleduccounty.com">yoursayleduccounty.com</a> and in the corporate Q2 reporting.</li> </ul>
	2024		Incorporate articles into the County Chronicle based on survey results to better inform citizens of the various services provided by the County.

			<ul style="list-style-type: none"> <li>Articles were placed in the June and September 2024 editions of the Chronicle that focused on citizen satisfaction survey results and how citizen feedback was incorporated into projects.</li> </ul>
Inform citizens about how their input, received through public participation initiatives, influenced the County's decision-making.	2024		<p>Create internal processes to report back to citizens how their feedback received during public participation opportunities influenced the County's decision-making.</p> <ul style="list-style-type: none"> <li>A draft process has been created to report back to citizens on how feedback received during public participation opportunities influenced the County's decision-making through a What We Did section in the What We Heard report.</li> </ul>

**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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30, 2024</b>	<b>Deliverables and/or key performance indicators</b>
Enhance and implement advocacy plan and related strategies.	2024		<p>Provide quarterly updates to the Governance and Priorities Committee on advocacy plan deliverables and achievements.</p> <ul style="list-style-type: none"> <li>Updates on advocacy plan deliverables and achievements were provided to the Governance and Priorities Committee through the intergovernmental relations reports on May 7, June 4, July 2 and Oct. 1.</li> </ul>

### 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>Council workshop held on Sept. 24.</li> </ul>
	Q4 2024		Amend the strategic plan. <ul style="list-style-type: none"> <li>The strategic plan has been amended and the revised plan was posted on the Leduc County's main and business websites.</li> <li>A limited print run of the revised plan will be completed in Q4.</li> </ul>
	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 Sept. 30, 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. <ul style="list-style-type: none"> <li>A monthly resident newsletter plan was developed and promotions initiated with a planned launch in the first week of February 2025.</li> </ul>
	Q1 2025		Evaluate and report on the outcomes from the implementation of the newsletter strategy. <ul style="list-style-type: none"> <li>The monthly County Chronicle resident newsletter will be piloted in 2025 and evaluated after one year of distribution.</li> </ul>
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.

			<ul style="list-style-type: none"> <li>An internal database was completed in Q3 2024.</li> </ul>
	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 Sept. 30, 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 meetings through the eScribe calendar. <ul style="list-style-type: none"> <li>Public can access agendas, minutes and live stream videos for Council meetings through the eScribe calendar on the Leduc County’s website.</li> </ul>

**Goal 4**

Demonstrate leadership in regional initiatives and organizations.

**Strategy 4.1**

Work with regional partners on regional initiatives.

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"> <li>Transition completed effective Jan. 1, 2024.</li> </ul>
Work with regional municipalities and stakeholders to enhance regional transit.	Q2 2024		Established agreements with regional municipalities and stakeholders. <ul style="list-style-type: none"> <li>Leduc Transit - final costing has been provided to the City of Beaumont for providing transit services.</li> </ul>

**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 Sept. 30, 2024	Deliverables and/or key performance indicators
Develop ESG strategy.	Q1 2024		Workshop held with Council to review draft ESG strategy.

			<ul style="list-style-type: none"> <li>Council workshop held on Feb. 13.</li> </ul>
	Q1 2024		Strategy approved by Council on Feb. 27.

**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 Sept. 30, 2024	Deliverables and/or key performance indicators
Complete a Leduc County marketing strategy.	Q4 2024		<p>A marketing strategy approved by Council.</p> <ul style="list-style-type: none"> <li>Project scope has been established however the project will now be completed with internal economic development and communications staff in lieu of an external consultant. It is expected to be completed in Q1, 2025.</li> </ul>

**Strategy 6.2**

Remove barriers for Leduc County businesses.

Actions	Target dates	Status at Sept. 30, 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		<p>Investment scorecard created.</p> <ul style="list-style-type: none"> <li>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.</li> </ul>
	Q3 2024		<p>Collect data required to complete investment scorecard.</p> <ul style="list-style-type: none"> <li>Data collection on the investment scorecard completed. However, this work will be ongoing.</li> </ul>
	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 Sept. 30, 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. <ul style="list-style-type: none"> <li>Over 200 business visits have occurred and expect 250 visits by end of Q4.</li> <li>Expectation is for 50 of the 250 visits to be with County businesses located outside of the Nisku Business Park.</li> </ul>

**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 Sept. 30, 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 Offsite Levy Bylaw is completed. <ul style="list-style-type: none"> <li>A workshop was held with Council on Feb. 27 to discuss a 2024 update to the bylaw.</li> <li>A new bylaw was approved by Council on May 28.</li> </ul>
	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. <ul style="list-style-type: none"> <li>A new administrative directive – CL-D02, Greater Nisku and Area Off-Site Levy Cyclical Reviews was approved by the county manager Nov. 8, 2024.</li> </ul>
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. <ul style="list-style-type: none"> <li>Work is underway to develop or confirm the offsite levy infrastructure requirements.</li> </ul>

**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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• Work plan has been developed and activities have occurred in Q1 and Q2 and the plan will be presented to the Governance and Priorities committee in December 2024.</li> </ul>
	2024		Execute the work plan. <ul style="list-style-type: none"> <li>• Engagement work with brokers, developers, builders, government, and stakeholders continues locally and nationally.</li> <li>• Collaborative work sessions and direct engagement with partners have been held and will continue.</li> </ul>

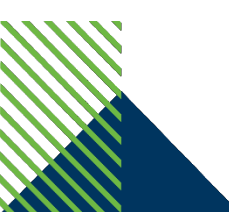
**Goal 7**

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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• A performance management framework was developed and rolled out to staff in Q1.</li> <li>• As part of the framework, individual development plans were introduced as a voluntary component for 2024.</li> <li>• Update to the administrative directive remains to be completed.</li> </ul>





**Strategy 7.2**

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"> <li>Executive Leadership Team and CMO representatives attend the monthly Joint Health and Safety Committee meetings.</li> </ul>

**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 Sept. 30, 2024	Deliverables and/or key performance indicators
Review of organizational structure effectiveness.	Q1 2024		Complete an urban services level of service review and strategy. <ul style="list-style-type: none"> <li>Cross-departmental work has been completed and informed a new initiative in the 2025 budget.</li> </ul>
	Q3 2024		An urban services strategy approved by Council. <ul style="list-style-type: none"> <li>A strategy will not be completed in 2024 as immediate needs have been addressed through the development of the 2025 new initiative.</li> </ul>

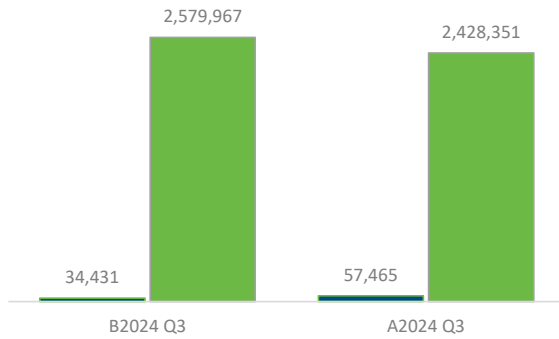
# County Manager's Office

## Q3 - 2024 Financial Reporting

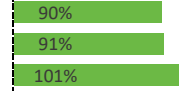
Department Head - Duane Coleman

■ REVENUE ■ EXPENSE

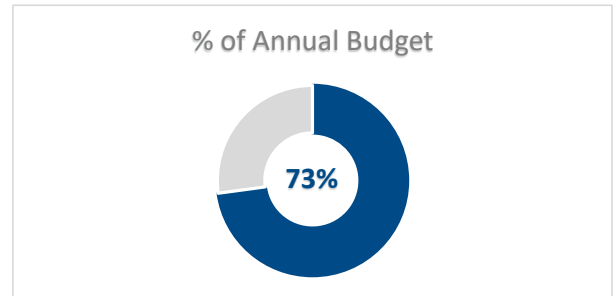
% of Budget



Corporate leadership  
Communications  
Economic development



Variance YTD  
(\$174,650)



### Corporate leadership

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	650	650	0%	0%
<i>Other transactions</i>	-	-	-	-	0%	0%
<b>Total Revenue</b>	-	-	<b>650</b>	<b>650</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	1,242,223	937,783	964,660	26,877	103%	78%
<i>General services-contracted</i>	445,861	347,970	232,332	(115,638)	67%	52%
<i>Goods, supplies &amp; materials purchased</i>	68,905	64,889	20,457	(44,432)	32%	30%
<b>Total Expense</b>	<b>1,756,989</b>	<b>1,350,642</b>	<b>1,217,449</b>	<b>(133,193)</b>	<b>90%</b>	<b>69%</b>
<b>Surplus/(Deficit)</b>	<b>(1,756,989)</b>	<b>(1,350,642)</b>	<b>(1,216,799)</b>	<b>133,843</b>	<b>90%</b>	<b>69%</b>

### Variance

#### *Earnings & benefits*

- Earnings were higher than anticipated.

#### *General services-contracted*

- Some software renewal invoices had not been received at the time of this report.
- Legal fees were less than anticipated.
- Ad hoc professional fees were less than anticipated.

#### *Goods, supplies & materials purchased*

- Promotional item expenses were less than anticipated but will be spent in Q4.

# County Manager's Office

## Q3 - 2024 Financial Reporting

### Communications

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Earnings & benefits	450,496	342,177	326,274	(15,903)	95%	72%
General services-contracted	204,898	166,522	139,187	(27,335)	84%	68%
Goods, supplies & materials purchased	1,800	1,725	684	(1,041)	40%	38%
<b>Total Expense</b>	<b>657,194</b>	<b>510,424</b>	<b>466,145</b>	<b>(44,279)</b>	<b>91%</b>	<b>71%</b>
<b>Surplus/(Deficit)</b>	<b>(657,194)</b>	<b>(510,424)</b>	<b>(466,145)</b>	<b>44,279</b>	<b>91%</b>	<b>71%</b>

#### Variance

##### General services-contracted

- Advertising costs were less than anticipated.
- Savings under professional services as Chronicle design was done in-house.
- The 2023/24 CLUDO subscription was paid in December 2023 but was budgeted in 2024.

### Economic development

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Other revenue from own sources	43,904	34,431	15,337	(19,095)	45%	35%
Conditional grants from other governments	-	-	41,479	41,479	0%	0%
<b>Total Revenue</b>	<b>43,904</b>	<b>34,431</b>	<b>56,815</b>	<b>22,384</b>	<b>165%</b>	<b>129%</b>
Earnings & benefits	441,128	334,279	415,575	81,296	124%	94%
General services-contracted	309,054	262,960	211,047	(51,913)	80%	68%
Goods, supplies & materials purchased	47,450	35,797	34,918	(879)	98%	74%
Reserves, transfers & grants	85,865	85,865	83,217	(2,648)	97%	97%
<b>Total Expense</b>	<b>883,497</b>	<b>718,901</b>	<b>744,758</b>	<b>25,857</b>	<b>104%</b>	<b>84%</b>
<b>Surplus/(Deficit)</b>	<b>(839,593)</b>	<b>(684,470)</b>	<b>(687,943)</b>	<b>(3,473)</b>	<b>101%</b>	<b>82%</b>

#### Variances

##### Conditional grants from other governments

- The County received grant funding through the CanExport Community Investments sub-program which was unbudgeted.

##### Earnings & benefits

- Earnings were higher than anticipated.

##### General services-contracted

- Advertising at Edmonton International Airport and billboard advertising budgeted for Q2 will be finalized in Q4.
- GIS large format maps were budgeted for Q2 but are expected to be completed in Q4.
- Localintel subscription was lower than anticipated.



# Assessment and Land Management Services

## 2024 Quarter 3 Report



### 1: Department services

#### 1.1: Our mission

*Leading the way for people and business to thrive.*

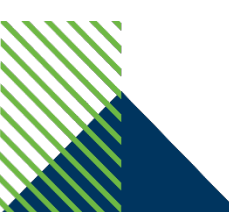
#### 1.2: Service areas

##### 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

<b>Goal 1</b>	<b>Strategic priorities – Deep community connections and strong leadership</b> 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.
<b>Goal 2</b>	<b>Strategic priority – Deep community connections</b> Consider land ownership strategies that will place Leduc County in a position to respond to future development growth in the region.
<b>Goal 3</b>	<b>Strategic priority – A robust economy</b> Provide consistent and stable assessments that facilitate an economic development-friendly environment.
<b>Goal 4</b>	<b>Strategic priority – Strong leadership</b> 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

<b>Goal 5</b>	Implement the Land Management Strategy.
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## 4: Department highlights

- Answered various ratepayer and tax agent assessment questions.

## 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30, 2024</b>	<b>Deliverables and/or key performance indicators</b>
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		<p>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.</p> <ul style="list-style-type: none"> <li>• Adjustments made to encompass resident feedback for the 2024 year. Added a reminder letter to the process.</li> </ul>

## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>One excess Nisku property was approved for sale by Council on March 26.</li> </ul>

## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>Provided a report to council workshop on March 26 on 2023 assessment year values.</li> </ul>

## 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 Sept. 30, 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 AAA and collaborate with association stakeholders and partners to advocate for and strengthen the practice of assessment in Alberta. <ul style="list-style-type: none"> <li>Presidency term ended April 11, 2024.</li> </ul>

## Goal 5

Implement the Land Management Strategy.

### Strategy 5.1

Land management policies will be reviewed and updated.

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"> <li>Discussed road closure policy concepts with Council at a workshop on March 28.</li> </ul>
	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. <ul style="list-style-type: none"> <li>A policy for the use or closure of undeveloped road allowances is being drafted, with a council workshop being planned in early 2025.</li> </ul>

### Strategy 5.2

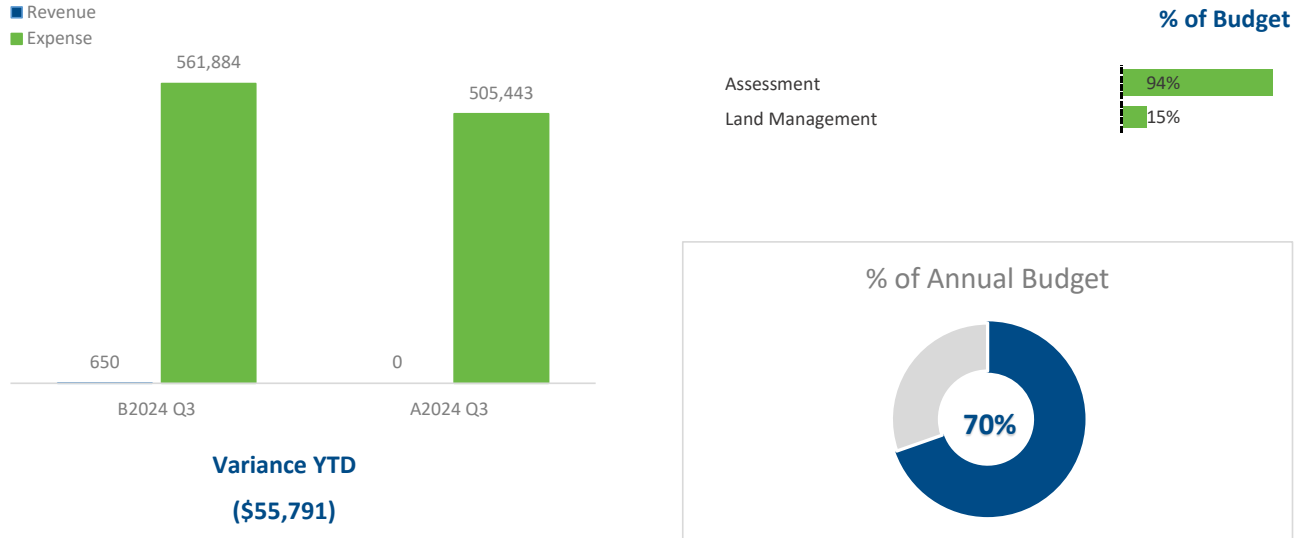
Land management procedures and a file management process will be developed to clarify roles and responsibilities and improve efficiency.

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"> <li>Currently developing a checklist to address inquiries related to the use or closure of undeveloped road allowances.</li> </ul>
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. <ul style="list-style-type: none"> <li>Centralization of land files from various departments has commenced.</li> </ul>

# Assessment and Land Management Services

## Q3 - 2024 Financial Reporting

Department Head - Natasha Wice



### Assessment

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	650	650	-	(650)	0%	0%
<b>Total Revenue</b>	<b>650</b>	<b>650</b>	<b>-</b>	<b>(650)</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	626,099	474,408	462,228	(12,180)	97%	74%
<i>General services-contracted</i>	59,870	57,200	37,412	(19,788)	65%	62%
<i>Goods, supplies &amp; materials purchased</i>	4,682	3,429	1,828	(1,601)	53%	39%
<b>Total Expense</b>	<b>690,651</b>	<b>535,037</b>	<b>501,468</b>	<b>(33,569)</b>	<b>94%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(690,001)</b>	<b>(534,387)</b>	<b>(501,468)</b>	<b>32,919</b>	<b>94%</b>	<b>73%</b>

#### Variance

No significant variances.

### Land Management

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	33,500	25,122	3,975	(21,147)	16%	12%
<i>Goods, supplies &amp; materials purchased</i>	2,300	1,725	-	(1,725)	0%	0%
<b>Total Expense</b>	<b>35,800</b>	<b>26,847</b>	<b>3,975</b>	<b>(22,872)</b>	<b>15%</b>	<b>11%</b>
<b>Surplus/(Deficit)</b>	<b>(35,800)</b>	<b>(26,847)</b>	<b>(3,975)</b>	<b>22,872</b>	<b>15%</b>	<b>11%</b>

#### Variance

*General services-contracted*

- Other professional services have been less than anticipated due to lower activity related to County owned property than expected.





# Corporate Services

## 2024 Quarter 3 Report



### 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

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

- Certificate of Recognition (COR) maintenance audit conducted.
- Information Management Inventoried 116 boxes of paper records.
- Completed 95 per cent of desktop and laptop refresh cycle for 2024.
- Successfully held our annual staff appreciation event.
- Supported staff with 643 help desk requests for information technology and geographic information systems for the quarter.
- Two IT policies were reviewed and approved by the Municipal Policy Review Committee.
- Facilities activities completed include replacing the Thorsby Public Works Shop overhead doors, parking power pedestals at County Centre and Nisku east reservoir security system.

## 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30, 2024</b>	<b>Deliverables and/or key performance indicators</b>
Continue enterprise content management (ECM) onboarding.	Q4 2024		All departments' onboarding is completed. <ul style="list-style-type: none"> <li>• All department migration activities are in progress.</li> <li>• Two departments are complete.</li> </ul>
Implement a new permitting system.	Q2 2024		Implementation of the new permitting system is completed. <ul style="list-style-type: none"> <li>• System user acceptance testing, report development, file reorganization, and legacy data import are in progress.</li> </ul>

## 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.

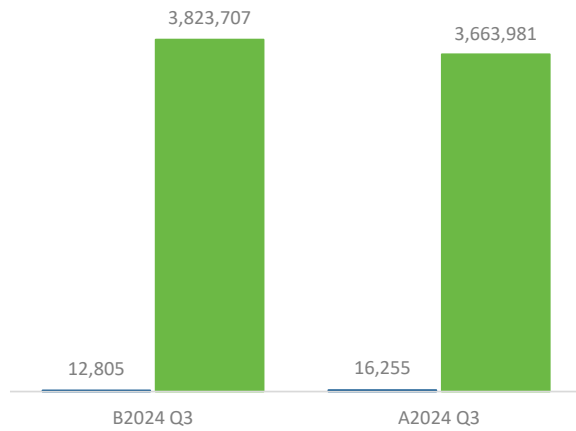
Actions	Target dates	Status at Sept. 30, 2024	Deliverables and/or key performance indicators
Review and update the health and safety administrative directives and supporting documentation.	Q4 2024	[Blue Cell]	Administrative directives and supporting documentation for five of the high priority COR elements is completed. <ul style="list-style-type: none"><li>The administrative directives have been completed. Emergency preparedness COR element is in progress.</li></ul>
Complete a Health and Safety action plan based on findings from the 2023 COR audit.	Q1 2024	[Green Cell]	Health and Safety action plan is completed. <ul style="list-style-type: none"><li>Health and safety action plan is completed.</li></ul>
	Q4 2024	[Green Cell]	Health and Safety activities identified in the action plan are completed. <ul style="list-style-type: none"><li>Activities identified in the action plan have been completed.</li></ul>

# Corporate Services

## Q3 - 2024 Financial Reporting

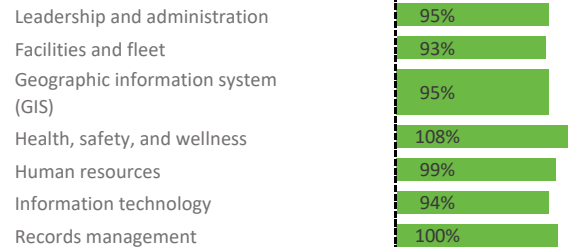
Department Head - Kent Pudlowski

■ REVENUE  
■ EXPENSE

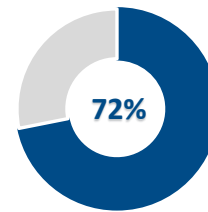


**Variance YTD**  
**(\$163,177)**

**% of Budget**



**% of Annual Budget**



### Leadership and administration

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	1,800	1,350	168	(1,182)	12%	9%
<i>Other revenue from own sources</i>	1,000	700	174	(526)	25%	17%
<b>Total Revenue</b>	<b>2,800</b>	<b>2,050</b>	<b>342</b>	<b>(1,708)</b>	<b>17%</b>	<b>12%</b>
<i>Earnings &amp; benefits</i>	623,809	422,567	415,292	(7,275)	98%	67%
<i>General services-contracted</i>	364,286	269,819	216,685	(53,134)	80%	59%
<i>Goods, supplies &amp; materials purchased</i>	3,620	2,750	23,738	20,988	863%	656%
<b>Total Expense</b>	<b>991,715</b>	<b>695,136</b>	<b>655,715</b>	<b>(39,421)</b>	<b>94%</b>	<b>66%</b>
<b>Surplus/(Deficit)</b>	<b>(988,915)</b>	<b>(693,086)</b>	<b>(655,373)</b>	<b>37,713</b>	<b>95%</b>	<b>66%</b>

#### Variations

##### *General services-contracted*

- Insurance expenses were less than anticipated.

##### *Goods, supplies & materials purchased*

- Employee safety recognition expense was higher than anticipated.

# Corporate Services

## Q3 - 2024 Financial Reporting

### Facilities and fleet

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	2,400	1,800	1,200	(600)	67%	50%
<i>Other revenue from own sources</i>	11,940	8,955	13,933	4,978	156%	117%
<b>Total Revenue</b>	<b>14,340</b>	<b>10,755</b>	<b>15,133</b>	<b>4,378</b>	<b>141%</b>	<b>106%</b>
<i>Earnings &amp; benefits</i>	438,053	330,562	334,040	3,478	101%	76%
<i>General services-contracted</i>	225,975	167,197	134,732	(32,465)	81%	60%
<i>Goods, supplies &amp; materials purchased</i>	197,413	144,273	122,888	(21,385)	85%	62%
<i>Reserves, transfers &amp; grants</i>	21,877	-	-	-	0%	0%
<i>Financial service charges</i>	333,691	166,845	162,077	(4,768)	97%	49%
<b>Total Expense</b>	<b>1,217,009</b>	<b>808,877</b>	<b>753,736</b>	<b>(55,141)</b>	<b>93%</b>	<b>62%</b>
<b>Surplus/(Deficit)</b>	<b>(1,202,669)</b>	<b>(798,122)</b>	<b>(738,602)</b>	<b>59,520</b>	<b>93%</b>	<b>61%</b>

#### Variations

##### *General services-contracted*

- Not all Q3 invoices had been received at the time of this report.

##### *Goods, supplies & materials purchased*

- Not all Q3 invoices had been received at the time of this report.

### Geographic information system (GIS)

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>780</b>	<b>780</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	254,587	193,527	195,945	2,418	101%	77%
<i>General services-contracted</i>	14,101	14,101	1,161	(12,940)	8%	8%
<b>Total Expense</b>	<b>268,688</b>	<b>207,628</b>	<b>197,106</b>	<b>(10,522)</b>	<b>95%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(268,688)</b>	<b>(207,628)</b>	<b>(196,326)</b>	<b>11,302</b>	<b>95%</b>	<b>73%</b>

#### Variations

*No significant variances.*

### Health, safety, and wellness

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	253,739	193,041	196,475	3,434	102%	77%
<i>General services-contracted</i>	95,236	71,810	82,859	11,049	115%	87%
<i>Goods, supplies &amp; materials purchased</i>	5,350	4,600	11,004	6,404	239%	206%
<b>Total Expense</b>	<b>354,325</b>	<b>269,451</b>	<b>290,338</b>	<b>20,887</b>	<b>108%</b>	<b>82%</b>
<b>Surplus/(Deficit)</b>	<b>(354,325)</b>	<b>(269,451)</b>	<b>(290,338)</b>	<b>(20,887)</b>	<b>108%</b>	<b>82%</b>

#### Variations

*No significant variances.*

# Corporate Services

## Q3 - 2024 Financial Reporting

### Human resources

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Earnings & benefits	468,094	355,128	349,097	(6,031)	98%	75%
General services-contracted	131,194	107,914	109,175	1,261	101%	83%
Goods, supplies & materials purchased	29,725	26,950	26,248	(702)	97%	88%
<b>Total Expense</b>	<b>629,013</b>	<b>489,992</b>	<b>484,520</b>	<b>(5,472)</b>	<b>99%</b>	<b>77%</b>
<b>Surplus/(Deficit)</b>	<b>(629,013)</b>	<b>(489,992)</b>	<b>(484,520)</b>	<b>5,472</b>	<b>99%</b>	<b>77%</b>

#### Variations

No significant variations.

### Information technology

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Earnings & benefits	639,432	485,779	494,464	8,685	102%	77%
General services-contracted	603,135	537,350	483,949	(53,401)	90%	80%
Goods, supplies & materials purchased	170,650	163,889	138,234	(25,655)	84%	81%
<b>Total Expense</b>	<b>1,413,217</b>	<b>1,187,018</b>	<b>1,116,646</b>	<b>(70,372)</b>	<b>94%</b>	<b>79%</b>
<b>Surplus/(Deficit)</b>	<b>(1,413,217)</b>	<b>(1,187,018)</b>	<b>(1,116,646)</b>	<b>70,372</b>	<b>94%</b>	<b>79%</b>

#### Variations

##### General services-contracted

- Professional services and software subscription expenses were budgeted in Q3, but will be completed in Q4.
- Not all Q3 invoices had been received at the time of this report.

##### Goods, supplies & materials purchased

- Computer hardware expenses were budgeted in Q3 but will be completed in Q4.
- Not all Q3 invoices had been received at the time of this report.

### Records management

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Earnings & benefits	203,401	154,059	156,637	2,578	102%	
General services-contracted	7,706	6,281	5,706	(575)	91%	74%
Goods, supplies & materials purchased	7,020	5,265	3,576	(1,689)	68%	51%
<b>Total Expense</b>	<b>218,127</b>	<b>165,605</b>	<b>165,918</b>	<b>313</b>	<b>100%</b>	<b>76%</b>
<b>Surplus/(Deficit)</b>	<b>(218,127)</b>	<b>(165,605)</b>	<b>(165,918)</b>	<b>(313)</b>	<b>100%</b>	<b>76%</b>

#### Variations

No significant variations.



## 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

<b>Strategic priorities – All</b>	
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.	
<b>Goal 1</b>	<b>Strategic priorities – Deep community connections and strong leadership</b> 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

<b>Goal 2</b>	Support the needs of the organization through risk mitigation and advancing innovative business solutions.
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### 4: Department highlights

- Continued work with departments to prepare the interim 2025 budget.
- Substantial completion of the Enterprise Resource Planning (ERP) vendor selection as part of the RFP process.
- Began implementation of phase one of the budgeting software.
- Collected \$73,961,107 (88%) of tax revenue at the front counter as of Sept. 30. An additional \$7,733,533 (9%) is anticipated through the Tax Installment Payment Plan (TI PP) by December.

### 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• Action is deferred to 2025. This functionality is being explored as part of the permitting software implementation.</li> </ul>

#### 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 Sept. 30, 2024	Deliverables and/or key performance indicators
Increase organizational efficiency through centralizing some aspects of procurement for consistency and cost savings throughout the County.	Q4 2024		Complete an audit of current vendors used by the organization. <ul style="list-style-type: none"> <li>• Working with departments to identify and streamline vendors where applicable.</li> </ul>

	Q4 2024		<p>Establish a list of preferred vendors to negotiate preferred pricing with.</p> <ul style="list-style-type: none"> <li>Completed a review of fuel purchases for the County.</li> <li>Increased our discount with some fuel providers.</li> </ul>
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**Strategy 2.2**

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

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30, 2024</b>	<b>Deliverables and/or key performance indicators</b>
Implement a new Enterprise Resource Planning (ERP) software to enhance department collaboration, decision-making and customer service.	Q1 2024		<p>Request for Proposal for ERP software completed.</p> <ul style="list-style-type: none"> <li>The request for proposal for ERP project management was posted in April and awarded in July.</li> <li>The request for proposal for ERP and tax and utility software was posted on June 6 and both closed on July 18. We are in contract negotiations with the successful proponent.</li> </ul>
	Q2 2024		<p>ERP vendor selected and project implementation plan is complete.</p> <ul style="list-style-type: none"> <li>We are in final contract negotiations for the ERP and tax and utility software providers.</li> <li>The budgeting software vendor has been selected.</li> </ul>
	Q4 2024		<p>Begin implementation of software.</p> <ul style="list-style-type: none"> <li>The budgeting software implementation is in phase one of four.</li> </ul>

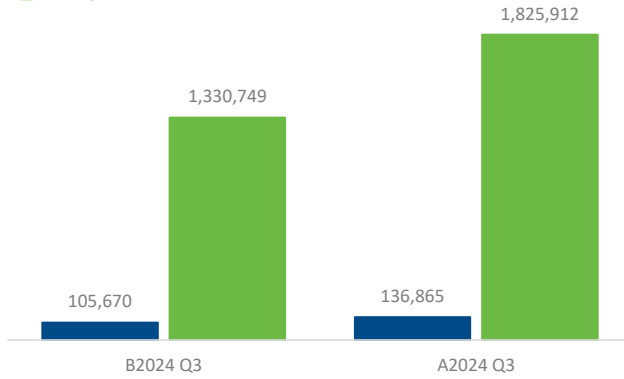
# Finance

## Q3- 2024 Financial Reporting

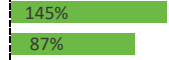
Department Head - Natasha Wice

■ REVENUE  
■ EXPENSE

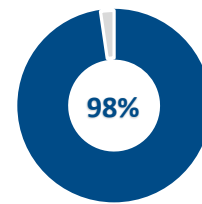
% of Budget



Financial services  
Administrative services



% of Annual Budget



Variance YTD  
\$463,969

### Financial services

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	21,070	20,320	20,321	1	100%	96%
<i>Sales of goods &amp; services to individuals</i>	44,650	33,224	46,819	13,595	141%	105%
<i>Other revenue from own sources</i>	53,012	41,509	67,518	26,009	163%	127%
<i>Other transactions</i>	9,342	9,342	-	(9,342)	0%	0%
<b>Total Revenue</b>	<b>128,074</b>	<b>104,395</b>	<b>134,658</b>	<b>30,263</b>	<b>129%</b>	<b>105%</b>
<i>Earnings &amp; benefits</i>	1,398,992	1,028,672	1,037,403	8,731	101%	74%
<i>General services-contracted</i>	158,045	152,622	128,685	(23,937)	84%	81%
<i>Goods, supplies &amp; materials purchased</i>	2,350	2,150	515	(1,635)	24%	22%
<b>Total Expense</b>	<b>1,559,387</b>	<b>1,183,444</b>	<b>1,696,602</b>	<b>513,158</b>	<b>143%</b>	<b>109%</b>
<b>Surplus/(Deficit)</b>	<b>(1,431,313)</b>	<b>(1,079,049)</b>	<b>(1,561,944)</b>	<b>(482,895)</b>	<b>145%</b>	<b>109%</b>

#### Variations

##### *Other revenue from own resources*

- Road permit revenue has been higher than anticipated.

##### *General services-contracted*

- Conference expenses and mileage were less than anticipated.
- Software expenses were less than anticipated.

# Finance

## Q3- 2024 Financial Reporting

### Administrative services

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	1,700	1,275	2,207	932	173%	130%
<b>Total Revenue</b>	<b>1,700</b>	<b>1,275</b>	<b>2,207</b>	<b>932</b>	<b>173%</b>	<b>130%</b>
<i>General services-contracted</i>	145,985	91,422	84,385	(7,037)	92%	58%
<i>Goods, supplies &amp; materials purchased</i>	57,000	43,253	29,834	(13,419)	69%	52%
<i>Financial service charges</i>	16,800	12,630	15,091	2,461	119%	90%
<b>Total Expense</b>	<b>219,785</b>	<b>147,305</b>	<b>129,310</b>	<b>(17,995)</b>	<b>88%</b>	<b>59%</b>
<b>Surplus/(Deficit)</b>	<b>(218,085)</b>	<b>(146,030)</b>	<b>(127,103)</b>	<b>18,927</b>	<b>87%</b>	<b>58%</b>

#### Variations

*No significant variations.*



## 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

<b>Goal 1</b>	<p><b>Strategic priorities – Deep community connections and strong leadership</b>  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.</p>
<b>Goal 2</b>	<p><b>Strategic priority – A robust economy</b>  Capitalize on agriculture and local food production.</p>

## 3: Department goals

<b>Goal 3</b>	Serve residents and visitors with continuous improvement of department services.
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## 4: Department highlights

- Weed inspectors inspected 696 properties in Q3 2024. A total of 35 inspector notices were issued during the quarter.
- In Q3, 592 canola fields were inspected for the presence of clubroot. Of those inspected, 82 were confirmed positive for clubroot.

- ALUS Wetaskiwin-Leduc hosted the Western-Prairie Hub Conference Sept. 23-26, 2024.

## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• Review of policy initiated.</li> </ul>
	Q2 2024		Review and update current procedures to develop a clear, understandable, and defensible procedure for appropriate actions to take in specific situations. <ul style="list-style-type: none"> <li>• Review deferred until Q4 2024.</li> </ul>
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. <ul style="list-style-type: none"> <li>• Procedure developed and implemented.</li> </ul>
	Q3 2024		Ninety percent of oilfield lease sites within Leduc County inspected and weed control compliance achieved on inspected sites. <ul style="list-style-type: none"> <li>• Eighty-seven per cent of active lease sites inspected, (659 of 756).</li> </ul>

### 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 Sept. 30, 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.

			<ul style="list-style-type: none"> <li>In collaboration with Parks and Recreation, supported the Leduc County Days events held June 13 and Aug. 20, 2024, connecting local producers with organizers to provide food for the event and local market stand.</li> </ul>
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. <ul style="list-style-type: none"> <li>Attended June 3, 2024, Urban Agriculture Plan engagement.</li> </ul>

### 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>Procedure for municipal reserve land developed and currently being trialed.</li> </ul>
	Q3 2024		All municipal reserve lands inspected. <ul style="list-style-type: none"> <li>Twenty-seven sites inspected.</li> </ul>



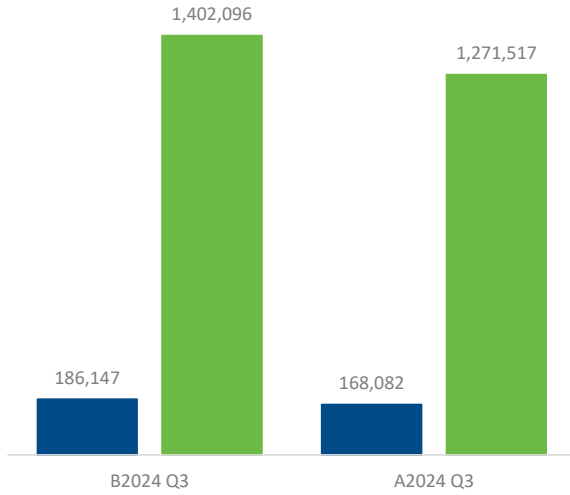
# Agricultural Services

## Q3 - 2024 Financial Reporting

Department Head - Garrett Broadbent

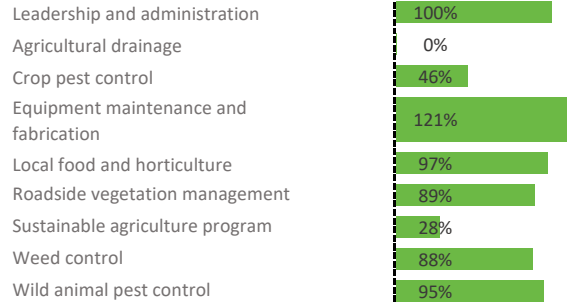
■ REVENUE

■ EXPENSE

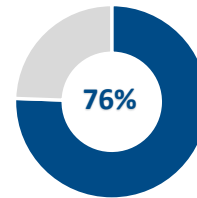


**Variance YTD**  
**(\$112,514)**

% of Budget



% of Annual Budget



### Leadership and administration

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	600	300	-	(300)	0%	0%
<b>Total Revenue</b>	<b>600</b>	<b>300</b>	<b>-</b>	<b>(300)</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	400,158	301,689	308,553	6,864	102%	77%
<i>General services-contracted</i>	12,555	8,230	4,494	(3,736)	55%	36%
<i>Goods, supplies &amp; materials purchased</i>	1,500	1,500	511	(989)	34%	34%
<i>Reserves, transfers &amp; grants</i>	15,500	10,500	6,999	(3,501)	67%	45%
<i>Financial service charges</i>	420	315	286	(29)	91%	68%
<b>Total Expense</b>	<b>430,133</b>	<b>322,234</b>	<b>320,844</b>	<b>(1,390)</b>	<b>100%</b>	<b>75%</b>
<b>Surplus/(Deficit)</b>	<b>(429,533)</b>	<b>(321,934)</b>	<b>(320,844)</b>	<b>1,090</b>	<b>100%</b>	<b>75%</b>

#### Variations

No significant variations.

# Agricultural Services

## Q3 - 2024 Financial Reporting

### Agricultural drainage

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other transactions</i>	1,500	-	-	-	0%	0%
<b>Total Revenue</b>	<b>1,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	9,262	5,259	9	(5,250)	0%	0%
<b>Total Expense</b>	<b>9,262</b>	<b>5,259</b>	<b>9</b>	<b>(5,250)</b>	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(7,762)</b>	<b>(5,259)</b>	<b>(9)</b>	<b>5,250</b>	<b>0%</b>	<b>0%</b>

#### Variations

*No significant variations.*

### Crop pest control

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	48,455	37,695	16,932	(20,763)	45%	35%
<i>General services-contracted</i>	23,370	22,630	9,917	(12,713)	44%	42%
<i>Goods, supplies &amp; materials purchased</i>	6,783	5,433	3,547	(1,886)	65%	52%
<b>Total Expense</b>	<b>78,608</b>	<b>65,758</b>	<b>30,396</b>	<b>(35,362)</b>	<b>46%</b>	<b>39%</b>
<b>Surplus/(Deficit)</b>	<b>(78,608)</b>	<b>(65,758)</b>	<b>(30,396)</b>	<b>35,362</b>	<b>46%</b>	<b>39%</b>

#### Variations

*Earnings & benefits*

- Seasonal position started later and ended earlier than anticipated.

### Equipment maintenance and fabrication

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	3,000	-	-	-	0%	0%
<i>Conditional grants from other governments</i>	166,247	166,247	166,247	-	100%	100%
<b>Total Revenue</b>	<b>169,247</b>	<b>166,247</b>	<b>166,247</b>	<b>-</b>	<b>100%</b>	<b>98%</b>
<i>Earnings &amp; benefits</i>	117,867	89,580	90,438	858	101%	77%
<i>General services-contracted</i>	34,018	30,256	52,370	22,114	173%	154%
<i>Goods, supplies &amp; materials purchased</i>	89,337	73,090	55,625	(17,465)	76%	62%
<b>Total Expense</b>	<b>241,222</b>	<b>192,926</b>	<b>198,433</b>	<b>5,507</b>	<b>103%</b>	<b>82%</b>
<b>Surplus/(Deficit)</b>	<b>(71,975)</b>	<b>(26,679)</b>	<b>(32,186)</b>	<b>(5,507)</b>	<b>121%</b>	<b>45%</b>

#### Variations

*General services-contracted*

- Expenses for vehicle repairs were higher than anticipated.
- Line repair for the non-potable water point was unbudgeted.

# Agricultural Services

## Q3 - 2024 Financial Reporting

### Local food and horticulture

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	2,400	2,400	815	(1,585)	34%	34%
<b>Total Revenue</b>	<b>2,400</b>	<b>2,400</b>	<b>815</b>	<b>(1,585)</b>	<b>34%</b>	<b>34%</b>
<i>Earnings &amp; benefits</i>	135,527	110,079	111,807	1,728	102%	82%
<i>General services-contracted</i>	11,254	6,920	2,464	(4,456)	36%	22%
<i>Goods, supplies &amp; materials purchased</i>	4,950	4,450	2,106	(2,344)	47%	43%
<b>Total Expense</b>	<b>151,731</b>	<b>121,449</b>	<b>116,376</b>	<b>(5,073)</b>	<b>96%</b>	<b>77%</b>
<b>Surplus/(Deficit)</b>	<b>(149,331)</b>	<b>(119,049)</b>	<b>(115,561)</b>	<b>3,488</b>	<b>97%</b>	<b>77%</b>

#### Variations

No significant variances.

### Roadside vegetation management

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Earnings &amp; benefits</i>	189,920	189,237	142,083	(47,154)	75%	75%
<i>General services-contracted</i>	39,362	37,457	29,592	(7,865)	79%	75%
<i>Goods, supplies &amp; materials purchased</i>	221,905	219,259	224,596	5,337	102%	101%
<b>Total Expense</b>	<b>451,187</b>	<b>445,953</b>	<b>396,272</b>	<b>(49,681)</b>	<b>89%</b>	<b>88%</b>
<b>Surplus/(Deficit)</b>	<b>(451,187)</b>	<b>(445,953)</b>	<b>(396,272)</b>	<b>49,681</b>	<b>89%</b>	<b>88%</b>

#### Variations

*Earnings & benefits*

- Seasonal positions started later and ended earlier than anticipated.

### Sustainable agriculture program

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	600	300	-	(300)	0%	0%
<b>Total Revenue</b>	<b>600</b>	<b>300</b>	-	<b>(300)</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	6,690	2,850	783	(2,067)	27%	12%
<i>Goods, supplies &amp; materials purchased</i>	1,350	800	143	(657)	18%	11%
<b>Total Expense</b>	<b>8,040</b>	<b>3,650</b>	<b>926</b>	<b>(2,724)</b>	<b>25%</b>	<b>12%</b>
<b>Surplus/(Deficit)</b>	<b>(7,440)</b>	<b>(3,350)</b>	<b>(926)</b>	<b>2,424</b>	<b>28%</b>	<b>12%</b>

#### Variations

No significant variances.

# Agricultural Services

## Q3 - 2024 Financial Reporting

### Weed control

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	14,000	14,000	-	(14,000)	0%	0%
<b>Total Revenue</b>	<b>14,000</b>	<b>14,000</b>	-	(14,000)	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	78,815	78,516	74,148	(4,368)	94%	94%
<i>General services-contracted</i>	48,766	48,562	26,035	(22,527)	54%	53%
<i>Goods, supplies &amp; materials purchased</i>	9,904	9,804	7,498	(2,306)	76%	76%
<b>Total Expense</b>	<b>137,485</b>	<b>136,882</b>	<b>107,680</b>	<b>(29,202)</b>	<b>79%</b>	<b>78%</b>
<b>Surplus/(Deficit)</b>	<b>(123,485)</b>	<b>(122,882)</b>	<b>(107,680)</b>	<b>15,202</b>	<b>88%</b>	<b>87%</b>

#### Variances

##### *General services-contracted*

- Third party contractor expenses were less than anticipated.
- Weed inspection software expenses were less than anticipated.

### Wild animal pest control

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	900	900	363	(537)	40%	40%
<i>Other revenue from own sources</i>	2,000	2,000	657	(1,343)	33%	33%
<b>Total Revenue</b>	<b>2,900</b>	<b>2,900</b>	<b>1,020</b>	<b>(1,880)</b>	<b>35%</b>	<b>35%</b>
<i>Earnings &amp; benefits</i>	116,687	88,741	90,023	1,282	101%	77%
<i>General services-contracted</i>	13,397	9,631	6,204	(3,427)	64%	46%
<i>Goods, supplies &amp; materials purchased</i>	13,963	9,613	4,354	(5,259)	45%	31%
<b>Total Expense</b>	<b>144,047</b>	<b>107,985</b>	<b>100,581</b>	<b>(7,404)</b>	<b>93%</b>	<b>70%</b>
<b>Surplus/(Deficit)</b>	<b>(141,147)</b>	<b>(105,085)</b>	<b>(99,560)</b>	<b>5,525</b>	<b>95%</b>	<b>71%</b>

#### Variances

*No significant variances.*



## 1: Department services

### 1.1: Our mission

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

### 1.2: Service areas

#### Leadership and administration

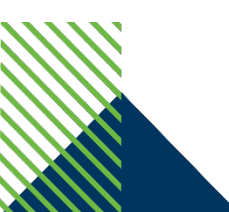
- Provides overall management and supervision of the department and its programs including the enforcement of municipal bylaws and provincial legislation.
- Develops short and long-term strategies, operational plans and budgets.
- Delivers community information campaigns and programs.
- Provides recommendations,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

#### Bylaw and animal control

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

#### Enhanced policing

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



## Regional training

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

## Traffic safety

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

## 2: Strategic priorities

<b>Goal 1</b>	<b>Strategic priorities – Deep community connections and strong leadership</b> 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.
<b>Goal 2</b>	<b>Strategic priority – Strong leadership</b> Promote and enhance traffic safety.
<b>Goal 3</b>	<b>Strategic priority – Strong leadership</b> Assist emergency services (police, fire, EMS, emergency management).
<b>Goal 4</b>	<b>Strategic priority – Deep community connections</b> Build and strengthen community relationships and support meaningful community engagement.
<b>Goal 5</b>	<b>Strategic priority – Strong leadership</b> Promote public safety on bodies of water and off-highway lands.

## 3: Department highlights

- Participated in Wizard Lake Boat Parade on Canada Day, First Responder's Day at Century Mile Racetrack and Casino and assisted with traffic control for the Calmar Days parade.
- Conducted 16 Commercial Vehicle Safety Alliance (CVSA) inspections throughout the region and one Joint Forces Operation (JFO) on Range Road 263 resulting in a total of 32 Inspections completed in Q3.
- Assisted Parks with numerous complaints at Wizard Lake.
- Participated in Leduc County Days on Aug. 20, 2024.
- Completed Urban Standard lot clean-up/grass cutting campaign in the East Vistas and New Sarepta in September.
- Conducted three boat patrols and 12 on shore boat safety inspections resulting in a total of 17 warnings issued.
- Successful quad patrol at Coal Lake in September.
- Two MacEwan field placement students started their practicum in September 2024.

### 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>A total of five complaints were investigated in Q3.</li> <li>Eleven vacant properties were in contravention of the Urban Standards Bylaw and enforcement action was taken.</li> </ul>
	Q3 2024		Bring nuisance properties into compliance before winter. <ul style="list-style-type: none"> <li>Two nuisance property investigations remain open at the end of Q3.</li> </ul>
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. <ul style="list-style-type: none"> <li>Presented revised Urban Standards Bylaw, passed by council May 28, 2024.</li> <li>Referred landowners to the information posted on the county website pertaining to the regulations in the East Vistas and New Sarepta, in Q2.</li> </ul>
			Enforce the Urban Standards Bylaw regulations pertaining to the summer maintenance of undeveloped vacant lots in the residential areas. <ul style="list-style-type: none"> <li>Completed Royal Oaks Urban Standard lot clean-up/grass cutting campaign in September.</li> </ul>

## Strategy 1.2

Respond to citizen concerns regarding dog control in the County.

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"> <li>• Dog Control bylaw approved by Council Jan. 9, 2024.</li> </ul>
	Q2 2024		Conduct a public information campaign on the new bylaw. <ul style="list-style-type: none"> <li>• Distributed public information through the County Chronicle.</li> <li>• Updated website to reflect the changes to the Dog Control Bylaw educate the public.</li> </ul>
	Q3 2024		Conduct enforcement of bylaw, as needed. <ul style="list-style-type: none"> <li>• The first charge laid under the new bylaw was on April 5, 2024, for a dog at large for \$250.</li> <li>• Also laid nine charges totalling \$1,800 in fines relating to a dog attack.</li> </ul>

## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• Averaged 17 traffic operations per month in Q3, totalling 261 year to date.</li> </ul>
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. <ul style="list-style-type: none"> <li>• Averaged 30 patrols on banned roads per month in Q3, totalling 595 year to date.</li> </ul>
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,



			<p>in conjunction with the annual cargo securement awareness campaign.</p> <ul style="list-style-type: none"> <li>Conducted an average of 18 cargo securement/dangerous goods operations per month in Q3, totalling 170 year to date.</li> <li>Conducted 16 Commercial Vehicle Safety Alliance (CVSA) inspections in Q3 throughout the region and one Joint Forces Operation (JFO) which was on range road 263 resulting in a total of 32 inspections completed year to date.</li> </ul>
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**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 Sept. 30, 2024	Deliverables and/or key performance indicators
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	Q4 2024		<p>Conduct 2,000 patrols in hot spots (including subdivisions) per year.</p> <ul style="list-style-type: none"> <li>Averaged 521 patrols in hot spots per month in Q3, totalling 3,510 year to date.</li> </ul>

**Strategy 2.3**

Provide traffic control for parades and special events.

Actions	Target dates	Status at Sept. 30, 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		<p>Participate in special events throughout the year.</p> <ul style="list-style-type: none"> <li>Participated in Wizard Lake Boat Parade on Canada Day.</li> <li>Participated in the First Responder’s Day in July.</li> <li>Assisted with traffic control for the Calmar Days parade in August.</li> <li>Attended the City of Leduc Santa Claus parade meeting in September.</li> </ul>



### 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 Sept. 30, 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.
Assist police/fire/EMS and emergency management response to incidents, as requested.	Q4 2024		<ul style="list-style-type: none"> <li>• Provided Q2 summary at the Sept. 18, 2024, Protective Services Committee meeting.</li> <li>• Assisted emergency services an average of five times per month in Q3 totalling 29 year to date.</li> </ul>

#### 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• Provided one dimension and weights course April 2-6, 2024.</li> </ul>
Host and instruct traffic speed enforcement course.	Q3 2024		Provide one RADAR course for the region per year. <ul style="list-style-type: none"> <li>• Provided one radar/lidar instructor's course in Feb. 12-16, 2024.</li> </ul>
Assess enhanced policing service levels and agreements.	Q3 2024		Assess enhanced policing service levels and agreements during annual budget preparation. <ul style="list-style-type: none"> <li>• Reviewed school resource officer funding and partnership agreement with Black Gold School Division in June 2024.</li> <li>• The agreement was renewed for the 2024/2025 academic year.</li> </ul>

## 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 Sept. 30, 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). <ul style="list-style-type: none"> <li>• Provided Q2 summary at the Sept. 18, 2024, Protective Services Committee meeting.</li> <li>• Participated in Leduc County Days in August.</li> </ul>
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. <ul style="list-style-type: none"> <li>• Presented a revised plan to Protective Services Committee on Feb. 21, 2024, and then to Council on June 4, 2024, to reflect the updated KPIs, resource allocations and added Commercial Vehicle Safety Alliance inspections.</li> </ul>

## Goal 5

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

### Strategy 5.1

Deliver summer boat/off-highway vehicle patrol program.

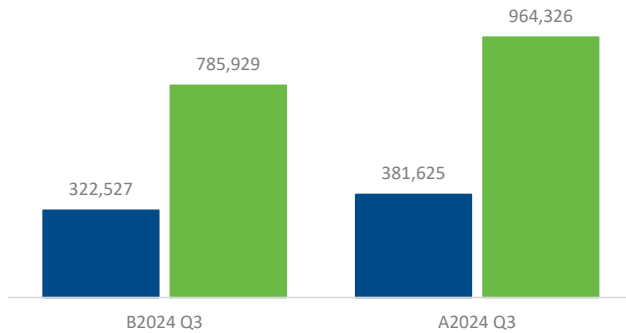
Actions	Target dates	Status at Sept. 30, 2024	Deliverables and/or key performance indicators
Promote boat safety through education, compliance, and enforcement.	Q3 2024		Conduct a minimum of three safe boating awareness operations, boat patrols and/or shoreline operations in the summer months. <ul style="list-style-type: none"> <li>• Conducted three safe boating patrols and 12 shoreline boat patrols in Q3.</li> <li>• Issued seventeen boat warnings in Q3.</li> </ul>
Promote off-highway safety through education, compliance, and enforcement.	Q4 2024		Conduct a minimum of three off-highway vehicle patrols in the summer months. <ul style="list-style-type: none"> <li>• Conducted three off-highway quad patrols in Q3.</li> </ul>

# Enforcement Services

## Q3 - 2024 Financial Reporting

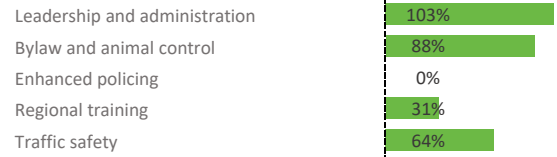
Department Head - Clarence Nelson

■ REVENUE  
■ EXPENSE

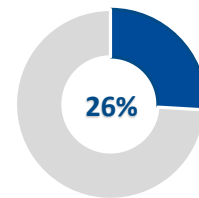


**Variance YTD**  
**\$119,299**

**% of Budget**



**% of Annual Budget**



### Leadership and administration

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
Earnings & benefits	720,492	546,699	559,874	13,175	102%	78%
General services-contracted	38,340	30,390	42,508	12,118	140%	111%
Goods, supplies & materials purchased	111,280	85,190	80,836	(4,354)	95%	73%
<b>Total Expense</b>	<b>870,112</b>	<b>662,279</b>	<b>683,218</b>	<b>20,939</b>	<b>103%</b>	<b>79%</b>
<b>Surplus/(Deficit)</b>	<b>(870,112)</b>	<b>(662,279)</b>	<b>(683,218)</b>	<b>(20,939)</b>	<b>103%</b>	<b>79%</b>

#### Variations

No significant variations.

# Enforcement Services

## Q3 - 2024 Financial Reporting

### Bylaw and animal control

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	17,350	15,505	15,465	(40)	100%	89%
<b>Total Revenue</b>	<b>17,350</b>	<b>15,505</b>	<b>15,465</b>	<b>(40)</b>	<b>100%</b>	<b>89%</b>
<i>Earnings &amp; benefits</i>	98,246	74,286	75,710	1,424	102%	77%
<i>General services-contracted</i>	36,580	29,935	17,421	(12,514)	58%	48%
<i>Goods, supplies &amp; materials purchased</i>	240	180	166	(14)	92%	69%
<i>Reserves, transfers &amp; grants</i>	3,500	3,500	3,500	-	100%	100%
<b>Total Expense</b>	<b>138,566</b>	<b>107,901</b>	<b>96,797</b>	<b>(11,104)</b>	<b>90%</b>	<b>70%</b>
<b>Surplus/(Deficit)</b>	<b>(121,216)</b>	<b>(92,396)</b>	<b>(81,332)</b>	<b>11,064</b>	<b>88%</b>	<b>67%</b>

#### Variations

No significant variations.

### Enhanced policing

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	70,000	-	20,239	20,239	0%	29%
<i>Other revenue from own sources</i>	-	-	139,236	139,236	0%	0%
<b>Total Revenue</b>	<b>70,000</b>	<b>-</b>	<b>159,475</b>	<b>159,475</b>	<b>0%</b>	<b>228%</b>
<i>Purchases from other governments &amp; agencies</i>	1,715,051	-	162,705	162,705	0%	9%
<b>Total Expense</b>	<b>1,715,051</b>	<b>-</b>	<b>162,705</b>	<b>162,705</b>	<b>0%</b>	<b>9%</b>
<b>Surplus/(Deficit)</b>	<b>(1,645,051)</b>	<b>-</b>	<b>(3,230)</b>	<b>(3,230)</b>	<b>0%</b>	<b>0%</b>

#### Variations

##### *Sales of goods & services to other governments*

- The school resource officer revenue was invoiced to the end of Q2 but was budgeted in Q4.

##### *Other revenue from own sources*

- Reimbursement for enhanced policing services provided for the Genesee Power Plant project was unbudgeted.

##### *Purchases from other governments & agencies*

- Enhanced policing services provided for the Genesee Power Plant project were unbudgeted.

# Enforcement Services

## Q3 - 2024 Financial Reporting

### Regional training

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	5,604	4,203	3,000	(1,203)	71%	54%
<b>Total Revenue</b>	<b>5,604</b>	<b>4,203</b>	<b>3,000</b>	<b>(1,203)</b>	<b>71%</b>	<b>54%</b>
<i>Goods, supplies &amp; materials purchased</i>	1,000	748	1,925	1,177	257%	192%
<b>Total Expense</b>	<b>1,000</b>	<b>748</b>	<b>1,925</b>	<b>1,177</b>	<b>257%</b>	<b>192%</b>
<b>Surplus/(Deficit)</b>	<b>4,604</b>	<b>3,455</b>	<b>1,075</b>	<b>(2,380)</b>	<b>31%</b>	<b>23%</b>

#### Variations

No significant variations.

### Traffic safety

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	403,760	302,819	203,685	(99,134)	67%	50%
<b>Total Revenue</b>	<b>403,760</b>	<b>302,819</b>	<b>203,685</b>	<b>(99,134)</b>	<b>67%</b>	<b>50%</b>
<i>General services-contracted</i>	20,000	15,001	19,682	4,681	131%	98%
<b>Total Expense</b>	<b>20,000</b>	<b>15,001</b>	<b>19,682</b>	<b>4,681</b>	<b>131%</b>	<b>98%</b>
<b>Surplus/(Deficit)</b>	<b>383,760</b>	<b>287,818</b>	<b>184,003</b>	<b>(103,815)</b>	<b>64%</b>	<b>48%</b>

#### Variations

*Other revenue from own sources*

- Traffic ticket revenue was less than anticipated. The new Peace Officer was appointed with enforcement authorities in April 2024 and started taking enforcement action in Q2. This will lead to an overall increase in revenue in Q4.



## 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

<b>Goal 1</b>	<b>Strategic priorities – Deep community connections and strong leadership</b> 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.
<b>Goal 2</b>	<b>Strategic priority – A robust economy</b> 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.
<b>Goal 3</b>	<b>Strategic priority – A robust economy</b> Leduc County will deliver an efficient transit system to meet the needs of our businesses and residents.
<b>Goal 4</b>	<b>Strategic priority – A robust economy</b> Create efficient transportation infrastructure that meets community and business needs.
<b>Goal 5</b>	<b>Strategic priority – Strong leadership</b> Continue to demonstrate leadership in regional initiatives and organizations.



### 3: Department goals

<b>Goal 6</b>	Improve the department’s operational efficiency and effectiveness.
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### 4: Department highlights

- The engineering design of the Sunnybrook wastewater lagoon renewal is complete.
- Township Road 510 is complete (except for shared use path lighting) and is open to traffic.
- The resurfacing of Steinke Estates and Range Road 223 has been completed.
- The resurfacing of 8A Street 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• Report on the monitoring will be brought to a future Public Works Committee meeting.</li> </ul>
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. <ul style="list-style-type: none"> <li>• Additional costing has been provided to the City of Beaumont and will be a part of their budget discussions in November.</li> </ul>
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. <ul style="list-style-type: none"> <li>• A map will be developed in Q4.</li> </ul>
Adopt a roadway classification system, complete with typical cross sections and active transportation considerations, where appropriate.	Q4 2024		A roadway classification system map, complete with a series of roadway cross sections appropriate for that roadway’s neighborhood context. <ul style="list-style-type: none"> <li>• The Transportation Master Plan containing the roadway classification</li> </ul>



			system map, was adopted at the May 14 Council meeting.
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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 Sept. 30, 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. <ul style="list-style-type: none"> <li>Work is underway to develop or confirm the offsite levy infrastructure requirements.</li> </ul>

**Strategy 2.2**

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

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"> <li>It is scheduled to be complete in Q1 2025.</li> </ul>

**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 Sept. 30, 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. <ul style="list-style-type: none"> <li>Leduc County and the City of Leduc is finalizing an agreement with the City of Edmonton/Edmonton Transit Service for the funding of Route 747.</li> </ul>

## 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 Sept. 30, 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”.  (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. <ul style="list-style-type: none"> <li>Deferred to 2027 due to higher costs than budgeted and work plan prioritization.</li> </ul>

### Strategy 4.2

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

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"> <li>Inspections are complete and a report was presented at the October PWC meeting.</li> </ul>
Implement and update the five-year pavement preservation plan.	Q4 2024		Five-year plan presented to PWC. <ul style="list-style-type: none"> <li>Draft five-year plan was presented at the July PWC meeting and was brought back to the August PWC meeting.</li> </ul>

## 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 Sept. 30, 2024	Deliverables and/or key performance indicators
Participate in the Edmonton Metropolitan Region Board’s (EMRB) Solid Waste Collaborative.	Q4 2024		Determine potential for regional collaboration for solid waste and recycling management. <ul style="list-style-type: none"> <li>Phase 2 will focus on identifying gaps in waste characterization and determining additional work needed.</li> </ul>

			<ul style="list-style-type: none"> <li>• EMRB is currently interviewing Edmonton region waste management facilities to gather more refined data.</li> <li>• EMRB stakeholders group also discussing the potential of involving organics, packaging and printed paper, and the manufacturing sector as a part of the Phase II study.</li> </ul>
Participate in the Edmonton Metropolitan Region Board’s Stormwater Collaborative.	Q4 2024		<p>Determine potential for regional collaboration for stormwater management.</p> <ul style="list-style-type: none"> <li>• There are no further updates since last quarter.</li> </ul>
Participate in the Alberta Transportation and Economic Corridors’ Edmonton Regional Network Study.	Q2 2025		<p>A completed Edmonton Regional Networks Study that aligns with the County’s strategic goals.</p> <ul style="list-style-type: none"> <li>• Administration has reviewed the results of the modelling packages.</li> <li>• The group developed the “multiple account evaluation” criteria for the comparative evaluation of the projects.</li> </ul>
Participate in the Regional Transit Technical roundtable.	Q4 2024		<p>Determine opportunities for regional collaboration regarding transit.</p> <ul style="list-style-type: none"> <li>• Work continues preparing some of the base work to support a regional application for transit funding.</li> <li>• A consultant is working on completing a gap analysis for the information requirements for the grant.</li> </ul>

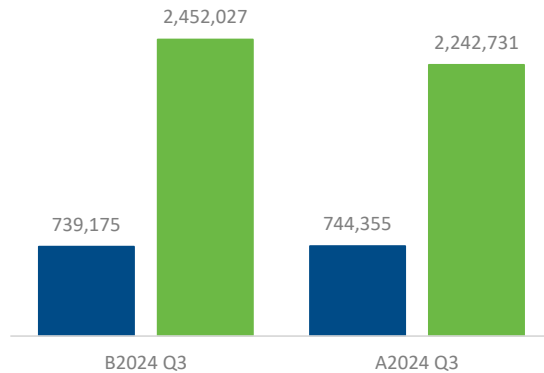
# Engineering

## Q3 - 2024 Financial Reporting

Department Head - Des Mryglod

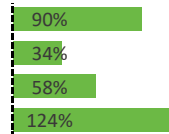
■ REVENUE  
■ EXPENSE

% of Budget

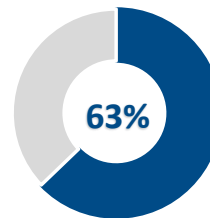


**Variance YTD**  
**(\$214,476)**

Leadership and administration  
Bridge program  
Road data collection  
Surfacing program



% of Annual Budget



### Leadership and administration

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	12,000	9,000	15,300	6,300	170%	128%
<i>Other revenue from own sources</i>	2,250	2,250	1,130	(1,120)	50%	50%
<i>Other transactions</i>	1,465,850	727,925	727,925	0	100%	50%
<b>Total Revenue</b>	<b>1,480,100</b>	<b>739,175</b>	<b>744,355</b>	<b>5,180</b>	<b>101%</b>	<b>50%</b>
<i>Earnings &amp; benefits</i>	1,009,500	764,733	593,794	(170,939)	78%	59%
<i>General services-contracted</i>	214,295	175,699	134,652	(41,047)	77%	63%
<i>Goods, supplies &amp; materials purchased</i>	474,309	358,599	430,598	71,999	120%	91%
<i>Financial service charges</i>	1,997,993	998,996	988,511	(10,485)	99%	49%
<b>Total Expense</b>	<b>3,696,097</b>	<b>2,298,027</b>	<b>2,147,556</b>	<b>(150,471)</b>	<b>93%</b>	<b>58%</b>
<b>Surplus/(Deficit)</b>	<b>(2,215,997)</b>	<b>(1,558,852)</b>	<b>(1,403,200)</b>	<b>155,652</b>	<b>90%</b>	<b>63%</b>

#### Variations

##### Earnings & benefits

- Two vacant positions in Q1.
- Three vacant positions in Q2. One vacant position was filled in May and one was filled in July.

##### General services-contracted

- Invoices for the radar speed sign subscription and subdivision design issues had not been received at the time of this report.

##### Goods, supplies & materials purchased

- Streetlighting costs were greater than anticipated due to increased streetlight inventory.

# Engineering

## Q3 - 2024 Financial Reporting

### Bridge program

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	90,000	85,000	28,791	(56,209)	34%	32%
<b>Total Expense</b>	<b>90,000</b>	<b>85,000</b>	<b>28,791</b>	<b>(56,209)</b>	<b>34%</b>	<b>32%</b>
<b>Surplus/(Deficit)</b>	<b>(90,000)</b>	<b>(85,000)</b>	<b>(28,791)</b>	<b>56,209</b>	<b>34%</b>	<b>32%</b>

#### Variations

General services-contracted

- Less emergency bridge repairs than anticipated.

### Road data collection

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	29,000	29,000	11,236	(17,764)	39%	39%
Goods, supplies & materials purchased	-	-	5,511	5,511	0%	0%
<b>Total Expense</b>	<b>29,000</b>	<b>29,000</b>	<b>16,747</b>	<b>(12,253)</b>	<b>58%</b>	<b>58%</b>
<b>Surplus/(Deficit)</b>	<b>(29,000)</b>	<b>(29,000)</b>	<b>(16,747)</b>	<b>12,253</b>	<b>58%</b>	<b>58%</b>

#### Variations

No significant variations.

### Surfacing program

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	50,000	40,000	49,638	9,638	124%	99%
<b>Total Expense</b>	<b>50,000</b>	<b>40,000</b>	<b>49,638</b>	<b>9,638</b>	<b>124%</b>	<b>99%</b>
<b>Surplus/(Deficit)</b>	<b>(50,000)</b>	<b>(40,000)</b>	<b>(49,638)</b>	<b>(9,638)</b>	<b>124%</b>	<b>99%</b>

#### Variations

No significant variations.



# Family and Community Support Services

## 2024 Quarter 3 Report



### 1: Department services

#### 1.1: Our mission

*Leading the way for people and business to thrive.*

#### 1.2: Service areas

##### Leadership and administration

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

##### Annual Family and Community Support Services (FCSS) Program

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

##### Bridges FASD (Fetal Alcohol Spectrum Disorder)

- Provides support to individuals who have been diagnosed or 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 (FRN)

- 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

<b>Goal 1</b>	<b>Strategic priorities – Deep community connections and strong leadership.</b> 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.
<b>Goal 2</b>	<b>Strategic priority – Deep community connections</b> Support healthy relationships in families, youth, and adults across the region.
<b>Goal 3</b>	<b>Strategic priority – Deep community connections</b> Improve access to assisted transportation services for seniors.
<b>Goal 4</b>	<b>Strategic priority – Deep community connections</b> Implement a strategic approach to the future social supports offered by Leduc County.
<b>Goal 5</b>	<b>Strategic priority – Deep community connections</b> Maximize the volunteer resources available to support County programs and services.

### 4: Department highlights

- Housekeeping subsidy program has provided 1,005 hours of subsidized housekeeping services to 47 households so far in 2024.
- Counselling subsidy program has provided 141 counselling sessions, supporting 34 individuals and two families.
- There are currently 42 registered riders in the Seniors Assisted Transportation subsidy program with 11 round trips provided to six individuals in Q3.
- Family Resource Network team members have attended 796 home visits to support caregiver capacity and child development. More than 100 families have requested support in strengthening family relationships.
- Bridges program has supported 39 individuals to date, providing 1,011 visits and supported participants with 469 referrals to meet their needs.
- One thousand Leduc County Healthy Relationship coasters have been developed, printed, and received. The coasters will support our Healthy Relationship campaign and will be distributed throughout the County at food and beverage serving establishments.
- The social awareness Chamber of Commerce luncheon was held with 65 participants. This year’s theme was focused on “Belonging at Work” sharing stories and creating awareness of mental health.

### 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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30, 2024</b>	<b>Deliverables and/or key performance indicators</b>
	Q2 2024		A manual will be shared with Council.

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.			<ul style="list-style-type: none"> <li>• An engagement strategy has been implemented with Leduc County seniors, to gather input to support manual development.</li> <li>• A presentation was made to Council on Nov. 12.</li> </ul>
	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 Sept. 30, 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		<p>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.</p> <ul style="list-style-type: none"> <li>• Nineteen workshops and nine engagement activities have been hosted in the region to date. Activities include, a relationship scavenger hunt, family activity nights, a supportive and caring youth workshop, and community promotion of our healthy relationships wheel and coaster campaign.</li> </ul>

**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 Sept. 30, 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 Sept. 30, 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. <ul style="list-style-type: none"><li>A review of framework highlights and actions was presented to Council on March 12.</li></ul>
	Q3 2024		An implementation plan will be set for upcoming years, based on current needs and concerns of residents. <ul style="list-style-type: none"><li>A multi-year implementation plan was developed and used to inform the 2025 budget and operational plan.</li></ul>

## 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.

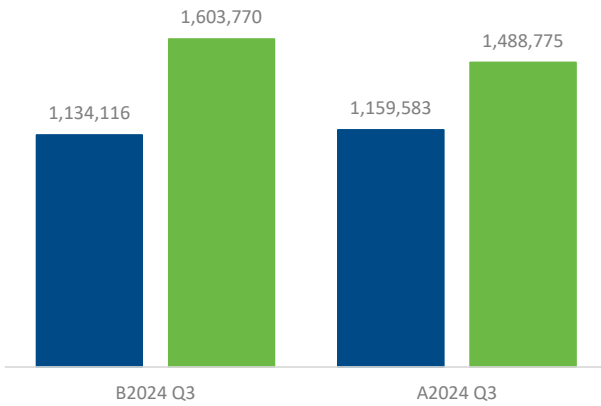
Actions	Target dates	Status at Sept. 30, 2024	Deliverables and/or key performance indicators
Established criteria will allow for increased opportunities for residents to volunteer for County programs and services across the region.	Q3 2024		Criteria and guidelines will be established and approved by administration. <ul style="list-style-type: none"><li>A draft manual has been developed and is currently under review.</li></ul>
	Q4 2024		Volunteer opportunities will be promoted to Leduc County residents.

# Family and Community Support Services

## Q3 - 2024 Financial Reporting

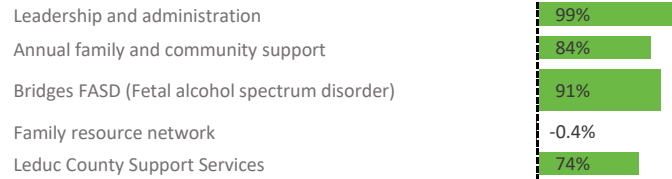
Department Head - Dean Ohnysty

■ REVENUE  
■ EXPENSE

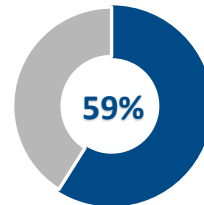


**Variance YTD**  
**(\$140,462)**

**% of Budget**



**% of Annual Budget**



### Leadership and administration

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
Earnings & benefits	154,550	116,125	115,857	(268)	100%	75%
General services-contracted	7,700	5,966	6,143	177	103%	80%
Goods, supplies & materials purchased	1,750	1,562	601	(961)	38%	34%
<b>Total Expense</b>	<b>164,000</b>	<b>123,653</b>	<b>122,601</b>	<b>(1,052)</b>	<b>99%</b>	<b>75%</b>
<b>Surplus/(Deficit)</b>	<b>(164,000)</b>	<b>(123,653)</b>	<b>(122,601)</b>	<b>1,052</b>	<b>99%</b>	<b>75%</b>

#### Variations

No significant variances.

# Family and Community Support Services

## Q3 - 2024 Financial Reporting

### Annual family and community support

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	496,138	372,102	372,104	2	100%	75%
<b>Total Revenue</b>	<b>496,138</b>	<b>372,102</b>	<b>372,104</b>	<b>2</b>	<b>100%</b>	<b>75%</b>
<i>Earnings &amp; benefits</i>	444,198	336,493	338,351	1,858	101%	76%
<i>General services-contracted</i>	96,000	73,800	52,328	(21,472)	71%	55%
<i>Goods, supplies &amp; materials purchased</i>	9,894	7,866	5,431	(2,435)	69%	55%
<i>Reserves, transfers &amp; grants</i>	87,877	87,877	87,877	-	100%	100%
<b>Total Expense</b>	<b>637,969</b>	<b>506,036</b>	<b>483,987</b>	<b>(22,049)</b>	<b>96%</b>	<b>76%</b>
<b>Surplus/(Deficit)</b>	<b>(141,831)</b>	<b>(133,934)</b>	<b>(111,883)</b>	<b>22,051</b>	<b>84%</b>	<b>79%</b>

#### Variations

##### *General services-contracted*

- Funding required to subsidize home support services was less than anticipated.

### Bridges FASD (Fetal alcohol spectrum disorder)

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	259,360	194,520	208,180	13,660	107%	80%
<b>Total Revenue</b>	<b>259,360</b>	<b>194,520</b>	<b>208,180</b>	<b>13,660</b>	<b>107%</b>	<b>80%</b>
<i>Earnings &amp; benefits</i>	293,871	221,362	225,652	4,290	102%	77%
<i>General services-contracted</i>	13,720	11,170	16,526	5,356	148%	120%
<i>Goods, supplies &amp; materials purchased</i>	4,400	3,100	3,324	224	107%	76%
<b>Total Expense</b>	<b>311,991</b>	<b>235,632</b>	<b>245,502</b>	<b>9,870</b>	<b>104%</b>	<b>79%</b>
<b>Surplus/(Deficit)</b>	<b>(52,631)</b>	<b>(41,112)</b>	<b>(37,322)</b>	<b>3,790</b>	<b>91%</b>	<b>71%</b>

#### Variations

*No significant variations.*

## Family and Community Support Services

### Q3 - 2024 Financial Reporting

#### Family resource network

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Conditional grants from other governments</i>	689,992	517,494	527,849	10,355	102%	77%
<b>Total Revenue</b>	<b>689,992</b>	<b>517,494</b>	<b>527,849</b>	<b>10,355</b>	<b>102%</b>	<b>77%</b>
<i>Earnings &amp; benefits</i>	749,123	567,431	490,112	(77,319)	86%	65%
<i>General services-contracted</i>	48,382	34,764	32,857	(1,907)	95%	68%
<i>Goods, supplies &amp; materials purchased</i>	10,700	8,464	4,530	(3,934)	54%	42%
<b>Total Expense</b>	<b>808,205</b>	<b>610,659</b>	<b>527,499</b>	<b>(83,160)</b>	<b>86%</b>	<b>65%</b>
<b>Surplus/(Deficit)</b>	<b>(118,213)</b>	<b>(93,165)</b>	<b>350</b>	<b>93,515</b>	<b>-0.4%</b>	<b>-0.3%</b>

#### Variations

##### *Earnings & benefits*

- One vacant position since Q1.

#### Leduc County Support Services

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	-	-	1,450	1,450	0%	0%
<i>Other transactions</i>	50,000	50,000	50,000	-	100%	100%
<b>Total Revenue</b>	<b>50,000</b>	<b>50,000</b>	<b>51,450</b>	<b>1,450</b>	<b>103%</b>	<b>103%</b>
<i>Earnings &amp; benefits</i>	850	680	107	(573)	16%	13%
<i>General services-contracted</i>	6,760	5,110	1,329	(3,781)	26%	20%
<i>Reserves, transfers &amp; grants</i>	124,000	122,000	107,750	(14,250)	88%	87%
<b>Total Expense</b>	<b>131,610</b>	<b>127,790</b>	<b>109,186</b>	<b>(18,604)</b>	<b>85%</b>	<b>83%</b>
<b>Surplus/(Deficit)</b>	<b>(81,610)</b>	<b>(77,790)</b>	<b>(57,736)</b>	<b>20,054</b>	<b>74%</b>	<b>71%</b>

#### Variations

*No significant variations.*

## 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 and 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**

<b>Goal 1</b>	<p><b>Strategic priorities – Deep community connections and strong leadership</b>          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.</p>
<b>Goal 2</b>	<p><b>Strategic priority – Deep community connections</b>          Maintain a safe County.</p>
<b>Goal 3</b>	<p><b>Strategic priority – Strong leadership</b>          Demonstrate leadership in regional initiatives and organizations.</p>

**3: Department highlights**

- Online rural burn permit system development for soft rollout in October.
- Fire Services agreement for rural fire response with City of Leduc ended July 1 and was replaced with a mutual aid agreement.
- Hosted regional hydrogen systems awareness session for emergency responders in July.
- Participated in pipeline exercise and Edmonton International Airport (YEG) tabletop aircraft crash exercise.
- Participated with Alberta Government in legislative framework review for disaster management.



## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• Prepared for soft rollout of system scheduled for Oct. 1.</li> <li>• Full awareness campaign is planned for early 2025 leading into the new permit season.</li> </ul>
	Q1 2024		Fire guardians are trained to provide online permit support. <ul style="list-style-type: none"> <li>• Presentation to introduce the future roll-out of rural online permitting was made at fire guardians’ banquet.</li> <li>• In person training session scheduled to be held with County fire guardians at the Calmar Fire Station on Oct. 3.</li> <li>• Fire Services staff including Platoon Chiefs were provided training on the administrative side of the system.</li> </ul>
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. <ul style="list-style-type: none"> <li>• Online system configuration was complete on Sept. 30, and the system was made live for public access.</li> <li>• System programming will be reviewed, and required updates to user functionality will be made leading into 2025 permit season.</li> </ul>

## Goal 2

Maintain a safe County.

### Strategy 2.1

Enhance the County's ability to respond to wildfires.

Actions	Target dates	Status at Sept. 30, 2024	Deliverables and/or Key performance indicators
Purchase equipment to enhance wildland fire response capabilities.	Q1 2024		Upgrades completed to two squad units. <ul style="list-style-type: none"> <li>Completed.</li> </ul>
	Q1 2024		Wildland firefighting equipment is purchased and put into service. <ul style="list-style-type: none"> <li>Completed.</li> </ul>
Provide additional wildland fire fighting training to paid on-call and full-time firefighters.	Q1 2024		Firefighting training held. <ul style="list-style-type: none"> <li>Training held for all paid on-call stations.</li> <li>Division supervisor training provided for full-time staff.</li> </ul>
Provide wildland fire training to County staff from other departments.	Q1 2024		Wildland basic fire training held. <ul style="list-style-type: none"> <li>Basic fire training completed for staff from other departments.</li> </ul>

## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>Grant application for 2024-2025 submitted; however, it was unsuccessful. 2023/2024 grant dollars will be used to fund training in 2024.</li> </ul>
	Q1 2024		Training held with regional municipalities. <ul style="list-style-type: none"> <li>First training held in March.</li> </ul>
	Q4 2024		<ul style="list-style-type: none"> <li>Regional officer training held.</li> <li>Level one training; 1021 held.</li> <li>A second course has been scheduled to start in October and will be completed by end of 2024.</li> </ul>

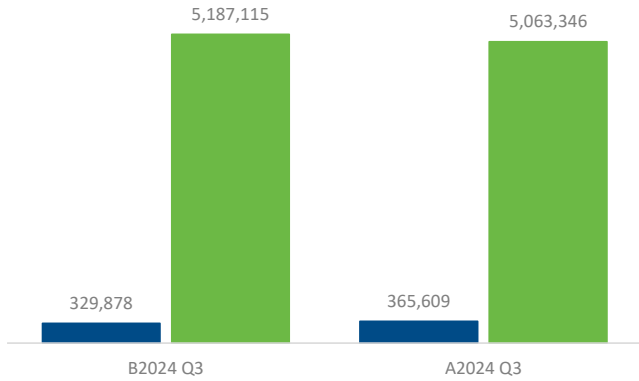


# Fire Services

## Q3 - 2024 Financial Reporting

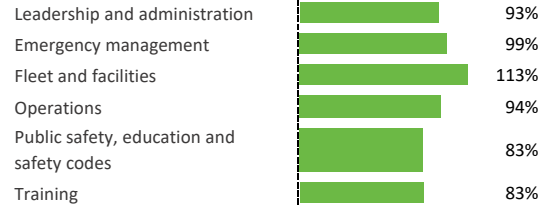
Department Head - Tylor Bennett

■ REVENUE  
■ EXPENSE

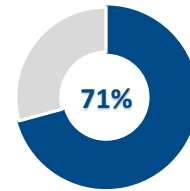


**Variance YTD**  
**(\$159,481)**

### % of Budget



### % of Annual Budget



## Leadership and administration

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	154,100	75,000	78,036	3,036	104%	51%
<i>Sales of goods &amp; services to individuals</i>	51,800	38,853	55,113	16,260	142%	106%
<i>Other revenue from own sources</i>	3,000	2,250	2,713	463	121%	90%
<b>Total Revenue</b>	<b>208,900</b>	<b>116,103</b>	<b>135,862</b>	<b>19,759</b>	<b>117%</b>	<b>65%</b>
<i>Earnings &amp; benefits</i>	1,513,852	1,146,478	1,076,767	(69,711)	94%	71%
<i>General services-contracted</i>	111,346	89,454	73,603	(15,851)	82%	66%
<i>Purchases from other governments &amp; agencies</i>	30,000	22,500	37,289	14,789	166%	124%
<i>Goods, supplies &amp; materials purchased</i>	25,200	21,189	12,499	(8,690)	59%	50%
<i>Reserves, transfers &amp; grants</i>	301,742	6,000	6,000	-	100%	2%
<i>Financial service charges</i>	341,843	222,118	222,118	-	100%	65%
<b>Total Expense</b>	<b>2,323,983</b>	<b>1,507,739</b>	<b>1,428,276</b>	<b>(79,463)</b>	<b>95%</b>	<b>61%</b>
<b>Surplus/(Deficit)</b>	<b>(2,115,083)</b>	<b>(1,391,636)</b>	<b>(1,292,414)</b>	<b>99,222</b>	<b>93%</b>	<b>61%</b>

### Variations

#### Earnings & benefits

- One vacant position in Q1 to Q3.
- One vacant position in the middle of Q3.

# Fire Services

## Q3 - 2024 Financial Reporting

### Emergency management

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	20,000	10,000	-	(10,000)	0%	0%
<i>Other revenue from own sources</i>	8,000	6,003	11,963	5,960	199%	150%
<b>Total Revenue</b>	<b>28,000</b>	<b>16,003</b>	<b>11,963</b>	<b>(4,040)</b>	<b>75%</b>	<b>43%</b>
<i>Earnings &amp; benefits</i>	160,067	121,415	126,123	4,708	104%	79%
<i>General services-contracted</i>	102,423	81,022	75,030	(5,992)	93%	73%
<i>Goods, supplies &amp; materials purchased</i>	24,900	18,661	12,877	(5,784)	69%	52%
<b>Total Expense</b>	<b>287,390</b>	<b>221,098</b>	<b>214,030</b>	<b>(7,068)</b>	<b>97%</b>	<b>74%</b>
<b>Surplus/(Deficit)</b>	<b>(259,390)</b>	<b>(205,095)</b>	<b>(202,067)</b>	<b>3,028</b>	<b>99%</b>	<b>78%</b>

#### Variations

*No significant variations.*

### Fleet and facilities

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	58,700	44,028	66,532	22,504	151%	113%
<b>Total Revenue</b>	<b>58,700</b>	<b>44,028</b>	<b>66,532</b>	<b>22,504</b>	<b>151%</b>	<b>113%</b>
<i>General services-contracted</i>	427,011	320,592	379,325	58,733	118%	89%
<i>Goods, supplies &amp; materials purchased</i>	653,487	495,994	556,718	60,724	112%	85%
<b>Total Expense</b>	<b>1,080,498</b>	<b>816,586</b>	<b>936,043</b>	<b>119,457</b>	<b>115%</b>	<b>87%</b>
<b>Surplus/(Deficit)</b>	<b>(1,021,798)</b>	<b>(772,558)</b>	<b>(869,511)</b>	<b>(96,953)</b>	<b>113%</b>	<b>85%</b>

#### Variations

*Other revenue from own sources*

- Ambulance lease revenue was unbudgeted.

*General services-contracted*

- Contracted repairs and maintenance for vehicles was higher than anticipated.

*Goods, supplies & materials purchased*

- Higher volume of parts purchased in Q3 than budgeted.

# Fire Services

## Q3 - 2024 Financial Reporting

### Operations

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	46,800	-	-	-	0%	0%
<i>Sales of goods &amp; services to individuals</i>	185,000	138,744	148,573	9,829	107%	80%
<b>Total Revenue</b>	<b>231,800</b>	<b>138,744</b>	<b>148,573</b>	<b>9,829</b>	<b>107%</b>	<b>64%</b>
<i>Earnings &amp; benefits</i>	3,192,360	2,419,149	2,309,980	(109,169)	95%	72%
<i>General services-contracted</i>	1,100	1,100	1,057	(43)	96%	96%
<i>Purchases from other governments &amp; agencies</i>	65,000	48,753	38,128	(10,625)	78%	59%
<i>Goods, supplies &amp; materials purchased</i>	14,000	10,521	11,261	740	107%	80%
<b>Total Expense</b>	<b>3,272,460</b>	<b>2,479,523</b>	<b>2,360,425</b>	<b>(119,098)</b>	<b>95%</b>	<b>72%</b>
<b>Surplus/(Deficit)</b>	<b>(3,040,660)</b>	<b>(2,340,779)</b>	<b>(2,211,852)</b>	<b>128,927</b>	<b>94%</b>	<b>73%</b>

#### Variations

##### *Earnings & benefits*

- Less hours worked than anticipated.
- Salaries are budgeted higher than actual.

### Public safety, education and safety codes

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	-	-	478	478	0%	0%
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>478</b>	<b>478</b>	<b>0%</b>	<b>0%</b>
<i>General services-contracted</i>	450	-	-	-	0%	0%
<i>Goods, supplies &amp; materials purchased</i>	12,540	10,147	8,863	(1,284)	87%	71%
<b>Total Expense</b>	<b>12,990</b>	<b>10,147</b>	<b>8,863</b>	<b>(1,284)</b>	<b>87%</b>	<b>68%</b>
<b>Surplus/(Deficit)</b>	<b>(12,990)</b>	<b>(10,147)</b>	<b>(8,385)</b>	<b>1,762</b>	<b>83%</b>	<b>65%</b>

#### Variations

*No significant variations.*

### Training

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	15,000	15,000	2,200	(12,800)	15%	15%
<b>Total Revenue</b>	<b>15,000</b>	<b>15,000</b>	<b>2,200</b>	<b>(12,800)</b>	<b>15%</b>	<b>15%</b>
<i>Earnings &amp; benefits</i>	113,455	86,274	72,956	(13,318)	85%	64%
<i>General services-contracted</i>	49,500	37,116	32,061	(5,055)	86%	65%
<i>Goods, supplies &amp; materials purchased</i>	38,273	28,632	10,711	(17,921)	37%	28%
<b>Total Expense</b>	<b>201,228</b>	<b>152,022</b>	<b>115,728</b>	<b>(36,294)</b>	<b>76%</b>	<b>58%</b>
<b>Surplus/(Deficit)</b>	<b>(186,228)</b>	<b>(137,022)</b>	<b>(113,528)</b>	<b>23,494</b>	<b>83%</b>	<b>61%</b>

#### Variations

*No significant variations.*

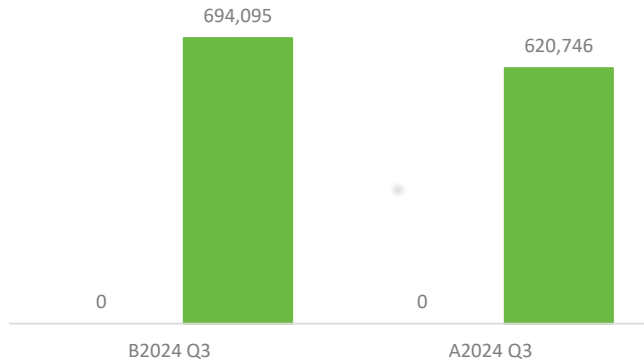
# Legislative

## Q3 - 2024 Financial Reporting

Department Head - Natasha Wice

■ REVENUE  
■ EXPENSE

% of Budget

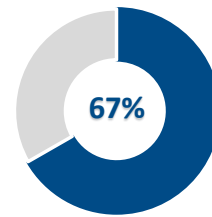


Legislative

89%

Variance YTD  
(\$73,349)

% of Annual Budget



### Legislative

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Earnings &amp; benefits</i>	768,547	568,664	577,685	9,021	102%	75%
<i>General services-contracted</i>	148,625	118,459	42,971	(75,488)	36%	29%
<i>Goods, supplies &amp; materials purchased</i>	13,310	6,972	90	(6,882)	1%	1%
<b>Total Expense</b>	<b>930,482</b>	<b>694,095</b>	<b>620,746</b>	<b>(73,349)</b>	<b>89%</b>	<b>67%</b>
<b>Surplus/(Deficit)</b>	<b>(930,482)</b>	<b>(694,095)</b>	<b>(620,746)</b>	<b>73,349</b>	<b>89%</b>	<b>67%</b>

#### Variations

*General services-contracted*

- Conference expenses and mileage have less than anticipated.



# Parks and Recreation

## 2024 Quarter 3 Report



### 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**

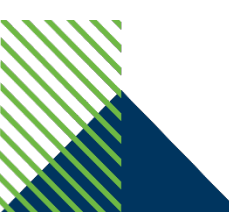
- Works collaboratively with neighboring municipalities to provide quality programs and services to all residents.

##### 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

<b>Goal 1</b>	<b>Strategic priorities – Deep community connections and strong leadership</b> 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.
<b>Goal 2</b>	<b>Strategic priority – Strong leadership</b> Be consistent and clear with parks, trails and open space development.
<b>Goal 3</b>	<b>Strategic priority – Strong leadership</b> Work collaboratively with partner organizations to support future growth and partnerships.
<b>Goal 4</b>	<b>Strategic priority – Deep community connections</b> Be proactive through partnerships in developing new park amenities for the community.
<b>Goal 5</b>	<b>Strategic priority – Strong leadership</b> Be consistent and clear with parks, trails and open space development.

## 4: Department highlights

- Culture Days Festival, in partnership with the Rolly View Fall Market, was held on Sept. 21. Over 450 attended and the event featured various cultural performers, local artisans, food trucks and a family fun zone.
- The Arts and Culture, Recreation and Sport and Operating Assistance grants were revised. Applications opened from Sept. 3 to Sept. 30, and over 50 applications were received.
- Jubilee Park closed on Sept. 2. The 2024 camping season was busy with 2,168 bookings, a 4 per cent increase over 2023 and welcomed 1,489 unique camping groups during the operating season. Comfort cabins were booked for a total of 137 nights.
- Centennial Park closed on Sept. 2. The 2024 camping season was busy with most weekends fully booked for campsites.
- Group campgrounds closed at the beginning of October. Sunnybrook Group Campground had 41 nights booked during the operating season, a 36 per cent increase over 2023. The Genesee Group Campground also had a rise in bookings by 20 per cent from 2023 with 24 nights booked during the operating season.
- Eighteen community association events were supported by staff, equipment, activities and other resources between April and June. Approximately 4,600 people were positively impacted by this support.
- This summer recreation programs included six youth summer camps, four youth day trips, two puppet shows, parks day, seniors’ concerts and park and play events, totaling 1,709 participants.
- The Warburg Arena Phase II project is complete and ready for seasonal ice use in September.
- The New Sarepta Library feasibility project has commenced. A consultant has been selected and a project plan is in place. Public engagement will occur in November with a report due back to the board and Council in March.
- The East Vistas Community Association has successfully fundraised and secured a grant to complete a playground installation in 2025. Administration will lead the procurement process in December with a planned completion by July.
- In 2024, 116 acres of parks were maintained averaging 15 cuts and over 1,700 acres were mowed.

## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>A report is scheduled for presentation to Council in January 2025.</li> </ul>

### 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>A draft policy has been developed and will be presented to the Municipal Policy Review Committee (MPRC) in January 2025.</li> </ul>
	Q3 2024		Create a memorial dedication policy to support community partnership and donations that enhance park amenities. <ul style="list-style-type: none"> <li>A policy was approved by Council on June 11.</li> </ul>

### 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 Sept. 30, 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.

			<ul style="list-style-type: none"> <li>• A draft agreement has been developed and will be presented to Council in Q4.</li> </ul>
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**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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30, 2024</b>	<b>Deliverables and/or Key performance indicators</b>
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. <ul style="list-style-type: none"> <li>• A fundraising committee has been established and events are currently being planned.</li> <li>• To date, the committee has raised over \$50,000.</li> <li>• A grant of \$125,000 was received from the Province of Alberta.</li> <li>• A request for proposals is being developed for spring installation.</li> </ul>

**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.

<b>Actions</b>	<b>Target dates</b>	<b>Status at Sept. 30, 2024</b>	<b>Deliverables and/or Key performance indicators</b>
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.

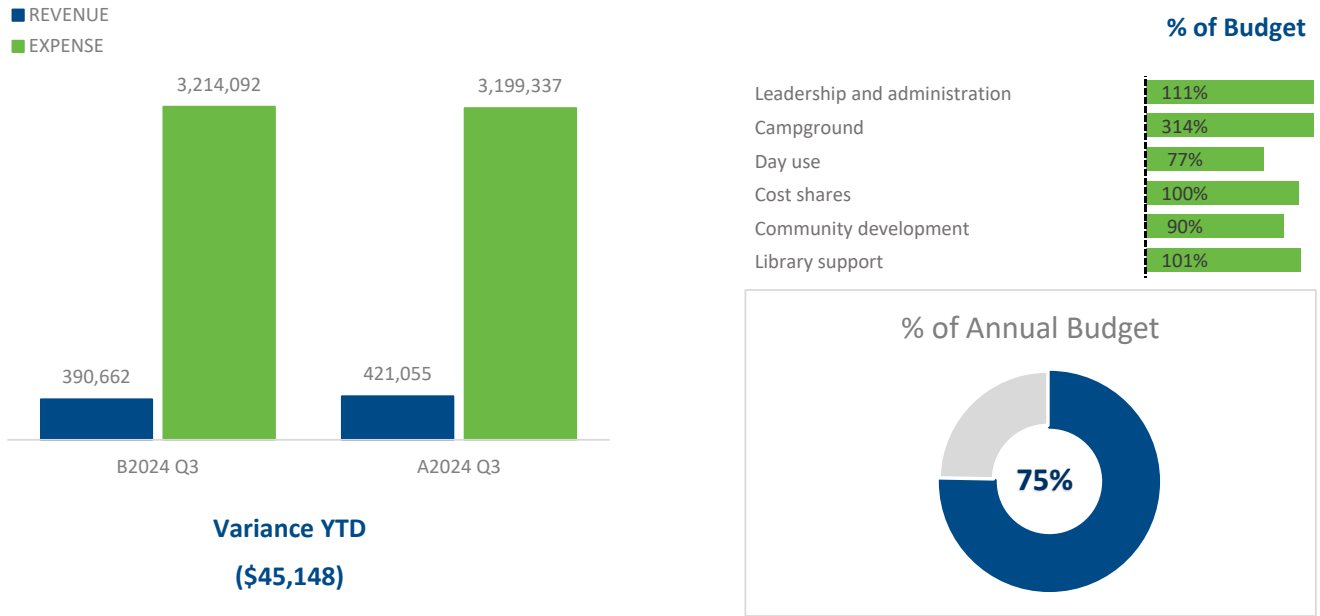




# Parks and Recreation

## Q3 - 2024 Financial Reporting

Department Head - Dean Ohnysty



### Leadership and administration

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	14,280	14,280	19,260	4,980	135%	135%
<b>Total Revenue</b>	<b>14,280</b>	<b>14,280</b>	<b>19,260</b>	<b>4,980</b>	<b>135%</b>	<b>135%</b>
<i>Earnings &amp; benefits</i>	583,356	441,987	541,887	99,900	123%	93%
<i>General services-contracted</i>	47,910	39,872	26,912	(12,960)	67%	56%
<i>Goods, supplies &amp; materials purchased</i>	6,160	5,207	4,706	(501)	90%	76%
<i>Reserves, transfers &amp; grants</i>	29,280	15,000	15,173	173	101%	52%
<i>Financial service charges</i>	419,462	210,331	203,260	(7,071)	97%	48%
<b>Total Expense</b>	<b>1,086,168</b>	<b>712,397</b>	<b>791,937</b>	<b>79,540</b>	<b>111%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(1,071,888)</b>	<b>(698,117)</b>	<b>(772,678)</b>	<b>(74,561)</b>	<b>111%</b>	<b>72%</b>

#### Variations

##### Earnings & benefits

- Earnings are higher than anticipated.

# Parks and Recreation

## Q3 - 2024 Financial Reporting

### Campground

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	305,000	305,000	329,806	24,806	108%	108%
<i>Other revenue from own sources</i>	26,300	22,746	15,383	(7,363)	68%	58%
<b>Total Revenue</b>	<b>331,300</b>	<b>327,746</b>	<b>345,189</b>	<b>17,443</b>	<b>105%</b>	<b>104%</b>
<i>Earnings &amp; benefits</i>	165,543	165,543	158,513	(7,030)	96%	96%
<i>General services-contracted</i>	71,066	68,179	38,019	(30,160)	56%	53%
<i>Goods, supplies &amp; materials purchased</i>	69,251	66,209	65,249	(960)	99%	94%
<i>Financial service charges</i>	5,500	5,262	12,654	7,392	240%	230%
<b>Total Expense</b>	<b>311,360</b>	<b>305,193</b>	<b>274,435</b>	<b>(30,758)</b>	<b>90%</b>	<b>88%</b>
<b>Surplus/(Deficit)</b>	<b>19,940</b>	<b>22,553</b>	<b>70,754</b>	<b>48,201</b>	<b>314%</b>	<b>355%</b>

#### Variations

##### *Sales of goods and services to individuals*

- Campground bookings were higher than anticipated.

##### *General services-contracted*

- Repairs and maintenance to buildings and grounds budgeted in Q3 will be spent in Q4.

### Day use

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	7,800	7,800	10,562	2,762	135%	135%
<i>Other revenue from own sources</i>	5,000	5,000	8,952	3,952	179%	179%
<i>Other transactions</i>	22,086	22,086	21,847	-	99%	99%
<b>Total Revenue</b>	<b>34,886</b>	<b>34,886</b>	<b>41,362</b>	<b>6,476</b>	<b>119%</b>	<b>119%</b>
<i>Earnings &amp; benefits</i>	100,101	100,101	82,758	(17,343)	83%	83%
<i>General services-contracted</i>	88,614	82,849	68,594	(14,255)	83%	77%
<i>Goods, supplies &amp; materials purchased</i>	54,219	49,423	41,400	(8,023)	84%	76%
<b>Total Expense</b>	<b>242,934</b>	<b>232,373</b>	<b>192,752</b>	<b>(39,621)</b>	<b>83%</b>	<b>79%</b>
<b>Surplus/(Deficit)</b>	<b>(208,048)</b>	<b>(197,487)</b>	<b>(151,390)</b>	<b>46,097</b>	<b>77%</b>	<b>73%</b>

#### Variations

*No significant variations.*

# Parks and Recreation

## Q3 - 2024 Financial Reporting

### Cost shares

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
Reserves, transfers & grants	2,047,500	1,617,500	1,611,407	(6,093)	100%	79%
<b>Total Expense</b>	<b>2,047,500</b>	<b>1,617,500</b>	<b>1,611,407</b>	<b>(6,093)</b>	<b>100%</b>	<b>79%</b>
<b>Surplus/(Deficit)</b>	<b>(2,047,500)</b>	<b>(1,617,500)</b>	<b>(1,611,407)</b>	<b>6,093</b>	<b>100%</b>	<b>79%</b>

#### Variations

No significant variances.

### Community development

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Sales of goods & services to individuals	14,750	13,750	15,245	1,495	111%	103%
<b>Total Revenue</b>	<b>14,750</b>	<b>13,750</b>	<b>15,245</b>	<b>1,495</b>	<b>111%</b>	<b>103%</b>
Earnings & benefits	144,425	124,102	114,903	(9,199)	93%	80%
General services-contracted	84,928	73,365	58,465	(14,900)	80%	69%
Goods, supplies & materials purchased	36,533	30,862	35,548	4,686	115%	97%
<b>Total Expense</b>	<b>265,886</b>	<b>228,329</b>	<b>208,916</b>	<b>(19,413)</b>	<b>91%</b>	<b>79%</b>
<b>Surplus/(Deficit)</b>	<b>(251,136)</b>	<b>(214,579)</b>	<b>(193,671)</b>	<b>20,908</b>	<b>90%</b>	<b>77%</b>

#### Variations

No significant variances.

### Library support

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	78,100	65,100	67,759	2,659	104%	87%
Goods, supplies & materials purchased	200	200	-	(200)	0%	0%
Reserves, transfers & grants	53,000	53,000	52,131	(869)	98%	98%
<b>Total Expense</b>	<b>131,300</b>	<b>118,300</b>	<b>119,890</b>	<b>1,590</b>	<b>101%</b>	<b>91%</b>
<b>Surplus/(Deficit)</b>	<b>(131,300)</b>	<b>(118,300)</b>	<b>(119,890)</b>	<b>(1,590)</b>	<b>101%</b>	<b>91%</b>

#### Variations

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

<b>Goal 1</b>	<b>Strategic priorities – Deep community connections and strong leadership</b> 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.
<b>Goal 2</b>	<b>Strategic priority – A robust economy</b> Build economic resilience within the County.
<b>Goal 3</b>	<b>Strategic priority – A robust economy</b> Capitalize on agriculture and local food production.
<b>Goal 4</b>	<b>Strategic priority – Strong leadership</b> Demonstrate leadership in regional and intermunicipal initiatives.

## 3: Department goals

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

## 4: Department highlights

- Issued 772 safety codes permits in Q3 (1,740 permits issued YTD).
- Received 130 development permit applications in Q3 (315 permits received YTD).
- Updated Municipal Development Plan received approval from the Edmonton Metropolitan Region Board and third and final reading from Leduc County Council in Q3.
- Work continued to fulfill Leduc County’s motion to prepare a growth strategy to inform the five-year review of the Edmonton Metropolitan Region Growth Plan (EMRGP) by the Edmonton Metropolitan Region Board (EMRB).
- Development Infrastructure Review Team (DIRT) met three times in Q3. Work has continued to identify areas for improvement and develop actions needed to address them.
- The updates to the Summer Villages Intermunicipal Collaboration Frameworks and Intermunicipal Development Plan (ICF/IDP) were adopted by Leduc County Council in Q3.
- The project charter for the West Lands ASP was adopted.
- Work continued on the Central Nisku Local Area Redevelopment Plan (CNLARP) and the Township Road 510 Local Area Structure Plan (LASP).
- Staff in Development Services and Safety Codes continue to dedicate a significant amount of time to implementing the new permitting system.

## 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 Sept. 30, 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		<p>Online public application portal for safety codes permits and development and subdivision applications available through the County’s website.</p> <ul style="list-style-type: none"> <li>Implementation of new system is progressing; training and testing is underway; data conversion is completed.</li> <li>Web portal is expected to go live in Q2, 2025.</li> </ul>

### Goal 2

Build economic resilience within the County.

#### Strategy 2.1

Complete area structure planning for North Nisku.

Actions	Target dates	Status at Sept. 30, 2024	Deliverables and/or Key indicators
Create a new Area Structure Plan for the remaining unplanned Area of North Nisku.	Q4 2024		<p>Completion of the 510 Local Area Structure Plan.</p> <ul style="list-style-type: none"> <li>Technical work advanced on the 510 Local Area Structure Plan (LASP) in Q3 with further mapping and internal review completed.</li> <li>Draft ASP on target for delivery in Q2, 2025.</li> </ul>

### 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• New Land Use Bylaw content has been drafted and reviewed with the Executive Leadership Team and Council.</li> <li>• Additional Council workshops scheduled for November 2024 to fully review content changes.</li> <li>• Final public open house scheduled for January 2025.</li> <li>• Council consideration of first reading of new bylaw in March 2025, public hearing anticipated for March 2025.</li> </ul>
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. <ul style="list-style-type: none"> <li>• Implementation of new system is progressing; training and testing is underway; data conversion is in progress.</li> <li>• Software is anticipated to go live Q1, 2025 for internal use. External/public functionality will go live in 2025.</li> <li>• The web portal is expected to go live Q2, 2025.</li> </ul>

### 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• The revised MDP received approval from the Edmonton Metropolitan Region Board in Q3.</li> <li>• The revised MDP received third and final reading from Council in Q3.</li> </ul>

## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>Monthly regional initiatives reports delivered in July and September.</li> </ul>

## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>Project charter initiated in Q2 scheduled for council adoption in Q4.</li> </ul>
	Q4 2024		Identify possible growth scenarios. <ul style="list-style-type: none"> <li>Growth scenario development scheduled to be initiated in Q4 in accordance with draft project charter.</li> </ul>

### Strategy 5.2

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

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"> <li>May 28, 2024, Council adopted bylaw 10-24 to apply an inflationary increase of 12 per cent to the 2017 off-site levy fees.</li> <li>Administration continues to conduct a comprehensive review of the bylaw regarding inventory and cost.</li> </ul>



## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• New Land Use Bylaw content has been drafted and reviewed with the Executive Leadership Team and Council.</li> <li>• Additional Council workshops scheduled for November 2024 to fully review content changes.</li> <li>• Final public open house scheduled for January 2025.</li> <li>• Council consideration of first reading of new bylaw in March 2025, public hearing anticipated for March 2025.</li> </ul>

### Strategy 6.2

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

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"> <li>• Revised MDP approved by the EMRB under the Regional Evaluation Framework in Q3. Council adoption of the plan completed in Q3.</li> </ul>

## 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• Electrical SCO on Safety Codes Council Electrical Utilities Sub-council.</li> </ul>

			<ul style="list-style-type: none"> <li>• Electrical SCO on executive of Electrical Inspectors Association of Alberta.</li> <li>• At the request of Safety Codes Council, staff participated in 3 sessions for a Private Sewage ASCA risk assessment project.</li> </ul>
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**Strategy 7.2**

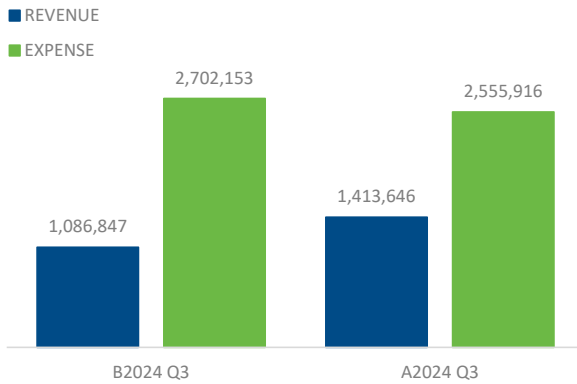
Review options for collaboration on safety codes services with other municipalities within Leduc County.

Actions	Target dates	Status at Sept. 30, 2024	Deliverables and/or Key performance indicators
Conduct discussions with sub-regional partners regarding options for providing safety codes services.	Ongoing		Options investigated. <ul style="list-style-type: none"> <li>• Preliminary conversation initiated with a partner municipality.</li> </ul>

# Planning and Development

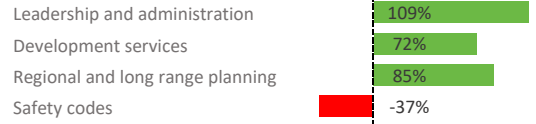
## Q3 - 2024 Financial Reporting

Department Head - Grant Bain

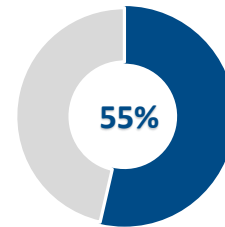


**Variance YTD**  
**(\$472,951)**

**% of Budget**



**% of Annual Budget**



### Leadership and administration

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	-	-	2,552	2,552	0%	0%
<i>Conditional grants from other governments</i>	53,000	33,125	23,000	(10,125)	69%	43%
<b>Total Revenue</b>	<b>53,000</b>	<b>33,125</b>	<b>25,552</b>	<b>(7,573)</b>	<b>77%</b>	<b>48%</b>
<i>Earnings &amp; benefits</i>	297,000	221,582	215,587	(5,995)	97%	73%
<i>General services-contracted</i>	6,570	5,912	4,382	(1,530)	74%	67%
<i>Goods, supplies &amp; materials purchased</i>	2,900	2,221	1,345	(876)	61%	46%
<i>Reserves, transfers &amp; grants</i>	10,000	10,000	10,000	-	100%	100%
<i>Financial service charges</i>	19,000	14,916	35,446	20,530	238%	187%
<b>Total Expense</b>	<b>335,470</b>	<b>254,631</b>	<b>266,761</b>	<b>12,130</b>	<b>105%</b>	<b>80%</b>
<b>Surplus/(Deficit)</b>	<b>(282,470)</b>	<b>(221,506)</b>	<b>(241,209)</b>	<b>(19,703)</b>	<b>109%</b>	<b>85%</b>

#### Variations

##### Financial service charges

- Merchant fees were higher than anticipated.

# Planning and Development

## Q3 - 2024 Financial Reporting

### Development services

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	92,000	69,175	151,659	82,484	219%	165%
<i>Other revenue from own sources</i>	80,000	59,999	93,192	33,193	155%	116%
<b>Total Revenue</b>	<b>172,000</b>	<b>129,174</b>	<b>244,851</b>	<b>115,677</b>	<b>190%</b>	<b>142%</b>
<i>Earnings &amp; benefits</i>	1,059,244	802,681	744,725	(57,956)	93%	70%
<i>General services-contracted</i>	44,774	32,854	13,571	(19,283)	41%	30%
<i>Goods, supplies &amp; materials purchased</i>	4,800	4,800	443	(4,357)	9%	9%
<b>Total Expense</b>	<b>1,108,818</b>	<b>840,335</b>	<b>758,739</b>	<b>(81,596)</b>	<b>90%</b>	<b>68%</b>
<b>Surplus/(Deficit)</b>	<b>(936,818)</b>	<b>(711,161)</b>	<b>(513,888)</b>	<b>197,273</b>	<b>72%</b>	<b>55%</b>

#### Variations

##### *Sales of goods & services to individuals*

- Development agreement revenue was higher than anticipated due to higher activity in urban areas than expected.

##### *Other revenue from own sources*

- Development permit revenue was higher than anticipated due to higher activity in urban areas than expected.

##### *Earnings & benefits*

- Two vacant positions in Q1 and Q2.

### Regional and long range planning

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	<b>0%</b>	<b>0%</b>
<i>Earnings &amp; benefits</i>	622,359	464,266	383,222	(81,044)	83%	62%
<i>General services-contracted</i>	15,900	12,378	10,839	(1,539)	88%	68%
<i>Purchases from other government &amp; agencies</i>	48,782	48,782	49,994	1,212	102%	102%
<i>Goods, supplies &amp; materials purchased</i>	1,000	1,000	885	(115)	88%	88%
<b>Total Expense</b>	<b>688,041</b>	<b>526,426</b>	<b>444,938</b>	<b>(81,488)</b>	<b>85%</b>	<b>65%</b>
<b>Surplus/(Deficit)</b>	<b>(688,041)</b>	<b>(526,426)</b>	<b>(444,938)</b>	<b>81,488</b>	<b>85%</b>	<b>65%</b>

#### Variations

##### *Earnings & benefits*

- One vacant position in Q1 and Q2.

# Planning and Development

## Q3 - 2024 Financial Reporting

### Safety codes

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	4,500	3,000	12,407	9,407	414%	276%
<i>Sales of goods &amp; services to individuals</i>	8,500	6,800	21,174	14,374	311%	249%
<i>Other revenue from own sources</i>	1,189,048	914,748	1,109,662	194,914	121%	93%
<b>Total Revenue</b>	<b>1,202,048</b>	<b>924,548</b>	<b>1,143,244</b>	<b>218,696</b>	<b>124%</b>	<b>95%</b>
<i>Earnings &amp; benefits</i>	1,297,706	983,136	1,032,768	49,632	105%	80%
<i>General services-contracted</i>	122,125	91,425	49,909	(41,516)	55%	41%
<i>Goods, supplies &amp; materials purchased</i>	6,200	6,200	2,886	(3,314)	47%	47%
<b>Total Expense</b>	<b>1,426,031</b>	<b>1,080,761</b>	<b>1,085,563</b>	<b>4,802</b>	<b>100%</b>	<b>76%</b>
<b>Surplus/(Deficit)</b>	<b>(223,983)</b>	<b>(156,213)</b>	<b>57,681</b>	<b>213,894</b>	<b>-37%</b>	<b>-26%</b>

### Variances

#### *Other revenue from own sources*

- Permit revenue was higher than anticipated due to higher activity in urban areas than expected.

#### *Earnings & benefits*

- Earnings were higher than anticipated.

#### *General services-contracted*

- Contracted safety codes officer expenses were less than anticipated.

## 1: Department services

### 1.1: Our mission

*Leading the way for people and business to thrive.*

### 1.2: Service areas

#### Leadership and administration

- 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

<b>Goal 1</b>	<b>Strategic priorities – Deep community connections and strong leadership</b> 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.
<b>Goal 2</b>	<b>Strategic priority – A robust economy</b> Create efficient transportation infrastructure that meets community needs.

## 3: Department highlights

- Capital projects posted to Alberta Purchasing Connection:
  - Replacement of one tandem truck with gravel box and winter attachments awarded and anticipated delivery is Q4.
  - Two medium-duty trucks (Ford F450) awarded and received July 11.
- Summer programs:
  - Line painting – began August 14 and completed Sept. 6.
  - Rural Road Initiative – began June 10.
- Major asphalt repair work began July 2 and anticipated completion is Nov. 4.
- RFQ 24-027 Asphalt Milling Rejuvenation Mixing contract was awarded and the project has been completed.
- RFQ 24-034 Roadside Clearing and Mulching was awarded to Ace Vegetation and work will begin October 8 with an anticipated completion date of Nov. 15.
- Sarvas Alley project was completed. 850 metre section of road was gravelled, oil added and laid back down.
- Swept and cleaned a total of 37 bridge decks throughout the County.

## 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 Sept. 30, 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). <ul style="list-style-type: none"> <li>• Deferral report presented to PWC August 19.</li> <li>• Included in 2025 Operational Plan.</li> </ul>
	Q3 2024		Determine if changes to levels of service are required and adjust policy, if required.

Review and update PG-01 Application of Gravel policy.	Q2 2024		Provide findings report to PWC. <ul style="list-style-type: none"> <li>Assessments are being completed for future gravelling needs for 2024, 2025 and 2026.</li> <li>Presented report to PWC June 10.</li> </ul>
	Q3 2024		Revised policy approved by Council. <ul style="list-style-type: none"> <li>Policy development has been deferred to 2025.</li> </ul>

## 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 Sept. 30, 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 km of shoulder pulls, 25 roadside drainage ditch improvements and 15 km of roadside brushing projects. <ul style="list-style-type: none"> <li>Draft 2024 program presented to PWC on Jan. 15.</li> <li>Finalized program for 2024 will include work being completed in-house and through the heavy equipment rental contractor.</li> <li>RRI program began on June 10.</li> <li>Contractor work:             <ul style="list-style-type: none"> <li>700 metres of spot repair completed.</li> <li>18,858 metres of shoulder pull/reshaping completed.</li> </ul> </li> <li>In-house work:             <ul style="list-style-type: none"> <li>3,557 metres of spot repair completed.</li> <li>2,030 metres of shoulder pull /reshaping completed.</li> <li>2,950 metres of road rehabilitation completed.</li> <li>1,810 metres of bank stabilization completed.</li> <li>1,300 metres of drainage work completed.</li> </ul> </li> </ul>

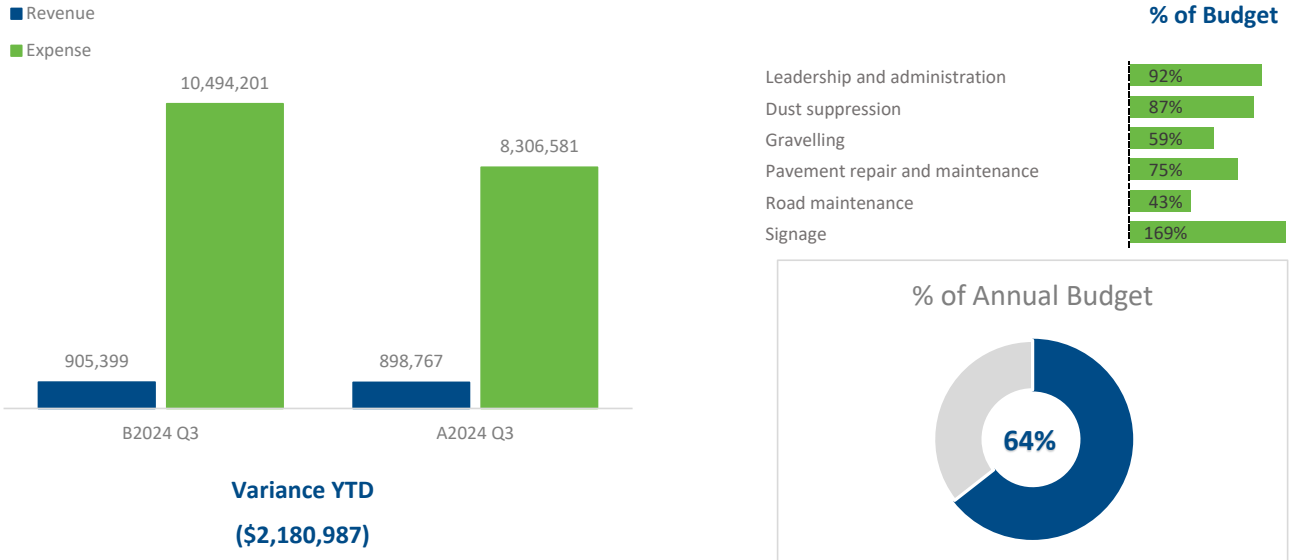


	Q3 2024		<p>Share project status updates with the public throughout the summer and fall of 2024.</p> <ul style="list-style-type: none"> <li>• June County Chronicle article identified works completed under the RRI program.</li> <li>• Report presented to PWC on Aug. 19.</li> </ul>
Complete the major asphalt and cold mix repair program.	Q4 2024		<p>Complete major repairs on asphalt failures on main roads.</p> <ul style="list-style-type: none"> <li>• Started July 2.</li> <li>• 80 per cent completed.</li> </ul>
Complete last link program.	Q4 2024		<p>Apply reclamite treated asphalt millings on the following roads:</p> <p>Range Road 234 (Treasure Island) 1,400 metres.</p> <ul style="list-style-type: none"> <li>• Completed July 31.</li> <li>• Township Road 503 east of Joseph Lake Road (Wildland Meadows) 1,200 metres.</li> <li>• Completed Sept. 13.</li> </ul>
	Q4 2024		<p>Apply chip-seal over the following roads that had sections of reclamite applied from 2021 – 2023:</p> <p>Range Road 240A south of Highway 623 (to Deer Crossing Estates) 1,300 metres.</p> <ul style="list-style-type: none"> <li>• Completed Sept. 15.</li> <li>• Township Road 503 east of Joseph Lake Road (Wildland Meadows) 2,600 metres.</li> <li>• Completed Sept. 15.</li> </ul>
Complete the summer asphalt and cold mix maintenance program.	Q4 2024		<p>Complete the street sweeping, line painting and crack sealing programs.</p> <ul style="list-style-type: none"> <li>• Street sweeping <ul style="list-style-type: none"> <li>○ Accepted offers from invited contractors until March 29.</li> <li>○ Started April 23.</li> <li>○ Completed May 2.</li> </ul> </li> <li>• Line painting <ul style="list-style-type: none"> <li>○ Started August 14.</li> <li>○ Completed Sept. 6.</li> </ul> </li> <li>• Crack sealing <ul style="list-style-type: none"> <li>○ Started July 4.</li> <li>○ Completed August 30.</li> </ul> </li> </ul>

# Road Operations

## Q3 - 2024 Financial Reporting

Department Head - Garrett Broadbent



### Leadership and administration

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	39,117	9,117	-	(9,117)	0%	0%
<i>Sales of goods &amp; services to individuals</i>	16,500	12,750	(4,308)	(17,058)	-34%	-26%
<i>Other revenue from own sources</i>	40,000	30,000	15,023	(14,977)	50%	38%
<i>Other transactions</i>	32,000	25,002	24,861	(141)	99%	78%
<b>Total Revenue</b>	<b>127,617</b>	<b>76,869</b>	<b>35,576</b>	<b>(41,293)</b>	<b>46%</b>	<b>28%</b>
<i>Earnings &amp; benefits</i>	4,265,427	3,208,323	3,200,005	(8,318)	100%	75%
<i>General services-contracted</i>	572,217	445,250	431,419	(13,831)	97%	75%
<i>Purchases from other governments &amp; agencies</i>	250	250	16	(234)	6%	6%
<i>Goods, supplies &amp; materials purchased</i>	1,709,338	1,241,827	867,913	(373,914)	70%	51%
<i>Reserves, transfers &amp; grants</i>	40,000	12,869	-	(12,869)	0%	0%
<i>Financial service charges</i>	-	-	66	66	0%	0%
<b>Total Expense</b>	<b>6,587,232</b>	<b>4,908,519</b>	<b>4,499,419</b>	<b>(409,100)</b>	<b>92%</b>	<b>68%</b>
<b>Surplus/(Deficit)</b>	<b>(6,459,615)</b>	<b>(4,831,650)</b>	<b>(4,463,843)</b>	<b>367,807</b>	<b>92%</b>	<b>69%</b>

#### Variations

*Goods, supplies & materials purchased*

- Fuel and lubes were less than anticipated due to fuel prices being less than anticipated.

# Road Operations

## Q3 - 2024 Financial Reporting

### Dust suppression

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	330,000	330,000	363,018	33,018	110%	110%
<b>Total Revenue</b>	<b>330,000</b>	<b>330,000</b>	<b>363,018</b>	<b>33,018</b>	<b>110%</b>	<b>110%</b>
<i>General services-contracted</i>	70,000	70,000	88,301	18,301	126%	126%
<i>Goods, supplies &amp; materials purchased</i>	501,200	501,200	484,536	(16,664)	97%	97%
<b>Total Expense</b>	<b>571,200</b>	<b>571,200</b>	<b>572,837</b>	<b>1,637</b>	<b>100%</b>	<b>100%</b>
<b>Surplus/(Deficit)</b>	<b>(241,200)</b>	<b>(241,200)</b>	<b>(209,819)</b>	<b>31,381</b>	<b>87%</b>	<b>87%</b>

#### Variance

##### *Sales of goods & services to individuals*

- Dust suppression revenue was higher than anticipated.

### Gravelling

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	-	-	481	481	0%	0%
<i>Conditional grants from other governments</i>	497,174	497,174	497,174	-	100%	100%
<b>Total Revenue</b>	<b>497,174</b>	<b>497,174</b>	<b>497,655</b>	<b>481</b>	<b>100%</b>	<b>100%</b>
<i>General services-contracted</i>	1,935,178	1,935,178	1,168,042	(767,136)	60%	60%
<i>Goods, supplies &amp; materials purchased</i>	1,329,272	1,329,272	948,766	(380,506)	71%	71%
<b>Total Expense</b>	<b>3,264,450</b>	<b>3,264,450</b>	<b>2,116,808</b>	<b>(1,147,642)</b>	<b>65%</b>	<b>65%</b>
<b>Surplus/(Deficit)</b>	<b>(2,767,276)</b>	<b>(2,767,276)</b>	<b>(1,619,153)</b>	<b>1,148,123</b>	<b>59%</b>	<b>59%</b>

#### Variance

##### *General services-contracted*

- 180 miles of the gravelling program was completed in the spring of 2024. During the summer of 2024, an assessment of gravel roads indicated they are in good shape so no additional gravelling will be completed in Q4.

##### *Goods, supplies & materials purchased*

- 180 miles of the gravelling program was completed in the spring of 2024. During the summer of 2024, an assessment of gravel roads indicated they are in good shape so no additional gravelling will be completed in Q4.

# Road Operations

## Q3 - 2024 Financial Reporting

### Pavement repair and maintenance

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	972,500	972,500	710,969	(261,531)	73%	73%
Goods, supplies & materials purchased	50,598	10,598	30,885	20,287	291%	61%
<b>Total Expense</b>	<b>1,023,098</b>	<b>983,098</b>	<b>741,854</b>	<b>(241,244)</b>	<b>75%</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(1,023,098)</b>	<b>(983,098)</b>	<b>(741,854)</b>	<b>241,244</b>	<b>75%</b>	<b>73%</b>

#### Variance

##### General services-contracted

- The crack sealing program cost less than anticipated but all work within the contract completed.
- Not all Q3 invoices had been received at the time of this report.
- There were less major asphalt failures than anticipated.

##### Goods, supplies & materials purchased

- Major asphalt repairs budgeted in Q4 were completed in Q3.

### Road maintenance

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	344,774	274,213	14,770	(259,443)	5%	4%
Goods, supplies & materials purchased	623,527	454,567	296,220	(158,347)	65%	48%
<b>Total Expense</b>	<b>968,301</b>	<b>728,780</b>	<b>310,990</b>	<b>(417,790)</b>	<b>43%</b>	<b>32%</b>
<b>Surplus/(Deficit)</b>	<b>(968,301)</b>	<b>(728,780)</b>	<b>(310,990)</b>	<b>417,790</b>	<b>43%</b>	<b>32%</b>

#### Variance

##### General services-contracted

- The grader contract was terminated and the work was completed in house.
- The street sweeping program cost less than anticipated because less sand and salt was used in the spring of 2024.
- Drainage work was completed in house under the Rural Road Initiative Program, resulting in savings in contracted services.

##### Good, supplies & material purchased

- Grader blades budgeted in Q3 will be purchased in Q4.
- Invoices for sand and salt purchases had not been received at the time of this report.

### Signage

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
Sales of goods & services to individuals	2,000	1,356	2,518	1,162	186%	126%
<b>Total Revenue</b>	<b>2,000</b>	<b>1,356</b>	<b>2,518</b>	<b>1,162</b>	<b>186%</b>	<b>126%</b>
Goods, supplies & materials purchased	40,000	38,154	64,674	26,520	170%	162%
<b>Total Expense</b>	<b>40,000</b>	<b>38,154</b>	<b>64,674</b>	<b>26,520</b>	<b>170%</b>	<b>162%</b>
<b>Surplus/(Deficit)</b>	<b>(38,000)</b>	<b>(36,798)</b>	<b>(62,156)</b>	<b>(25,358)</b>	<b>169%</b>	<b>164%</b>

#### Variance

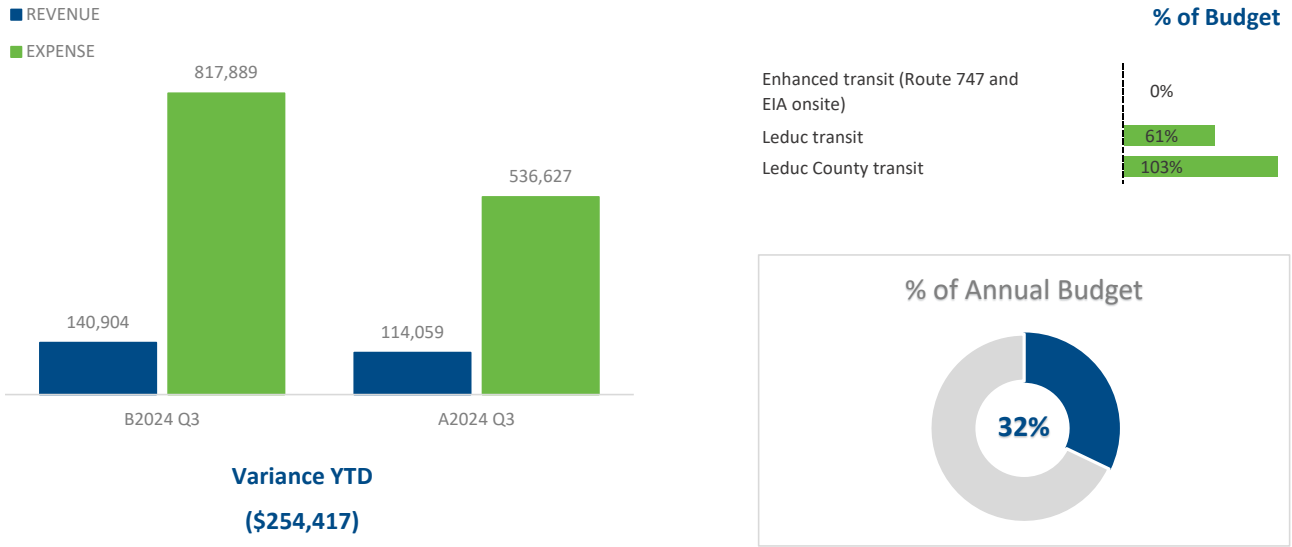
##### Goods, supplies & materials purchased

- Purchased additional electronic signs in 2024.
- Purchased 4x4 wooden posts to upgrade signage along main roads.

# Transit

## Q3 - 2024 Financial Reporting

Department Head - Des Mryglod



### Enhanced transit (Route 747 and EIA onsite)

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
General services-contracted	73,600	-	-	-	0%	0%
Purchases from other governments & agencies	327,000	-	-	-	0%	0%
<b>Total Expense</b>	<b>400,600</b>	-	-	-	<b>0%</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>(400,600)</b>	-	-	-	<b>0%</b>	<b>0%</b>

### Variations

No significant variations.

# Transit

## Q3 - 2024 Financial Reporting

### Leduc transit

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	172,310	129,232	84,764	(44,468)	66%	49%
<i>Sales of goods &amp; services to individuals</i>	14,500	11,672	29,295	17,623	251%	202%
<b>Total Revenue</b>	<b>186,810</b>	<b>140,904</b>	<b>114,059</b>	<b>(26,845)</b>	<b>81%</b>	<b>61%</b>
<i>General services-contracted</i>	24	18	18	-	102%	77%
<i>Purchases from other governments &amp; agencies</i>	1,064,730	789,638	506,597	(283,041)	64%	48%
<i>Goods, supplies &amp; materials purchased</i>	1,000	750	1,764	1,014	235%	176%
<i>Financial service charges</i>	1,000	747	671	(76)	90%	67%
<b>Total Expense</b>	<b>1,066,754</b>	<b>791,153</b>	<b>509,050</b>	<b>(282,103)</b>	<b>64%</b>	<b>48%</b>
<b>Surplus/(Deficit)</b>	<b>(879,944)</b>	<b>(650,249)</b>	<b>(394,992)</b>	<b>255,257</b>	<b>61%</b>	<b>45%</b>

### Variations

#### *Sales of goods & services to other governments*

- August and September revenue from Leduc Transit had not been received at the time of this report.
- Transit pass sales have been higher than anticipated.

#### *Purchases from other governments & agencies*

- The Q3 invoice for Leduc Transit expenses had not been received at the time of this report.

### Leduc County transit

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Earnings &amp; benefits</i>	35,293	26,736	27,576	840	103%	78%
<b>Total Expense</b>	<b>35,293</b>	<b>26,736</b>	<b>27,576</b>	<b>840</b>	<b>103%</b>	<b>78%</b>
<b>Surplus/(Deficit)</b>	<b>(35,293)</b>	<b>(26,736)</b>	<b>(27,576)</b>	<b>(840)</b>	<b>103%</b>	<b>78%</b>

### Variations

*No significant variations.*

## **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 distribution**

- 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 collection**

- 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

<b>Goal 1</b>	<b>Strategic priority – A robust economy</b> 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.
<b>Goal 2</b>	<b>Strategic priority – A robust economy</b> Contribute to the economic resilience of Leduc County.

## 3: Department highlights

- The new three-year agreement with Edmonton International Airport (YEG) for utilities operations and management has been executed.
- The new enhanced access cards for transfer stations have been distributed.
- The engineering design of the Sunnybrook Wastewater Lagoon was 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 Sept. 30, 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. <ul style="list-style-type: none"> <li>• Work is underway to develop or confirm the offsite levy infrastructure requirements.</li> </ul>

#### Strategy 1.2

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

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"> <li>• It is scheduled to be complete in Q1 2025.</li> </ul>



## Goal 2

Contribute to the economic resilience of Leduc County.

### Strategy 2.1

Secure alternative revenue sources.

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"><li>• A new three-year agreement with YEG has been executed for operations and management.</li><li>• Discussions about expanding the scope of work to include stormwater facilities are underway.</li></ul>

### Strategy 2.2

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

Actions	Target dates	Status at Sept. 30, 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. <ul style="list-style-type: none"><li>• Inspections of the stormwater management infrastructure are completed.</li><li>• Review is in progress.</li></ul>

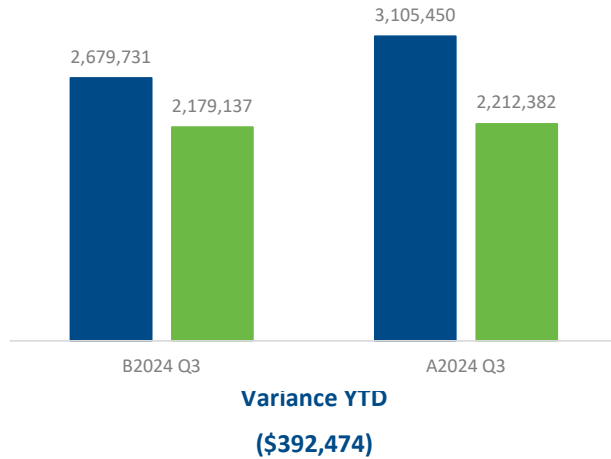
# Utilities - Water distribution

## Q3 - 2024 Financial Reporting

Department Head - Des Mryglod

■ REVENUE  
■ EXPENSE

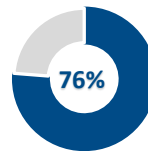
% of Budget



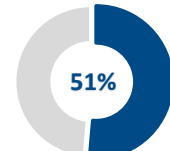
Water distribution

178%

% of Annual Budget - Revenue



% of Annual Budget - Expense



### Water distribution

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	3,464,307	2,293,586	2,620,890	327,304	114%	76%
<i>Other revenue from own sources</i>	422,840	311,171	409,586	98,415	132%	97%
<i>Other transactions</i>	184,949	74,974	74,974	-	100%	41%
<b>Total Revenue</b>	<b>4,072,096</b>	<b>2,679,731</b>	<b>3,105,450</b>	<b>425,719</b>	<b>116%</b>	<b>76%</b>
<i>Earnings &amp; benefits</i>	584,499	460,796	350,306	(110,490)	76%	60%
<i>General services-contracted</i>	488,707	303,568	246,716	(56,852)	81%	50%
<i>Purchases from other governments &amp; agencies</i>	1,473,429	938,846	1,119,930	181,084	119%	76%
<i>Goods, supplies &amp; materials purchased</i>	262,320	196,248	212,198	15,950	108%	81%
<i>Reserves, transfers &amp; grants</i>	1,058,620	60,000	66,934	6,934	112%	6%
<i>Financial service charges</i>	438,481	219,679	216,298	(3,381)	98%	49%
<b>Total Expense</b>	<b>4,306,056</b>	<b>2,179,137</b>	<b>2,212,382</b>	<b>33,245</b>	<b>102%</b>	<b>51%</b>
<b>Surplus/(Deficit)</b>	<b>(233,960)</b>	<b>500,594</b>	<b>893,068</b>	<b>392,474</b>	<b>178%</b>	<b>-382%</b>

### Variations

*Sales of goods & services to individuals*

- Residential, bulk water and industrial sales were higher than anticipated.

*Other revenue from own sources*

- Contracted services revenues were higher than anticipated.

*Earnings & benefits*

- One vacant position in Q1 to Q3.

*General Services-contracted*

- Repairs and maintenance to engineering structures was less than anticipated.

*Purchases from other governments & agencies*

- Water purchases were higher than anticipated because water consumption was higher than expected.

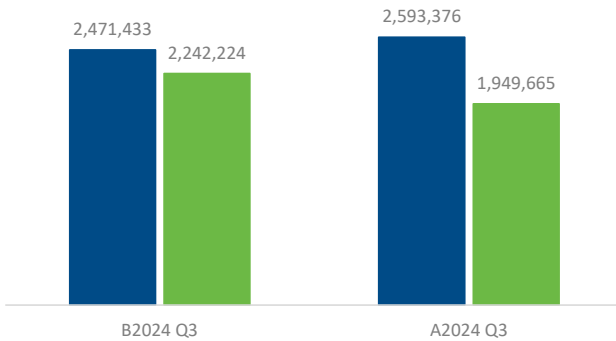
# Utilities - Wastewater collection

## Q3 - 2024 Financial Reporting

Department Head - Des Mryglod

■ REVENUE  
■ EXPENSE

% of Budget

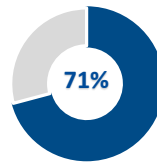


Variance YTD  
(\$414,502)

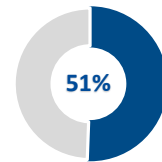
Wastewater collection

281%

% of Annual Budget -  
Revenue



% of Annual Budget -  
Expense



### Wastewater collection

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	3,454,858	2,311,400	2,337,759	26,359	101%	68%
<i>Other revenue from own sources</i>	205,233	160,033	255,616	95,583	160%	125%
<b>Total Revenue</b>	<b>3,660,091</b>	<b>2,471,433</b>	<b>2,593,376</b>	<b>121,943</b>	<b>105%</b>	<b>71%</b>
<i>Earnings &amp; benefits</i>	418,950	333,602	268,970	(64,632)	81%	64%
<i>General services-contracted</i>	331,845	262,719	285,263	22,544	109%	86%
<i>Purchases from other governments &amp; agencies</i>	2,334,788	1,480,482	1,234,441	(246,041)	83%	53%
<i>Goods, supplies &amp; materials purchased</i>	72,776	53,119	49,564	(3,555)	93%	68%
<i>Reserves, transfers &amp; grants</i>	517,733	17,625	25,051	7,426	142%	5%
<i>Financial service charges</i>	178,246	94,677	86,377	(8,300)	91%	48%
<b>Total Expense</b>	<b>3,854,338</b>	<b>2,242,224</b>	<b>1,949,665</b>	<b>(292,559)</b>	<b>87%</b>	<b>51%</b>
<b>Surplus/(Deficit)</b>	<b>(194,247)</b>	<b>229,209</b>	<b>643,711</b>	<b>414,502</b>	<b>281%</b>	<b>-331%</b>

#### Variations

##### *Sales of goods & services to individuals*

- Wastewater sale volumes for Nisku Business Park were higher than anticipated due to higher water consumption than expected.

##### *Other revenue from own sources*

- Contracted services revenues were higher than anticipated.

##### *Earnings & benefits*

- One vacant position in Q1 to Q3.

##### *General Services-contracted*

- Repairs and maintenance to equipment and engineering structures and other professional services were higher than anticipated but offset by the additional contracted services revenue.

##### *Purchases from other governments & agencies*

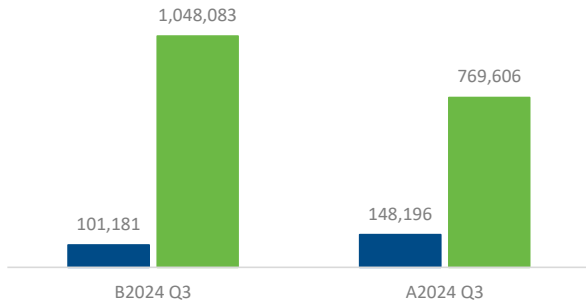
- Not all of the wastewater transmission and treatment invoices for Q3 had been processed at the time of this report.

# Utilities - Waste management

## Q3 - 2024 Financial Reporting

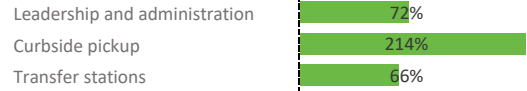
Department Head - Des Mryglod

■ REVENUE  
■ EXPENSE

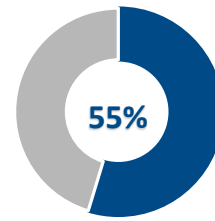


**Variance YTD**  
**(\$325,492)**

**% of Budget**



**% of Annual Budget**



### Leadership and administration

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Other revenue from own sources</i>	2,500	1,878	1,629	(249)	87%	65%
<i>Conditional grants from other governments</i>	242,771	-	-	-	0%	0%
<b>Total Revenue</b>	<b>245,271</b>	<b>1,878</b>	<b>1,629</b>	<b>(249)</b>	<b>87%</b>	<b>1%</b>
<i>Earnings &amp; benefits</i>	418,503	314,389	333,166	18,777	106%	80%
<i>General services-contracted</i>	20,295	15,166	15,797	631	104%	0%
<i>Purchases from other governments &amp; agencies</i>	300,700	158,022	1,437	(156,585)	1%	7%
<i>Goods, supplies &amp; materials purchased</i>	5,795	4,317	3,394	(923)	79%	59%
<i>Reserves, transfers &amp; grants</i>	-	-	1,125	1,125	0%	0%
<b>Total Expense</b>	<b>745,293</b>	<b>491,894</b>	<b>354,919</b>	<b>(136,975)</b>	<b>72%</b>	<b>48%</b>
<b>Surplus/(Deficit)</b>	<b>(500,022)</b>	<b>(490,016)</b>	<b>(353,290)</b>	<b>136,726</b>	<b>72%</b>	<b>71%</b>

#### Variations

##### *Purchases from other governments & agencies*

- Some landfill invoices from Q1 to Q3 had not been paid at the time of this report; pending receipt of supporting documentation for invoice amounts.

## Utilities - Waste management

### Q3 - 2024 Financial Reporting

#### Curbside pickup

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to individuals</i>	123,279	92,387	89,110	(3,277)	96%	72%
<b>Total Revenue</b>	<b>123,279</b>	<b>92,387</b>	<b>89,110</b>	<b>(3,277)</b>	<b>96%</b>	<b>72%</b>
<i>Earnings &amp; benefits</i>	28,439	25,650	8,867	(16,783)	35%	31%
<i>General services-contracted</i>	60,060	45,040	34,424	(10,616)	76%	57%
<i>Goods, supplies &amp; materials purchased</i>	330	255	14	(241)	5%	4%
<i>Reserves, transfers &amp; grants</i>	34,450	-	-	-	0%	0%
<b>Total Expense</b>	<b>123,279</b>	<b>70,945</b>	<b>43,304</b>	<b>(27,641)</b>	<b>61%</b>	<b>35%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>21,442</b>	<b>45,806</b>	<b>24,364</b>	<b>214%</b>	<b>0%</b>

#### Variations

No significant variations.

#### Transfer stations

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Sales of goods &amp; services to other governments</i>	5,004	3,753	3,000	(753)	80%	60%
<i>Other revenue from own sources</i>	4,216	3,163	54,458	51,295	1722%	1292%
<b>Total Revenue</b>	<b>9,220</b>	<b>6,916</b>	<b>57,458</b>	<b>50,542</b>	<b>831%</b>	<b>623%</b>
<i>General services-contracted</i>	460,707	345,963	292,767	(53,196)	85%	64%
<i>Purchases from other governments &amp; agencies</i>	171,477	128,840	71,925	(56,915)	56%	42%
<i>Goods, supplies &amp; materials purchased</i>	13,130	10,441	6,691	(3,750)	64%	51%
<b>Total Expense</b>	<b>645,314</b>	<b>485,244</b>	<b>371,383</b>	<b>(113,861)</b>	<b>77%</b>	<b>58%</b>
<b>Surplus/(Deficit)</b>	<b>(636,094)</b>	<b>(478,328)</b>	<b>(313,926)</b>	<b>164,402</b>	<b>66%</b>	<b>49%</b>

#### Variations

##### *Other revenue from own sources*

- Metal recycling revenue was higher than anticipated due to securing a new metal processor who provides significantly higher revenues.

##### *General services-contracted*

- Invoices for August and September waste and blue bag processing and transportation had not been processed in full at the time of this report.

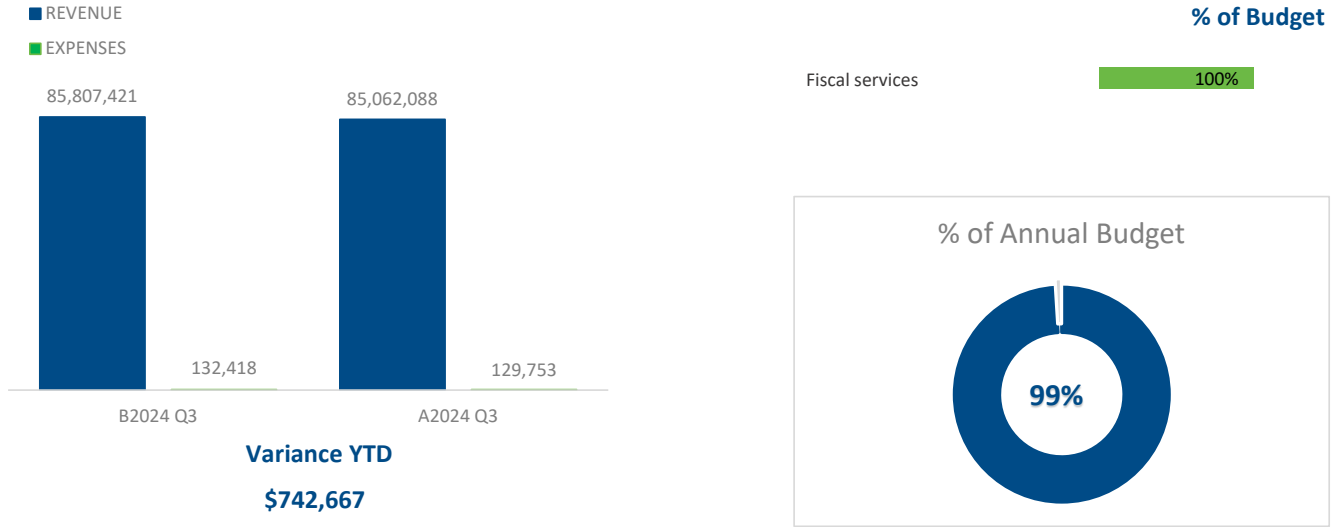
##### *Purchases from other governments & agencies*

- Landfill invoices for Q3 had not been processed at the time of this report.

# Fiscal Services

## Q3 - 2024 Financial Reporting

Department Head - Natasha Wice



### Fiscal services

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<i>Taxes</i>	83,408,954	83,925,216	83,374,076	(551,140)	99%	100%
<i>Taxes-grant in lieu</i>	126,244	126,244	122,899	(3,345)	97%	97%
<i>Other revenue from own sources</i>	2,310,170	1,569,043	2,182,609	613,566	139%	94%
<i>Unconditional grants from other governments</i>	54,500	54,500	34,104	(20,396)	63%	63%
<i>Other transactions</i>	264,836	132,418	129,753	(2,665)	98%	49%
<b>Total Revenue</b>	<b>86,164,704</b>	<b>85,807,421</b>	<b>85,843,440</b>	<b>36,019</b>	<b>100%</b>	<b>100%</b>
<i>Financial service charges</i>	264,836	132,418	129,753	(2,665)	98%	49%
<i>Other transactions-general</i>	135,133	-	-	-	0%	0%
<b>Total Expense</b>	<b>399,969</b>	<b>132,418</b>	<b>129,753</b>	<b>-</b>	<b>98%</b>	<b>32%</b>
<b>Surplus/(Deficit)</b>	<b>85,764,735</b>	<b>85,675,003</b>	<b>85,713,687</b>	<b>38,684</b>	<b>100%</b>	<b>100%</b>

### Variances

#### Taxes

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

#### Other revenue from own sources

- Interest on investments was more than anticipated.

#### Unconditional grants from other governments

- The Leduc and District Regional Landfill rebate was less than anticipated.

## Investment Summary

As at September 30, 2024

Interest received	\$	883,984
Gain/(loss) on sale of investments	\$	-
	\$	<u>883,984</u>

CIBC Portfolio Breakdown	Purchase Price	% of portfolio
Temporary and short-term (less than 1 year)	\$ 2,578,752	6%
Medium term (between 1 - 10 years)	\$ 36,710,942	88%
Long-term (10+ years)	\$ 2,311,461	6%
	\$ <u>41,601,155</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 2-10 years to reduce the sensitivity to fluctuations in interest rates. The current rates remain strong with locked-in rates of 1.49% to 8.50%.

Returns have continued to increase as the portfolio benefits from maturities and interest disbursements being reinvested into the current rate environment. As inflation appears to have come under control and interest rates are expected to decline further, the portfolio is constructed to benefit. Further rate cuts are to be expected during the remainder of the year, continuing to allow for potential capital appreciation opportunities and better liquidity management.

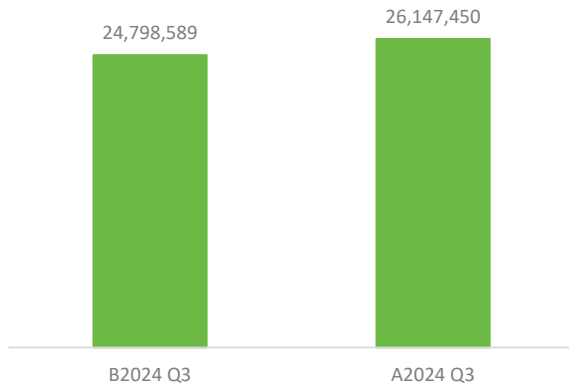
# Requisitions expenditures

## Q3 - 2024 Financial Reporting

Department Head - Natasha Wice

■ EXPENSE

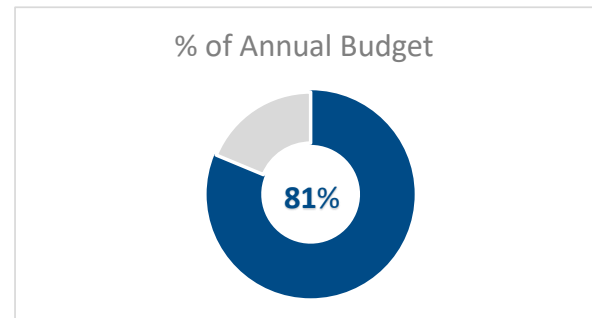
% of Budget



Requisitions

105%

**Variance YTD**  
**\$1,348,861**



### Requisitions

Account	2024 budget	2024 Q3 budget	2024 Q3 actual	Variance (\$)	% of Q3 budget	% of total budget
<b>Total Revenue</b>	-	-	-	-	0%	0%
<i>Reserves, transfers &amp; grants</i>	32,174,776	24,798,589	26,147,450	1,348,861	105%	81%
<b>Total Expense</b>	<b>32,174,776</b>	<b>24,798,589</b>	<b>26,147,450</b>	<b>1,348,861</b>	<b>105%</b>	<b>81%</b>
<b>Surplus/(Deficit)</b>	<b>(32,174,776)</b>	<b>(24,798,589)</b>	<b>(26,147,450)</b>	<b>(1,348,861)</b>	<b>105%</b>	<b>81%</b>

### Variances

- An incorrect withdrawal amount has resulted in an overpayment of Alberta School Foundation Fund requisition. The Government of Alberta will be adjusting the Dec. 31, 2024 requisition amount to correct the error.





**2024 Major Project and Capital Project Plan**  
**Quarter 3 Reporting - Funding and Expenditures Summary**  
*For the period ending September 30, 2024*

Major Project and Capital Project Summary		Budget	Actual	Variance
	Total	30,414,568	10,991,879	19,422,690
<b>Total Expenditures</b>		<b>30,414,568</b>	<b>10,991,879</b>	<b>19,422,690</b>

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
	Tax - General	565,000	558,058	6,942
<b>Grants</b>				
	Municipal Sustainability Initiative (MSI) Capital	200,000	200,000	-
<b>Other</b>				
	Reserves	2,005,070	1,974,241	30,829
	Sale/Trade-In	192,000	186,032	5,968
	Sale/Trade-In Transfer to Reserve	(192,000)	(186,032)	(5,968)
<b>Total Funding</b>		<b>2,770,070</b>	<b>2,732,298</b>	<b>37,772</b>

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
	Tax - General	5,492,285	1,454,185	4,038,100
<b>Grants</b>				
	Alberta Municipal Water/Wastewater Partnership (AMWWP)	2,380,950	1,121,624	1,259,326
	Canada Community Building Fund (formerly Gas Tax Fund)	1,790,651	308,205	1,482,446
	Municipal Sustainability Initiative (MSI) Capital	1,430,000	686,112	743,888
	Municipal Sustainability Initiative (MSI) Operating	213,500	213,500	-
	Local Government Fiscal Framework (LGFF) (formerly Municipal Sustainability Initiative Capital)	3,006,518	1,233,132	1,773,386
	Local Government Fiscal Framework (LGFF) (formerly Municipal Sustainability Initiative Operating)	254,637	65,641	188,996
	Northern and Regional Economic Development Program (NRED)	200,000	55,534	144,466

<b>Work In Progress Project Funding Summary</b>		<b>Budget</b>	<b>Actual</b>	<b>Savings/(Over) Expenditures</b>
<b>Other</b>				
	Debenture	3,616,500	627,497	2,989,003
	Reserves	7,054,687	1,436,241	5,618,446
	Reserve - Statutory	1,390,502	1,010,502	380,000
	Reserve - Utility	17,000	10,172	6,828
	Sale/Trade-In	195,000	-	195,000
	Sale/Trade-In Transfer to Reserve	(195,000)	-	(195,000)
	Other - Deferred Revenue	10,618	-	10,618
	Offsite levy - Water	124,000	34,585	89,415
	External Contribtuion	2,650	2,650	-
<b>Total Funding</b>		<b>26,984,498</b>	<b>8,259,580</b>	<b>18,724,918</b>

<b>No Activity Project Funding Summary</b>		<b>Budget</b>	<b>Actual</b>	<b>Savings/(Over) Expenditures</b>
<b>Municipal Taxes</b>				
	Tax - General	310,000	-	310,000
<b>Grants</b>				
	Canada Community Building Fund (formerly Gas Tax Fund)	80,000	-	80,000
	Local Government Fiscal Framework (LGFF) (formerly Municipal Sustainability Initiative Capital)	270,000	-	270,000
<b>Total Funding</b>		<b>660,000</b>	<b>-</b>	<b>660,000</b>



**2024 Major Project Plan**  
**Quarter 3 Reporting - Funding and Expenditures Summary**  
*For the period ending September 30, 2024*

Major Project Summary	Budget	Actual	Variance
Major Projects	6,155,800	3,281,750	2,874,050
<b>Total Expenditures</b>	<b>6,155,800</b>	<b>3,281,750</b>	<b>2,874,050</b>

Completed Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>			
Tax - General	550,000	543,633	6,367
<b>Other</b>			
Reserves	872,300	861,704	10,596
<b>Total Funding</b>	<b>1,422,300</b>	<b>1,405,337</b>	<b>16,963</b>

Work In Progress Project Funding Summary	Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>			
Tax - General	1,214,500	315,253	899,247
<b>Grants</b>			
Municipal Sustainability Initiative (MSI) Operating	213,500	213,500	-
Local Government Framework (LGFF) (formerly Municipal Sustainability Initiative (MSI))	254,637	65,641	188,996
Northern and Regional Economic Development (NRED)	200,000	55,534	144,466
<b>Other</b>			
Sale/Trade-In			
Reserves	1,543,361	205,812	1,337,549
Reserve - Statutory	1,290,502	1,010,502	280,000
Reserve - Utilities	17,000	10,172	6,828
<b>Total Funding</b>	<b>4,733,500</b>	<b>1,876,413</b>	<b>2,857,087</b>



**2024 Major Project Plan  
Q3 Reporting  
As of September 30, 2024**

Project #	Project Name	2024 Final Budget	Total Expense to September 30, 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	The first draft of the arterial roadway costing and analysis is due early Q4, 2024. The water and wastewater servicing is being completed internally.
2024-MP-002	Wildland firefighting equipment	\$ 175,000	\$ 173,170	\$ 1,830		Completed	
2024-MP-003	Alberta First Responder Radio Communications System (AFRRCS) - Year 1 of 2	\$ 807,500	803,929	\$ 3,571		Completed	
2024-MP-004	Security enhancements	\$ 42,000	35,172	\$ 6,828		In-progress	Security system for Nisku East reservoir and pumphouse is 90% complete. Anticipate that the pumphouse and Warburg fire security will be completed in Q4, 2024.
2024-MP-005	Marketing strategy	\$ 75,000	-	\$ 75,000		In-progress	Request for Proposal (RFP) is currently waiting to be released. Council will receive an update 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	\$ 80,113	\$ 269,887		In-progress	All projects have been approved for 2024. Final payments to be made in Q2, 2025.
2024-MP-008	Warburg arena renovation - phase two	\$ 1,330,000	\$ 1,050,000	\$ 280,000		In-progress	Project is 90% complete with final payment to be provided in Q4, 2024.
2024-MP-009	510 Local Area Structure Plan (formerly the North Nisku Local Area Structure Plan) - Year 2 of 2	\$ 170,000	\$ 19,382	\$ 150,618		In-progress	Delay in project in Q2, 2024, project is back on track and moving forward toward original completion date Q2, 2025. Consultant is currently working on the engineering design.
2024-MP-010	Land Use Bylaw update	\$ 20,000	\$ 241	\$ 19,759		In-progress	Additional Council workshops have been added to Q4, 2024; pushing the open house to Q1, 2025. The public hearing is scheduled for Q1, 2025.
2024-MP-011 2023-MP-007	Enterprise content management (ECM) - Year 4 of 4	\$ 542,500	\$ 237,731	\$ 304,769		In-progress	Tyler permitting implementation is in progress and expected to go live in Q1, 2025. Currently conducting user testing and implementing the final draft of legacy data import. File reorganizations are in progress to the functional structure for network file shares and is expected to be completed in Q4, 2024.
2024-MP-012	Building lifecycle maintenance	\$ 220,000	\$ 122,710	\$ 97,290		In-progress	The Thorsby Public Works shop doors have been installed. Firewall replacement will be completed in Q4, 2024.
2024-MP-013	Building lifecycle maintenance - Black Gold Cost Share	\$ 147,500	\$ 114,320	\$ 33,180		In-progress	County Centre power pedestal replacements have been completed. County Centre foyer renovation will be completed in Q4, 2024.



**2024 Major Project Plan  
Q3 Reporting  
As of September 30, 2024**

Project #	Project Name	2024 Final Budget	Total Expense to September 30, 2024	Total Cost Variance	Project Indicator	Status	Status Update
2024-MP-014	Business and Entrepreneur Centre (BEC) renovations	\$ 310,000	\$ 21,819	\$ 288,181		In-progress	Project is 80% complete and expected to be completed in Q4, 2024.
2024-MP-015	West Lands Area Structure Plan	\$ 175,000	\$ -	\$ 175,000		In-progress	Entering negotiations with the consultant for the transportation corridors study. Application for an Alberta Community Partnership - Intermunicipal Collaboration (ACP-IC) grant for the servicing analysis component has been submitted.
2024-MP-016	Leduc County growth strategy	\$ 30,000	\$ 25,000	\$ 5,000		In-progress	Project is expected to be completed by Q4, 2024. Currently finalizing the project charter for Council adoption in Q4, 2024. Preparation of the background report and public participation plan is also in progress.
2024-MP-018	Business and Entrepreneur Centre drink, food & tourism capacity development project	\$ 200,000	55,534	\$ 144,466		In-progress	Remaining outstanding items include signage, marketing and additional capacity workshops. Remaining renovations are expected to be completed by Q4, 2024 and workshops are expected to continue into Q1, 2025.
2024-MP-019	Enterprise Resource Planning (ERP) software replacement	\$ 943,500	65,641	\$ 877,859		In-progress	The budgeting software implementation is in phase one of four. The ERP, tax and utility software is in final negotiations with software providers.
2022-MP-009	Central Nisku Local Area Redevelopment Plan (CNLARP) (Formerly Nisku Area Redevelopment Plan)	\$ 68,000	\$ 48,750	\$ 19,250		In-progress	Project was reinitiated in Q2, 2024 and the contractor identified that there was additional technical engineering information required for the project. An additional \$40,000 was approved from the operating budget. Project is expected to be complete by Q4, 2024.
2023-MP-003	Municipal Development Plan Interim Review	\$ 5,000	\$ 4,605	\$ 395		Completed	
2023-MP-009	Building lifecycle maintenance - Black Gold Cost Share	\$ 9,800	\$ 6,790	\$ 3,010		Completed	
2023-MP-017	County Centre - Renovation Design	\$ 50,000	\$ 46,380	\$ 3,620		Completed	

**Total major projects**

\$ 6,155,800   \$ 3,281,750   \$ 2,874,050

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



## 2024 Capital Project Plan

### Quarter 3 Reporting - Funding and Expenditures Summary

*For the period ending September 30, 2024*

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	10,517,370	4,301,420	6,215,950
	Road Program	10,931,620	3,227,808	7,703,812
	Bridge Program	2,809,778	180,901	2,628,877
<b>Total Expenditures</b>		<b>24,258,768</b>	<b>7,710,129</b>	<b>16,548,639</b>

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
	Tax - General	15,000	14,424	576
<b>Grants</b>				
	Municipal Sustainability Initiative (MSI) Capital	200,000	200,000	-
<b>Other</b>				
	Reserves	1,132,770	1,112,537	20,233
	Sale/Trade-In	192,000	186,032	5,968
	Sale/Trade-In Transfer to Reserve	(192,000)	(186,032)	(5,968)
<b>Total Funding</b>		<b>1,347,770</b>	<b>1,326,961</b>	<b>20,809</b>

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
<b>Municipal Taxes</b>				
	Tax - General	4,277,785	1,138,932	3,138,853
<b>Grants</b>				
	Alberta Municipal Water/Wastewater Partnership	2,380,950	1,121,624	1,259,326
	Canada Community Building Fund (formerly Gas Tax Fund)	1,790,651	308,205	1,482,446
	Municipal Sustainability Initiative (MSI) Capital	1,430,000	686,112	743,888
	Local Government Fiscal Framework (LGFF) Capital (formerly Municipal Sustainability Initiative Capital)	3,006,518	1,233,132	1,773,386
<b>Other</b>				
	Debenture	3,616,500	627,497	2,989,003
	Reserves	5,511,326	1,230,429	4,280,897
	Reserve - Statutory	100,000	-	100,000
	Sale/Trade-In	195,000	-	195,000
	Sale/Trade-In Transfer to Reserve	(195,000)	-	(195,000)
	Other - Deferred Revenue	10,618	-	10,618
	Offsite levy	124,000	34,585	89,415
	External Contribution	2,650	2,650	-
<b>Total Funding</b>		<b>22,250,998</b>	<b>6,383,168</b>	<b>15,867,830</b>

<b>No Activity Project Funding Summary</b>		<b>Budget</b>	<b>Actual</b>	<b>Savings/(Over) Expenditures</b>
<b>Municipal Taxes</b>				
	Tax - General	310,000	-	310,000
<b>Grants</b>				
	Canada Community Building Fund (formerly Gas Tax Fund)	80,000	-	80,000
	Local Government Fiscal Framework (LGFF) Capital (formerly Municipal Sustainability Initiative Capital)	270,000	-	270,000
<b>Total Funding</b>		<b>660,000</b>	<b>-</b>	<b>660,000</b>



**2024 Capital Project Plan  
Q3 Reporting  
As of September 30, 2024**

Project #	Project Name	2024 Final Budget	Total Expenses to September 30, 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	\$ 1,121,624	\$ 2,052,976		In-progress	Civil work has been completed. Electrical and mechanical work is in progress. Project is expected to be completed in Q1, 2025.
2024-CP-002	Fleet asset replacements	\$ 2,057,000	\$ 797,173	\$ 1,259,827		In-progress	Seven of nine assets have been purchased. One motor grader and four fleet assets have been received. Two assets haven been delayed until Q1, 2025. Some replacements are to be leased for 2024.
2024-CP-003	One-ton 4x4 replacement	\$ 96,000	\$ 71,335	\$ 24,665		In-progress	Vehicle was delivered in Q3, 2024. Additional work for box including sandblasting, paint and mounting to be completed by Q4, 2024.
2024-CP-004	Sunnybrook wastewater lagoon renewal - engineering	\$ 55,000	\$ 45,040	\$ 9,960		In-progress	Awaiting final invoices.
2024-CP-005	Bus replacements - Leduc Transit cost share	\$ 262,500	\$ -	\$ 262,500		In-progress	Currently finalizing the Rural Transit Solution Fund (RTSF) contribution agreement with the Government of Canada. The tender has been closed for the three 26 passenger buses and the approval to sole source the 40-foot bus has been approved by the Government of Canada.
2024-CP-006	Bus refurbishments - Leduc Transit cost share	\$ 175,000	\$ -	\$ 175,000		In-progress	One bus is in the final stages of refurbishment. When completed, the second bus refurbishment will proceed. The refurbishment is expected to be completed by Q2, 2025.
2024-CP-007	Replacement of an ATV	\$ 15,000	\$ 14,424	\$ 576		Completed	
2024-CP-008	15 Avenue storm pond outfall replacement- construction	\$ 703,000	\$ 26,432	\$ 676,569		In-progress	Project has been cancelled due to bids exceeding budgeted projections for the project. Project has been resubmitted for 2025 budget consideration.
2024-CP-009	2024 Bridge program	\$ 2,809,778	\$ 180,901	\$ 2,628,877		In-progress	See Bridge Summary
2024-CP-010	2024 Road program	\$ 10,931,620	\$ 3,227,808	\$ 7,703,812		In-progress	See Road Summary
2024-CP-011	Signage implementation	\$ 379,000	\$ 56,145	\$ 322,856		In-progress	Construction of the signs is expected to be completed by Q4, 2024.
2024-CP-012	New Sarepta ball diamond development	\$ 100,000	\$ -	\$ 100,000		In-progress	Project on hold pending land sale negotiations.
2024-CP-013	Wastewater service connection for OJ Pipeline	\$ 94,270	\$ 79,559	\$ 14,711		Completed	
2023-CP-004 2022-CP-002	Replacement of Fire Engine	\$ -	\$ -	\$ -		Completed	Unit 23-209 was sold at auction at the beginning of September.
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	\$ 439,676	\$ 344,324		In-progress	Project is 98% complete, awaiting invoices. Final electrical and instrumentation work is in progress.
2023-CP-014	Royal Oaks Estates Infrastructure - Deficiencies	\$ 5,500	\$ -	\$ 5,500		Completed	
2023-CP-018	Jubilee Park Day Use Improvements	\$ 57,500	\$ 55,124	\$ 2,376		In-progress	Final project tasks to be completed in Q4, 2024.



Project #	Project Name	2024 Final Budget	Total Expenses to September 30, 2024	Total Cost Variance	Project Indicator	Status	Status Update
2023-CP-019	Signage implementation	\$ 252,000	\$ 7,377	\$ 244,623		In-progress	Installation location of the Nisku Spine Road and 41 Ave signs are expected to occur by Q4, 2024. All other signs have been installed.
2023-CP-020	Nisku District South Fire Station	\$ 465,000	\$ 121,971	\$ 343,029		In-progress	Waiting on final invoice following deficiency list completion. Waiting on decision for the relocation of the trailer back to its original location.
2023-CP-021	East Water Transmission Line - Nisku - Construction	\$ 124,000	\$ 34,585	\$ 89,415		In-progress	Design is anticipated to be completed by Q4, 2024. Construction is expected to go forward in future years.
2023-CP-023	Urban servicing	\$ 485,000	\$ 197,976	\$ 287,024		In-progress	Gravel truck is expected to be delivered in Q4, 2024.

**Total capital projects**

\$ 24,258,768   \$ 7,710,129   \$ 16,548,639

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



## 2024 Road Program Q3 Reporting As of September 30, 2024

Project #	Traffic Volume (AADT*)	From	To	Work Description	2024 Final Budget	Total Expenses to September 30, 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	\$ 2,000,000	\$ 194,835	\$ 1,805,165		In-progress	Project is expected to be completed in Q4, 2024.
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	Tenders have exceeded the budget. Next steps to be determined.
Design engineering for 2025 major roads	2024-RD-003				Rehabilitation design	\$ 50,000	\$ -	\$ 50,000		No Activity	Work is expected to move forward in Q4, 2024 following interim budget approval.
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	\$ 627,497	\$ 2,989,003		In-progress	Project is 95% complete, street lights are outstanding. Project expected to be completed by Q4, 2024.
<b>Total</b>						<b>\$ 6,016,500</b>					

### Rural Roads

Range Road 223	2024-RD-004	461	Highway 21	New Sarepta boundaries	Mill and overlay	\$ 658,050	\$ 497,346	\$ 160,704		In-progress	Awaiting final invoices.
Rural road initiative	2024-RD-005		Various	Various	Rehabilitation	\$ 1,250,000	\$ 704,524	\$ 545,476		In-progress	Work is currently underway and completion is expected by Q4, 2024.
Last Link program	2024-RD-006		Various	Various	Rehabilitation	\$ 474,150	\$ 174,063	\$ 300,087		In-progress	Awaiting final invoices.
<b>Total</b>						<b>\$ 2,382,200</b>					

### Subdivisions

Steinke Estates	2024-RD-007	East - 102 West - 56			Rehabilitation	\$ 1,052,970	\$ 735,786	\$ 317,184		In-progress	Awaiting final invoices.
<b>Total</b>						<b>\$ 1,052,970</b>					

### Nisku

8A Street from 7th Street to 8th Street	2024-RD-008	478	7 Street	8 Street	Rehabilitation	\$ 711,950	\$ -	\$ 711,950		In-progress	Awaiting final invoices.
Nisku Spine Road Design: From Allard Ave to 65th Ave	2023-RD-009		Airport Road	65th Ave	Design	\$ 150,000	\$ 44,980	\$ 105,020		In-progress	Project expected to be completed in Q4, 2024.
Nisku Spine Road and 41 Ave Intersection: Dual Left Turn Bay Construction (Nisku)	2023-RD-010	483	41 Ave	41 Ave	Construction	\$ 318,000	\$ 240,747	\$ 77,253		In-progress	Awaiting final invoices.
<b>Total</b>						<b>\$ 1,179,950</b>					

### Intersection Improvements

Range Road 232 Hay Lakes trail (Range Road 231A) - Looma	2024-RD-009	193			Reconstruction design	\$ 40,000	\$ 8,029	\$ 31,971		In-progress	Project expected to be completed by Q4, 2024.
<b>Total</b>						<b>\$ 40,000</b>					

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

\*AADT - Annual average daily traffic

**Total 2024 road program**    \$ 10,931,620    \$ 3,227,808    \$ 7,703,812

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



## 2024 Bridge Program Quarter 3 Reporting

For the period ending September 30, 2024

Project #	Existing Surface	Work Description	2024 Final Budget	Total Expenses as at September 30, 2024	Variance	Project Indicator	Status	Status Update
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### In order of priority

BF timber culvert - Sparrow Drive north of Highway 625
BF 08493 Township Road 492 between Range Road 255 and 260
BF 08044 Township Road 484 between Range Road 265 and 264
BF 79686 Range Road 25 south of intersection with Township Road 474
BF 77602 Range Road 271 between Township Road 500 and 502
BF 13995 Range Road 15 between Township Road 502 and 504
BF 74642 Township Road 500 between Range Road 280 and 281
BF 73244 Township Road 492 between Range Road 254 and 253

2024-BF-001	Timber box culvert	Replacement	\$ 460,000	\$ 28,373	\$ 431,627		In-progress	Contract has been awarded and completion is expected by Q4, 2024.
2024-BF-002	Single span girder bridge	Rehabilitation	\$ 82,637	\$ 6,030	\$ 76,608		In-progress	Contract has been awarded and completion is expected by Q4, 2024.
2024-BF-003	2 bridge culvert	Rehabilitation	\$ 73,845	\$ 5,488	\$ 68,357		In-progress	Contract has been awarded and completion is expected by Q4, 2024.
2024-BF-005	Bridge culvert	Rehabilitation	\$ 114,956	\$ 5,488	\$ 109,468		In-progress	Contract has been awarded and completion is expected by Q4, 2024.
2024-BF-006	Bridge culvert	Rehabilitation	\$ 50,995	\$ 5,488	\$ 45,507		In-progress	Contract has been awarded and completion is expected by Q4, 2024.
2024-BF-007	Bridge culvert	Rehabilitation	\$ 45,165	\$ 5,488	\$ 39,677		In-progress	Contract has been awarded and completion is expected by Q4, 2024.
2024-BF-008	3 span bridge	Rehabilitation	\$ 26,180	\$ 5,488	\$ 20,692		In-progress	Contract has been awarded and completion is expected by Q4, 2024.
2024-BF-009	2 bridge culvert	Replacement	\$ 485,000	\$ -	\$ 485,000		In-progress	Right of Way (ROW) acquisition is in progress.

**\$ 1,338,778    \$ 61,842    \$ 1,276,936**

### Carry forward projects

BF 72211 Range Road 15 between Township Road 484 and 490
BF 85317 Township Road 492 between range Road 24 and 25
BF 00905 Township Road 490 between Range Road 225 and 260
BF 75572* Range Road 271 between Township Road 494 and HWY 39

2023-BF-001	Culvert	Replacement	\$ 414,000	\$ 4,250	\$ 409,751		In-progress	ROW acquisition is in progress.
2023-BF-004	Culvert	Replacement	\$ 355,000	\$ 3,986	\$ 351,015		In-progress	ROW acquisition is in progress.
2023-BF-005	Bridge Structure	Maintenance	\$ 159,000	\$ 105,135	\$ 53,865		In-progress	Awaiting final invoices.
2023-BF-008	Bridge culvert	Replacement	\$ 543,000	\$ 5,689	\$ 537,311		In-progress	Council has approved an additional \$215,000 to the overall budget, per resolution number 161-24. Contract has been awarded.

**\$ 1,471,000    \$ 119,059    \$ 1,351,941**

**\$ 2,809,778    \$ 180,901    \$ 2,628,877**

*Impact to schedule and/or budget*

*Project completed and under budget*

*Project completed and over budget*

\* \$215,000 has been added to the final budget



## Operating Fund Reserve Schedule

Quarter 3 Reporting

For the period ended Sep. 30, 2024

	Actual balance as at Dec. 31, 2023	Applied 2024 actual	Additions 2024 actual	Actual balance as at Sep. 30, 2024
Legacy fund	4,466,914.23	-	530,000.00	4,996,914.23
Stabilization and contingency	5,995,076.95	-	-	5,995,076.95
Special purpose	11,011,995.40	-	-	11,011,995.40
Utilities	2,092,376.21	-	27,220.50	2,119,596.71
	<b>23,566,362.79</b>	<b>0.00</b>	<b>557,220.50</b>	<b>24,123,583.29</b>
		<b>557,220.50</b>		
		Net change		



## Capital Fund Reserve Schedule

Quarter 3 Reporting

For the period ended Sep. 30, 2024

	Actual balance as at Dec. 31, 2023	Applied 2024 actual	Additions 2024 actual	Actual balance as at Sep. 30, 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	21,847.24	200,934.51	3,883,655.23
Utilities	5,064,759.87	-	65,889.36	5,130,649.23
	<b>23,557,375.33</b>	<b>21,847.24</b>	<b>266,823.87</b>	<b>23,802,351.96</b>

<b>244,976.63</b>
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Net change



**Offsite Levy Schedule**  
 Quarter 3 Reporting  
*For the period ended Sep. 30, 2024*

	Actual balance as at Dec. 31, 2023	Applied 2024 Actual	Additions 2024 Actual	Actual Balance as at Sep. 30, 2024
Road	5,838,583.40	727,925.02	3,611,449.78	8,722,108.16
Water	15,938,717.64	274,974.27	765,093.87	16,428,837.24
Wastewater	221,658.18	-	2,322.24	223,980.42
	<b>21,998,959.22</b>	<b>1,002,899.29</b>	<b>4,378,865.89</b>	<b>25,374,925.82</b>

<b>3,375,966.60</b>
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Net change